

WORCESTER PUBLIC SCHOOLS



ANNUAL BUDGET FISCAL YEAR 2022

July 1, 2021 - June 30, 2022



Maureen F. Binienda
Superintendent of Schools

Worcester Public Schools
20 Irving Street
Worcester, Massachusetts

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From Here, Anywhere!



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Class of 2021

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Worcester Public Schools
Worcester, Massachusetts

Fiscal Year 2022

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

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

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Special acknowledgment:

Christina Kuriacose, *Director of School and Student Performance*

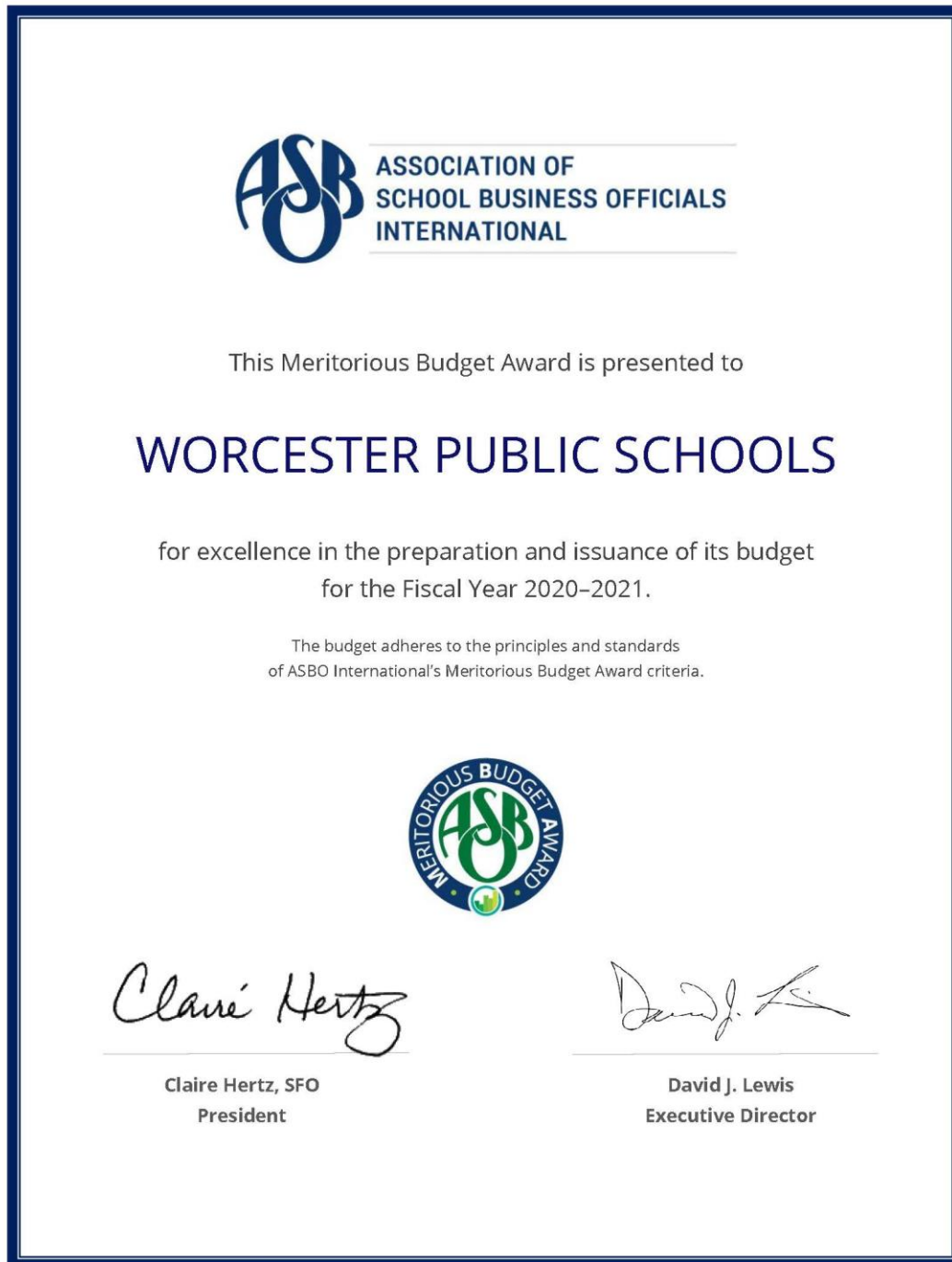
for completion of the Student Characteristics and Student Outcome sections of the Informational Section of this budget book.





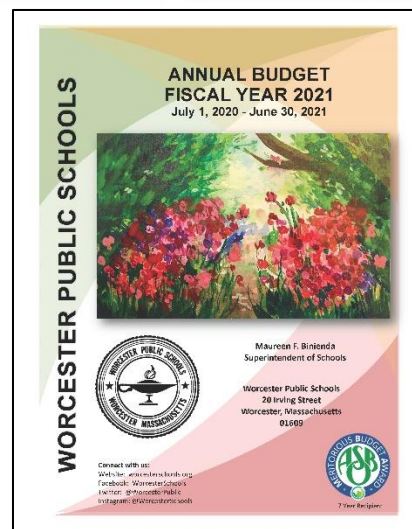
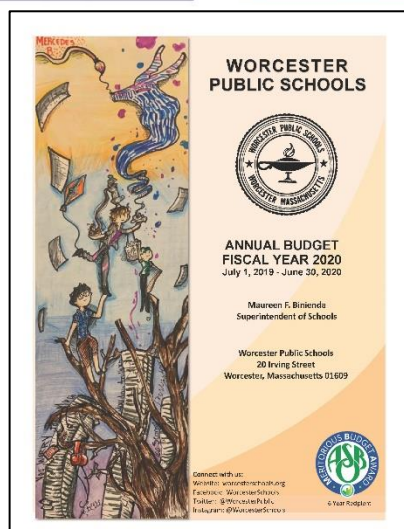
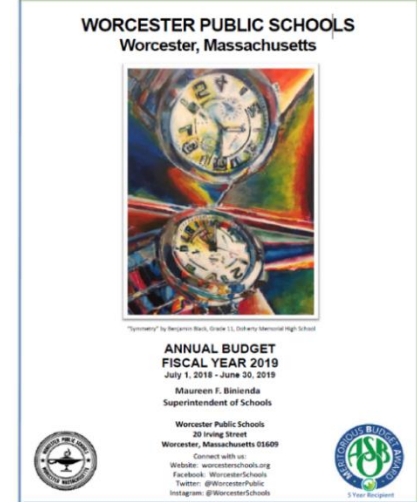
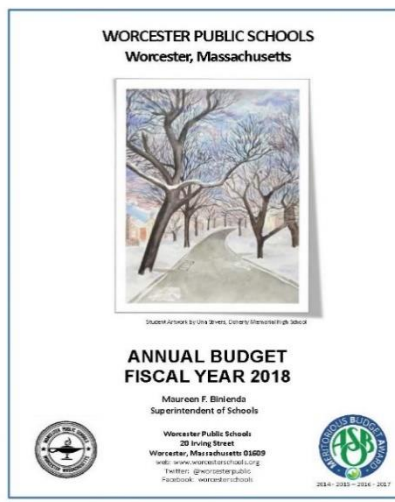
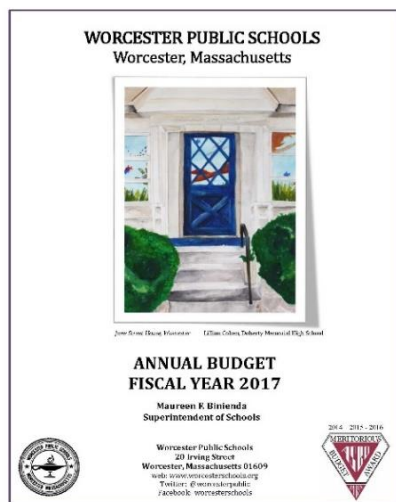
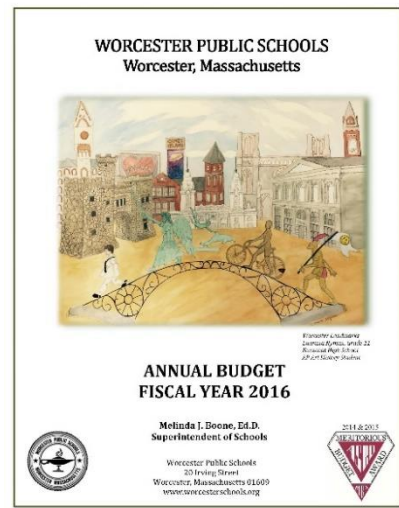
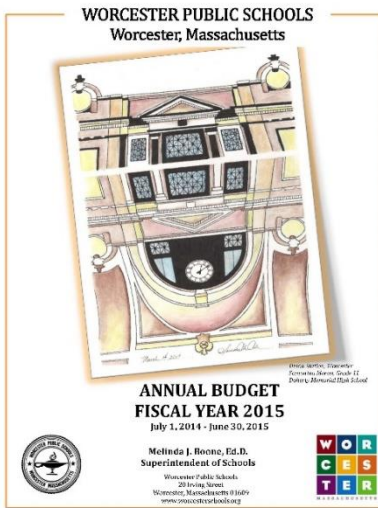
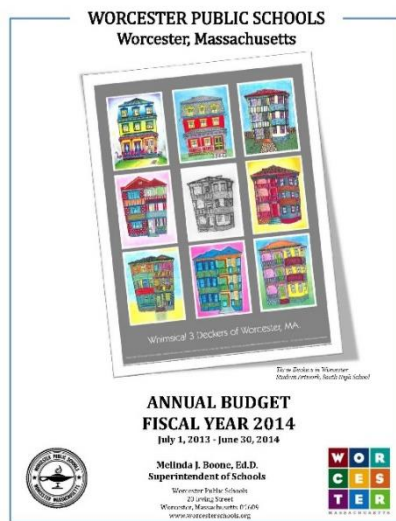
Budget Award

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, 2020. This is the eighth consecutive year the district has received this award.





Budget Award History





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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

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District Leadership



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508-799-3115



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



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

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Superintendent's Message

Maureen F. Binienda

We will remember the lasting effects the worldwide COVID-19 pandemic had on the 2020-2021 school year for a long time. The Worcester Public Schools transitioned into full remote instruction to start the school year, then to hybrid instruction in March 2021, and back to full in-person instruction for grades pre-kindergarten to grade eight in May 2021. During the past year, and resulting from the pandemic, the district experienced an unprecedented student enrollment decline, the state retracted the first year phase-in funding of the new Student Opportunity Act, and we, unfortunately, mourned members of the Worcester Public Schools community that passed away due to the virus.

However, also during the same time, the city and district spent millions of dollars on ventilation system upgrades, personal protective equipment, and quickly accelerated technology purchases to become a 1:1



Chromebook district for all students. Teachers and staff adapted to provide exceptional instruction through new ways of teaching. We provided more than 5,000 internet hotspots to families to ensure connectivity to instruction during remote and hybrid learning. The district implemented remote feeding locations and provided 1.4 million free meals to students over the past year.

As we emerge from the pandemic, the federal government will provide \$120 million in COVID-19 relief funds to be used over the

next three fiscal years to support the district. These added funds will help sustain technology and safety purchases, provide bridge foundation budget funding to support the expected student enrollment increase, provide accelerated funds for Student Opportunity Act initiatives, and provide additional funds for building ventilation system replacement and building renovation projects.

The FY22 state budget also reinstates and phases in the Student Opportunity Act funding to provide new, higher foundation budget rates over the next seven years. The Worcester Public Schools Administration has estimated that this new funding formula will provide the district with \$90 million additional funds over the next seven years above the current funding formula levels.

Using these new federal funds along with the higher foundation budget level of funding, this new level of financial support will allow the district to focus on state criteria for the new funds. These include expanded learning opportunities (summer and school year), common planning time for teachers, wraparound services for students' social-emotional and physical health, increase or improve professional development, purchase curriculum materials and equipment, and expanding early education or pre-kindergarten programs. These criteria align with the district's strategic plan - *Defining Our Path: A Strategic Plan for Education in Worcester*.



Superintendent's Message

This strategic plan informs our resource allocations in pursuit of our goals with a particular focus on innovation, academic excellence, welcoming schools, investment in educators, and technology and operations.

The FY22 budget uses a combination of local, state, and federal resources 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. Using the new federal funding will allow the district to advance the spending from the Student Opportunity Act in a sustainable manner.

The FY22 budget development also reflects engaged collaboration with school and district leaders, as well as the input received from students, parent groups, and community and business leaders to the best extent possible over the past year. This budget is prepared based on collaboration with 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 providing these essential city resources to the Worcester Public Schools. I also appreciate the continued support of Mayor Joseph Petty, the Worcester School Committee, and the Worcester City Council for their support of the Worcester Public Schools budget and the recent building construction projects.

The FY22 budget uses the new funds and reallocated resources targeted directly to support high-quality teaching and learning within our schools. The budget includes 95 newly funded teacher positions. This includes 20 English Language Teachers to fully meet Department of Justice service compliance, 27 teachers and professional staff to assist students with disabilities (SWD), 13 early literacy specialists to assist with the expected kindergarten/grade 1 enrollment increase, 4 Chapter 74 teachers for the new South High School, 4 School Adjustment Counselors, 6 teachers to support the administrative diversity pipeline with Worcester State University, 5 high school health educators to support the district's new comprehensive health curriculum, among additional teachers to support the schools. The budget also reflects 18 instructional assistants, 7 nursing positions, and district support positions based on student needs and district requirements. The budget also funds the new dual-language school (to be located at the former St. Stephen's School), and a new Virtual Academy for grades 7 and 8 for up to 125 students in the first year.

We were able to witness, even during full remote learning for most of this past year, that every day in the Worcester Public Schools there is exceptional teaching and 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 artistically. ***From here, our students can go anywhere!***

The FY22 budget aligns resources that will support student achievement and prepare students for college and career readiness and postsecondary success. I look forward to our continued work together to achieve these goals.

Maureen F. Binienda
Superintendent of Schools



Executive Summary



The fiscal year 2022 budget represents total spending for the Worcester Public Schools from all

Executive Summary



sources of **\$477,340,938**, a \$48.8 million, or 11.4% increase from the FY22 adopted budget level of \$427,790,255. Within this amount, the total general fund budget by the City Manager is \$386,215,142, which represents an increase of \$13.8 million, or a 3.7% increase from the FY21 School Committee's adopted

budget of \$372,398,669. The budget increase represents an \$11.6 million increase in Chapter 70 state aid and charter school reimbursement, \$3.7 million increase in city contribution, offset by a \$3.5 million increase in charter school tuition, school choice, and state special education assessments.

It is important to highlight that the FY21 adopted budget in December 2020 is \$16.1 million less than the initial budget approved in June 2020 resulting from the impact of the COVID-19 pandemic on the state budget. The FY22 Budget amount is \$2.2 million less than the initial FY21 Budget amount.

Federal Elementary and Secondary School Emergency Relief (ESSER) Funds will provide \$122.5 million in additional funding to help with COVID-19 recovery efforts between FY21 and FY24. During FY22, this budget uses \$40.0 million, or 33% of the total ESSER allocation to achieve targeted spending on initiatives and provide long-term fiscal sustainability. Other federal and state grants assume level funding pending actual annual grant awards. Other special revenues are expected to decrease based on the reduction in state special education reimbursement funds. Finally, the School Nutrition funding projects to increase significantly over FY21 actual funding but will be less than the FY21 adopted budget based on expected meal participation levels.

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 informs our resource allocations in pursuit of our goals with a particular focus on innovation, academic excellence, welcoming schools, investment in educators, and technology and operations.
- ⊕ Implements spending initiatives of the state's new **Student Opportunity Act**, based on feedback from a series of public forums from early 2020 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 diverse teachers, and expanding social and emotional learning instruction.



Executive Summary

- ⊕ Uses federal **Elementary and Secondary School Emergency Relief (ESSER) Funds** to accelerate the phase-in of Student Opportunity Act initiatives during each of the next three fiscal years. Also, these funds continue investments made in technology and new investments in building ventilation systems and renovation projects.
- ⊕ Uses federal ESSER funds to achieve the following in FY22:
 - ⊕ to support the district sustain technology and personal protective equipment (PPE) purchases (\$4.3 million)
 - ⊕ provide bridge funding to support an expected kindergarten and grade 1 enrollment increase after an unprecedented pandemic-related enrollment decline last year at these grades (\$9.7 million)
 - ⊕ provide accelerated funds for Student Opportunity Act initiatives (\$13.2 million)
 - ⊕ provide additional funds for building ventilation system replacement and building renovation projects (\$4.1 million)
 - ⊕ provide robust summer school and afterschool recovery and acceleration programs and additional professional learning for staff (\$8 million)
- ⊕ Establishes a stand-alone Dual Language School for Grades Pre-Kindergarten to Grade 6 at the former location of St. Stephen's School. Funding includes a new building principal, a dual language instructional coach, two additional teachers, a school clerk, a school nurse, a building custodian, and \$150,000 in supplies and materials for the program.¹
- ⊕ Establishes a Remote Academy for grades 7 and 8 next year for up to 125 students in the first year, increasing one grade each year to grade 12 by the 2025-26 school year and up to 375 students. Funding includes a principal and seven teacher positions.¹
- ⊕ Provides 20 English Learner Teachers expected to comply with all Department of Justice service requirements for English Learners.¹
- ⊕ Provides 22 teachers and 20 educational service positions to support students with disabilities (SWD) in the following areas:¹
 - ⊕ 8 elementary-level special education teachers
 - ⊕ 5 secondary-level special education teachers
 - ⊕ 4 elementary autism program teachers and 3 support positions
 - ⊕ 2 Speech and Language Pathologists (SLPs) and 1 Speech and Language Pathologist Assistant (SLP-A)
 - ⊕ 2 Special Education Focused Instructional Coach positions
 - ⊕ 1 Occupational Therapist
 - ⊕ 1 ASL Interpreter
 - ⊕ 15 instructional assistants to support various programs in the district

¹ This initiative is funded in FY22 through the ESSER grant and will transition to Student Opportunity Act funds in FY23.



Executive Summary

- ⊕ Provides 13 early literacy specialists to assist with recovery and acceleration services for the expected kindergarten and grade 1 enrollment increase next year. The budget also maintains all 591 Elementary classroom teacher positions to maintain reasonable class sizes and to address the anticipated enrollment increase at the kindergarten and grade 1 level. Staffing adjustments occur based on enrollment shifts and trends within the district.¹
- ⊕ Provides 6 teachers to support the administrative diversity pipeline with Worcester State University.¹
- ⊕ Provides 5 high school health educators to support the district's new comprehensive health curriculum.¹
- ⊕ Provides 4 Chapter 74 teachers for the new South High School (3/early childhood funded in FY22 through the ESSER grant with the transition to Student Opportunity Act funds in FY23 and 1/Diesel Automotive to be funded by the Perkins Grant).
- ⊕ Provides 4 additional School Adjustment Counselors to provide additional social-emotional support for students.¹
- ⊕ Provides an Assistant Principal position at Burncoat High School, Lake View Elementary, and McGrath Elementary based on enrollment or special programming at the schools. Also provides a Focused Instructional Coach at Belmont Elementary, Claremont Academy, Doherty Memorial High School, South High School, and Worcester Technical High School.¹ Also, an ESL Coach is added to the Title III Grant.
- ⊕ Adds an Assistant Manager of Curriculum and Professional Learning and an Assistant Director of Instructional Technology and Digital Learning¹ (funded in part by a reallocation of an Instructional Technology Coach position).
- ⊕ Provides 5 school nurses (4 were added during FY21), 4 licensed practical nurse (LPN) positions (1 was added during FY21), and 2 certified nursing assistant (CNA) positions to support schools and student medical needs within the district.
- ⊕ Provides an additional 4 teachers at the middle and high school levels to address enrollment increases and course offering needs. Included in this increase are¹:
 - ⊕ 1 Dance/Theater teacher at Burncoat High and Middle Schools
 - ⊕ 1 College and Career Planning Teacher at South High
 - ⊕ 1 Science Teacher at Doherty Memorial High School
 - ⊕ 1 Innovations Pathways Teacher at Claremont Academy
- ⊕ Provides funding (\$229,000 additional funding) for the purchase of a new student information system (including online grading and parent portal) in 2021-22 and implemented for the 2022-23 school year.

¹ This initiative is funded in FY22 through the ESSER grant and will transition to Student Opportunity Act funds in FY23.



Executive Summary

- ⊕ Provides Adult English Learner instruction through the Adult Education Department (\$100,000).
- ⊕ Increases the Day-by-Day Substitute Rate by \$5 per day (from \$80 to \$85 per day) totaling a \$63,000 cost increase, continuing the Administration's commitment to fully phase-in the daily rate increase up to \$85 per day from \$70 per day by the 2021-22 school year.
- ⊕ Provides an additional \$1 million for textbooks, curricular materials, and educational supplies (funded in FY22 through the ESSER grant to transition to Student Opportunity Act funds in FY23).
- ⊕ Provides \$844,930 in professional learning and mentoring opportunities for instructional staff, including:
 - ⊕ Six early literacy and implementation sessions for school-based leadership teams (\$678,000)
 - ⊕ First-year training for the 13 added early literacy intervention specialists in Reading Recovery (\$119,600)
 - ⊕ ESL dual licensure pathway program (\$25,000)
 - ⊕ Teacher and Assistant Principal mentoring (\$22,330)
- ⊕ Increases funding for the district's environmental management system by \$100,000.

Executive Summary Revenue Change



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

State Aid: The Foundation Budget, the education per-pupil funding formula, annually determined by student enrollment and an inflation factor. The annual revenue change occurs with the enrollment changes within the district, adjustments in the inflation factor, and the new, first-year phase-in formula components of the Student Opportunity Act (2019) within the foundation budget.

While the initial FY21 budget included the intended phase-in of this new funding formula, the impact of the COVID-19 pandemic on the state's economy, the final adopted budget (in December 2020) did not include the initial year funding. The reduction in this funding resulted in the loss of \$16.1 million to the district budget, offset with savings in certain areas because of the district being fully remote through March 29, 2021, and hybrid instruction through May 3, 2021.

For FY22, the foundation budget growth for the district is \$15.3 million. This amount results from modest inflation rate growth of 1.4% (and 2.8% 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 \$6.0 million. The new, 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 \$18.9 million. These additions decrease by \$9.6 million by an unprecedented enrollment decline of 1,058 students likely attributed to the COVID-19 pandemic.



Anywhere!

Executive Summary

Overall, the 23,986 student enrollment for Worcester from the previous year changed as follows:

- 746 student decrease (**-24.3%**) in pre-kindergarten and Kindergarten
- 316 student decrease (-2.8%) in Grades 1 through 6 enrollment
- 4 student increase (0.0%) in grades 7-12 enrollment

The entire state enrollment also declined an unprecedented 37,363 students, with 17,197 decrease of students in pre-kindergarten and Kindergarten (-17.9%), a 17,332 decrease of students in grade 1 through 6 (-4.2%), and a slight decrease of 2,834 students in grades 7-12 (-0.6%).

Total Chapter 70 State Aid increases from \$277,395,997 (including the amounts for charter schools and school choice tuition offset) to \$289,004,989, a 4.2% increase.

City Contribution: The City's contribution of \$127,052,444 increases \$3.7 million over the FY21 adopted level of \$123,327,975. 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 projects to meet/exceed the minimum spending requirement. 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 \$142.8 million of local revenue in direct support of the Worcester Public Schools.



Based on the FY22 budget, the Worcester Public Schools represent \$4.50 of the residential property tax rate of \$16.28. The city also funds school-related debt for construction and renovation projects, totaling approximately \$15.8 million. This amount equals \$0.58 of the residential tax bill. The total tax impact of the Worcester Public Schools is **\$1,371** of the average tax bill of \$4,962.



Executive Summary

Federal Elementary and Secondary School Emergency Relief (ESSER) Funds: The federal government is providing financial resources to school districts to respond to the COVID-19 pandemic.

- ⊕ The Worcester Public Schools will receive an estimated \$122.5 million in these ESSER funds through the following awards:

<u>ESSER Funding</u>	<u>Award Amount</u>
ESSER I funding through CARES Act ¹ :	\$9,463,606
ESSER II funding through Coronavirus Response and Relief Supplemental Appropriations Act, 2021 (CRRSA):	\$34,815,950
ESSER III funding through American Rescue Plan ² :	\$78,169,220
Total ESSER Funding	\$122,448,776

¹ Some funding used during FY21

² Expected award amount



The ESSER Funds will support the district's operating budget in FY22 due to an unprecedented decline in student enrollment, particularly at the Pre-Kindergarten and Kindergarten levels. Also, the funds will continue investments made by the district during remote and hybrid learning, such as personal protective equipment (PPE), technology computer applications, and internet

connectivity. The funds will provide advanced funding over the next three years for the implementation of the state's Student Opportunity Act. Finally, funds will provide additional ventilation system upgrades and building renovations to the district's buildings.

- ⊕ **Federal Grants:** All federal grants use the FY21 award amounts until the award of FY22 amounts. The Individuals with Disabilities in Education Act (IDEA) funds expect to increase based on funding included in the American Rescue Plan but the district awaits the actual award. The Head Start Grant reflects the FY22 actual grant award, a decrease of \$494,194 of the FY21 level.
- ⊕ **State Grants:** All state grants use the FY21 award amounts pending actual grant awards.
- ⊕ **School Nutrition Revenue:** After a year of mostly remote foodservice model, the district is planning on the return to school-based feeding programs during the 2021-22 school year using 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. As the district returns to school-based feeding in uncertain social distancing requirements that may be needed, the budget reflects a conservative







Anywhere!

Executive Summary

projected revenue with a decrease of 7.0%, to account for any uncertainty at the start of the school year in meal delivery options. On the other hand, 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:** While the Circuit Breaker reimbursement assumes a 75% reimbursement rate for eligible students, the reimbursement totals \$2.7 million, a decrease of \$885,386 from the amount included in the FY21 budget due to a decrease in the number of eligible students from the district’s continued efforts on developing lower-cost in-district and collaborative alternative programs.
- ⊕ **State Charter School Reimbursement:** The budget reflects \$4.9 million for the Worcester Public Schools. This covers 100% of the facilities assessment portion of the charter school tuition reimbursement formula and 82% of the three-year transitional aid portion of the reimbursement formula. The current funding level underfunds the Worcester Public Schools by \$788,200.
- ⊕ **Fees and User Charges:** Revenue collected through athletic gate receipts, building use fees, and program revenue expect to remain the same as the FY21 original budgeted revenue amount.

Summary of Revenue Sources

	 State Funds	 City Contribution	 Federal Funds	 Fees & User Charges	Total
General Fund*	\$269,786,120	\$116,429,022	\$0	\$0	\$386,215,142
Grant Funds	\$1,760,514	\$0	\$70,847,912	\$0	\$72,608,426
Nutrition Fund	\$318,690	\$0	\$13,718,326	\$25,763	\$14,062,779
Other Special Revenue	<u>\$3,173,172</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,281,419</u>	<u>\$4,454,591</u>
Total	\$275,038,496	\$116,429,022	\$84,566,238	\$1,307,182	\$477,340,938

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

The budget reflects the following cost increases:

- ⊕ **Contractual Salary Increases:** The budget reflects anticipated or approved salary increases for all employees totaling \$5.9 million.
- ⊕ **New Positions:** There are 145 new instructional and instructional support positions added to the budget, from all funding sources, including ESSER, totaling \$9.0 million.

Executive Summary Cost Increases





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- ⊕ **Health Insurance and Retirement Assessments:** The City of Worcester has based health insurance with premium rates increasing between 5.0 and 6.0% for all group plans, reflecting an increase of \$3.0 million. Also, 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 by \$2.1 million.
- ⊕ **Student Transportation:** The budget reflects contracted rates for student transportation, as the contracted rate for the 87 large school buses increases 3.0% to \$89,354 per year for each bus, the cost for 33 mid-size buses increases 3.0% to \$113,823 per year for each bus, and the cost for 21 wheelchair buses increases 3.0% to \$119,551 per year for each bus next year. The budget also reflects the restoration of the one-time FY21 budget savings when compared to the FY21 adopted budget amount. The account also funds \$1.3 million for out-of-district student transportation and \$864,000 for mandated homeless student transportation. Although the budget shows a 70% increase, when compared to the initial FY21 budget before the one-time budget reductions, the total increase in contracted student transportation costs in FY21 is \$406,678, or 2.3%
- ⊕ **Tuition:** The increase in tuition assessments, totaling \$372,579 is attributed to cost increases associated with the Central Massachusetts Collaborative, including the Recovery High School, (approximately \$229,900), a decrease of \$742,700 in other out of district special education tuitions, and a decrease in state reimbursement for special education students (Circuit Breaker) (\$885,400).
- ⊕ **Building Utilities:** The account reflects a \$296,765 increase (4.8%) based on an increase of \$203,793 in internet and telephone services, an increase in electricity supply costs (totaling \$101,491, and a decrease in heating oil (\$8,519).
- ⊕ **Building Rentals and Parking Lot Leases:** The amount for building rentals increase \$1.15 million over the FY21 budget amount, attributed to new Transportation Department space move from Fremont Street to NE Cutoff (\$470,000), Facilities Department space that was previously provided at no cost at St. Gobain now at NE Cutoff (\$370,000), new rental of space at St. Stephen's for the Dual Language School (\$132,000), and an increase in the lease space for the Alternative School at St. Casimir's (\$123,816), and the lease of the Chatham Street Parking Lot (\$37,920).
- ⊕ **Facilities Maintenance:** The increase of \$231,738 in this account is attributed to environmental abatement work (\$100,000), estimated usage for trash removal (\$87,175), and custodial and maintenance supplies (\$44,563).

Executive Summary ESSER Spending Plan



The Federal Elementary and Secondary School Emergency Relief (ESSER) Funds are provided by the federal government to school districts to respond to the COVID-19 pandemic.

The Worcester Public Schools will receive an estimated \$122.5 million in these ESSER funds through the following awards to be spent between FY21-FY24. For 2021-2022, approximately 32% of the total allocation (\$39.3 million) will be spent in the following direct expenditure categories:



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Executive Summary

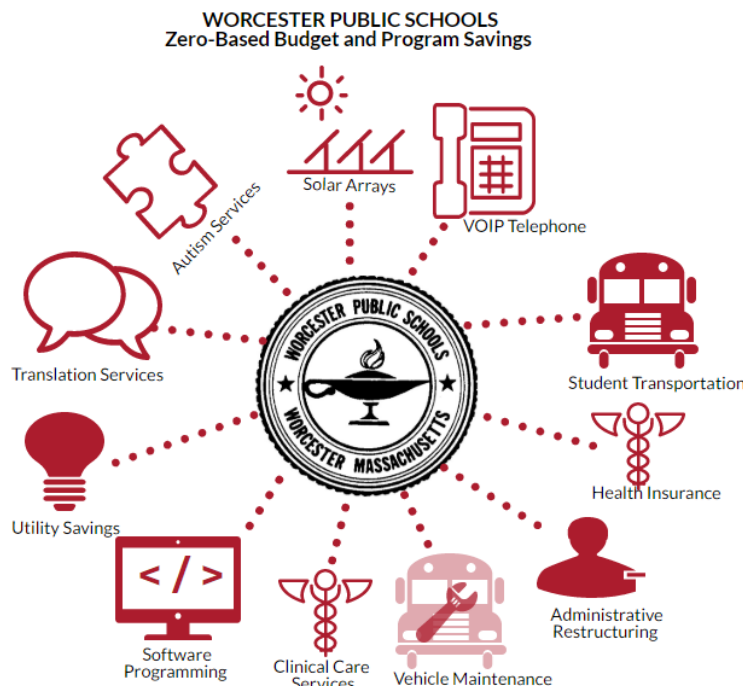
- ⊕ Support the district's operating budget in FY22 due to an unprecedented decline in student enrollment, particularly at the Pre-Kindergarten and Kindergarten levels (\$9.7 million).
- ⊕ Continue investments made by the district during remote and hybrid learning, such as personal protective equipment (PPE), technology computer applications, and internet connectivity (\$4.3 million).
- ⊕ Advance funding over the next three years for implementation of the state's Student Opportunity Act (\$13.2 million).
- ⊕ Provide additional ventilation system upgrades and building renovations to the district's buildings (\$4.1 million).
- ⊕ Provide robust summer programs, implement recovery and acceleration opportunities during the school year, and provide additional professional learning opportunities for staff (\$8.0 million).

Executive Summary Strategies to Balance Budget



For the twelfth 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 the district achieved savings and funds reallocated to other instructional programs.

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





Executive Summary

- ⊕ Reallocates 16 elementary classroom positions based on an expected enrollment bubble from the unprecedented enrollment decline at the pre-kindergarten and kindergarten levels for next year. The budget maintains a reasonable overall average elementary class size of 20.0 students next year based on next year's anticipated student enrollment and 591 classroom teachers; this represents the same average class size as in the previous several years. Individual schools are expected to have average class sizes (Kindergarten to Grade 6) ranging from 16.9 to 23.9, with the following breakdown of projected elementary class sizes for next year:

Class Size Range	Estimated Number of Classrooms
Fewer than 23 students	420
23-26 students	147
27-30 students	24
31 or more students	0
Total	591

- ⊕ Reallocates 8 Special Education teacher positions, 4 secondary teacher positions, and 3 instructional support positions to address current needs within the district.

Executive Summary New Budget Initiatives



New positions, programs, and initiatives in the FY22 budget include:

- ⊕ Uses federal ESSER funds to achieve the following in FY22:
 - ⊕ to support the district to sustain technology and personal protective equipment (PPE) purchases (\$4.3 million)
 - ⊕ provide bridge funding to support an expected kindergarten and grade 1 enrollment increase after an unprecedented pandemic-related enrollment decline last year at these grades (\$9.7 million)
 - ⊕ provide accelerated funds for Student Opportunity Act initiatives (\$13.2 million)
 - ⊕ provide additional funds for building ventilation system replacement and building renovation projects (\$4.1 million)
 - ⊕ provide robust summer school and afterschool recovery and acceleration programs and additional professional learning for staff (\$8 million)
- ⊕ Establishes a stand-alone Dual Language School for Grades Pre-Kindergarten to Grade 6 at the former location of St. Stephen's School. Funding includes a new building principal, a dual language instructional coach, two additional teachers, a school clerk, a school nurse, a building custodian, and \$150,000 in supplies and materials for the school.¹

¹ This initiative is funded in FY22 through the ESSER grant and will transition to Student Opportunity Act funds in FY23.



Executive Summary

- ⊕ Establishes a Remote Academy for grades 7 and 8 next year for up to 125 students in the first year, increasing one grade each year to grade 12 by the 2025-26 school year and up to 375 students. Funding includes a principal and seven teacher positions.¹
- ⊕ Provides 13 early literacy specialists to assist with the expected kindergarten and grade 1 enrollment increase. The budget also maintains all 591 Elementary classroom teacher positions to maintain reasonable class sizes and to address the anticipated enrollment increase at the kindergarten and grade 1 level. Staffing adjustments occur based on enrollment shifts and trends within the district.¹
- ⊕ Provides 6 teachers to support the administrative diversity pipeline with Worcester State University.¹
- ⊕ Provides 5 high school health educators to support the district's new comprehensive health curriculum.¹
- ⊕ Provides 4 Chapter 74 teachers for the new South High School (3/early childhood funded in FY22 through the ESSER grant with the transition to Student Opportunity Act funds in FY23 and 1/Diesel Automotive to be funded by Perkins Grant).
- ⊕ Provides funding (\$229,000 additional funding) for the purchase of a new student information system (including online grading and parent portal) in 2021-22 and implemented for the 2022-23 school year.
- ⊕ Provides Adult English Learner instruction through the Adult Education Department (\$100,000).
- ⊕ Increases the Day-by-Day Substitute Rate by \$5 per day (from \$80 to \$85 per day) totaling a \$63,000 cost increase, continuing the Administration's commitment to fully phase-in the daily rate increase up to \$85 per day from \$70 per day by the 2021-22 school year.
- ⊕ Provides an additional \$1 million for textbooks, curricular materials, and educational supplies.¹
- ⊕ Provides \$844,930 in training and mentoring opportunities for instructional staff, including¹:
 - ⊕ Six early literacy and implementation sessions for school-based leadership teams (\$678,000)
 - ⊕ First-year training for the 13 added early literacy intervention specialists in Reading Recovery (\$119,600)
 - ⊕ ESL dual licensure pathway program (\$25,000)
 - ⊕ Teacher and Assistant Principal mentoring (\$22,330)

¹ This initiative is funded in FY22 through the ESSER grant and will transition to Student Opportunity Act funds in FY23.



Executive Summary

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:

- ⊕ **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 seven years, would provide \$13.0 million additional funding annually to the Worcester Public Schools (\$90 million of new funds upon full implementation). Any potential for accelerated phase-in (after the funding was deferred in FY21) along with the low-income student count methodology by the state (given that many districts, including Worcester, participate in Federal Community Eligibility Program) will be important factors in the amount of funding to be received over the next 6-7 years.
- ⊕ **Federal Budget:** President Joe Biden's budget proposal for the 2022 fiscal year would more than double funding for the federal K-12 program that supports school districts such as Worcester. The budget proposal more than doubles Title I funding, a 22% increase in Individuals with Disabilities Education Act grants, as well as additional funds for Head Start and medical and mental health support for schools.
- ⊕ **Ventilation Systems Maintenance:** As part of the COVID-19 pandemic response, significant investments have been made in existing ventilation systems through repairs, filter replacements, and installation of needlepoint bi-polar ionization equipment. Also, the district is currently studying the upgrade of school ventilation systems. To maintain these systems, including the new ionization equipment, additional funding (approximately \$1 million annually) will be needed within the general fund budget.
- ⊕ **Health Insurance & Retirement Assessments:** The annual increases in health insurance premiums and City of Worcester Retirement assessments continues to exceed the rate of foundation budget inflation growth (as determined using an enrollment-weighted, three-year average premium increase for the state's Group Insurance Commission plan). Each year these employee benefits and fixed charges assessments exceed the associated revenue growth reduces available funding for the district on other foundation budget categories. The district currently underfunds non-special education teachers, instructional supplies and materials, building maintenance, and professional learning as compared to the amounts provided in the state's foundation budget for these categories.
- ⊕ **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. The replacement South High School will open this year with a slightly increased enrollment capacity. The district is working with the Massachusetts School Building Authority (MSBA) on the replacement of 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 MSBA.



Executive Summary

- Instructional Technology Sustainability:** Also as part of the COVID-19 pandemic response, the district quickly became a 1:1 district for student Chromebooks to support remote learning. Many of these recent device purchases used one-time state and federal COVID-19 emergency recovery funds. All other previous devices are procured through multi-year leases. In the next several years, the district will need to transition these devices over to a lease program in the general fund budget to maintain a 1:1 student-to-device ratio.
- Technology Support, Maintenance, and Training:** The district maintains 30,000 Chromebooks, 4,000 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 ten years:

		2012	2017	2019	2021
	Computers	8.5-year average age	7,500 computers leased	1,000 leased desktop computers 20,000 Chromebooks	1,000 leased desktop computers 30,000 Chromebooks
	Wi-Fi Coverage	In 12 schools	In all schools by 2017	All schools / every classroom	All schools / every classroom
	1:1 Computing	None	In 2 schools (1,000 students)	1:1 Chromebooks in grades 7-9 2 schools with 1:1 iPads All other schools 1:2	1:1 devices for all students
	District Internet	150 Mbps	5,000 Mbps (or 5 Gbps)	10,000 Mbps (or 10 Gbps)	10,000 Mbps (or 10 Gbps)
	School Internet	10 Mbps	10,000 Mbps (or 10 Gbps)	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 staff have G Suite accounts	Google Apps All faculty and staff have G Suite accounts
	Mobile Devices	Less than 300	3,000 iPads	3,000 iPads 20,000 Chromebooks	4,000 iPads 30,000 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 to also provide athletic transportation (following the district receiving no bids for that service).

The phased approach includes the following timetable:

Timeframe	Action Item	Status
2021	A. Identify a newly leased space for the Transportation Department and Facilities Department	Complete
2021	B. Develop and define employee hiring, salary, and benefit parameters through the collective bargaining process	On-going
2021	C. Begin 7D van transportation for selected routes	Awaiting Action Item B.
2022	D. Formalize a bus monitor-to-bus driver training program	In-Process
2022	E. For 2022-2023 evaluate district-operated transportation for all buses	Pending

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 ten years.

- ⊕ **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





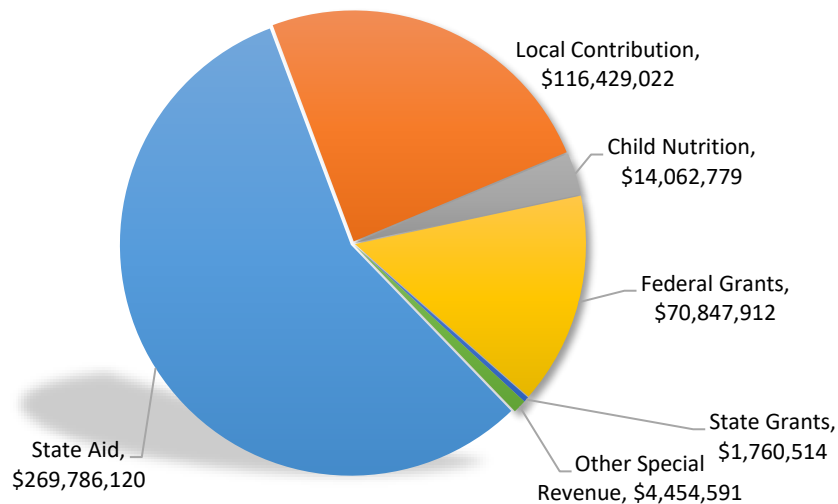
Executive Summary

Executive Summary District Financial Overview



The chart below summarizes the total FY22 revenues from all funds:

FY 22 Revenues (All Funds)



Source:	FY2022	% of total
State Aid*	\$269,786,120	56.5%
Local Contribution*	\$116,429,022	24.4%
Federal Grants	\$70,847,912	14.8%
Child Nutrition	\$14,062,779	2.9%
State Grants	\$1,760,514	0.4%
Other Special Revenue	\$4,454,591	0.9%
Total :	\$477,340,938	100.0%

*WPS funds only. Amounts are reduced by the charter school and school choice tuition offsets based on pro-rated costs. These two items equal the WPS FY22 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. Included in the FY22 budget is the use of 33% of all federal ESSER funds totaling \$40 million. Totaling all funds, the district's budget is **\$477,340,938**.



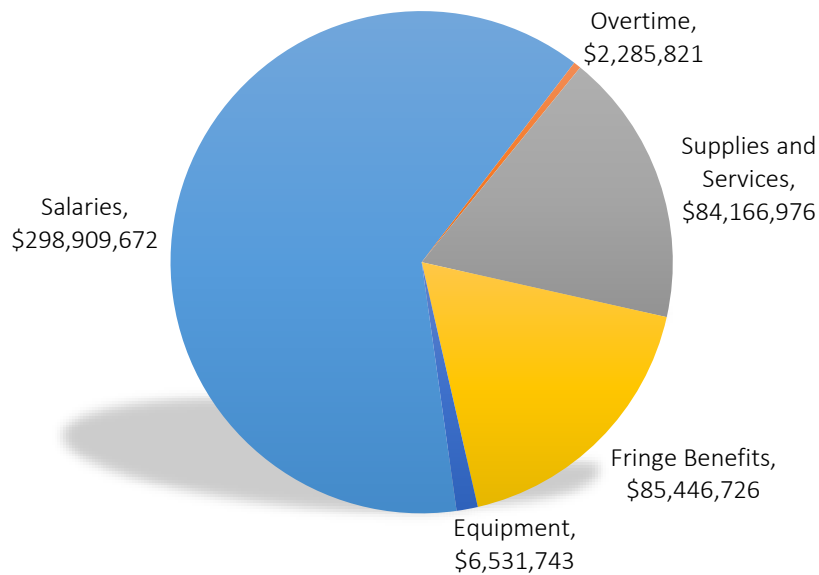
Executive Summary

Executive Summary District Financial Overview



The chart below summarizes the total FY22 expenditures from all funds:

**FY22 Budgeted Expenses (All Funds)
Stated in Statutory Account Areas**



Cost Account	FY2022	% of total
Salaries (91000)	\$298,909,672	62.6%
Supplies & Services (92000)	\$84,166,976	17.6%
Equipment (93000)	\$6,531,743	1.4%
Fringe Benefits (96000)	\$85,446,726	17.9%
Overtime (97000)	\$2,285,821	0.5%
Total Spending:	\$477,340,938	100.0%

Overall expenditures can be broken into three major categories. The majority of the district's expenditures (63.1%) are salaries and overtime. With fringe benefits, 81.0% of the budget reflects employee costs. Another major category is supplies and services (17.6%), which include the supplies, allocated to schools and contracted services purchased by the district, special education tuition, and all maintenance services, among the largest cost centers. Capital equipment purchases represent 1.4% of the spending; mostly includes ESSER-related building renovations, technology, and school nutrition equipment purchases.



Executive Summary

Summary of Revenue and Expenditures* FY21 to FY22 Budgets (All Funds)

Categories	FY21 Adopted	FY22 Budget	Comparison	
			\$ Change	% Change
Revenues:				
State Aid**	\$258,795,063	\$269,786,120	\$10,991,057	4.2%
Local Contribution**	\$113,603,606	\$116,429,022	\$2,825,416	2.5%
Federal Grants	\$33,937,533	\$70,847,912	\$36,910,379	108.8%
Child Nutrition Programs	\$15,146,573	\$14,062,779	-\$1,083,794	-7.2%
State Grants	\$1,760,514	\$1,760,514	\$0	0.0%
Other Special Revenue	\$5,280,083	\$4,454,591	-\$825,492	-15.6%
Total Revenues	\$428,523,372	\$477,340,938	\$48,817,566	11.4%
Expenditures:				
Administration (1000)	\$5,679,085	\$5,372,442	-\$306,643	-5.4%
Instruction (2000)	\$244,336,415	\$255,978,207	\$11,641,792	4.8%
Other School Services (3000)	\$47,843,149	\$69,844,529	\$22,001,380	46.0%
Operations & Maintenance (4000)	\$24,093,533	\$19,767,701	-\$4,325,832	-18.0%
Fixed Charges (5000)	\$81,680,143	\$95,211,282	\$13,531,139	16.6%
Community Services (6000)	\$633,394	\$723,469	\$90,075	14.2%
Fixed Assets (7000)	\$630,542	\$7,329,004	\$6,698,462	1062.3%
Debt Service (8000)	\$0	\$0	\$0	0.0%
Tuition Programs (9000)	\$23,627,111	\$23,114,304	-\$512,807	-2.2%
Total Expenditures	\$428,523,372	\$477,340,938	\$48,817,566	11.4%

* 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 are reduced by the charter school and school choice tuition offsets based on pro-rated costs. These two items equal the district's general fund budget.

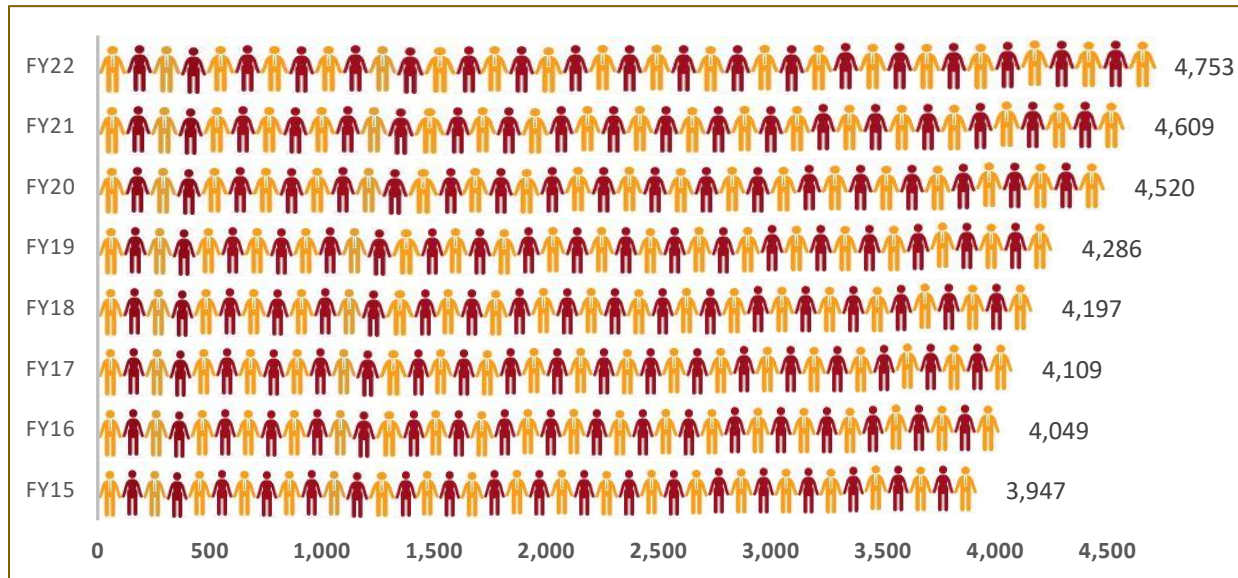


Executive Summary

Executive Summary Staffing History



Number of Employees
Full-Time Equivalent Positions
FY15-FY22
(From All Funding Sources)



All Positions / All Funding Sources	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Change from Prior Year	
District Administrators	23	23	24	26	24	27	27	29	2	7.4%
School Administrators	79	79	79	81	82	88	88	91	3	3.4%
Teachers	2,086	2,139	2,142	2,213	2,250	2,388	2,451	2,546	95	3.9%
Instructional Assistants	591	601	599	589	598	622	641	659	18	2.8%
Teacher Substitutes	97	97	97	97	97	105	105	111	6	5.7%
Crossing Guards	106	106	106	106	106	109	109	110	1	0.9%
Educational Support	83	107	106	105	107	130	98	104	6	6.1%
Custodial Services	150	153	153	154	154	154	154	158	4	2.6%
Maintenance Services	33	33	33	33	31	30	32	28	-4	-12.5%
Full Year Clerical	64	64	65	63	63	66	68	67	-1	-1.5%
School Year Clerical	68	68	68	70	71	71	74	77	3	4.1%
School Nurses	54	55	56	59	89	97	103	110	7	6.8%
District Support	50	52	53	52	52	56	55	56	2	2.8%
Student Transportation	81	81	82	82	103	103	126	126	0	0.0%
Child Nutrition	237	239	294	321	313	319	312	315	3	1.0%
Head Start	145	152	152	146	146	155	166	166	0	0.0%
Totals	3,947	4,049	4,109	4,197	4,286	4,520	4,609	4,753	145	3.4%


















Executive Summary

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

Executive Summary Benchmark Data



Category	Worcester	Springfield	Boston	Lynn	Lowell
 Student Enrollment 2020-21	23,986	24,239	48,112	15,587	14,203
 Students first language not English 2020-21	58.7%	29.8%	48.1%	61.3%	33.9%
 Students economically disadvantaged 2020-21	64.3%	81.8%	63.0%	65.1%	63.3%
 Student mobility rate 2020	12.9%	17.6%	19.5%	12.6%	12.6%
 5 year adjusted graduation rate 2019	90.0%	78.1%	84.6%	84.3%	87.7%
 Student drop-out rate 2019-20	1.7%	3.0%	3.9%	3.8%	3.3%
 Mass Core completion rate 2019-20	92.8%	99.9%	25.9%	27.2%	35.4%
 Student Attendance Rate 2019-20	94.4%	93.0%	92.9%	94.3%	94.0%
 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 meeting or exceeding expectations in Science, Technology, and Engineering	58%	37%	48%	52%	58%
 Student to Teacher Ratios 2019-20	13.3	12.3	11.5	13.7	13.4
 Average Class Size 2019-20	15.6	16.7	17.4	19.6	18.9
 Per Pupil Spending - All Funds - FY20	\$15,831	\$17,177	\$25,217	\$14,429	\$15,028
 Average Teacher Salary 2019	\$80,121	\$71,511	\$104,525	\$77,606	\$76,608

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

*The Massachusetts Department of Elementary and Secondary Education did not administer Spring 2020 MCAS for the 2019-2020 school year due to the cancellation of state assessments and school closures related to COVID-19.

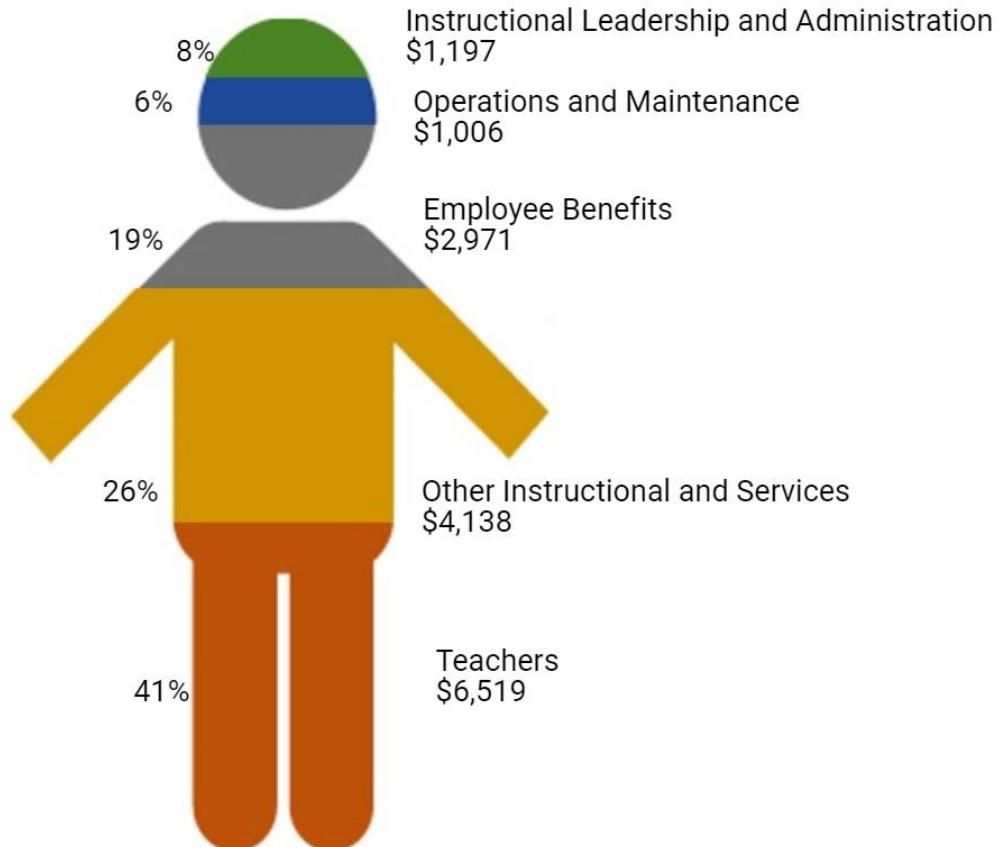


Executive Summary

Executive Summary Per Pupil Spending



Worcester's Per Pupil Spending FY20



**Total Per Pupil \$15,831
(All Funds)**

Notes: FY20 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 the city and municipal expenses for School Committee, Superintendent, Assistant Superintendents, business and finance, human resources, legal costs, and district information systems. The amount in FY20 for Instructional Leadership is \$787 per pupil and the amount for Administration is \$410 per pupil. Other Instructional includes paraprofessionals, substitutes, medical/therapeutic services, librarians, professional development, instructional materials and equipment, guidance, and pupil services (including transportation, athletics, and security).



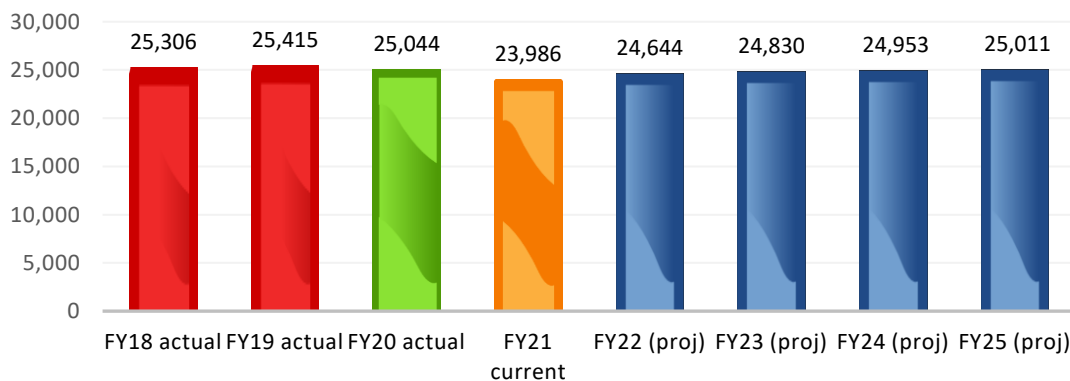
Trends and Projections

The Worcester Public Schools receives most of the district funds based on enrollment and demographic categories. The district also uses enrollment data for school-based staffing assignments each year. The following is a summary of the district's overall enrollment from FY18 through the projected levels in FY25.

Enrollment Trends



Enrollment Trends and Projections



The enrollment of the Worcester Public Schools has increased or remained relatively stable over the last several years until the current year. During the 2020-2021 school year, the district experienced an unprecedented enrollment decline of 1,058 students (-4.2%) attributed to the COVID-19 pandemic. Most notably, 70% of the enrollment decline was at the Pre-School and Kindergarten levels. These two grade levels had an overall 24% decline in enrollment from the previous year.

The enrollment projection for the 2021-22 year school assumes the return of these Pre-School and Kindergarten students. With this adjustment, and using the 2019-2020 enrollments as a better baseline, the projected overall enrollment will slightly decrease 0.1% over the next four years compared to the 2019-2020 school year. Within this projection, the elementary level will decrease 1.0% from 13,819 in 2019-2020 to 13,675 in FY25. The projected middle school enrollment will decrease 0.5% from 3,298 in 2019-2020 to 3,282 in FY25. The projected high school enrollment will increase 1.6% from 7,534 in 2019-2020 to 7,654 in FY25. 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 are quite different from the state average. In Worcester, 30.2% of students are English learners, compared to 10.5% of the state average. The number of students with a first language not English is 58.7%, compared to the state average of 23.4%. The number of students considered economically disadvantaged is currently 64.3%, compared to the state average of 36.6%. 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 80.6%, compared to the state average of 51.0%.



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Trends and Projections

Budget Trends

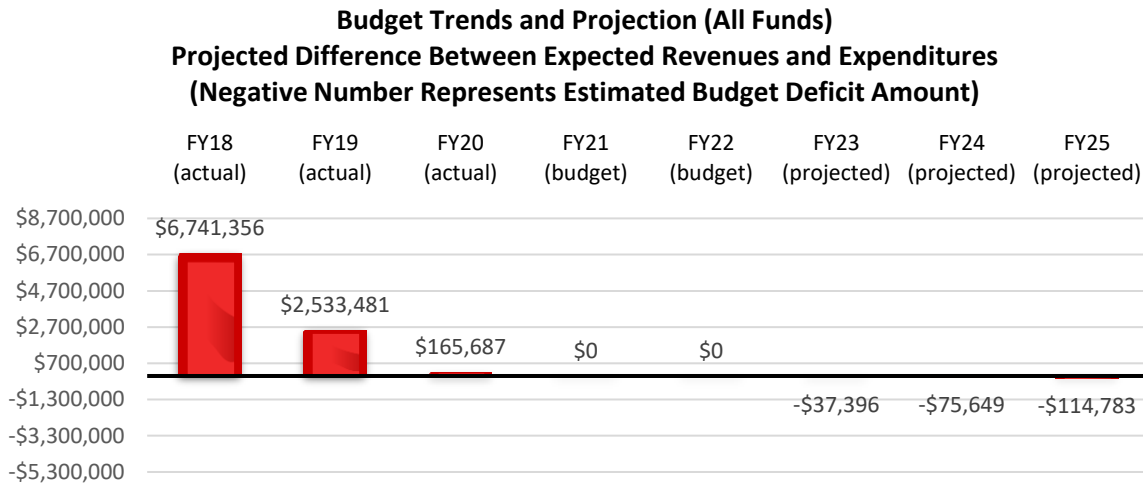


Budget Trends and Projections: (All Funds)
Dollar Amounts Expressed in Thousands

	Actual			Adopted Budget	Budget	Projected		
Revenues:	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
State Aid	\$227,091	\$235,854	\$256,821	\$258,795	\$269,786	\$286,353	\$302,611	\$319,120
Local Contribution	\$108,030	\$109,204	\$112,714	\$113,604	\$116,429	\$118,758	\$121,727	\$124,770
Federal Grants	\$30,524	\$30,560	\$30,677	\$33,938	\$70,848	\$79,776	\$62,577	\$31,520
Child Nutrition	\$16,004	\$15,208	\$11,014	\$15,147	\$14,063	\$15,508	\$15,896	\$16,294
State Grants	\$3,705	\$3,418	\$3,131	\$1,761	\$1,761	\$1,761	\$1,761	\$1,761
Other Special Rev.	\$5,078	\$7,412	\$7,089	\$5,280	\$4,455	\$4,530	\$4,530	\$4,530
Total Revenues	\$390,431	\$401,657	\$421,445	\$428,523	\$477,341	\$506,685	\$509,102	\$497,995
	0	0	\$0	\$0	\$0	0	0	0
Expenditures (by object)								
Employee Salaries (91000)	\$245,925	\$257,209	\$272,881	\$276,745	\$298,910	\$303,625	\$317,207	\$319,116
Supplies and Services (92000)	\$71,046	\$69,922	\$72,596	\$68,260	\$84,167	\$84,295	\$85,696	\$80,671
Capital Equipment (93000)	\$596	\$892	\$1,285	\$615	\$6,532	\$27,851	\$11,059	\$841
Fringe Benefits (96000)	\$63,735	\$68,430	\$72,969	\$80,698	\$85,447	\$89,789	\$94,031	\$96,275
Employee Overtime (97000)	\$2,389	\$2,669	\$1,879	\$2,204	\$2,286	\$1,163	\$1,184	\$1,206
Total Expenditures (by object)	\$383,690	\$399,123	\$421,611	\$428,523	\$477,341	\$506,723	\$509,177	\$498,110
Difference from Total Revenue	\$6,741	\$2,533	-\$166	\$0	\$0	-\$37	-\$76	-\$115
Expenditures (by function):								
Administration (1000)	\$5,134	\$4,902	\$5,157	\$5,679	\$5,372	\$5,252	\$5,357	\$5,214
Instruction (2000)	\$219,938	\$227,681	\$248,916	\$244,336	\$255,978	\$269,702	\$284,516	\$285,210
Other School Services (3000)	\$45,101	\$47,507	\$43,281	\$47,843	\$69,845	\$61,788	\$61,382	\$57,366
Operations & Maintenance (4000)	\$22,716	\$17,632	\$25,058	\$24,094	\$19,768	\$18,932	\$19,312	\$18,350
Fixed Charges (5000)	\$65,792	\$77,086	\$75,691	\$81,680	\$95,211	\$99,121	\$102,618	\$104,304
Community Services (6000)	\$1,341	\$1,188	\$749	\$633	\$723	\$729	\$735	\$740
Fixed Assets (7000)	\$530	\$576	\$600	\$631	\$7,329	\$27,336	\$10,552	\$1,343
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$23,138	\$22,551	\$22,159	\$23,627	\$23,114	\$23,863	\$24,706	\$25,581
Total Expenditures (by function)	\$383,690	\$399,123	\$421,611	\$428,523	\$477,341	\$506,723	\$509,177	\$498,110
Difference from Total Revenue	\$6,741	\$2,533	-\$166	\$0	\$0	-\$37	-\$76	-\$115



Trends and Projections



The two largest factors influencing the next three (or more) years of funding is the phase-in incorporating the new formula components of the Student Opportunity Act (2019) until FY27 (providing more than \$90 million in additional funding) and the recent COVID-19 assistance funding from the federal Elementary and Secondary School Emergency Relief Fund (ESSER) totaling \$120 million through FY24. These two funding sources are projected to provide overall budget stability, as well as program and service expansion for students.

Overall, the general fund revenue projects to grow over the next three years based on enrollment and demographic changes and anticipated inflation growth as measured by the national price deflator index for state and local government purchases. The overall enrollment projects to increase over the next three years after a pandemic-related, unprecedented decline. Other than the ESSER funds, all other federal grant revenue projects to slightly increase based on recent enrollment and student demographic trends. These projections do not include additional funds as presented in President Biden's 2021 federal budget proposals for education, which if enacted, would provide an increase in these federal funds. The remaining state grants projects to be level-funded. Nutrition funds project 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 projects to remain constant and the circuit breaker reimbursement is expected to remain fairly level through the next three years.

All expenditure line items project 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 inflation are health insurance, tuition, and student transportation.

The funding from federal ESSER grants will support the district to sustain technology and safety purchases, provide bridge funding to support the expected enrollment increase, provide accelerated funds for Student Opportunity Act initiatives, and provide additional funds for building ventilation system replacement and building renovation projects. The Student Opportunity Act fundings intended use is to establish targets for addressing persistent disparities in achievement among student subgroups. These actions align with the district's Strategic Plan.



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 learners 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 begins this process.

Recognizing work still not completed 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 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 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

These efforts in turn strengthen the Worcester Public Schools' work under the Massachusetts plan under the federal Every Student



South High Students participate on WGBH's High School Quiz Show in 2019 (Telegram & Gazette)

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 are 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 count 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, 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
- The 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 is the focus of district work while excellence in education for all students continues to be the goal for all served by the district.



Anywhere!

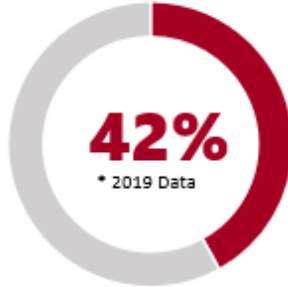
Student Performance

The following is a snapshot of student performance data for 2020 (or 2019 as noted below):

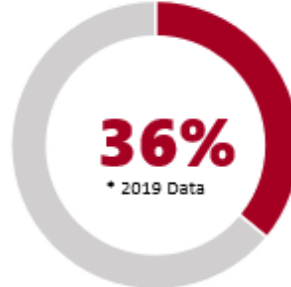
Highlights



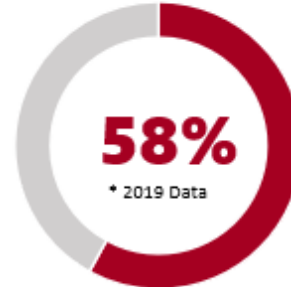
MCAS Grade 10 ELA Meeting Expectations



MCAS Grade 10 Math Meeting Expectations

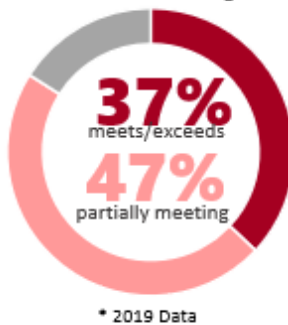


MCAS Grade 10 STE* Proficiency



*STE = Science, Technology, and Engineering

3rd Grade Reading



3rd Grade Math



Advanced Course Completion



5 Year Adjusted Graduation Rate



Dropout Rate (2020)



Chronic absenteeism



*The Massachusetts Department of Elementary and Secondary Education did not administer Spring 2020 MCAS for the 2019-2020 school year due to the cancellation of state assessments and school closures related to COVID-19.



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.

All students in the Worcester Public Schools by 2023 will:

1. Have access to high-quality learning experiences which leverage effective approaches
2. Have access to rigorous and personalized learning supported by technology
3. 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. Be supported by effective educators who demonstrate leadership and commitment to enhancing student learning and development
5. Learn in an efficient and fiscally sound district





Anywhere!

District Guiding Documents

District Goals



The FY22 Budget closely aligns available resources to support and achieve the following Strategic Plan 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;

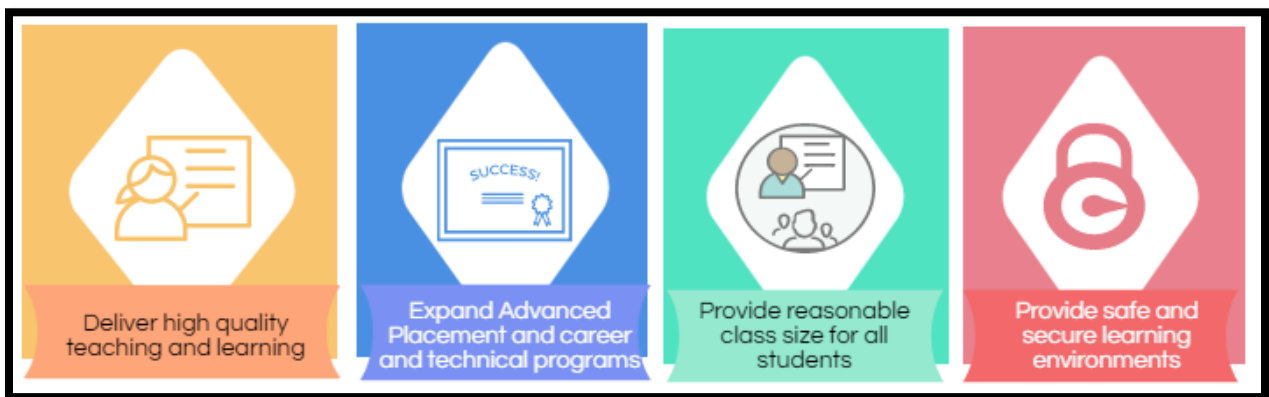
Theory of Change



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

The FY22 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 follow these district priorities:

District Priorities





Anywhere!

Building the Budget

Guiding Principles



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



Teachers at Chandler Magnet Elementary School handed out school supplies to students, who began the new school year at home in September 2020 (Telegram and Gazette)

Between January and April of each year, the Administration works collaboratively with building principals and instructional leadership teams to develop resource allocation needs for schools. These data-driven, needs-based requests allow the Administration to reallocate resources and develop long-term allocation strategies 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 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 wraparound, 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

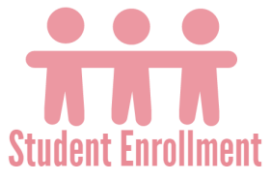
Budget Process



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 to give a 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 uses differentiated rates 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 73% 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 for information sharing 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.



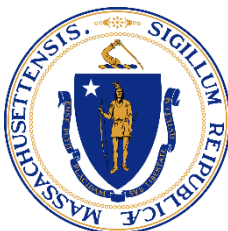
The City Manager of the City of Worcester is responsible for recommending the total general fund allocation for the Worcester Public Schools to the City Council. The City Council appropriates the total general fund budget allocation to the Worcester Public Schools as part of the overall city budget. Nearly 81% 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 Administration provides the recommended budget each year in May to allow time for review and citizen feedback. The School Committee and Administration generally will hold a public feedback session before 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. After the second budget hearing date, the School Committee typically adopts a fiscal year budget based on state budget information. Any revised budget actions occur, typically during the summer, based on any changes in the final state budget.



Final actions on the state budget and any corresponding adjustments to the district’s budget are usually made during July-August or up until the City of Worcester completes the tax rate certification process with the Massachusetts Department of Revenue, usually in late November or December. The Administration presents any adjustments to the annual budget to the School Committee for review and adoption.



Building the Budget

About this Document



This document presents the annual 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 school year.

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 the strategic analysis of student achievement, enrollment, mandated services, high-quality teaching and learning, and community values. The comprehensive document reflects all sources of revenue and explains the purposes and uses of these funds.

Effective Communication: The budget document is a communication device designed to inform citizens of major budgetary decisions and 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 2022 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 eight consecutive years from 2014-2021.



Building the Budget



Executive Summary

This **Executive Summary** section introduces the fiscal year budget document. This section contains 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. This 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. Also, a 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 provides 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 the 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

Organizational



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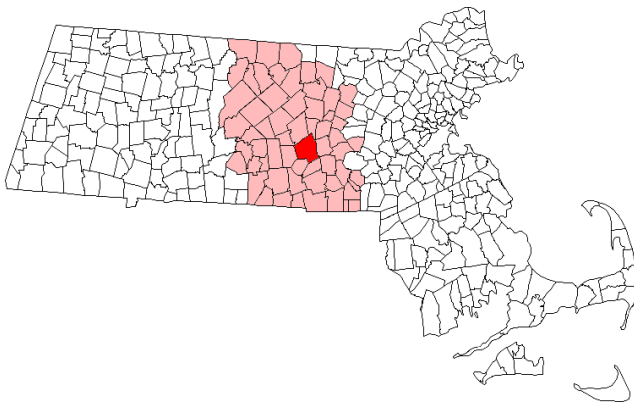
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Worcester City Hall and Worcester Common

Introduction to the Worcester Public Schools

Worcester, Massachusetts is in Central Massachusetts, located 39 miles west of Boston, MA, 37 miles north of Providence, RI, 39 miles east of Springfield, MA, and 35 miles southwest of Lowell, MA. 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 Nipmuck people, 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 colonial 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. Though 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 Massachusetts Bay Colony law 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, publisher of the *Massachusetts Spy* and founder of the American Antiquarian Society. 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 in 1789, the first state constitution in the United States to do so.

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 College. 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 public schools.

Worcester was 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 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, which 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 that spring, he foreshadowed his own life's 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.

Boys Trade High School was founded in 1910, created by Milton Higgins specifically to train boys to enter 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



Introduction to the Worcester Public Schools

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.

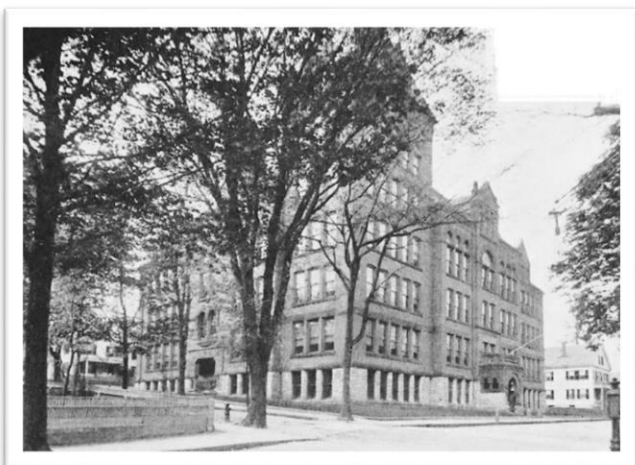
Among those graduating from the Worcester Public Schools during this period was W. Arthur Garrity, who graduated from Worcester North High School. Student council president and a star of the debate team during his time at North, Justice Garrity was best known for the *Morgan v. Hennigan* decision, which mandated desegregation of the Boston Public Schools. Garrity, whose father was a member of the Worcester School Committee, also made landmark decisions during his time on the bench in requiring new bilingual and special education programs and better job opportunities for minority teachers.

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 1960s. 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 are intended to serve all students largely assigned based on geography.

Spanish-speaking families organized during the early 1970s for more appropriate services for their children in the Worcester Public Schools, in parallel with the state's 1971 legal establishment of transitional bilingual education. This organizing culminated in a federal consent degree overseeing services for English learners in the school system. The city's expanding dual-language program in Spanish now runs from kindergarten through freshman year in high school.

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 continues to offer further options to Worcester students through the 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

Worcester Public Schools Today



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's 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.

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



*Worcester Public Schools today!
Doherty Memorial High School Schematic Design
Scheduled Opening August 2024*



Introduction to the Worcester Public Schools

As of January 1, 2021¹, there were over 27,582 school-aged children (Kindergarten to Grade 12) residing in the City of Worcester, and of that, over 23,326 of the students, or about 84.6%, attend the Worcester Public Schools (or specialized collaborative placements). When including pre-school students of 910 students, the district enrollment is 23,872 on January 1, 2021¹ which includes students within 44 schools and 5 alternative pathway programs. With 4,753 employees, including 2,546 teachers, the district is the third-largest school district in the Commonwealth (behind Boston with 48,112 students and Springfield with 24,239 students) and the second-largest employer in the City of Worcester behind UMass Memorial Health Care with 11,491 employees.

Worcester's Peer Districts (by Enrollment)*	
Boston	48,112
Springfield	24,239
Worcester	23,986
Lynn	15,587
Brockton	15,384
Lowell	14,023
Lawrence	12,842
New Bedford	12,565
Fall River	9,998
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 1,991 students, and to other neighboring school districts that collectively enroll about 509 students who reside in Worcester but attend schools in other districts under the School Choice Program.



At 4,753 employees, the Worcester Public Schools is the City of Worcester's second largest employer.

The student demographics in Worcester include 43% Hispanic, 29% White, 17% African American, 6.5% 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 81% 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, 64% 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). Upon return to full in-person instruction, the district is expected to serve nearly 4.8 million school meals annually which equates to 9,860 breakfasts and 17,100 lunches daily, along with afternoon snacks/dinner and summer meals. Also, approximately 11,400 students, including charter schools, parochial schools, 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 DESE is on October 1 annually. On October 1, 2020, the district enrollment was 23,986 students.



Introduction to the Worcester Public Schools

Enrollment



School Name	Grades Served	10/1/20 Enrollment	School Name	Grades Served	10/1/20 Enrollment
High Schools			Middle Schools		
Burncoat High	9-12	1,153	Burncoat Middle	7-8	688
Doherty Memorial	9-12	1,439	Forest Grove Middle	7-8	905
North High	9-12	1,299	Worcester East Middle	7-8	736
South High	9-12	1,425	Sullivan Middle	6-8*	931
Worcester Technical High	9-12	1,481			
Claremont Academy	7-12	546			
University Park Campus	7-12	233			
Total High Schools		7,576	Total Middle Schools		3,260
Elementary Schools					
Belmont Street Community	PK-6	576	May Street	K-6	283
Burncoat Street Preparatory	K-6	260	McGrath Elementary	K-6	224
Canterbury Street Magnet	PK-6	300	Midland Street	K-6	210
Chandler Elementary	K-6	453	Nelson Place	PK-6	532
Chandler Magnet	PK-6	475	Norrback Avenue	PK-6	518
City View Discovery	PK-6	462	Quinsigamond Elementary	PK-6	696
Clark Street	PK-6	239	Rice Square	K-6	465
Columbus Park Preparatory	PK-6	383	Roosevelt Elementary	PK-6	626
Elm Park Community	K-6	401	Tatnuck Magnet	PK-6	397
Flagg Street	K-6	345	Thorndyke Road	K-6	346
Gates Lane	PK-6	516	Union Hill	K-6	389
Goddard	PK-6	356	Vernon Hill	PK-6	467
Grafton Street	K-6	377	Wawecus Road	K-6	127
Heard Street	K-6	248	West Tatnuck Elementary	PK-6	337
Jacob Hiatt Magnet	PK-6	383	Woodland Academy	K-6	504
Lake View	K-6	319	Worcester Arts Magnet	PK-6	368
Lincoln Street	K-6	249	Head Start Program	PK	319
			Total Elementary Schools		13,150
Total District Enrollment					23,986

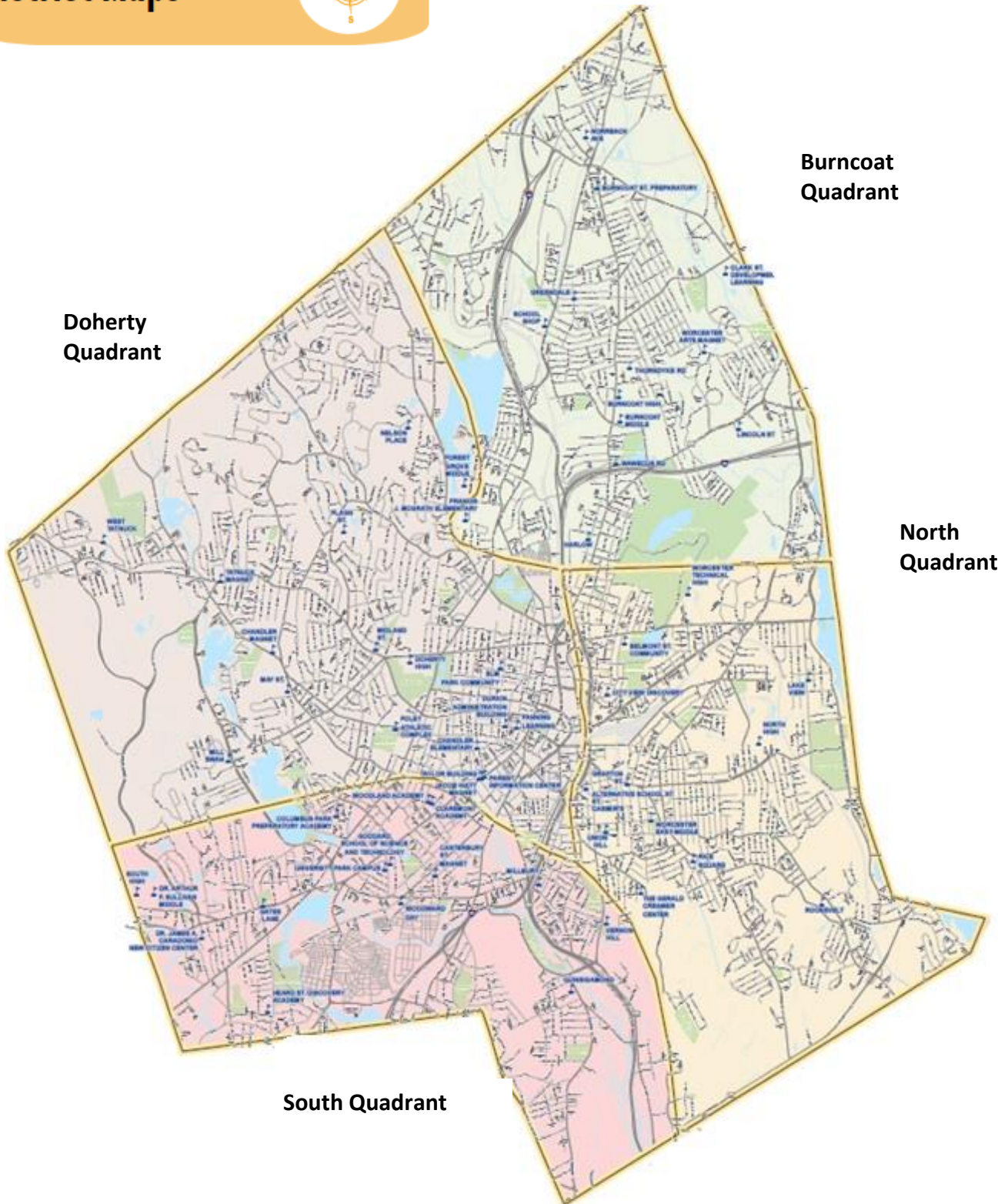
* Sullivan Middle School has an innovation academy that includes 6th-grade students.

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

K = Kindergarten

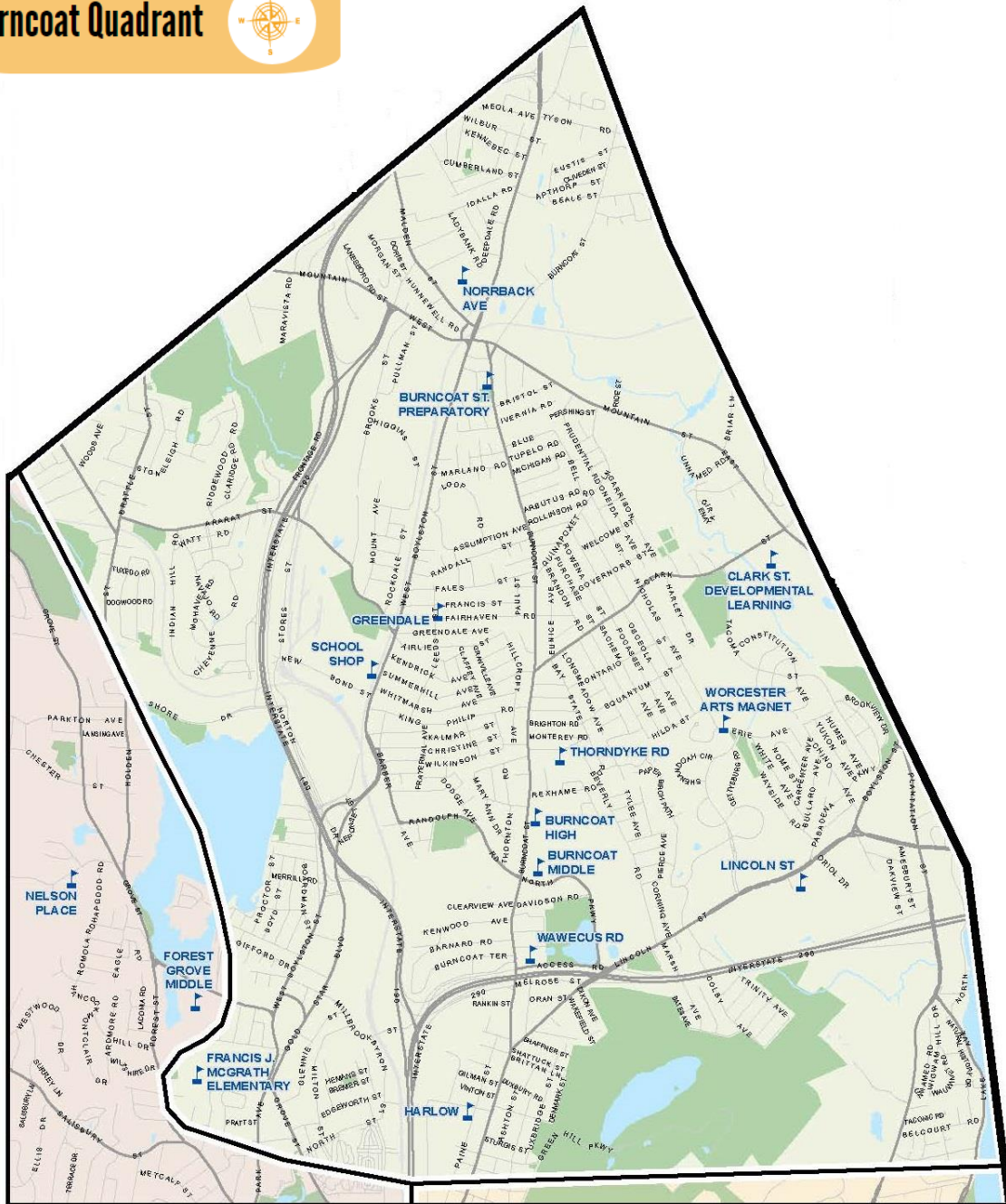


District Maps





Burncoat Quadrant



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

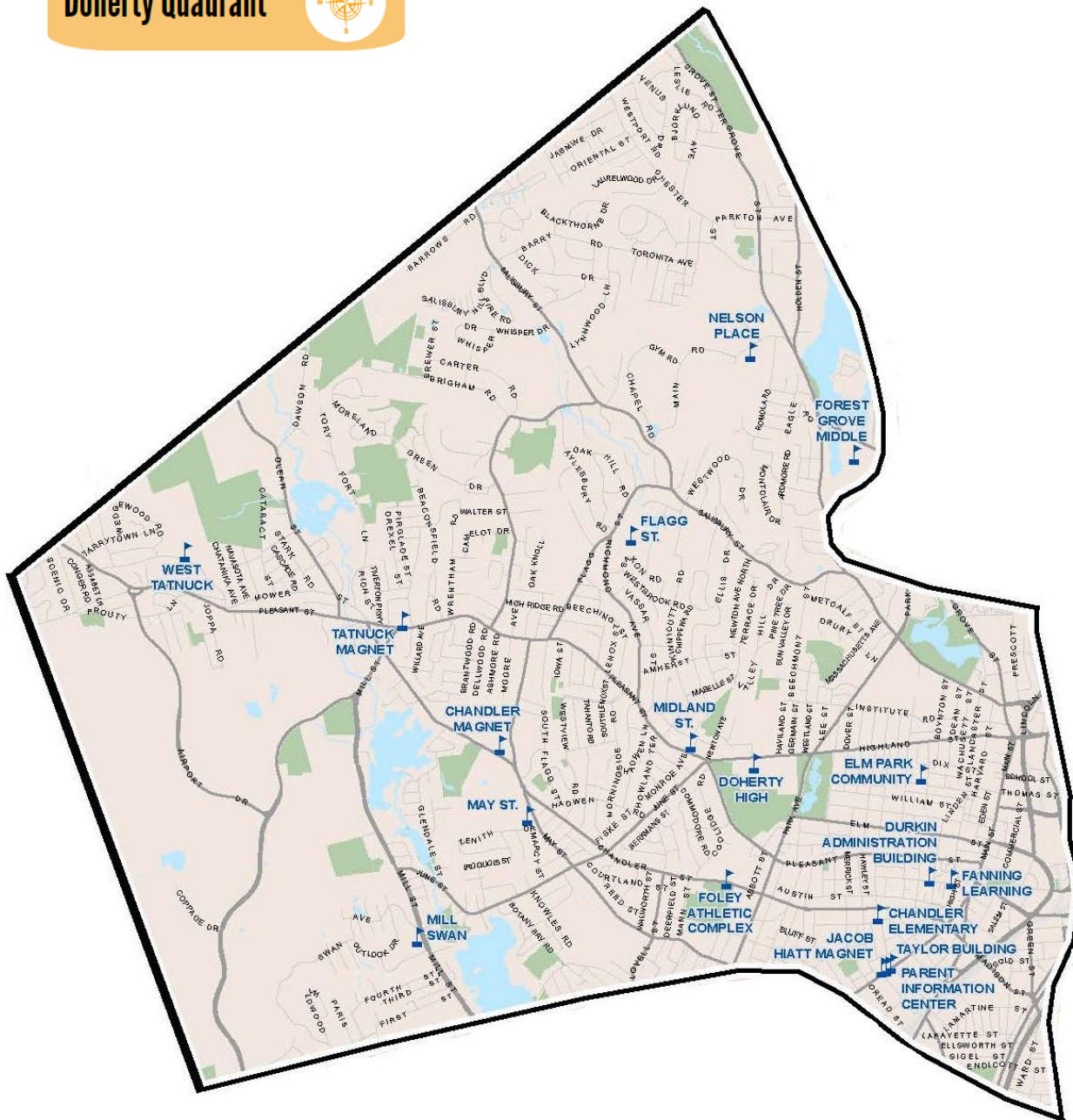
Wawecus Road

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

Organizational



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

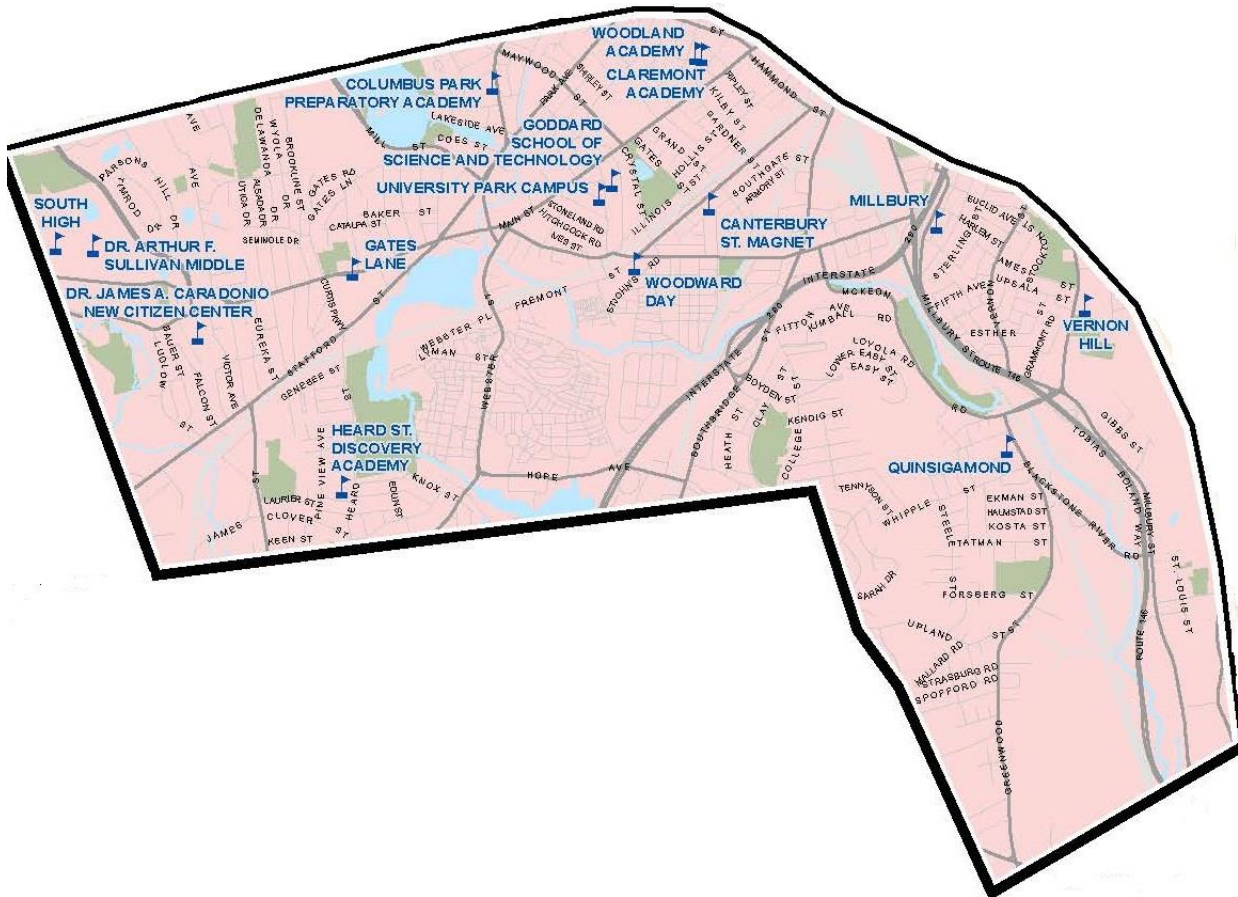
Middle School

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. 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*

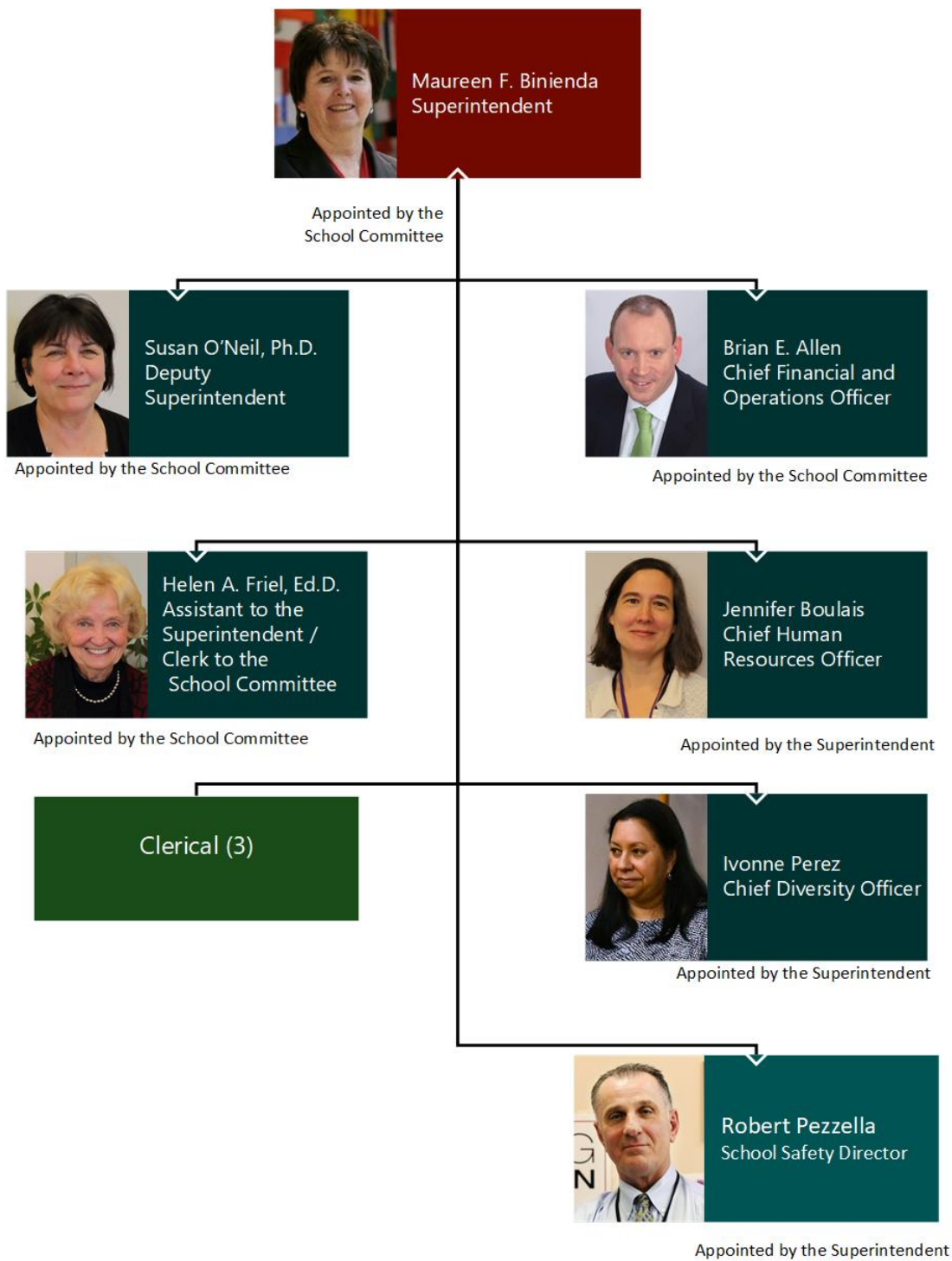


Tracy O'Connell Novick <

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

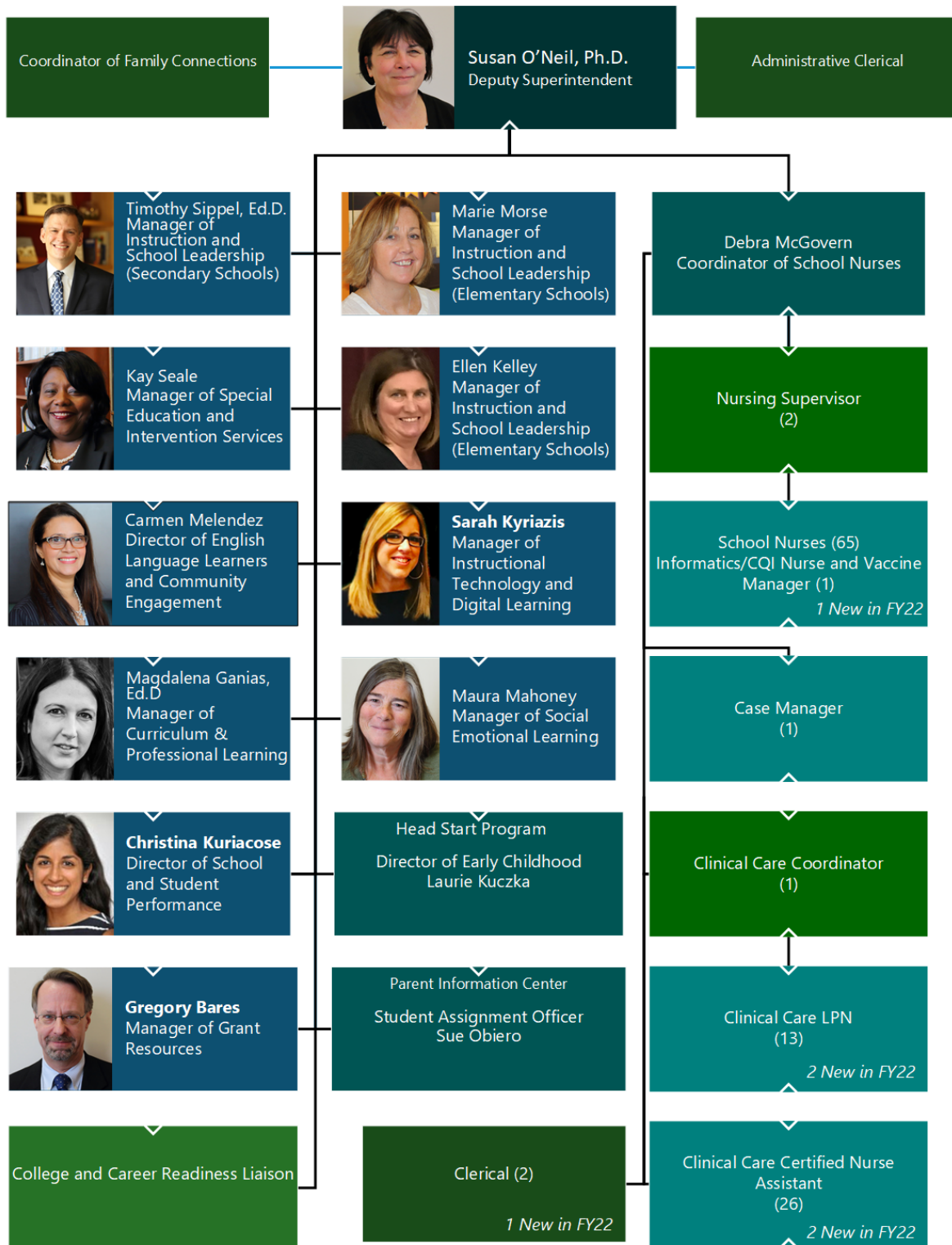


Division: Superintendent



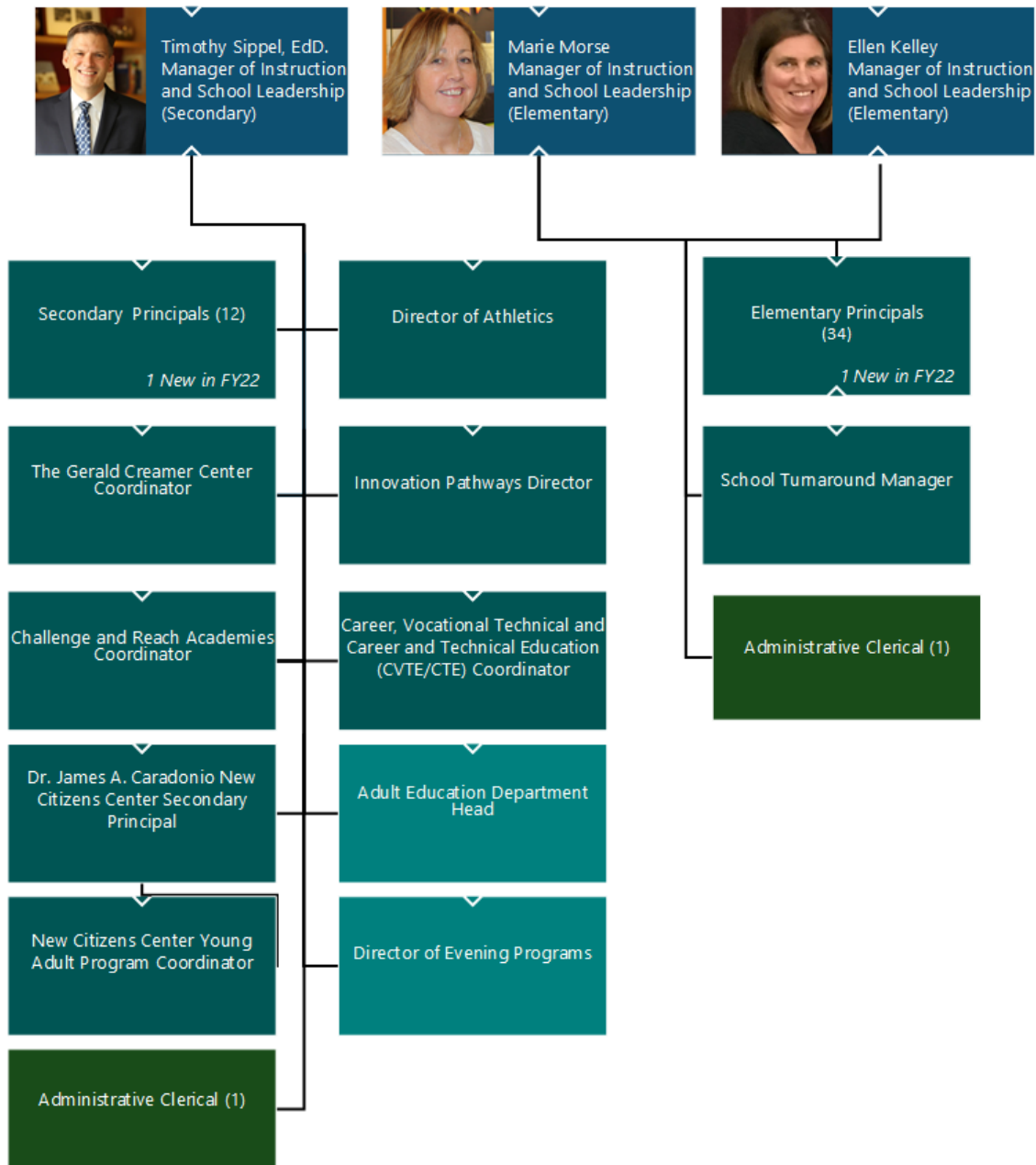


Division: Teaching and Learning



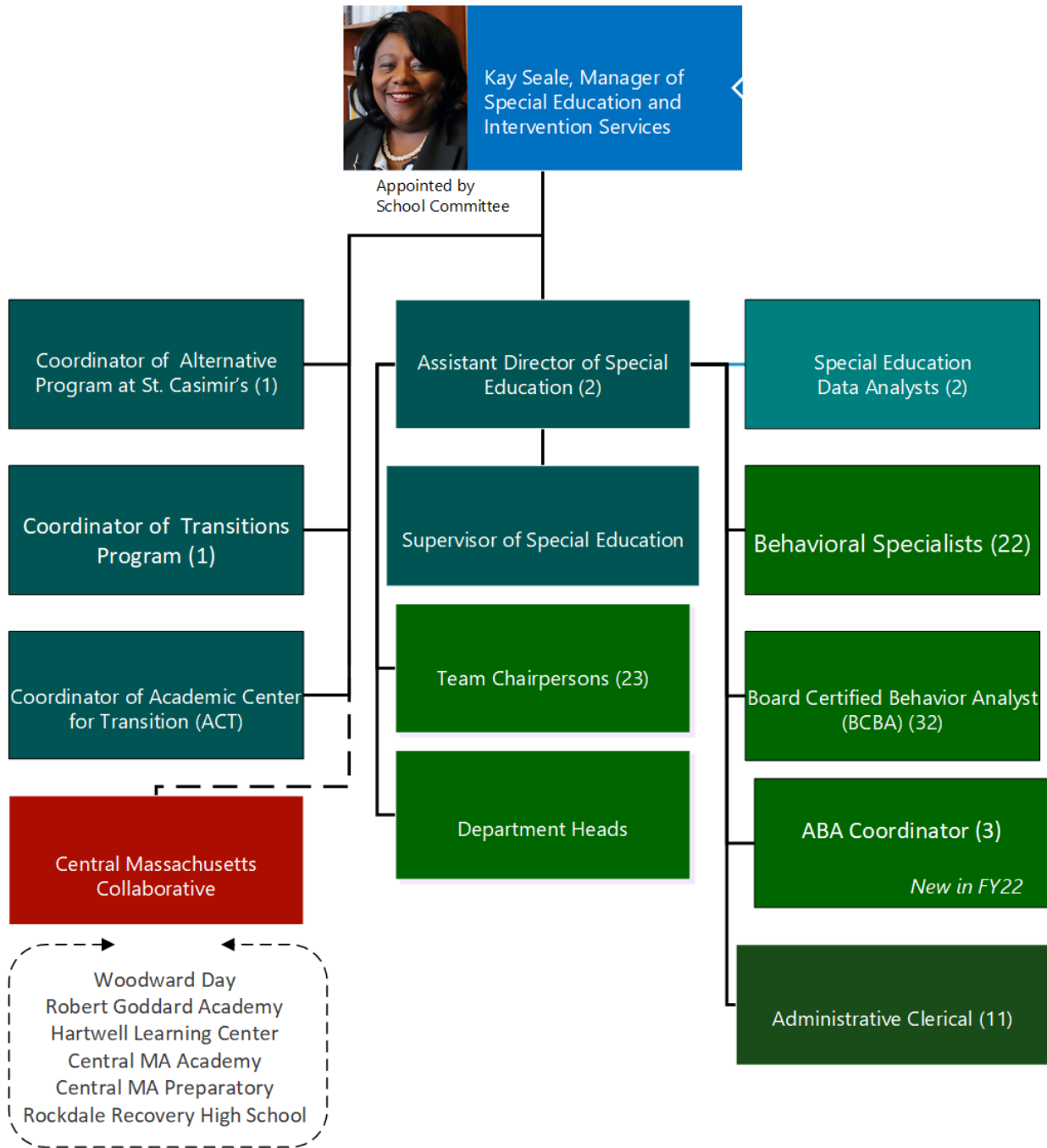


Division: **Teaching and Learning**
Department: **Instruction and School Leadership**



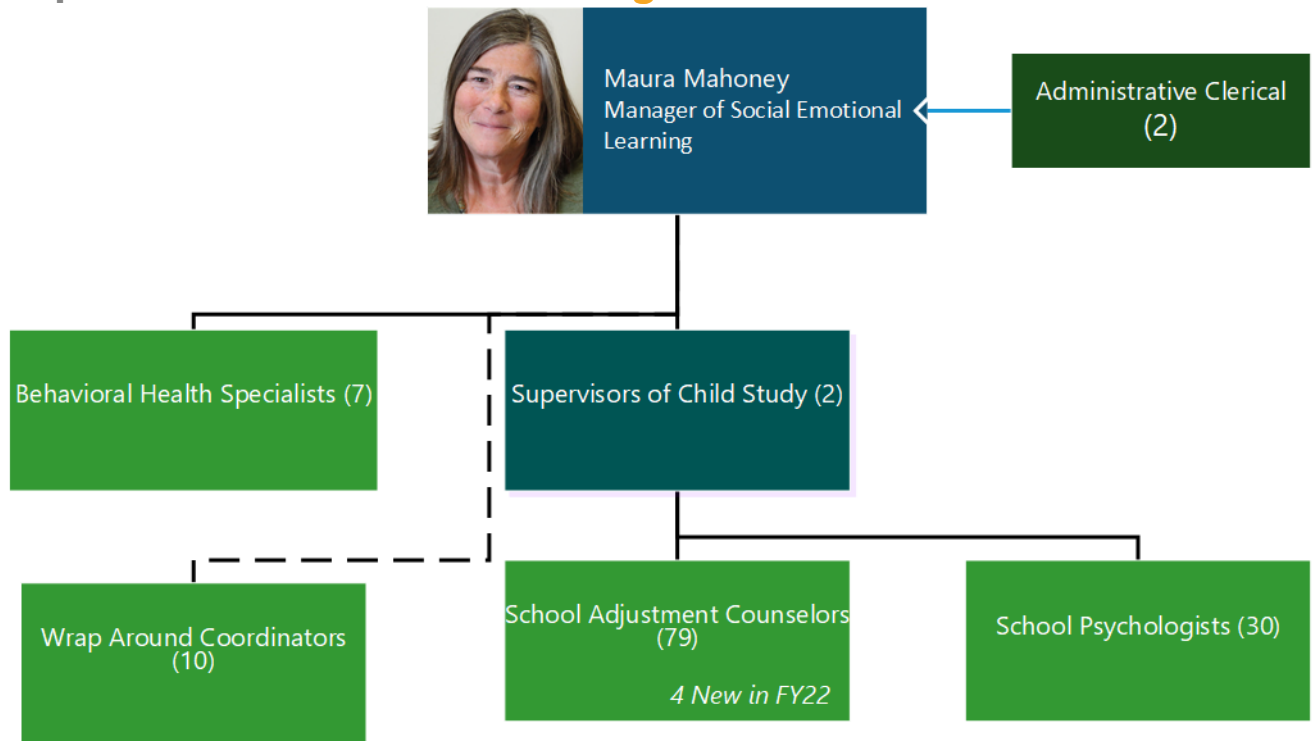


Division: Teaching and Learning
Department: Special Education & Intervention Services

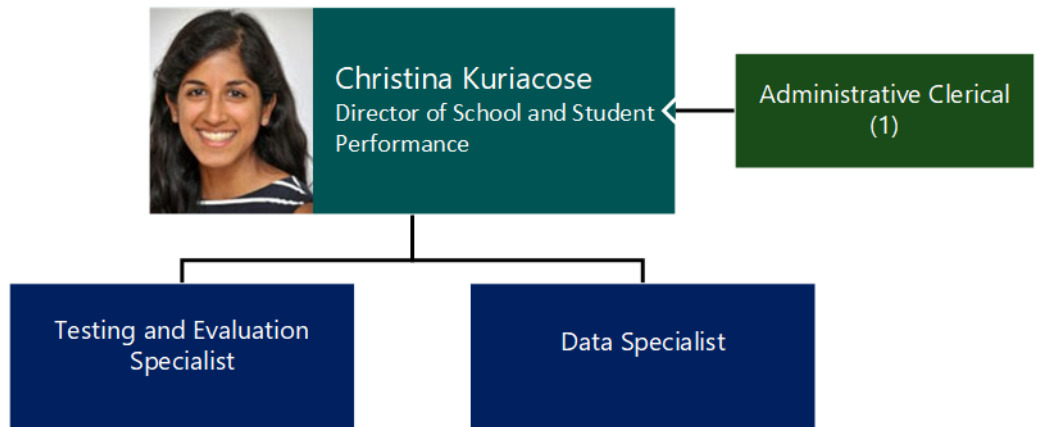




Division: **Teaching and Learning**
Department: **Social Emotional Learning**

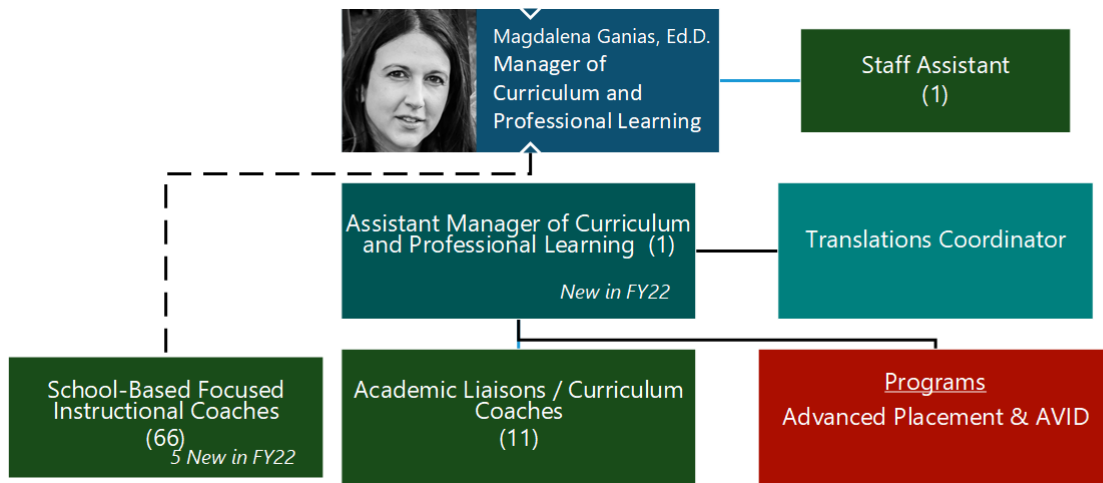


Division: **Teaching and Learning**
Department: **School and Student Performance**

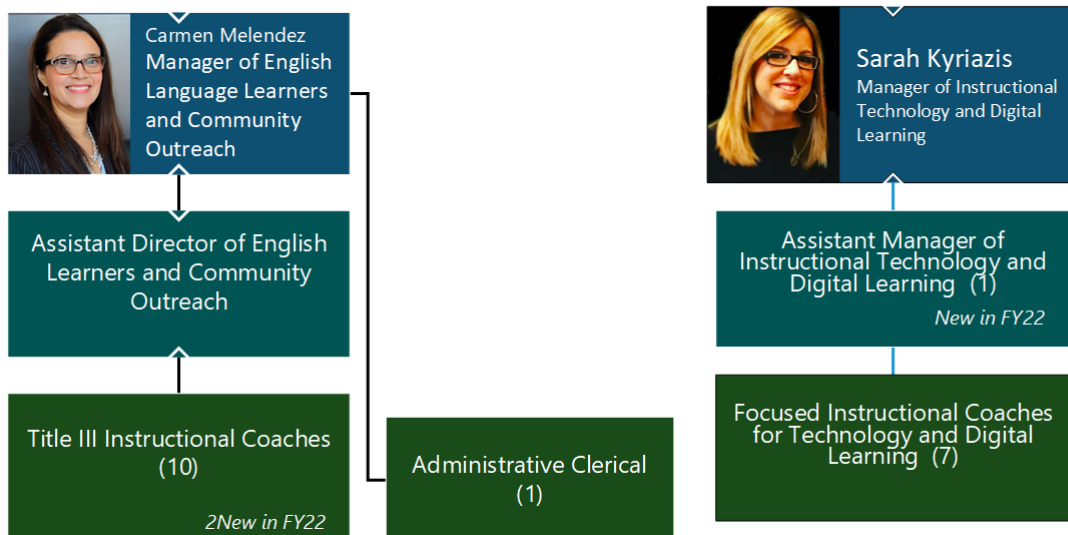




Division: Teaching and Learning
Department: Curriculum and Professional Learning

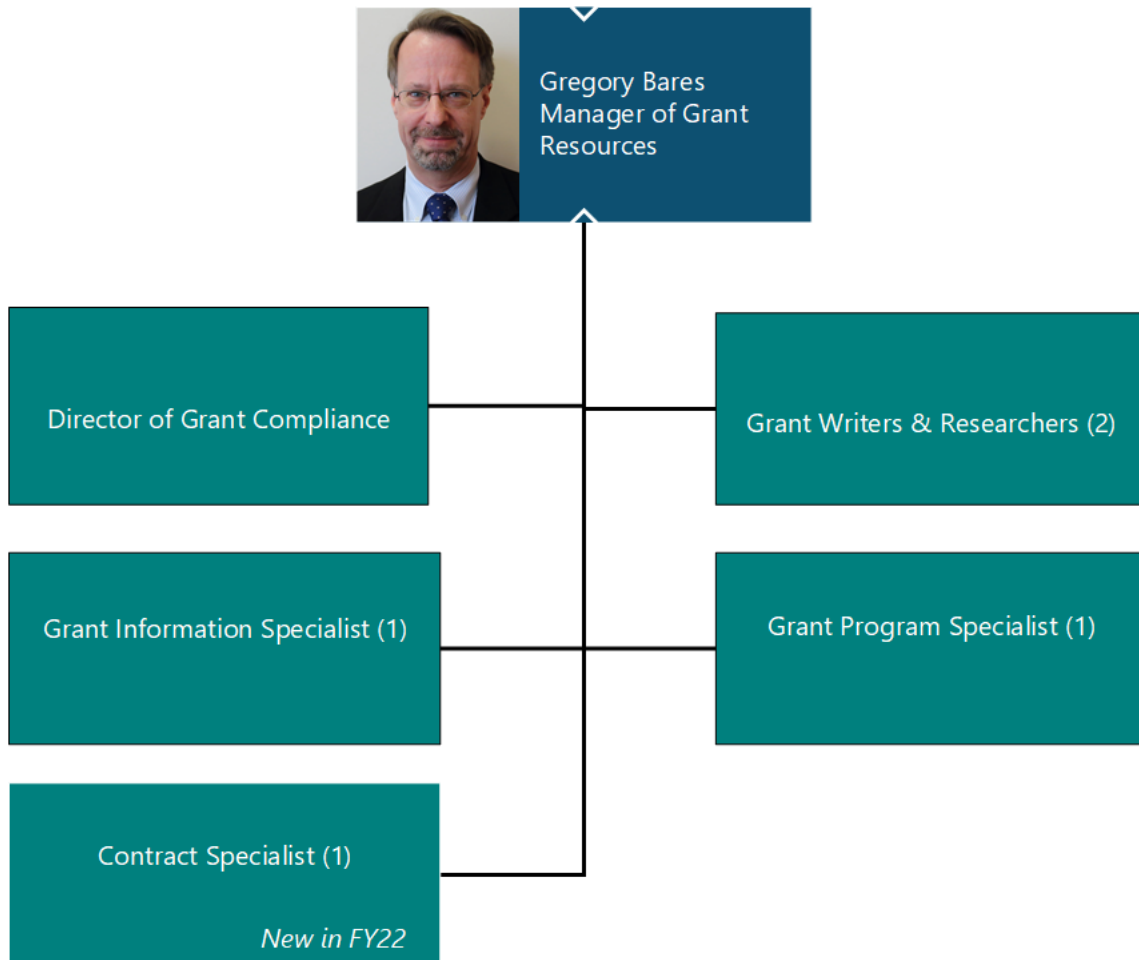


Division: Teaching and Learning
Department: English Language Learners & Instructional Technology and Digital Literacy



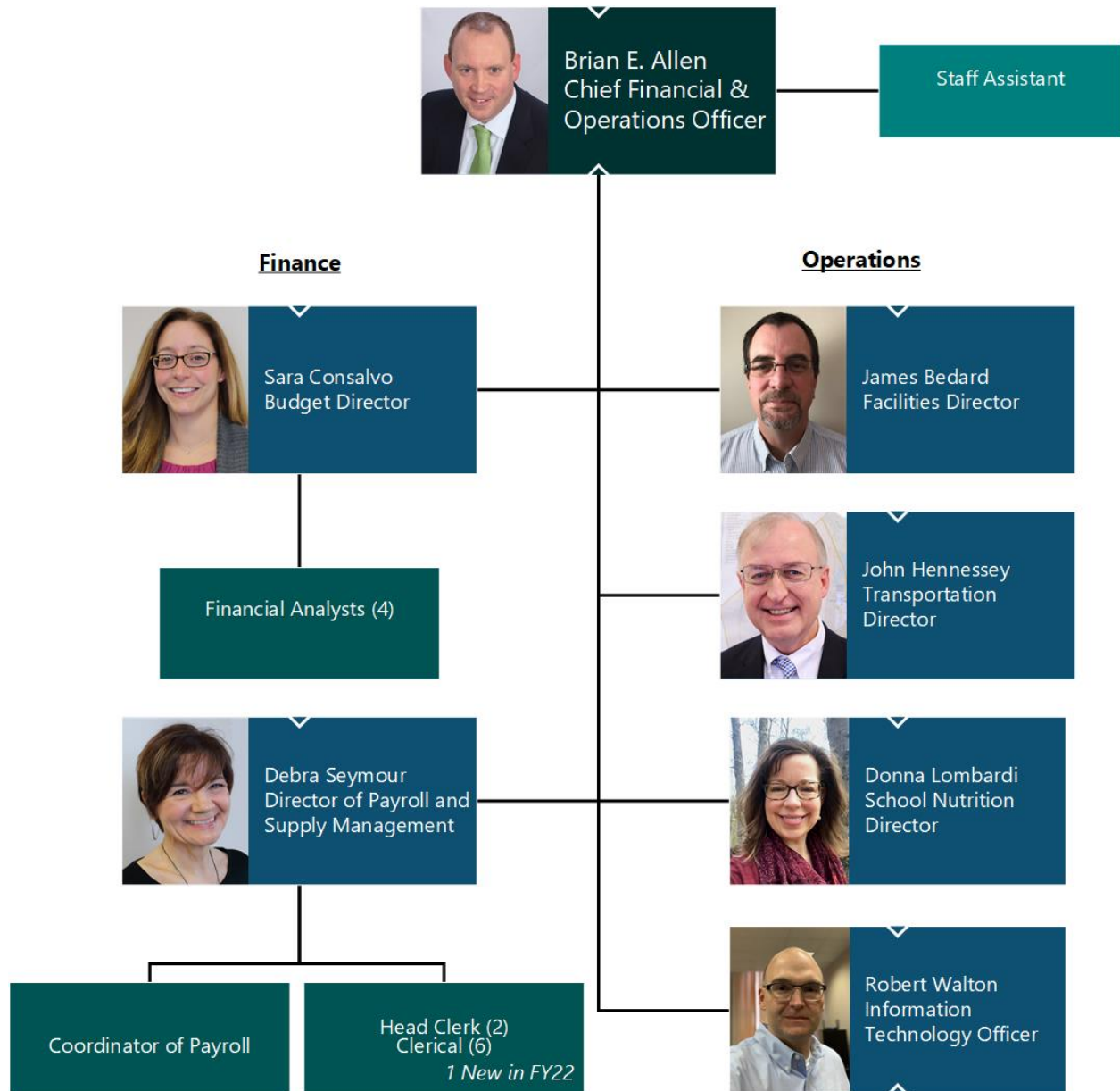


Division: **Teaching and Learning**
Department: **Grants Management**



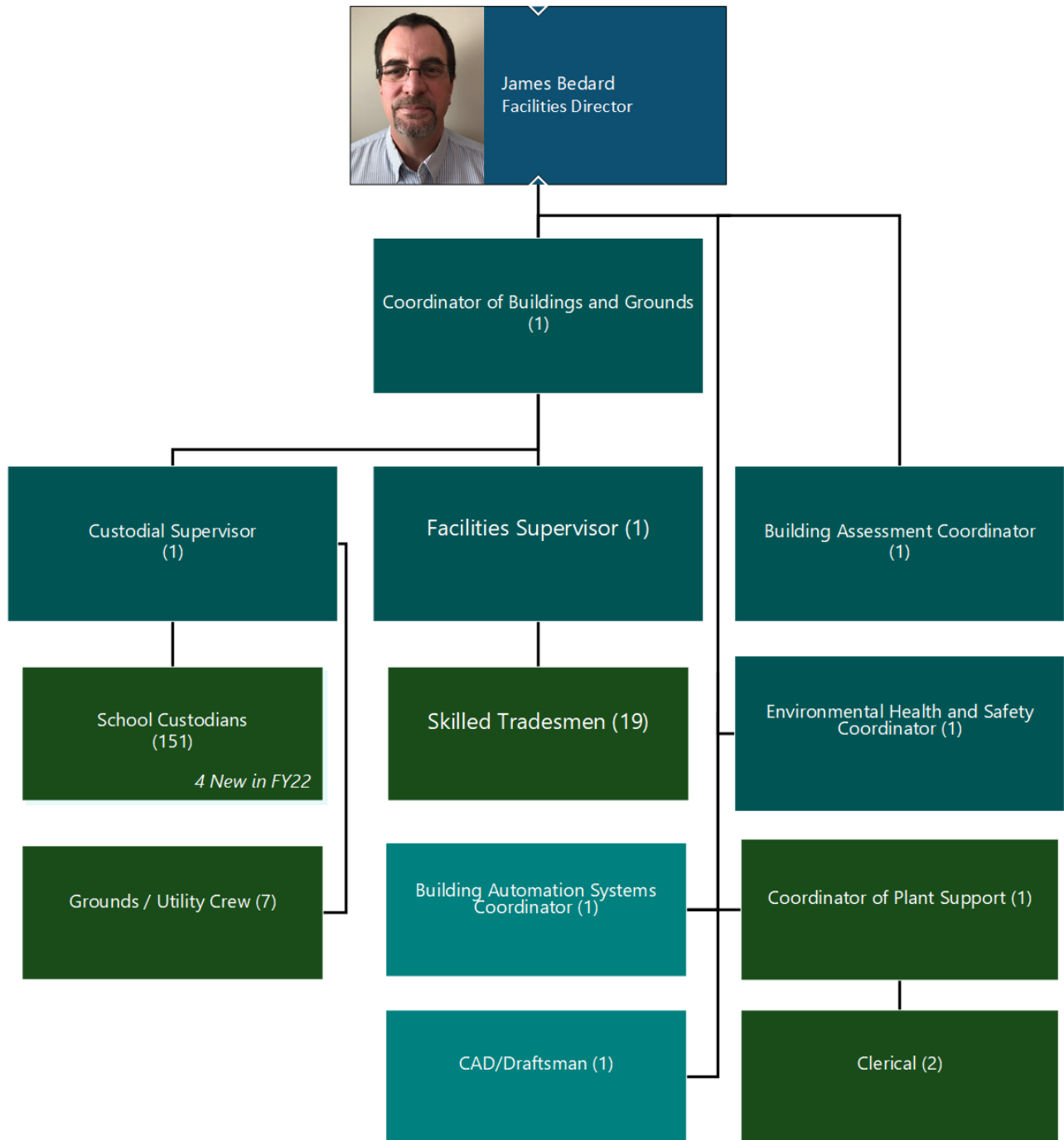


Division: Finance and Operations



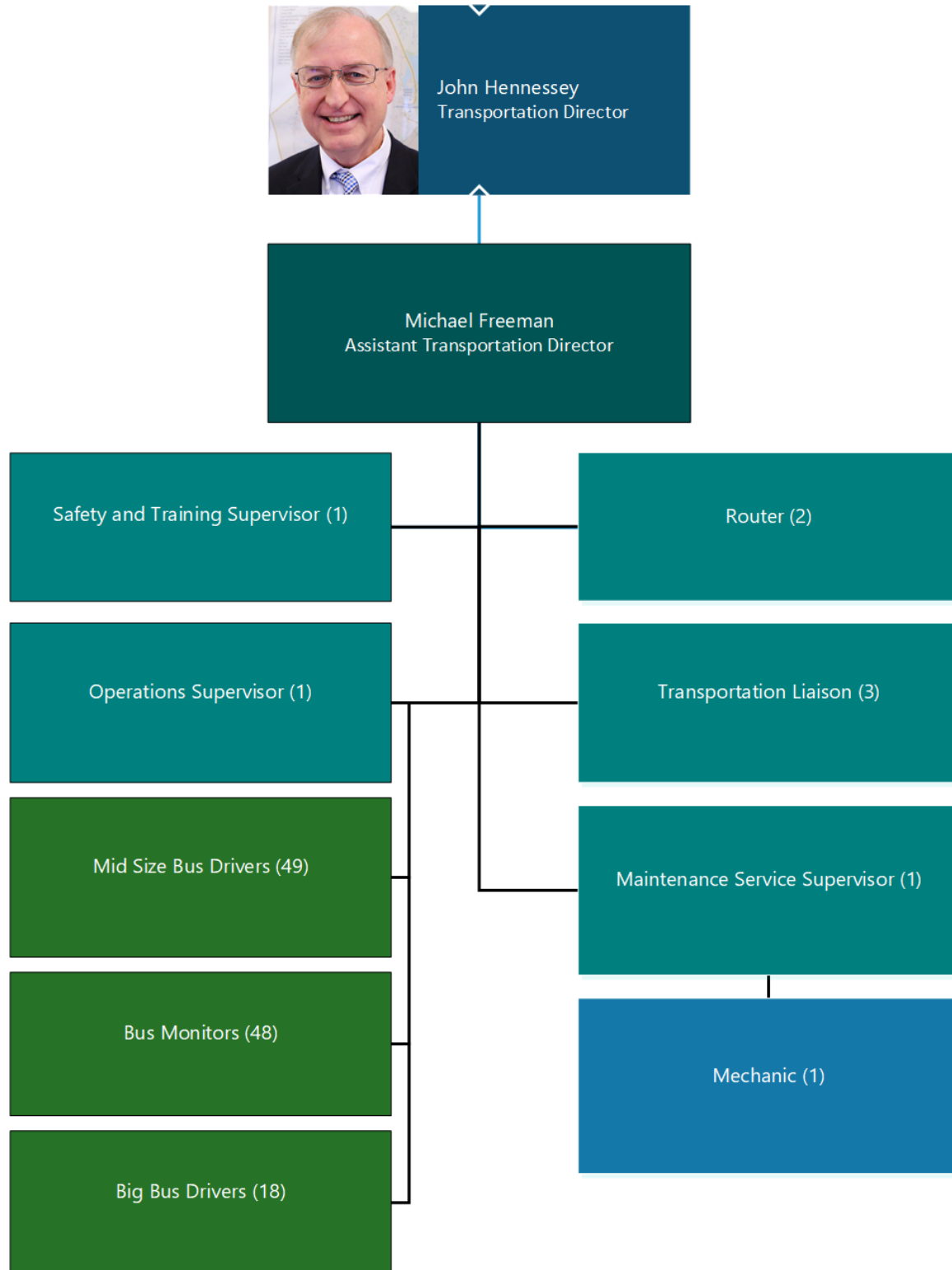


Division: Finance and Operations
Department: Facilities Department



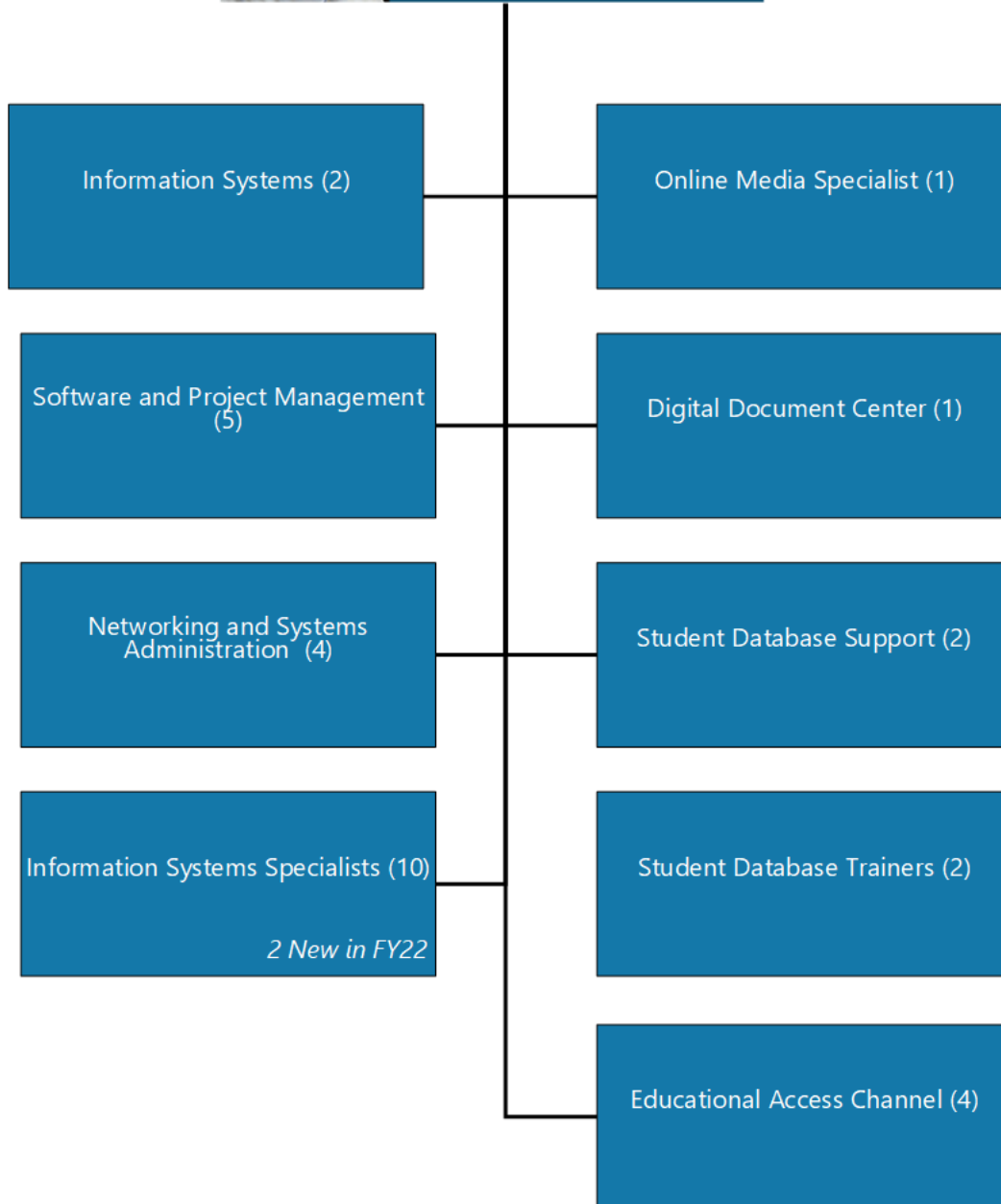


Division: Finance and Operations
Department: Student Transportation Department



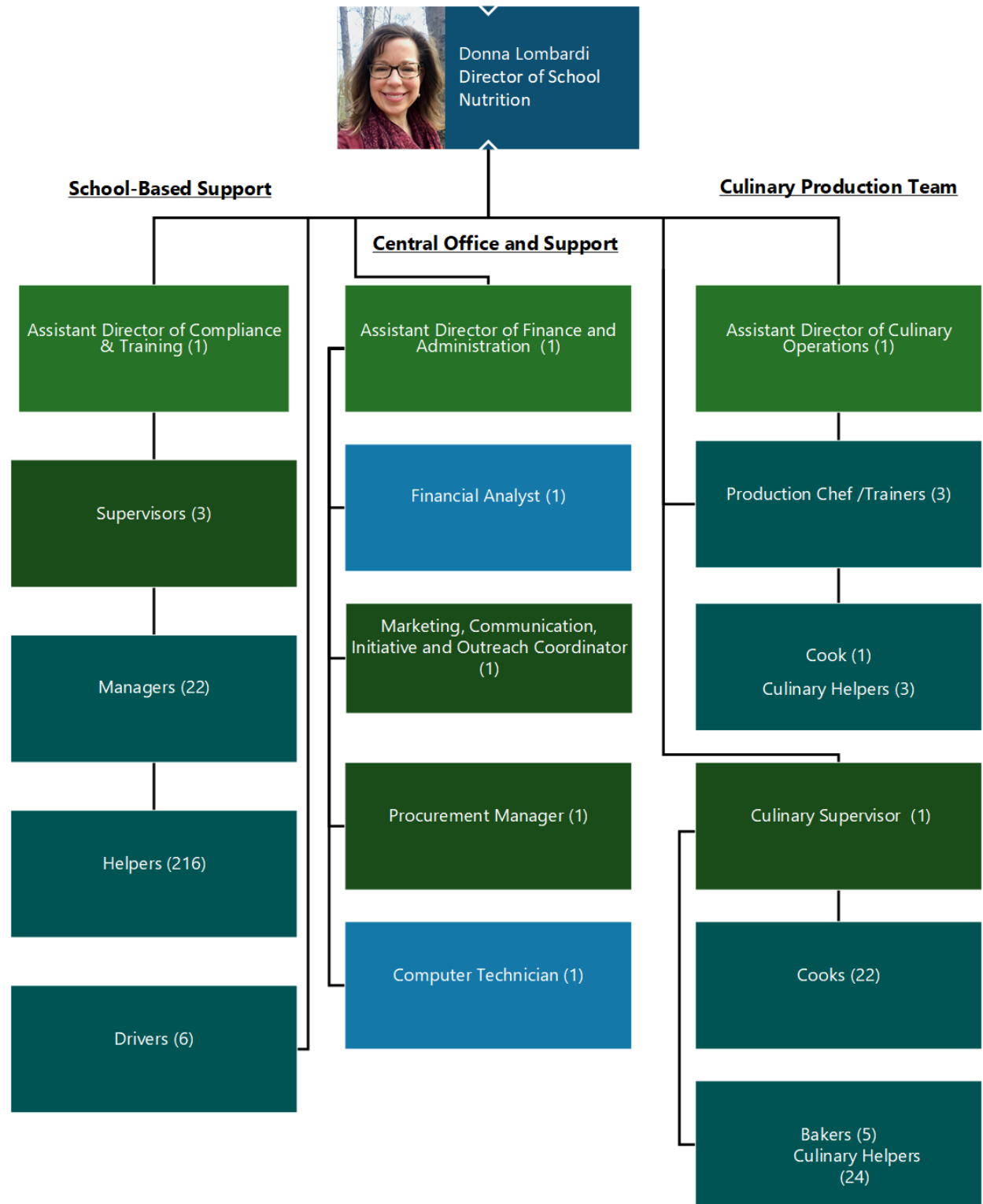


Division: **Finance and Operations**
Department: **Information Technology**



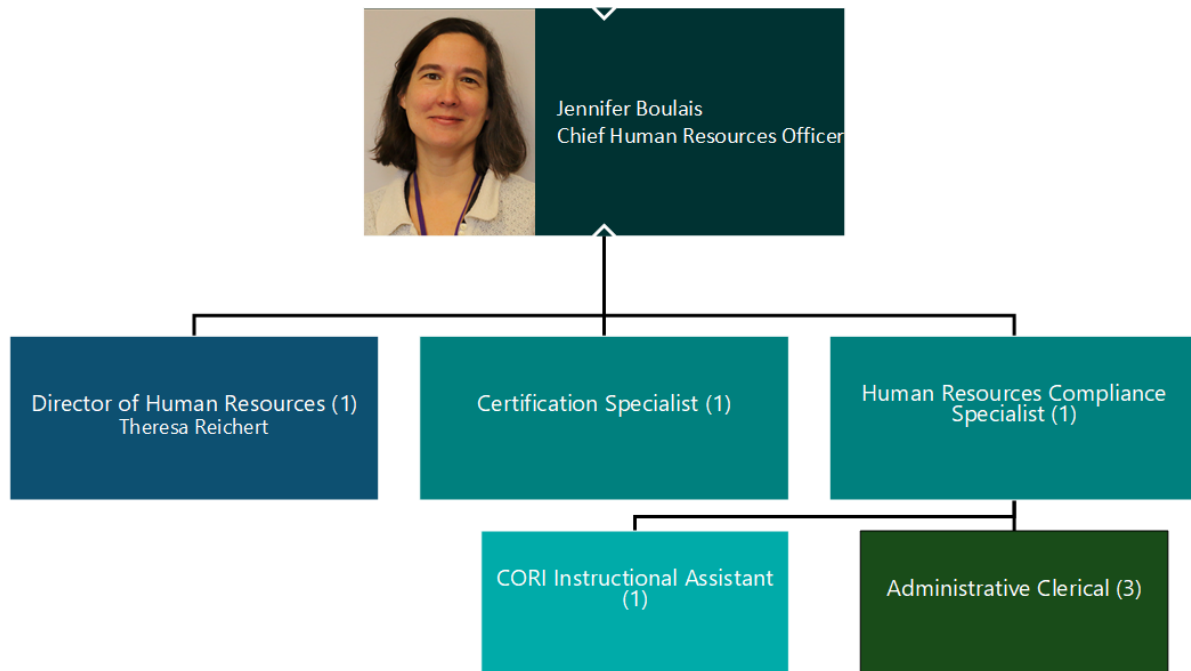


Division: **Finance and Operations**
Department: **School Nutrition**

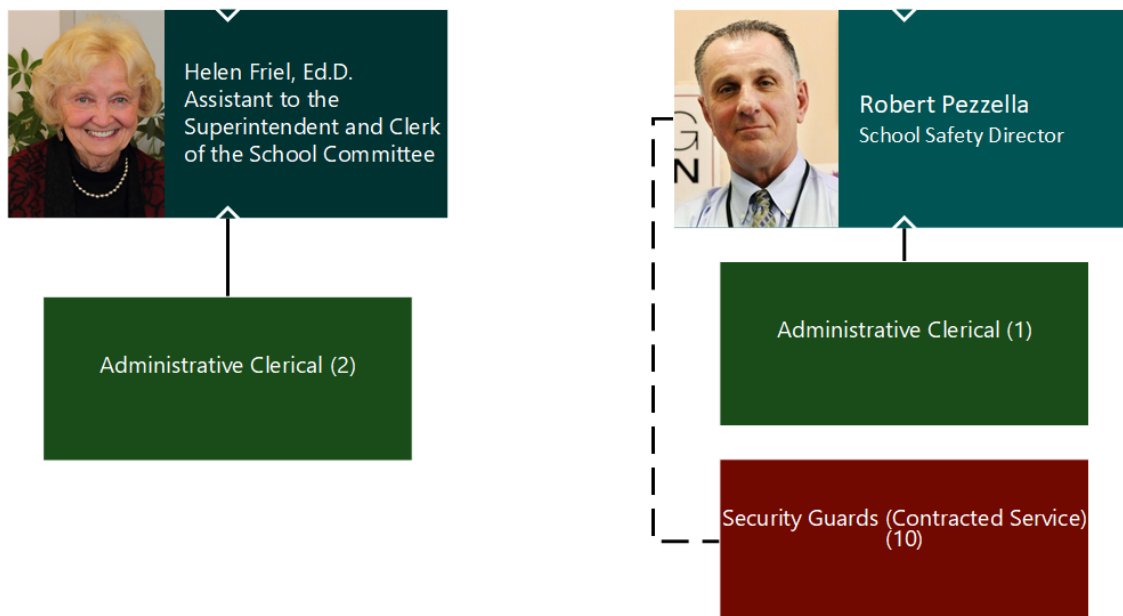




Division: Human Resources



**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 that can equip all students with the academic, social, and technical skills necessary to thrive.

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



*South High Community School
graduate Alyssa Goins (2019).
Photo: Telegram and Gazette*

Due to COVID-19 restrictions, the Worcester Public Schools conducted virtual graduations in 2020



District Guiding Documents

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

Student Opportunity Act



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

While the final FY21 state budget delayed the implementation of the new funding, the investments made in the district budget align with these Student Opportunity Act initiatives. The FY22 state budget re-starts the funding of the new formula. As part of new state funding acceptance, 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 both the FY21 and FY22 budgets 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.

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 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.

Year	Initiatives to Support Objective	Amount
FY21	Literacy consumables	\$932,100
FY21	Preschool-grade 3 literacy professional development	\$100,000
FY21	Lexia license	\$100,000
FY21	1 dual language preschool teacher	\$68,085
FY21	1 special education preschool teacher	\$68,085
FY21	1 English language instructional assistant	\$38,938
FY21	1 dual language instructional assistant	\$38,938
FY21	1 special education instructional assistant	\$38,938
Total FY21 Funding to Support Objective		\$1,385,084
Year	Initiatives to Support Objective	Amount
FY22	13 early literacy intervention specialists	\$1,001,637
FY22	Six early literacy training sessions	\$678,000
FY22	Lexia license	\$274,995
FY22	Imagine Learning for English learners EPL 1-2	\$186,000
FY22	Reading Recovery training and materials	\$119,600
FY22	Read Write literacy support	\$44,803
FY22	Bilingual literacy tutor - Woodland Academy	\$23,193
Total FY21 Funding to Support Objective		\$2,328,228



District Guiding Documents

Student Opportunity Act

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.

<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	Innovation Pathways Director	\$136,244
FY21	Innovation Pathways teacher after-school program	\$20,000
FY21	Innovation Pathways curriculum	\$17,000
FY21	Guidance counselor	\$68,085
Total FY21 Funding to Support Objective		\$241,329
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	Innovation Pathways teacher-Clairemont Academy	\$77,049
FY22	1 college & career instructor-South High	\$77,049
FY22	Innovation Pathways: CAP teachers	\$37,500
FY22	Innovation Pathways program costs	\$15,190
Total FY22 Funding to Support Objective		\$206,788



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, our staff must be reflective of our student body that all staff are culturally competent, and that issues of equity are at the forefront of all decision making. The budget also supports a cohort of instructional assistants furthering their education and professional development for staff in culturally relevant pedagogy.

<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	Chief Diversity Officer	\$164,987
FY21	Culturally relevant pedagogy professional development	\$70,000
FY21	Diverse instructional assistants pipeline cohorts	\$28,000
Total FY21 Funding to Support Objective		\$262,987
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	6 long term substitutes for administrative practicum	\$289,860
FY22	new teacher/professional staff mentoring	\$17,330
Total FY22 Funding to Support Objective		\$307,190



District Guiding Documents

Student Opportunity Act

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 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.

<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	4 school adjustment counselors	\$408,510
FY21	5 behavioral health specialists	\$340,025
FY21	3 psychologists	\$204,255
FY21	1 special education behavior specialist	\$68,085
FY21	1 health and safety teacher	\$68,085
FY21	1 safety center teacher	\$68,085
FY21	1 school nurse	\$68,631
Total FY21 Funding to Support Objective		\$1,225,676
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	4 school adjustment counselors	\$308,196
FY22	5 high school health teachers	\$288,155
Total FY22 Funding to Support Objective		\$596,351



District Guiding Documents

Defining Our Path: A Strategic Plan for
Education in Worcester

Strategic Plan Goals



A Strategic Plan for Education in Worcester 2018-2023

Focus Areas



CULTURE OF
INNOVATION



ACADEMIC
EXCELLENCE



WELCOMING
SCHOOLS



INVESTING IN
EDUCATORS



TECHNOLOGY+
OPERATIONS

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

Worcester Public Schools in 2023:

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



District Guiding Documents

Strategic Plan Goals

In addition to the above investments outlined within the Student Opportunity Act plan, the Worcester Public Schools' FY22 budget continues to further pursue the district Strategic Plan, adopted in 2018. The Strategic Plan addresses persistent challenges in the district and offers support 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, the new funding included in the FY20, FY21, or FY22 Budgets 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, training, 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 before required state intervention, incorporating successful turnaround practices from across Massachusetts and providing necessary operational flexibility for successful implementation

<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY20	Middle school turnaround specialist	\$75,000
FY20	Self-Regulated Strategy Development (SRSD)	\$20,000
FY20	Afterschool data collection system	\$9,000
Total FY20 Funding to Support Objective		\$104,000
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	Institute for Strategic Leadership and Learning contract	\$150,000
FY21	Program evaluation specialist	\$40,000
Total FY21 Funding to Support Objective		\$190,000



District Guiding Documents

Strategic Plans Goals: Culture of Innovation



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

<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY20	3 assistant principals	\$317,000
Total FY20 Funding to Support Objective		\$317,000
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	6 long term substitutes for administrative practicum	\$289,860
FY22	3 school-based assistant principals	\$259,020
FY22	Assistant Manager of Professional Learning and Curriculum	\$110,000
FY22	Assistant principal mentoring	\$5,000
Total FY22 Funding to Support Objective		\$663,880



District Guiding Documents

Strategic Plans Goals: Culture of Innovation



- 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

Year	Initiatives to Support Objective	Amount
FY20	8 English as a second language teachers	\$699,700
FY20	Literacy instructional materials	\$225,000
FY20	English language learner literacy course	\$12,500
FY20	Imagination Learning	\$9,400
FY20	Seal of Biliteracy assessments	\$4,200
Total FY20 Funding to Support Objective		\$950,800
Year	Initiatives to Support Objective	Amount
FY21	Levelled-literacy intervention kits	\$800,000
FY21	Project Lead the Way kits	\$800,000
FY21	ELA grade 7 & 8 curriculum	\$614,000
FY21	10 Kindergarten instructional assistants	\$389,350
FY21	World history and geography grades 6 & 7 curriculum	\$378,280
FY21	Dual language curricular materials	\$300,000
FY21	3 English as a Second Language teachers	\$204,255
FY21	Lexia license	\$100,000
FY21	Dual language preschool teacher	\$68,085
FY21	Special education preschool teacher	\$68,085
FY21	Special education preschool materials	\$60,900
FY21	Dual language preschool instructional assistant	\$38,935
FY21	English Language instructional assistant	\$38,935
FY21	Special education preschool instructional assistant	\$38,935
FY21	Mathematics graphic materials	\$23,550
FY21	Collect, interpret, apply ELA materials	\$10,000
FY21	30 headsets for translation for students	\$3,775
FY21	Continuums materials	\$2,100
Total FY21 Funding to Support Objective		\$3,939,185



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Strategic Plans Goals: Culture of Innovation



Year	Initiatives to Support Objective	Amount
FY22	20 ESL teachers	\$1,548,180
FY22	13 early literacy intervention specialists	\$1,001,637
FY22	English learner instructional materials	\$864,712
FY22	Dual Language School (new costs)	\$666,667
FY22	4 elementary enrichment teachers	\$308,196
FY22	Lexia license	\$274,995
FY22	3 elementary science teachers - Project Lead the Way	\$231,147
FY22	Math textbooks and instructional materials	\$174,500
FY22	2 Project Lead the Way (elementary science) teachers	\$154,098
FY22	2 speech and language pathologists	\$154,098
FY22	Dual language teacher - Woodland Academy	\$77,409
FY22	Special education teacher to address dyslexia	\$77,049
FY22	1 speech and language assistant	\$50,000
FY22	2 ESL math intervention tutors	\$46,386
FY22	Bilingual literacy tutor - Woodland Academy	\$23,193
FY22	WIDA resource materials for ESL teachers/coaches	\$12,000
Total FY22 Funding to Support Objective		\$5,664,267

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. Also, 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
 - **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



District Guiding Documents

Strategic Plans Goals: Academic Excellence



Year	Initiatives to Support Objective	Amount
FY20	23.4 secondary content teachers	\$2,046,600
FY20	9 guidance counselors	\$787,150
FY20	6 special education teachers	\$524,800
FY20	6 elementary fine arts teachers	\$524,800
FY20	3 autism program teachers	\$262,200
FY20	3 elementary special education teachers	\$262,200
FY20	Literacy instructional materials	\$225,000
FY20	6 English as a second language tutors	\$127,000
FY20	1 secondary special education teacher	\$87,400
FY20	1 AVID teacher	\$87,400
FY20	Instructional materials	\$20,000
FY20	AVID site licenses	\$13,000
Total FY20 Funding to Support Objective		\$4,967,550
Year	Initiatives to Support Objective	Amount
FY21	Secondary textbooks	\$191,116
FY21	2 foreign language teachers	\$136,170
FY21	High school science textbooks and materials	\$112,684
FY21	ALEKS Secondary mathematics subscription	\$110,000
FY21	Advanced Placement textbooks	\$75,000
FY21	Health & safety teacher	\$68,085
FY21	History teacher	\$68,085
FY21	Mathematics teacher	\$68,085
FY21	Edcite online assessment	\$34,500
Total FY21 Funding to Support Objective		\$863,725
Year	Initiatives to Support Objective	Amount
FY22	1 science teacher	\$77,049
FY22	5 high school health teachers	\$288,155
Total FY22 Funding to Support Objective		\$365,204



District Guiding Documents

Strategic Plans Goals: Academic Excellence



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
 - **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

<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY20	Additional Chromebooks	\$19,300
Total FY20 Funding to Support Objective		\$19,300
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	3300 Chromebooks	\$1,000,000
FY21	Easy Tech elementary curriculum	\$137,200
FY21	Special education technology needs	\$71,787
Total FY21 Funding to Support Objective		\$1,208,987
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	Internet connectivity for students	\$740,000
FY22	Study Sync from McGraw Hill	\$256,000
FY22	Imagine Learning for English learners EPL 1-2	\$186,000
FY22	Learning.com (K-5 technology enrichment)	\$138,000
FY22	Zoom and Google Meet accounts	\$91,222
FY22	Projectors, document cameras, carts	\$85,000
FY22	Pear Deck for Google Slides	\$62,000
FY22	SeeSaw Grades for Pre-K to Grade 2 classroom platform	\$55,000
FY22	EdPuzzle video lessons	\$53,040
FY22	Student headphones	\$50,000
FY22	Edcite - online assessment platform - grades 3-10	\$50,000
FY22	Read Write literacy support	\$44,803
FY22	iPad management licenses for new iPads	\$35,000
FY22	Screencastify	\$34,100
FY22	Spotify/Soundtrap	\$22,000
FY22	Generation Genius	\$20,000
FY22	Gizmos (Explore Learning)	\$10,938
FY22	Nearpod interactive lessons, videos, and assessments	\$9,000
FY22	Houghton Mifflin - Online Avancemos and Bien Dit 7-8	\$7,117
Total FY22 Funding to Support Objective		\$1,949,220



District Guiding Documents

Strategic Plans Goals: Academic Excellence



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



District Guiding Documents

Strategic Plans Goals: Academic Excellence



Year	Initiatives to Support Objective	Amount
FY20	9 guidance counselors	\$787,150
FY20	2 English language learner coaches	\$180,600
FY20	Innovation Pathways Coordinator	\$87,400
FY20	Community service internship coordinator	\$87,400
Total FY20 Funding to Support Objective		\$1,142,550
Year	Initiatives to Support Objective	Amount
FY21	Innovation Pathways Director	\$136,244
FY21	Innovation Pathways teacher after-school program	\$20,000
FY21	Innovation Pathways curriculum	\$17,000
FY21	Guidance counselor	\$68,085
Total FY21 Funding to Support Objective		\$241,329
Year	Initiatives to Support Objective	Amount
FY22	3 Chapter 74 early childhood Tteachers - South High	\$231,147
FY22	2 Chapter 74 early childhood instructional assistants	\$58,538
FY22	Innovation Pathways teacher-Claremont Academy	\$77,049
FY22	1 college & career instructor-South High	\$77,049
FY22	1 Chapter 74 diesel instructor-South High	\$77,049
FY22	1 dance/theater instructor - Burncoat High	\$38,525
FY22	1 dance/theater instructor-Burncoat Middle	\$38,525
FY22	Innovation Pathways: CAP teachers	\$37,500
FY22	Ch74 health sciences program costs for North High	\$26,000
FY22	Ch 74 business technology program costs for North High	\$13,336
FY22	Innovation Pathways program costs	\$15,190
FY22	Additional districtwide AP art history teacher at WAM	\$12,500
Total FY22 Funding to Support Objective		\$702,408



District Guiding Documents

Strategic Plans Goals: Academic Excellence



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 are managed and executed by a district liaison
- **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



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



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District Guiding Documents

Strategic Plans Goals: Welcoming Schools



<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY20	14 instructional assistants	\$542,200
FY20	3 behavioral specialists	\$262,400
FY20	3 board certified behavioral analysts	\$262,400
FY20	2 school psychologists	\$174,900
FY20	2 school nurses	\$164,800
FY20	6 English as a second language tutors	\$127,000
FY20	1 Bilingual special education teacher	\$87,400
FY20	1 wrap around coordinator	\$69,700
FY20	English proficiency level tester	\$17,400
FY20	2 bilingual interventionists	\$14,900
Total FY20 Funding to Support Objective		\$1,723,100

<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	10 special education instructional assistants	\$389,350
FY21	5 behavioral specialists	\$340,425
FY21	4 school nurses	\$240,000
FY21	3 speech and language pathologists	\$204,255
FY21	3 adjustment counselors	\$204,255
FY21	Speech and language pathology materials	\$203,631
FY21	Special education instructional materials	\$138,304
FY21	2 SAIL teachers	\$136,170
FY21	2 special education teachers	\$136,170
FY21	Other district assessments	\$123,940
FY21	Special education equipment	\$70,000
FY21	Behavior specialist	\$68,085
FY21	K/1 special education teacher	\$68,085
FY21	Learning disabilities teacher	\$68,085
FY21	School nurse	\$68,085
FY21	Safety center teacher	\$68,085
FY21	Wrap-around coordinator	\$68,085
FY21	School psychologist	\$68,085
FY21	Speech and language pathologist assistant	\$61,891
FY21	Board certified bBehavior analyst	\$60,000
FY21	Furniture for special education needs	\$50,000
FY21	1 licensed practical nurse	\$40,992
FY21	Individual education plan goalbook toolkits	\$40,000
FY21	.05 Transitions clerical position	\$35,000
FY21	Clinical resources	\$6,888
FY21	Special education adaptive and sensor equipment	\$3,000
FY21	Special education functional learning materials	\$2,500
Total FY21 Funding to Support Objective		\$2,963,366



District Guiding Documents

Strategic Plans Goals: Welcoming Schools



<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	11 special education teachers	\$847,539
FY22	15 special education instructional assistants	\$439,035
FY22	4 BCBA positions	\$308,196
FY22	Special education supplies and materials	\$259,056
FY22	4 licensed practical nurse positions	\$163,968
FY22	3 ABA coordinators	\$150,000
FY22	Deaf and hard of hearing teacher	\$77,049
FY22	1 occupational therapist	\$77,049
FY22	ASL interpreter	\$57,631
FY22	2 certified nursing assistants	\$52,704
Total FY21 Funding to Support Objective		\$2,432,227

- Implement a 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

<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY20	4 school adjustment counselors	\$349,900
Total FY20 Funding to Support Objective		\$349,900

<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	2 school psychologists	\$136,170
FY21	Second Step social-emotional learning curriculum	\$45,000
FY21	Psychological evaluations	\$50,000
Total FY21 Funding to Support Objective		\$231,170

<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	4 school adjustment counselors	\$308,196
Total FY22 Funding to Support Objective		\$308,196



District Guiding Documents

Strategic Plans Goals: Welcoming Schools



3. Foster and monitor positive school climate through the 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
 - **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



District Guiding Documents

Strategic Plans Goals: Welcoming Schools



<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY20	English language learner Assistant Director	\$110,000
FY20	Adult Education testing specialist	\$45,300
FY20	Project software manager (Half Year Start)	\$35,000
FY20	Online grading software (temporary solution)	\$30,000
FY20	Additional hours for Parent Info. Center	\$12,000
Total FY20 Funding to Support Objective		\$232,300
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	Translations clerical position	\$35,000
FY21	New Citizen Center clerical position	\$35,000
FY21	Student Data Privacy Alliance membership	\$6,000
FY21	Snap survey scanning service	\$2,395
Total FY21 Funding to Support Objective		\$78,395
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	Google Voice	\$246,168
FY22	Adult Ed classes	\$100,000
FY22	SMORE communication tool	\$1,000
Total FY22 Funding to Support Objective		\$347,168



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

1. 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



District Guiding Documents

Strategic Plans Goals: Investing in Educators



<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY20	Teacher salaries contractual increase	\$3,300,000
FY20	Teacher diversification pilot program grant	\$178,560
FY20	Chief Diversity Officer	\$120,000
Total FY20 Funding to Support Objective		\$3,598,560
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	Diverse paraprofessional pipeline cohorts	\$28,000
Total FY21 Funding to Support Objective		\$28,000
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	New teachers/professional staff mentoring	\$17,330
Total FY22 Funding to Support Objective		\$17,330

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



District Guiding Documents

Strategic Plans Goals: Investing in 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 Training 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



<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY20	2 English language learner coaches	\$180,600
FY20	1 English language arts content coach	\$90,300
FY20	1 math content coach	\$90,300
FY20	Confratute training	\$27,300
FY20	Grants Department training	\$3,000
Total FY20 Funding to Support Objective		\$391,500
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	Fountas & Pinnell literacy training	\$100,000
FY21	Dual language coach	\$68,085
Total FY21 Funding to Support Objective		\$168,085
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	Six early literacy training sessions	\$678,000
FY22	5 school-based focused instructional coaches	\$385,245
FY22	2 special education focused instructional coaches	\$159,780
FY22	Reading Recovery training for literacy specialists	\$119,600
FY22	Assistant Director of Curriculum & Professional Learning	\$110,000
FY22	Dual language coach	\$79,890
FY22	1 ESL focused instructional coach	\$77,049
FY22	1 ESL instructional coach	\$77,049
FY22	ESL licensure pathway	\$25,000
Total FY22 Funding to Support Objective		\$1,711,613



District Guiding Documents

Strategic Plans Goals: Investing in Educators

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



- **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 the K-12 DLCS curriculum
- **Increase Training District-wide on Technology-Enhanced Classrooms:** Provide training 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

<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY20	Instructional technology coach	\$90,300
Total FY20 Funding to Support Objective		\$90,300
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	4 instructional technology coaches	\$319,560
Total FY21 Funding to Support Objective		\$319,560
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	Assistant Director of Instructional Technology	\$110,000
Total FY22 Funding to Support Objective		\$110,000



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.

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 a standing joint committee (School Committee and City Council) to address district challenges and improvement needs
2. Identify and establish support for financial 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 the 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, the end goal of this objective has been fulfilled!



District Guiding Documents

Strategic Plans Goals: Technology and Operations



<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY21	3 full-size buses added to the Durham contract	\$260,253
FY21	Facilities supplies in support of pandemic effort	\$224,000
FY21	5 bus drivers	\$172,002
FY21	5 bus monitors	\$172,002
FY21	Custodial supervisor	\$75,000
FY21	Grant program specialist	\$75,000
FY21	Bus mechanic	\$52,000
FY21	School security	\$50,000
Total FY21 Funding to Support Objective		\$1,080,257
<u>Year</u>	<u>Initiatives to Support Objective</u>	<u>Amount</u>
FY22	Environmental management services	\$100,000
FY22	Energy management coordinator	\$90,000
FY22	4 building custodians	\$160,000
FY22	Facilities Department work order specialist	\$60,000
FY22	Payroll clerk to support ESSER activities	\$50,000
FY22	School nursing clerical staff	\$31,300
FY22	Grants management contract specialist	\$70,000
Total FY22 Funding to Support Objective		\$561,300

- 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

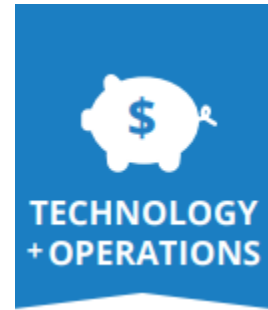


District Guiding Documents

- 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 the 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



Year	Initiatives to Support Objective	Amount
FY21	Student information system	\$291,000
FY21	Worcester Tech High phone system upgrade	\$100,000
FY21	Instructional technology equipment	\$65,000
FY21	IT equipment upgrade	\$500,000
Total FY21 Funding to Support Objective		\$956,000
Year	Initiatives to Support Objective	Amount
FY22	Student information system	\$229,000
FY22	2 IT support specialists	\$100,000
Total FY22 Funding to Support Objective		\$329,000





District Guiding Documents

Seven Point Plan for Student Achievement and Program Sustainability



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

Seven Point Plan Elements	2021-2022 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 2021 for the <u>eighth consecutive year</u>.</p> <p>This FY22 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 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 twelfth consecutive year, the district has utilized a "Zero-Based" budget development and resource allocation process. The FY22 Budget recommendations increase 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	2021-2022 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 the 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 to solicit input and priorities from as many stakeholders as possible.</p>	<p>The Administration provided budget presentations to a variety of stakeholders before the release of the budget document, including the School Committee, Worcester City Council, state legislative delegation, and a community budget hearing.</p> <p>This budget document explains 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 are 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 ongoing public review of current year spending and expenditure trends is an important component of the transparent budget process. Quarterly, 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 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 quarterly 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	2021-2022 Budget Adherence to Plan
<div data-bbox="203 352 349 483"></div> <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 the future impact on the district's budget before acceptance. The Elementary and Secondary School Emergency Relief (ESSER) Fund spending plan considers both one-time spending and the long-term sustainability of programs and positions through the use of Student Opportunity Act Funds.</p>
<div data-bbox="211 798 365 934"></div> <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 to 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 to the Administration (per 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 FY22 foundation budget allocation for Administration is \$16,366,568. The spending on Administration (as defined by the DESE chart of accounts) from the district's general fund budget in the FY22 budget is \$4,198,737 and remains below the self-imposed administrative spending cap of 1.5% of the total foundation budget spending by more than \$1.7 million.</p>



District Guiding Documents

Seven Point Plan for Advancing Student Achievement and Program Sustainability

Seven Point Plan Elements	2021-2022 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 FY22 General Fund budget increases \$13.8 million over the prior year's adopted budget amount.</p> <p>A level service budget requires a \$25.2 million increase attributed to the restoration of the \$13.6 million in one-time savings used to balance the FY21 budget reduction, as well as \$11.6 million for FY22 contractual cost increases next year, including \$4.9 million in employee salaries, \$4.5 million in employee benefits, \$1.5 million in student transportation, \$0.3 million in out-of-district student special education tuition assessments, and \$0.4 million for all other areas of the budget. In FY22, the increase in the foundation budget and ESSER funds will cover these cost increases.</p> <p>New, targeted spending, using federal ESSER funds totaling \$15.8 million provides 145 new instructional and instructional support positions, new educational supplies and materials, professional learning and mentoring opportunities, and continuation of technology-related expenses to support the district's 1:1 student to Chromebook ratio.</p> <p>New spending meets this target on new revenue policy.</p>



Budget Development Process

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

Zero-Based-Budgeting: The district uses a zero-based budget approach to develop the recommended budget that is submitted to the School Committee for consideration. A zero-based budget approach requires each building principal, program leader, and support staff to be actively engaged in the budget process. For each budget cycle, staffing and resource allocations start at a base of zero funds and are allocated based on enrollment and program needs and justification. The staffing levels for next year are based solely on the future (enrollment and programs) and do not build upon staffing that already exists at the school. It allows a budget to be built on agreed-upon district goals rather than a 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 the 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. Also, the Administration and School Committee annually holds 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 FY22 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 1.41% (and 2.78% 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 \$6.0 million. The Governor's Budget recommendation reflects the new, first year of a planned seven-year phase-in of the Student Opportunity Act enacted in November 2019 (after originally being proposed during FY21 but subsequently reduced to impacts on the state budget due

to the COVID-19 pandemic). The new foundation budget rates are expected to provide the Worcester Public Schools with an increase of \$90 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 FY22 increase for these categories provides an \$18.9 million increase.

However, overall, there was a decrease in the student enrollment of 1,058 students for a reduction of \$9.6 million in the foundation budget. Overall, with inflation and new funding rate changes, with the enrollment decline, the foundation budget increases to \$397.9 million, a \$15.3 million, or 4.0%, increase above the FY21 level of \$382.6 million. Total Chapter 70 State Aid increases from \$277,395,997 (including the amounts for charter schools and school choice tuition offset) to \$289,004,989, a 4.2% increase.

The total city contribution increases by \$3.7 million over the previous year's 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. Funding for the Elementary and Secondary School Emergency Relief Funds (ESSER) is allocated on a multi-year use plan as detailed in this budget document. School Nutrition Revenue is based on a return to normal operations during the 2021-22 school year after the pandemic-related reduction in school meals. The School Nutrition fund is expected to cover all expenses and remain fully self-funded (to include health insurance for active and retired employees). All other special revenues collected through user fees are budgeted based on actual history.

Expenditures: A level service budget requires a \$25.2 million increase attributed to the restoration of the \$13.6 million in one-time savings used to balance the FY21 budget reduction, as well as \$11.6 million for FY22 contractual cost increases next year, including \$4.9 million in employee salaries, \$4.5 million in employee benefits, \$1.5 million in student transportation, \$0.3 million in out-of-district student special education tuition assessments, and \$0.4 million for all other areas of the budget. In FY22, the increase in the foundation budget and ESSER funds will cover these cost increases.



Anywhere!

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 the 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.

A portion of the Elementary and Secondary School Emergency Relief Funds (ESSER) will be used to provide additional funds for COVID-19 related building improvement projects during the next three years.

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.

A portion of the Elementary and Secondary School Emergency Relief Funds (ESSER) will be used to provide additional funds for COVID-19 related building improvement projects during the next three years.

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.

A portion of the Elementary and Secondary School Emergency Relief Funds (ESSER) will be used to provide additional funds for COVID-19 related building improvement projects during the next three years.



Anywhere!

Budget Development Process

Worcester Public Schools Budget Cycle



Organizational



Budget Development Process

Developed September 2020

BUDGET DEVELOPMENT CALENDAR	
SEPTEMBER 2020	
8	FY22 Budget Calendar Developed
OCTOBER 2020	
1	Student Enrollment submitted to State used as the basis of next year funding
NOVEMBER 2020	
16	Initial budget planning estimates determined using enrollment and cost center data
DECEMBER 2020	
18	Facilities Department prepares the building assessment updates to five-year building plan
JANUARY 2021	
27	Governor's Proposed State Budget released to the public
FEBRUARY 2021	
6	Superintendent provides Preliminary Budget Presentation to School Committee
22	Capital equipment plans are developed
MARCH 2021	
4	District level resource allocation meetings begin
10*	Presentation of budget estimates to Citywide Parent Planning Advisory Committee
12	Individual school-based resources allocation meetings begin
APRIL 2021	
14	Massachusetts House Ways and Means Budget released to the public
16	Worcester Public Schools submits budget information to the City of Worcester
29	Joint Meeting of City Council Education Committee and School Committee Finance and Operations Committee
MAY 2021	
6*	Projects to be submitted to Massachusetts School Building Authority for Major Renovation or Repair Projects submitted to School Committee for approval
12	Senate Ways and Means Budget released to the public (expected date)
14	Superintendent's Annual Budget Recommendations released
18*	Projects to be submitted to Massachusetts School Building Authority for Accelerated Repair Projects or Major Renovation and Repair submitted to City Council for approval
24*	Standing Committee on Finance and Operations Holds Public Budget Hearing (expected date)
25*	Budget Session with the Worcester City Council (expected date)
JUNE 2021	
1*	Accelerated Repair Projects submitted to Massachusetts School Building Authority
3	School Committee Budget Session (4-6 pm, Worcester City Hall)
17	School Committee Budget Session (4-6 pm, Worcester City Hall)
25*	Major renovation or replacement projects submitted to the Massachusetts School Building Authority
30	Final State Budget adopted
JULY 2021	
1	First day of the fiscal year
9	Final adjustments to the FY21 fiscal year; FY22 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 and events are subject to change or dates are different than a normal year due to COVID-19 protocols.



Budget Policy and Administration

The Worcester Public Schools' budget development and administration process is defined by several 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. Also, 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 to show separately for each city agency or undertaking for which an appropriation is recommended, to include a recommendation for the Worcester Public Schools." Under 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 to show separately for 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, except on the 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 a 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 before 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 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. Before such public hearing said committee shall make available to the public at least one copy of the proposed budget for 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 this section, a quorum shall consist of a majority of the members of the 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).

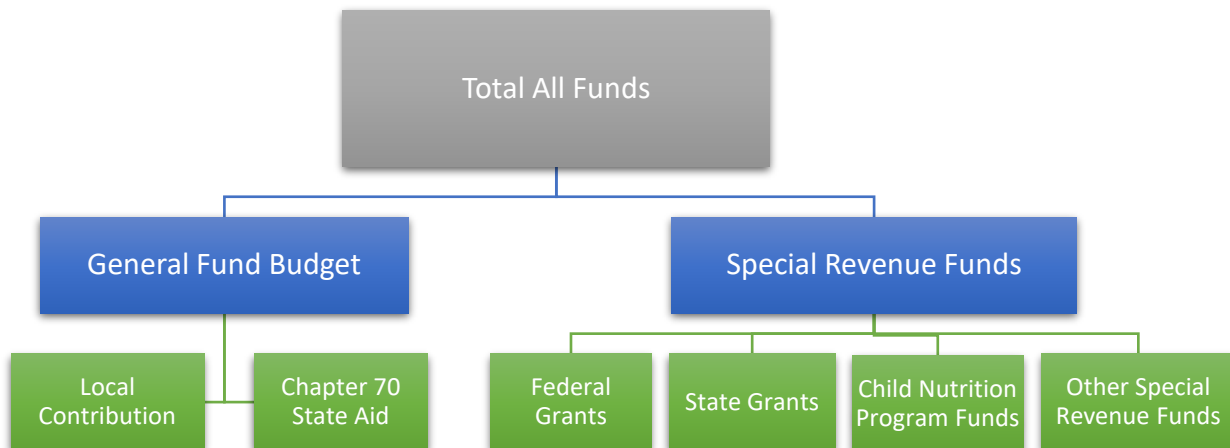
During the budget hearings, the School Committee reviews the recommended budget as presented by the Superintendent and approves line items or adjusts the recommendations, subject to a majority vote of the Committee.

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 programs, 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 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 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 that 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 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 non-public schools for services provided to students residing in the sending city or town.

Also, per Massachusetts General Laws, Chapter 55, Section 32, and the City of Worcester's Home Rule Charter, the annual budget shall be classified and designated 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



Budget Policy and Administration

And ordinary maintenance accounts of:

500101-96000 Retirement	500132-92000 Tuition
540 103-92000 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 before 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 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 before 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 is 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 a 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 following 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, including 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 following Generally Accepted Accounting Principles (GAAP), except for 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 applies to all political subdivisions in the Commonwealth.



FINANCIAL



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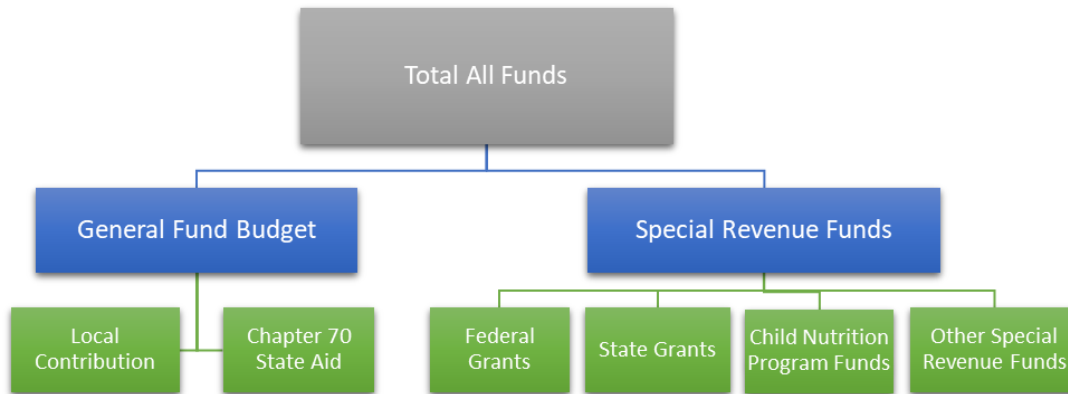
Description of Budget Accounts

Funding Sources



The budget of the Worcester Public Schools consists of revenue from four distinct funding sources: General Fund, Grants, Child Nutrition, and Other Special Revenue. Each of the funding sources is 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, grant dollars intend 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 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 space available basis), Special Education Reimbursement (a state reimbursement program, for certain high-cost special education students), Adult Education (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 that 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 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 non-public schools for services provided to students residing in the sending city or town.

Also, 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 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 is 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. The district does not maintain a fund balance for general fund revenues.

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 remaining at the end of the year are restricted to the grant and must be expended within the allowable time period of the grant or in accordance with state or federal law. Funds not expended in the allowable time period of the grant or in accordance with state or federal law are returned to the state or federal funding agency. Revolving funds are generally allowed to carry unexpended revenue from one fiscal year to another but these funds are also restricted as the funds can only be 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, is 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 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

FY18-FY20 Actual Revenue and Expenditures FY21 Adopted Budget

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
Revenues:				
State Education Aid*	\$227,090,501	\$235,854,443	\$256,820,851	\$258,795,063
Local Contribution**	\$108,029,689	\$109,204,233	\$112,714,478	\$113,603,606
Federal Grants	\$30,523,502	\$30,560,203	\$30,676,811	\$33,937,533
Nutrition Program	\$16,004,376	\$15,208,294	\$11,013,786	\$15,146,573
State Grants	\$3,705,259	\$3,418,010	\$3,131,056	\$1,760,514
Other Special Revenue	\$5,078,162	\$7,411,563	\$7,088,513	\$5,280,083
Total Revenues	\$390,431,489	\$401,656,746	\$421,445,495	\$428,523,372
Expenditures (by object):				
Employee Salaries (91000)	\$245,925,185	\$257,209,365	\$272,881,415	\$276,745,321
Supplies and Services (92000)	\$71,045,752	\$69,922,064	\$72,596,021	\$68,260,483
Capital Equipment (93000)	\$595,641	\$892,261	\$1,285,140	\$615,000
Fringe Benefits (96000)	\$63,734,682	\$68,430,125	\$72,969,408	\$80,698,227
Employee Overtime (97000)	\$2,388,872	\$2,669,449	\$1,879,199	\$2,204,341
Total Expenditures (by object)	\$383,690,133	\$399,123,265	\$421,611,183	\$428,523,372
Difference from Total Revenue	\$6,741,357	\$2,533,481	-\$165,688	\$0
Expenditures (by function):				
Administration (1000)	\$5,134,194	\$4,901,824	\$5,157,408	\$5,679,085
Instruction (2000)	\$219,937,804	\$227,681,073	\$248,915,612	\$244,336,415
Other School Services (3000)	\$45,101,209	\$47,507,220	\$43,281,321	\$47,843,149
Operations & Maint. (4000)	\$22,716,335	\$17,631,850	\$25,058,310	\$24,093,533
Fixed Charges (5000)	\$65,791,894	\$77,086,184	\$75,690,676	\$81,680,143
Community Services (6000)	\$1,340,755	\$1,187,673	\$748,551	\$633,394
Fixed Assets (7000)	\$530,064	\$576,327	\$600,171	\$630,542
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$23,137,879	\$22,551,114	\$22,159,133	\$23,627,111
Total Expenditures	\$383,690,133	\$399,123,265	\$421,611,182	\$428,523,372
Difference from Total Revenue	\$6,741,356	\$2,533,481	-\$165,687	\$0

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

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

The FY22 budget represents total spending from all sources of \$477,340,938, a \$48.8 million, or 11.4% increase from the FY22 adopted budget level of \$427,790,255. Within this amount, the total general fund budget by the City Manager is \$386,215,142 which represents an increase of \$13.8 million, or a 3.7% increase from the FY21 School Committee's adopted budget of \$372,398,669. The budget increase represents an \$11.6 million increase in Chapter 70 state aid and charter school reimbursement, \$3.7 million increase in



All Funds Summary

Revenues and Expenditures

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

	FY22 Budget	FY23 Projected	FY24 Projected	FY25 Projected
Revenues:				
State Education Aid*	\$269,786,120	\$286,353,262	\$302,611,387	\$319,120,451
Local Contribution**	\$116,429,022	\$118,757,602	\$121,726,543	\$124,769,706
Federal Grants	\$70,847,912	\$79,775,913	\$62,576,865	\$31,519,707
Nutrition Program	\$14,062,779	\$15,507,991	\$15,896,341	\$16,294,420
State Grants	\$1,760,514	\$1,760,514	\$1,760,514	\$1,760,514
Other Special Revenue	\$4,454,591	\$4,530,000	\$4,530,000	\$4,530,000
Total Revenues	\$477,340,938	\$506,685,282	\$509,101,650	\$497,994,798
Expenditures (by object):				
Employee Salaries (91000)	\$298,909,672	\$303,624,905	\$317,207,093	\$319,116,015
Supplies and Services (92000)	\$84,166,976	\$84,294,521	\$85,695,700	\$80,671,016
Capital Equipment (93000)	\$6,531,743	\$27,851,419	\$11,058,719	\$841,353
Fringe Benefits (96000)	\$85,446,726	\$89,789,240	\$94,031,495	\$96,274,758
Employee Overtime (97000)	\$2,285,821	\$1,162,593	\$1,184,293	\$1,206,439
Total Expenditures (by object)	\$477,340,938	\$506,722,678	\$509,177,299	\$498,109,581
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>-\$37,396</u>	<u>-\$75,649</u>	<u>-\$114,783</u>
Expenditures (by function):				
Administration (1000)	\$5,372,442	\$5,251,921	\$5,356,959	\$5,214,098
Instruction (2000)	\$255,978,207	\$269,701,849	\$284,516,363	\$285,210,405
Other School Services (3000)	\$69,844,529	\$61,788,156	\$61,381,632	\$57,366,433
Operations & Maint. (4000)	\$19,767,701	\$18,932,285	\$19,312,329	\$18,349,820
Fixed Charges (5000)	\$95,211,282	\$99,120,714	\$102,618,256	\$104,303,779
Community Services (6000)	\$723,469	\$728,712	\$734,540	\$740,484
Fixed Assets (7000)	\$7,329,004	\$27,335,675	\$10,551,679	\$1,343,159
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$23,114,304	\$23,863,366	\$24,705,541	\$25,581,402
Total Expenditures	\$477,340,938	\$506,722,679	\$509,177,299	\$498,109,581
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>-\$37,396</u>	<u>-\$75,649</u>	<u>-\$114,783</u>

city contribution, offset by a \$3.5 million increase in charter school tuition, school choice, and state special education assessments. Federal Elementary and Secondary School Emergency Relief (ESSER) Funds will provide \$122.5 million in additional funding to help with COVID-19 recovery efforts between FY21 and FY24. During FY22, the budget uses \$40.0 million, or 33% of the total ESSER allocation to achieve targeted spending on initiatives and provide long-term fiscal sustainability. Other federal and state grants assume level funding until actual grant awards are known. Other special revenues are expected to decrease based on the reduction in state special education reimbursement funds. Finally, the School Nutrition funding is expected to slightly decrease from the FY21 adopted budget based on expected meal participation levels.



All Funds Summary

Revenues and Expenditures

The two largest factors influencing the next three (or more) years of funding is the phase-in incorporating the new formula components of the Student Opportunity Act (2019) until FY27 (providing more than \$90 million in additional funding) and the recent COVID-19 assistance funding from the federal Elementary and Secondary School Emergency Relief Fund (ESSER) totaling \$120 million through FY24. These two funding sources are projected to provide overall budget stability, as well as program and service expansion for students.

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 inflation are health insurance, tuition, and student transportation.

SUMMARY OF REVENUES (ALL FUNDS)

Funding Source	General Fund	Special Revenue Funds			Total
		Grants	Nutrition	Other Special Revenue	
Local Funds*	\$116,429,022	\$0	\$0	\$0	\$116,429,022
State Funds*	\$269,786,120	\$1,760,514	\$318,690	\$3,173,172	\$275,038,496
Federal Funds	\$0	\$70,847,912	\$13,718,326	\$0	\$84,566,238
Other	\$0	\$0	\$25,763	\$1,281,419	\$1,307,182
Total	\$386,215,142	\$72,608,426	\$14,062,779	\$4,454,591	\$477,340,938

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

SUMMARY OF EXPENDITURES (ALL FUNDS)

As Stated in the DESE Chart of Account Format

Funding Source	General Fund	Special Revenue Funds			Total
		Grants	Nutrition	Other Special Revenue	
Administration (1000)	\$4,198,737	\$1,173,705	\$0	\$0	\$5,372,442
Instruction (2000)	\$226,795,012	\$28,452,262	\$0	\$730,933	\$255,978,207
Other School Services (3000)	\$31,928,322	\$25,742,877	\$11,589,556	\$583,774	\$69,844,529
Operations & Maint. (4000)	\$16,336,051	\$2,673,908	\$671,500	\$86,242	\$19,767,701
Fixed Charges (5000)	\$84,964,539	\$8,445,020	\$1,801,723	\$0	\$95,211,282
Community Services (6000)	\$285,660	\$57,339	\$0	\$380,470	\$723,469
Fixed Assets (7000)	\$1,265,689	\$6,063,315	\$0	\$0	\$7,329,004
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$20,441,132	\$0	\$0	\$2,673,172	\$23,114,304
Total Expenditures	\$386,215,142	\$72,608,426	\$14,062,779	\$4,454,591	\$477,340,938



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)

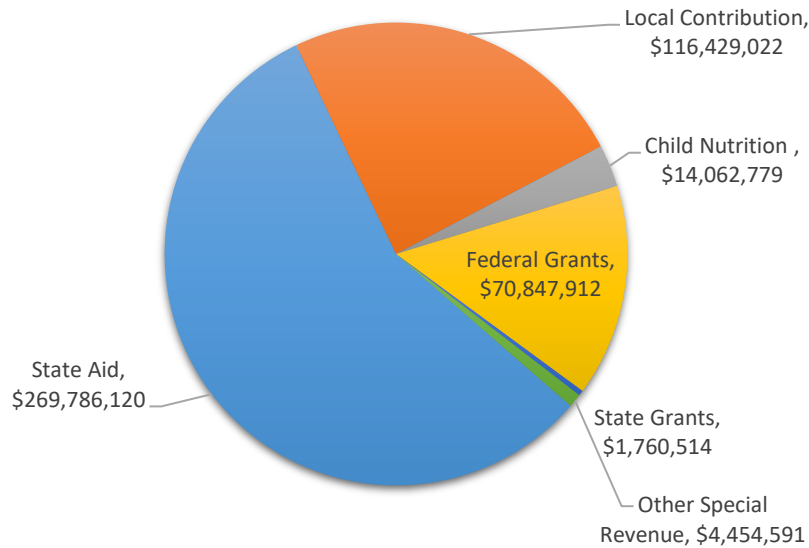




All Funds Summary

The following pages describe each expenditure category by each funding source in greater detail. The chart below summarizes the total FY22 revenues from all funding sources:

Source of Revenues (All Funds)



Source	FY2022	% Funding
State Aid*	\$269,786,120	56.5%
Local Contribution*	\$116,429,022	24.4%
Federal Grants	\$70,847,912	14.8%
Child Nutrition	\$14,062,779	2.9%
State Grants	\$1,760,514	0.4%
Other Special Revenue Funds	\$4,454,591	0.9%
Total	\$477,340,938	100.0%

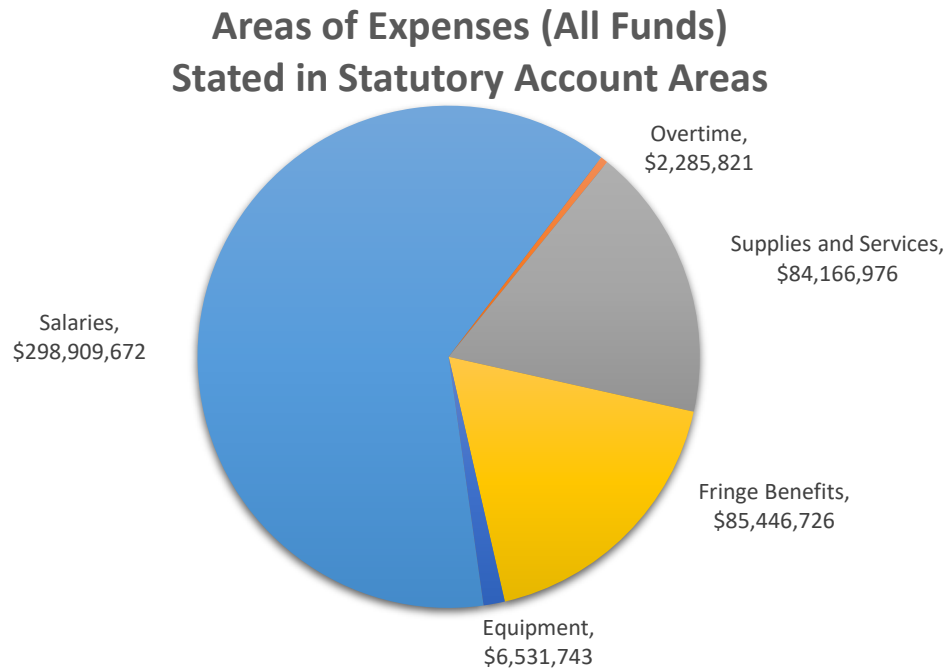
* Chapter 70 State Aid and Charter School Reimbursement. WPS funds only. Amounts are reduced by the charter school and school choice tuition offsets. The total of these two items equals the WPS general fund budget.

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



All Funds Summary

The chart below summarizes the total adopted FY22 expenditures from all funding sources:



Cost Account	FY2022	% Funding
Salaries (91000)	\$298,909,672	62.6%
Supplies & Services (92000)	\$84,166,976	17.6%
Equipment (93000)	\$6,531,743	1.4%
Fringe Benefits (96000)	\$85,446,726	17.9%
Overtime (97000)	\$2,285,821	0.5%
Total	\$477,340,938	100.0%

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



All Funds Summary

Summary of the FY22 Budget Highlights



20 English Learner Teachers



Stand-alone Dual language
School (Pre-K to Grade 6)



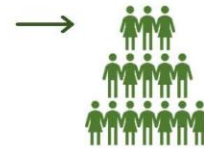
Accelerates Student Opportunity
Act initiatives (\$13.2 million)



44 teachers and education
service professionals to
support students with
disabilities



Establishes a Remote Academy
for Grades 7 & 8 growing to
Grade 12 in next four years



Bridge funding for expected
enrollment increase (\$9.7 million)



13 Early Literacy Specialists



Building Ventilation System Replacement and
Renovation Projects Funding (\$4.1 million)



Robust Summer and School Year
Recovery and Acceleration Services



6 Teachers to Support
Educator Diversity Pipeline



4 School Adjustment
Counselors



7 Nursing Positions



5 Health Educators to Support
District Comprehensive
Health Curriculum



4 Secondary Teacher Positions to
Support Enrollment Shifts and
Course Selections



11 School and District-Administrative
and Instructional Coach Positions



4 Chapter 74 Vocational-
Technical Teachers



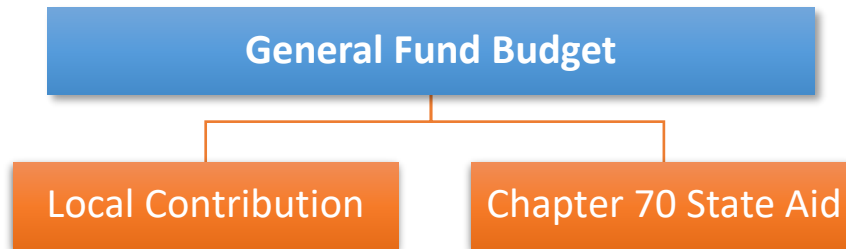
\$0.9 million for Professional Learning
and Mentoring for Instructional Staff



\$1 million for Textbooks, Curricular
Materials, and Educational Supplies



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 General Fund Budget:

Revenue:	FY21 Budget	FY22 Budget	\$ Change	% Change
Chapter 70 State Aid & Reimbursement:				
Chapter 70 State Aid (Total)	\$277,395,997	\$289,004,989	\$11,608,992	4.2%
Charter School Reimbursement	\$3,007,423	\$4,946,129	\$1,938,706	64.5%
Total Chapter 70 State Aid & Reimbursement	\$280,403,420	\$293,951,118	\$13,547,698	4.8%
City Contribution				
Amount towards Required Spending	\$100,750,721	\$101,929,124	\$1,178,403	1.2%
Amount for Non-Net School Spending Items	\$22,577,254	\$25,123,320	\$2,546,066	11.3%
City Contribution	\$123,327,975	\$127,052,444	\$3,724,469	3.0%
Total General Fund Revenues	\$403,731,395	\$421,003,562	\$17,272,167	4.3%
Less Tuition Assessments:				
Charter School Tuition Assessment	\$28,085,167	\$31,203,984	\$3,118,817	11.1%
School Choice Tuition Assessment	\$3,045,212	\$3,397,816	\$352,604	11.6%
Special Education Revenue Offset	\$202,348	\$186,620	-\$15,728	-7.8%
Total Tuition Assessments	\$31,332,727	\$34,788,420	\$3,455,693	11.0%
TOTAL GENERAL FUND REVENUE:	\$372,398,669	\$386,215,142	\$13,816,473	3.7%

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

FY18-FY20 Actual Revenue and Expenditures FY21 Adopted Budget

	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Revenues:				
State Education Aid*	\$227,090,501	\$235,854,443	\$256,820,851	\$258,795,063
Local Contribution**	\$108,029,689	\$109,204,233	\$112,714,478	\$113,603,606
Total Revenues	\$335,120,190	\$345,058,676	\$369,535,329	\$372,398,669
Expenditures (by object):				
Employee Salaries (91000)	\$216,819,389	\$222,411,017	\$238,718,100	\$245,071,559
Supplies and Services (92000)	\$57,984,908	\$56,540,400	\$59,515,771	\$51,331,757
Capital Equipment (93000)	\$515,425	\$838,843	\$1,117,772	\$350,000
Fringe Benefits (96000)	\$57,590,390	\$62,742,922	\$68,503,834	\$73,628,512
Employee Overtime (97000)	\$2,207,013	\$2,523,180	\$1,679,850	\$2,016,841
Total Expenditures (by object)	\$335,117,125	\$345,056,363	\$369,535,327	\$372,398,669
Difference from Total Revenue	\$3,065	\$2,313	\$2	\$0
Expenditures (by function):				
Administration (1000)	\$4,429,791	\$3,941,127	\$4,678,179	\$4,728,880
Instruction (2000)	\$201,701,459	\$205,875,421	\$222,335,374	\$224,023,170
Other School Services (3000)	\$27,088,169	\$28,656,392	\$28,274,179	\$25,688,424
Operations & Maint. (4000)	\$21,694,735	\$15,947,902	\$24,406,154	\$23,126,192
Fixed Charges (5000)	\$59,119,007	\$70,924,859	\$70,574,046	\$73,937,323
Community Services (6000)	\$656,975	\$138,365	\$90,575	\$195,585
Fixed Assets (7000)	\$530,064	\$576,327	\$600,171	\$630,542
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$19,896,925	\$18,995,970	\$18,576,649	\$20,068,553
Total Expenditures	\$335,117,125	\$345,056,363	\$369,535,327	\$372,398,669
Difference from Total Revenue	\$3,065	\$2,313	\$2	\$0

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

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

Overall, the FY22 General Fund budget will increase by \$13.8 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 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

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

	FY22 Budget	FY23 Projected	FY24 Projected	FY25 Projected
Revenues:				
State Education Aid	\$269,786,120	\$286,353,262	\$302,611,387	\$319,120,451
Local Contribution	\$116,429,022	\$118,757,602	\$121,726,543	\$124,769,706
Total Revenues	\$386,215,142	\$405,110,864	\$424,337,930	\$443,890,157
Expenditures (by object):				
Employee Salaries (91000)	\$249,963,824	\$260,528,089	\$273,233,224	\$286,785,744
Supplies and Services (92000)	\$58,317,155	\$61,155,870	\$63,664,412	\$66,301,689
Capital Equipment (93000)	\$353,428	\$535,497	\$546,206	\$557,131
Fringe Benefits (96000)	\$76,626,906	\$81,918,503	\$85,901,722	\$89,233,383
Employee Overtime (97000)	\$953,829	\$972,906	\$992,364	\$1,012,211
Total Expenditures (by object)	\$386,215,142	\$405,110,864	\$424,337,929	\$443,890,157
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Expenditures (by function):				
Administration (1000)	\$4,198,737	\$4,282,712	\$4,368,366	\$4,455,733
Instruction (2000)	\$226,795,012	\$238,969,449	\$252,949,389	\$267,051,610
Other School Services (3000)	\$31,928,322	\$32,886,172	\$33,543,895	\$34,214,773
Operations & Maint. (4000)	\$16,336,051	\$16,662,772	\$16,996,027	\$17,335,948
Fixed Charges (5000)	\$84,964,539	\$89,673,018	\$92,969,687	\$96,413,387
Community Services (6000)	\$285,660	\$291,373	\$297,201	\$303,145
Fixed Assets (7000)	\$1,265,689	\$1,291,003	\$1,316,823	\$1,343,159
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$20,441,132	\$21,054,366	\$21,896,541	\$22,772,402
Total Expenditures	\$386,215,142	\$405,110,865	\$424,337,929	\$443,890,158
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

- Transportation (Student Services 3000) will grow at 3% above the 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.

FY22 Foundation Budget Calculation

Enrollment Category ¹	Per Pupil Rate	Foundation Enrollment ²	Total Foundation Amount
Pre-School, Kindergarten (Half)	\$ 4,212.67	801	\$ 3,374,349
Kindergarten (Full Day)	\$ 8,425.49	1,703	\$ 14,348,609
Elementary (Grades 1-5)	\$ 8,474.08	10,078	\$ 85,401,778
Middle School (Grades 6-8)	\$ 8,127.04	6,115	\$ 49,696,850
High School	\$ 9,933.97	6,215	\$ 61,739,624
Vocational	\$ 14,942.95	2,028	\$ 30,304,303
Special Education In-District ³	\$ 28,148.55	1,019	\$ 28,683,372
Special Education Out-of-District ⁴	\$ 31,473.41	241	\$ 7,585,092
English Learner PK-5 ⁵	\$ 2,392.51	4,658	\$ 11,144,312
English Learner Junior/Middle ⁵	\$ 2,512.49	1,115	\$ 2,801,426
English Learner High School ⁵	\$ 2,129.82	1,567	\$ 3,337,428
Low Income ⁶	\$ 5,238.62	18,998	\$ 99,523,303
TOTAL⁷		26,540	\$ 397,940,445

The state determines the amount of the foundation budget 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 an amount for resident students attending charter schools and other districts through the state's School Choice program. This tuition assessment totals \$24.8 million in FY22. The foundation budget does not include student transportation, crossing guards, building rentals, and adult education programs totaling \$25.1 million in FY22.

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 English Learner: Incremental funding above the base rate.

⁶ Low Income 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:



Foundation
Budget Inflation Rate
(1.6%)

Overall enrollment
decrease

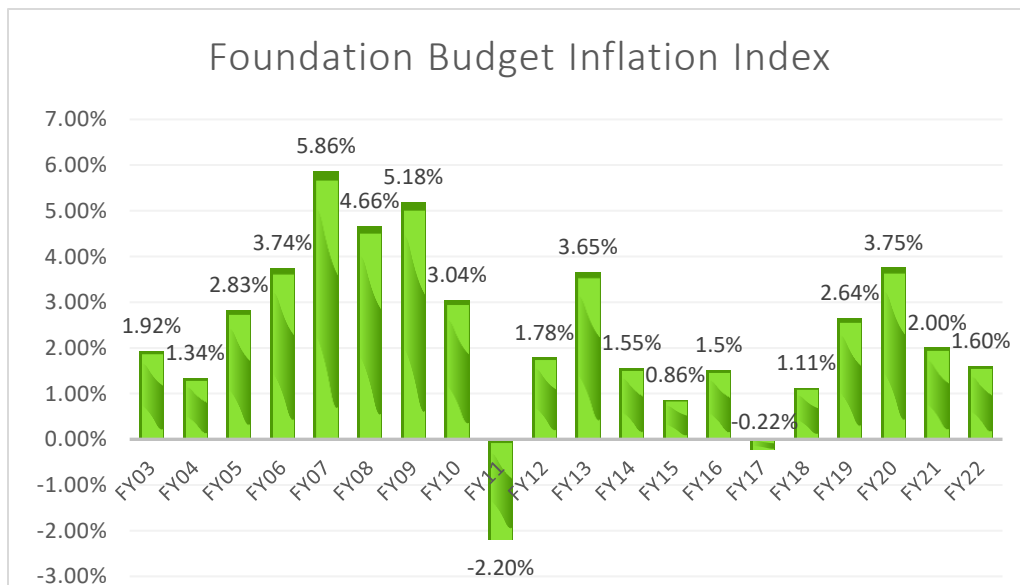
1/7th phase-in of the new
Student Opportunity Act
Funding based on
Governor's Budget

The inflation factor of 1.6% provides an increase of \$6.0 million. Overall, there is a decrease in the student enrollment of 1,058 students attributed to the pandemic, for a funding decrease of \$9.6 million. Also, the first year phase-in of the Student Opportunity Act provides \$18.8 million in the following formula components:

Low Income Student Count:	\$7.6 million
Low Income Rate Change:	\$7.5 million
Employee Benefits:	\$2.6 million
English Learner Rate:	\$0.5 million
Guidance and Student Support:	\$0.3 million
Special Education Rate Change:	\$0.2 million

Total Chapter 70 State Aid increases from \$277,395,997 (including the amounts for charter schools and school choice tuition offset) to \$289,004,989, an \$11.6 million, or 4.2% increase, mostly attributable to the first year phase-in of the state's 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 FY03.





General Fund Summary

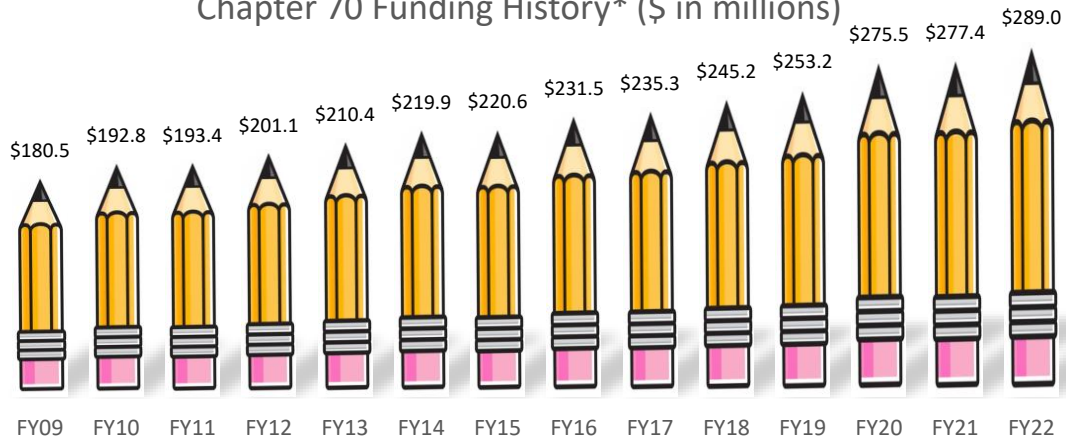
Chapter 70 State Aid



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 FY22, based on the Governor's proposed state budget, the total Chapter 70 State Aid is **\$289,004,989**, an increase of \$11.6 million over the FY21 level of \$277,395,997.

Chapter 70 Funding History* (\$ in millions)



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

Charter School Reimbursement



The state provides reimbursement of increased charter school costs to the sending district each year. Chapter 46 of the Acts of 1997 and 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 \$4.9 million in FY22 is based on 100% of the Facilities Tuition Assessment (\$1.9 million), and \$3.0 million of the tuition assessment reimbursement. At this level of reimbursement, the Worcester Public Schools is underfunded by \$788,000 based on the reimbursement formula.



General Fund Summary

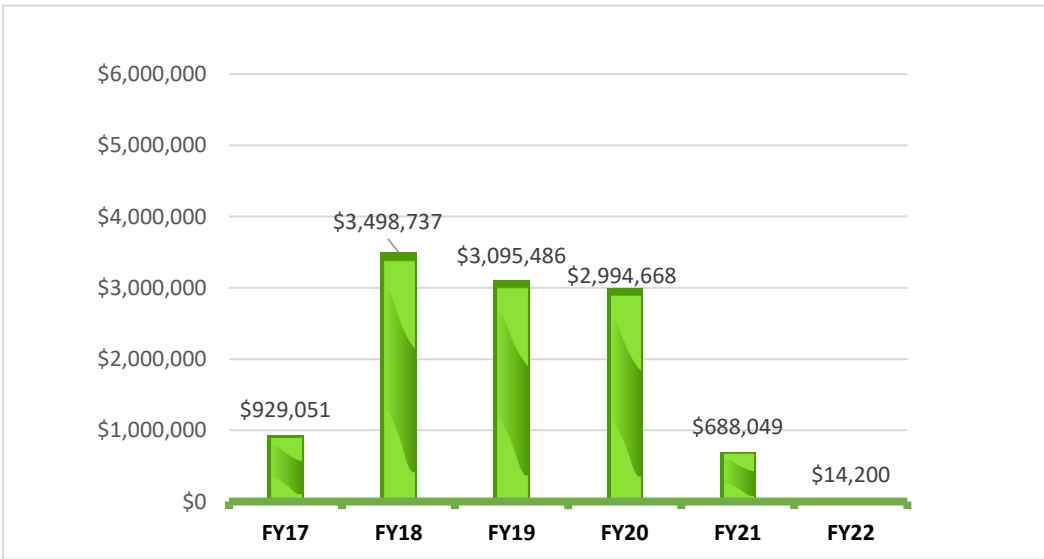
City Contribution

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 contribution amount for the current year.

Also, the City’s contribution may 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 FY22 budget, the city contribution will increase by \$3.7 million. It is estimated that the city’s contribution will meet the FY22 minimum spending requirement by approximately \$14,200.

Annual Net School Spending Amount in Relation to the Required Local Contribution
FY17-FY22



Also, the City provides capital equipment and building replacement/renovation funds to the Worcester Public Schools with annual debt services costs totaling **\$15.8 million** associated with the school district, or \$657 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 FY22 foundation budget is based upon the enrollment of the Worcester Public Schools as of October 1, 2020. The total enrollment used by the state to calculate the district's foundation budget is 26,540 students. These enrollments also include all students from Worcester attending charter schools or other school districts through school choice. Therefore, 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.

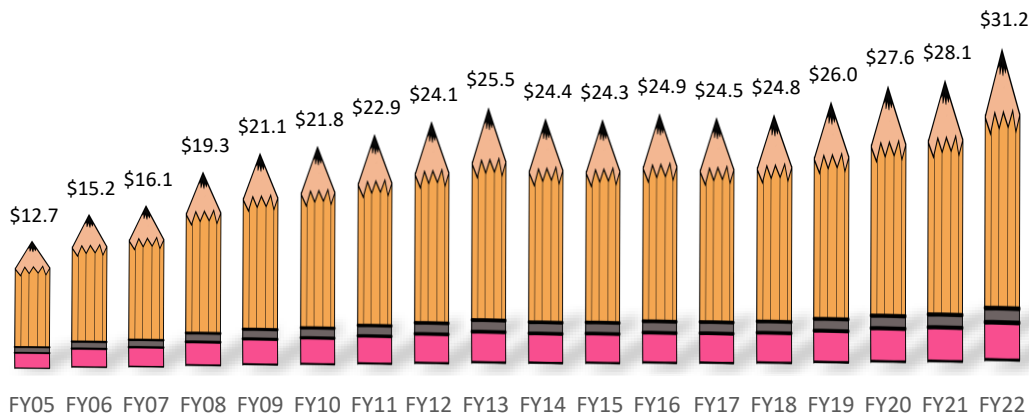
Charter School Tuition



The FY22 Charter School Tuition Assessment is \$31.2 million. The total amount projected for tuition assessment reflects an increase of \$3.1 million, or 11.6%, from the FY21 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 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. Also, 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 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

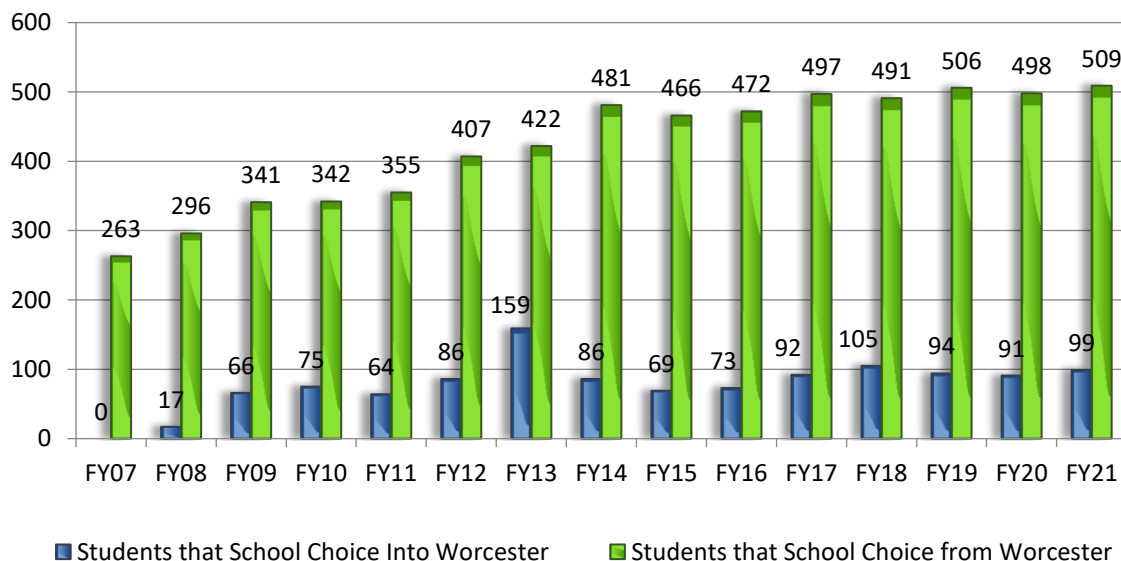


The tuition assessment to other school districts for students that participate in school choice is \$3.4 million in FY22, estimated to increase by \$0.4 million from the FY21 amount.

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

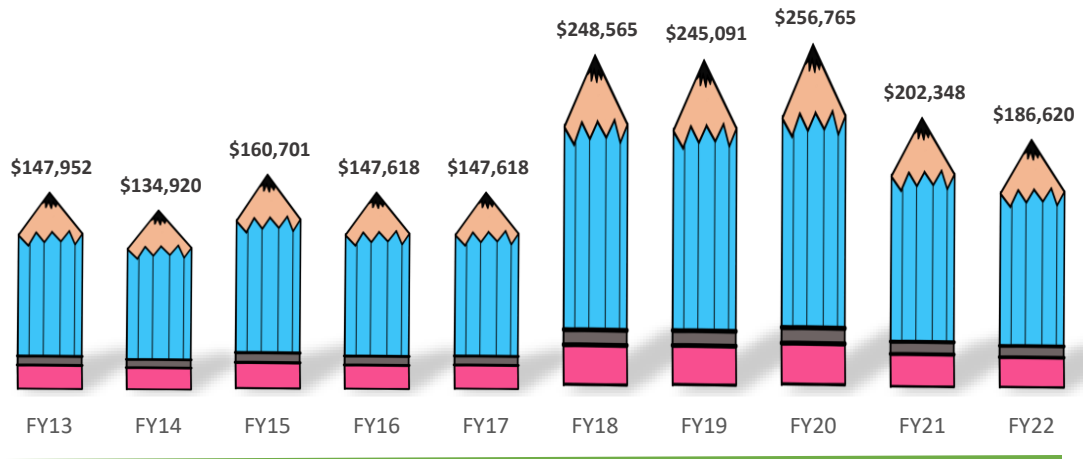


The Commonwealth of Massachusetts reduces state aid to districts to partially reimburse the state for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per-pupil cost of

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 FY13.

Special Education Tuition Assessment



Revenue Offset Summary

Overall, the FY22 budget reflects the total revenue offset of the charter school, school choice, and special education tuition assessments of \$34,788,420, representing a \$3,455,693 or 11.0% increase from the previous year.

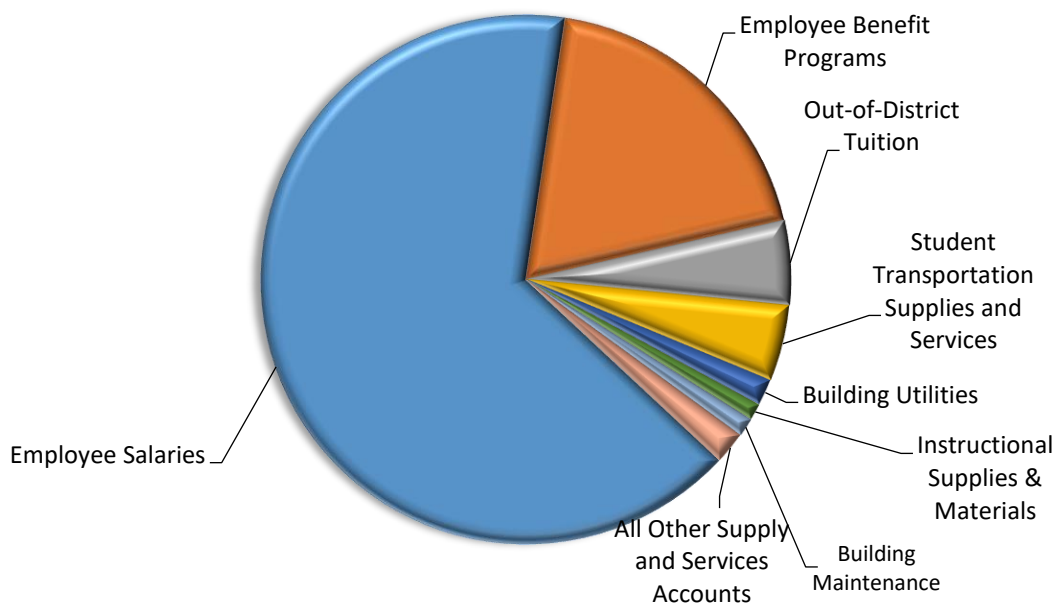


General Fund Summary

General Fund Expenditure Summary

Below is how the general operating budget is distributed among the major cost centers for FY22:

Stated In School Committee Chart of Account Summary Format



General Fund Expenditures		FY22 Budget	% of Budget
91000	Employee Salaries	\$249,874,016	64.7%
96000	Employee Benefit Programs	\$77,900,765	20.2%
92000	Out-of-District Tuition	\$20,441,132	5.3%
92000	Student Transportation Supplies & Service	\$17,949,410	4.6%
92000	Building Utilities	\$6,514,506	1.7%
92000	Instructional Supplies & Materials	\$2,218,356	0.6%
92000	Building Maintenance	\$4,577,904	1.2%
92000	All Other Supply and Services Accounts	\$6,739,053	1.7%
Total General Fund Expenditures		\$386,215,143	100%

The general fund budget is comprised of 84.9% salary and employee benefit programs (health insurance, employee retirement costs, workers compensation, and unemployment compensation), 5.3% for out-of-district tuition assessments (includes regular education and special education), 4.6% on student transportation supplies and contract service, 1.7% on building utilities, 0.6% on instructional supplies, 1.2% 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 are limited funds within the budget for discretionary spending.

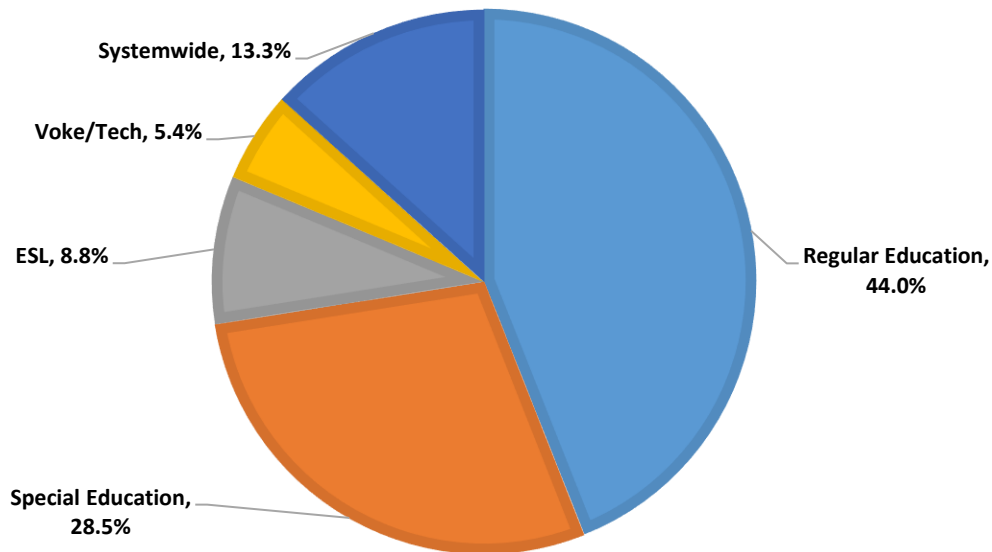


General Fund Summary

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	\$137,243,946	\$59,039,927	\$18,700,656	\$15,504,290	\$19,412,067	\$249,900,886
Non-Salaries	\$32,438,306	\$50,903,104	\$15,450,094	\$5,319,466	\$32,203,286	\$136,314,256
Total	\$169,682,252	\$109,943,031	\$34,150,750	\$20,823,756	\$51,615,353	\$386,215,142

GENERAL FUND COSTS BY PROGRAM AREA



The budget allocates 44.0% of spending on direct instructional programs not classified as special education, ESL, or vocational/technical programs. Nearly 29% of the budget is allocated to special education programs, while 8.8% of the budget is spent on ESL and 5.4% on vocational/technical programs. The remaining 13.3% 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

During the 2020-21 school year, the district and many other school districts in Massachusetts experienced an unprecedented, pandemic-related student enrollment decline. In Worcester, the total decline of 1,058 students was most notably a decrease of 746 students at the pre-kindergarten and kindergarten grade levels. The result of this enrollment decline is a \$9.7 million reduction in funding based on the per-pupil-based foundation budget formula. A decline of this enrollment amount would normally result in a reduction of 34 teacher positions (among other line items). However, the district expects that these students will return in the 2021-22 school year, and as a result, there is a need to maintain all 591 elementary teacher positions from the FY21 budget to accommodate this potential enrollment increase.

FY22 Hold Harmless Enrollment Funding Plan



The district advocated the state legislature to enact hold harmless enrollment funding in the FY22 state budget. The proposal would have allowed the state to use the higher enrollment of either the 2019-20 or 2020-21 school year for the FY22 foundation budget calculations. Absent state legislative approval on this proposal, the district will utilize federal ESSER funds to sustain staffing and services levels in anticipation of the enrollment increase, with expected corresponding increases in state funding for the 2022-23 school year. To support this funding plan, the following costs have been removed from the FY22 General Fund Budget and allocated to federal ESSER funding. These funds will be returned to the General Fund Budget next year.

Account	Item Transferred to ESSER Funds	Amount
91114	Day by Day Substitutes	\$1,071,000
91115	Kindergarten Instructional Assistants	\$2,143,754 *
91118	Recreation Worcester	\$100,000
91118	Gerald Creamer Evening Program	\$300,757
91118	Advanced Placement Salaries	\$77,000
91118	AVID Salaries	\$36,160
91118	Mentoring Stipends	\$63,000
91118	Music Enrichment Program Salaries	\$15,000
91118	Summer and Evening Guidance	\$9,500
91123	Parent Liaison Salaries	\$173,500
91133	Clinical Care Salaries	\$783,531
91134	Literacy Tutors	\$505,681
91134	MCAS Tutors	\$280,359
97203	Custodial Overtime	\$1,144,492
500123	Health Insurance for Kindergarten IAs	\$628,172 *
500130	Advanced Placement Supplies and Services	\$193,180
500136	Chromebook Leases	\$1,253,274
540103	Transportation: Special Education (Summer Programming)	\$361,822
540136	Building Rental: Chandler Elementary Annex - YMCA	\$228,204
540136	Building Rental: Dual Language - St. Stephen's Church	\$132,000
540136	Building Rental: Alternative School	\$184,720
Total Spending Transferred to ESSER Funds		\$9,685,106

* The House of Representatives FY22 Budget provides Worcester with \$2.4 million more than the amount used in the Governor's Budget. If the House of Representatives Budget is the final Chapter 70 allocation to Worcester, these two line items will be restored to the General Fund Budget.



General Fund Summary

The following is a summary of the major School Committee General Fund Budget 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 impacts the budget differently each year depending on the variables that influence the account. Given the amount of ESSER funding used in the FY22 Budget to sustain existing funding (through the hold harmless funding plan) and the acceleration of Student Opportunity and Strategic Plan initiatives, those items are described within the affected line item accounts.

Account Summaries

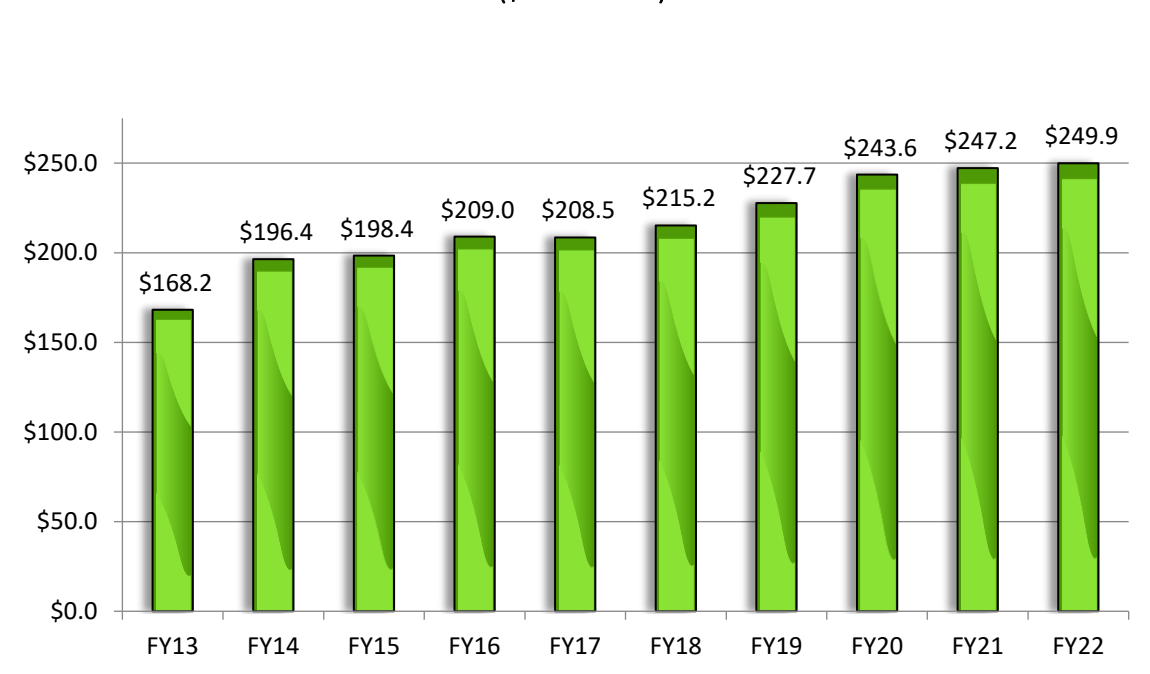


Employee Salaries

FY21 Budget	FY22 Budget	\$ Change	% Change
\$247,223,695	\$249,874,014	\$2,650,319	1.1%

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 1.1%, mostly reflecting contractual salary increases. Overall, the budget adds 145 positions to the budget mostly through ESSER funds. The following is a summary of changes to staffing and personnel allocations included in the FY22 budget:

Account No.	Account Name	Description of Change
500-91110	Administration	The recommended budget maintains all school-based and district leadership positions. The FY22 budget includes the addition of an Assistant Manager of Curriculum and Professional Learning and Assistant Manager of Instructional Technology & Digital Learning. These positions are funded in FY22 through the ESSER grant and will transition to Student Opportunity Act funds in FY23.
500-91111	Teacher Salaries	<p>The budget includes the following additions:</p> <p>Elementary: 13 early literacy intervention specialists, 1 focused instructional coach, 3 non-teaching assistant Principals, 2 elementary technology, 1 art, 1 music, and 1 physical education teacher to address itinerant schedules.</p> <p>Secondary: 5 health teachers, 4 focused instructional coaches, 3 Chapter 74 teachers, and 4 additional teachers to address student course selections.</p> <p>Social-Emotional: 4 school adjustment counselors</p> <p>Special Education: 2 focused instructional coaches and 20 additional school-based teaching positions to address student needs.</p> <p>English Learners: 20 new teaching positions to achieve Department of Justice service compliance.</p> <p>These positions are primarily funded in FY22 through the ESSER grant and will transition to Student Opportunity Act funds in FY23.</p>
500-91112	School Committee	The account reflects the city ordinance level for School Committee compensation for the six members.
500-91114	Teacher Substitutes	The account reflects an increase in the daily rate for day-by-day substitutes from \$80 to \$85 per day. The FY22 budget also includes the addition of 6 long-term substitutes to cover classrooms for existing staff to participate in the administrator diversity pipeline program. These initiatives are primarily funded in FY22 through the ESSER grant and will transition to Student Opportunity Act funds in FY23.



General Fund Summary

Account No.	Account Name	Description of Change
500-91115	Instructional Assistants	<p>The FY22 budget includes the addition of 17 instructional assistants for special education and an addition of one instructional assistant for the Dual Language School. These positions are funded in FY22 through the ESSER grant and will transition to Student Opportunity Act funds in FY23</p> <p>Kindergarten instructional assistants provide support to 73 classrooms throughout the district. This line item is transferred to ESSER funds for this year.</p>
500-91116	Athletic Coaches' Salaries	The account reflects the same number of coaching positions as approved in the 2020-21 adopted budget.
540-91117	Transportation Salaries	The account reflects the same level of positions as included in the FY21 budget.
500-91118	Supplemental Programs	All programs are level-funded noting the Gerald Creamer Center, Advanced Placement, AVID programs, mentoring programs, music enrichment, summer guidance hours, and funding for Recreation Worcester are funded through ESSER funds.
500-91119	Custodian Salaries	The FY22 budget includes the addition of 4 custodians to provide coverage for the new South High School, Dual Language School, and districtwide.
500-91120	Maintenance Services	The account reflects the reduction of 5 trade positions in FY21 and reinstates the Building Automation System Controls Coordinator and a Work Order Specialist funded through a position reallocation.
500-91121	Administrative Clerical	The account reflects the conversion of an Adult Education position to a school year clerical position and grants management position to a Grant Specialist position.
500-91122	School Clerical	The account includes the addition of school year clerical staff for the Nursing program and the Adult Education position converted from administrative clerical which is funded through grants.
500-91123	Non-Instructional Support	The FY22 budget includes the addition of 2 IT support specialists to provide districtwide coverage for the increase of technology devices and programs. Also, the line item for parent liaisons is transferred to ESSER funds for this year.



General Fund Summary

Account No.	Account Name	Description of Change
540-91124	Crossing Guards	This line item reflects the addition of one position for the Dual Language School. The increase in the account reflects the restoration of one-time savings to address the mid-year FY21 budget reduction.
500-91133	School Nurses & Clinical Salaries	The account reflects an increase of one nursing position for the Dual Language School. The budget also includes the addition of 2 certified nursing assistants and 4 licensed practical nurses. This line item has been moved to ESSER funds as part of the district's hold harmless bridge funding plan.
500-91134	Educational Support	The account reflects Literacy tutors, MCAS tutors, Wraparound coordinators, and Behavioral Health specialists have been transferred to ESSER funds in FY22 as part of the district's hold harmless bridge funding. Also, 3 new ABA Coordinator positions are added and primarily funded in FY22 through the ESSER grant and will transition to Student Opportunity Act funds in FY23.
540-97201	Transportation Overtime	The account reflects actual anticipated expenditures.
500-97203	Custodial Overtime	The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.
500-97204	Maintenance Overtime	The account reflects actual anticipated expenditures.
500-97205	Support Overtime	The account reflects actual anticipated expenditures.



General Fund Summary

500101-96000 Retirement Assessments

FY21 Adopted	FY22 Budget	\$ Change	% Change
\$19,683,751	\$21,746,307	\$2,062,556	10.5%

This account funds the Public Schools' share of the City of Worcester contributory retirement system's pension obligation for qualifying retirees and beneficiaries in accordance with the requirements of the Public Employees Retirement Administration Commission (PERAC). The pension obligation is based on a funding schedule established under 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. The increase in this account reflects an increase in the assessment to fund the school's portion of the Worcester Retirement System. In addition, supplemental contractual pension-related costs for certain employees of the Laborers' International Union of North America are included in this account. Federal grants provide funding to cover the retirement obligations of employees paid with grant funds.

Retirement Assessment Detail

Contributory Retirement Assessment	Annualized Salaries (non-MTRS employees)	% of City Total
Worcester Public Schools	\$58,633,540	30.7%
All other departments	\$190,871,718	69.3%

Description	Amount
Total contributory amount to be raised:	\$54,597,220
Worcester Public Schools share (at 30.7%)	\$16,771,622
Less reimbursement from grant sources:	<u>-\$814,392</u>
Total contributory pension payment:	\$15,957,230
Pension Obligation Bond payment:	\$5,126,420
Non-contributory pension:	\$12,000
Custodial pension fund:	\$557,028
Educational Secretaries pension fund:	<u>\$93,630</u>
Total General Fund Budget:	\$21,746,308



General Fund Summary

540103-92000 Student Transportation

FY21 Budget	FY22 Budget	\$ Change	% Change
\$10,562,522	\$17,949,410	\$7,386,888	69.9%

Approximately 11,400 students are transported by the Transportation Department and this account provides all contracted transportation services for the Worcester Public Schools. Durham School Services is both the regular education and special education transportation provider and FY22 is the second year of a two-year contract (with a one-year optional extension for transportation services). In addition, services are provided to private and charter schools in accordance with state regulations. The WRTA also provides some services in this account, as well as contracted vendors that provide transportation to non-district programs and mandated transportation services to homeless students. This account includes funds for district-operated vehicles and maintenance costs.

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 recommended is 84 for a contracted rate of \$496.41 for 180 days. Regular transportation also includes funds for WRTA services. The increase in this account reflects the new contractual rates for FY22 transportation services, as well as the restoration of one-time savings to address the FY21 budget reduction.

Also, 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 and is provided by third-party vendors. The budget reflects 33 in-city mid-size buses at a daily contracted rate of \$632.35 for 180 days and 21 wheelchair vehicles are budgeted at a daily cost of \$664.17 for 180 days. The increase in this line reflects the new contractual rates for FY22 transportation services. The FY22 budget includes all Special Education summer transportation to be funded through ESSER as part of the district's hold harmless bridge funding.

Finally, the McKinney-Vento Homeless Assistance Act requires that school districts provide all students experiencing homelessness with transportation to and from their school of origin to maintain educational stability to enhance students' academic and social growth. The state partially reimburses this program, with all funds received being deposited into the city's general fund. The district utilizes the same vendors that provide out-of-district special education transportation. This line was decreased with one-time savings in the FY21 budget to address the mid-year budget reduction.



General Fund Summary

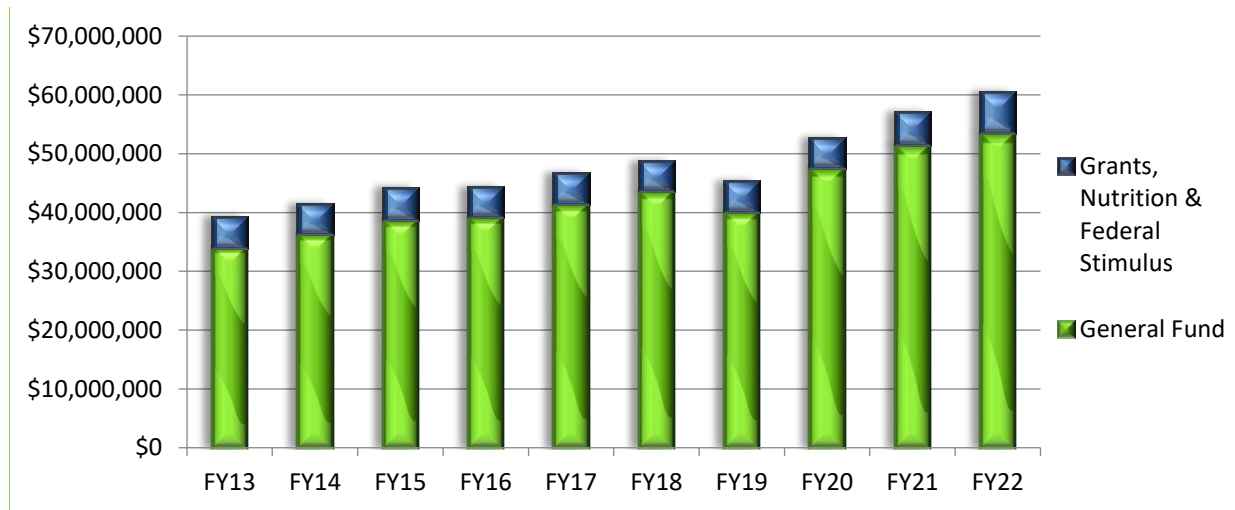
500123-96000 Health Insurance (Active and Retired Employees)

FY21 Budget	FY22 Budget	\$ Change	% Change
\$51,245,115	\$53,647,829	\$2,402,714	4.7%

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 by 5% 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



This account provides the employer's share based on the premium rates which will become effective July 1, 2021, and includes the increase in premium rates of 5% 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 FY22 (2,887 active employees and 3,136 retired employees). 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 matching contribution of 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. Finally, this account also funds the employer's 50% share of a \$5,000 basic life insurance option available to all employees, including retirees. Funding is based on the approximately 2,060 employees participating in this benefit.



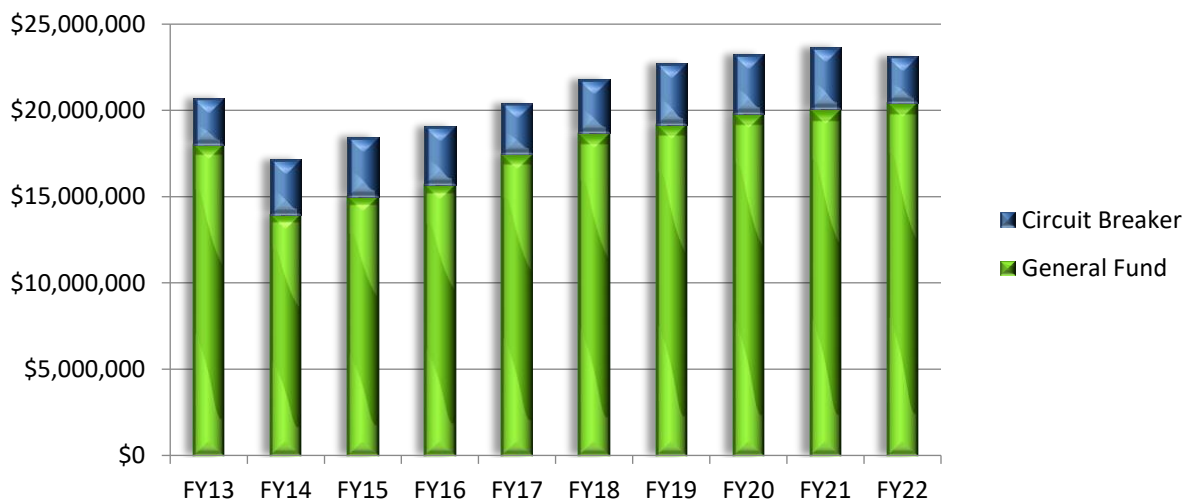
General Fund Summary

500132-92000 Out of District Tuition

FY21 Budget	FY22 Budget	\$ Change	% Change
\$20,068,553	\$20,441,132	\$372,579	1.9%

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. This line item 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 educational needs. This line funds payment to the Central Massachusetts Collaborative for approximately 460 students, as well as other out-of-district tuition for approximately 110 students annually. The account is supplemented with \$2.6 million in special education reimbursement from the state through the commonly named "circuit breaker" funding. This amount has been reduced from \$3.5 million in the FY21 budget. The FY22 budget reflects the expected program rates approved by the state's Operation Services Division (OSD).

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 Amount	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
FY22	\$2,673,172	-\$885,825
Total	\$60,213,796	

The FY22 budget for special education tuition is \$23.1 million with \$2.7 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
FY21	75%	97



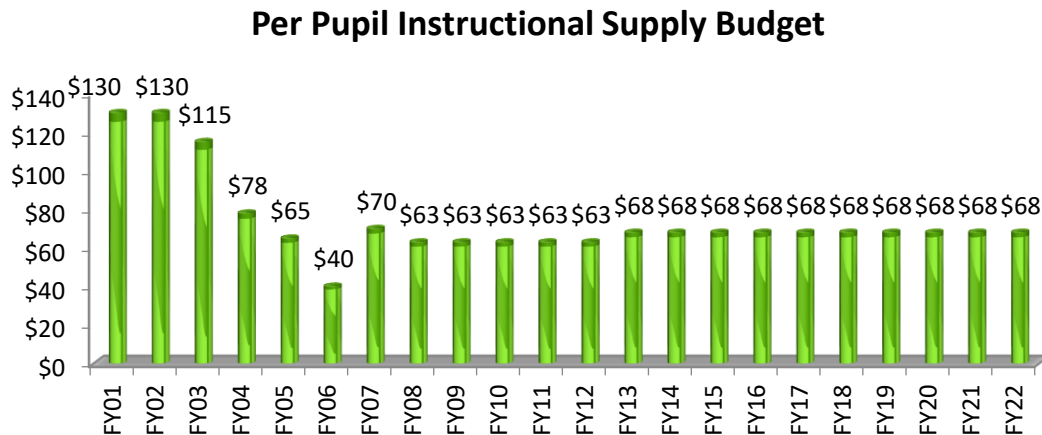
General Fund Summary

500-92204 Instructional Supplies & Materials

FY21 Budget	FY22 Budget	\$ Change	% Change
\$3,130,992	\$2,218,356	-\$912,636	-29.1%

This account provides for the instructional materials and school improvement needs of the district and individual schools. The budget maintains \$68 per pupil for instructional supplies and materials, the same amount since FY13. Schools use these funds to provide instructional supplies and materials within the school. The FY22 budget includes the transfer funding from this account to ESSER funds as part of the district's hold harmless bridge funding.

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



500146-92000 Building Utilities

FY21 Budget	FY22 Budget	\$ Change	% Change
\$6,230,254	\$6,514,506	\$284,252	4.6%

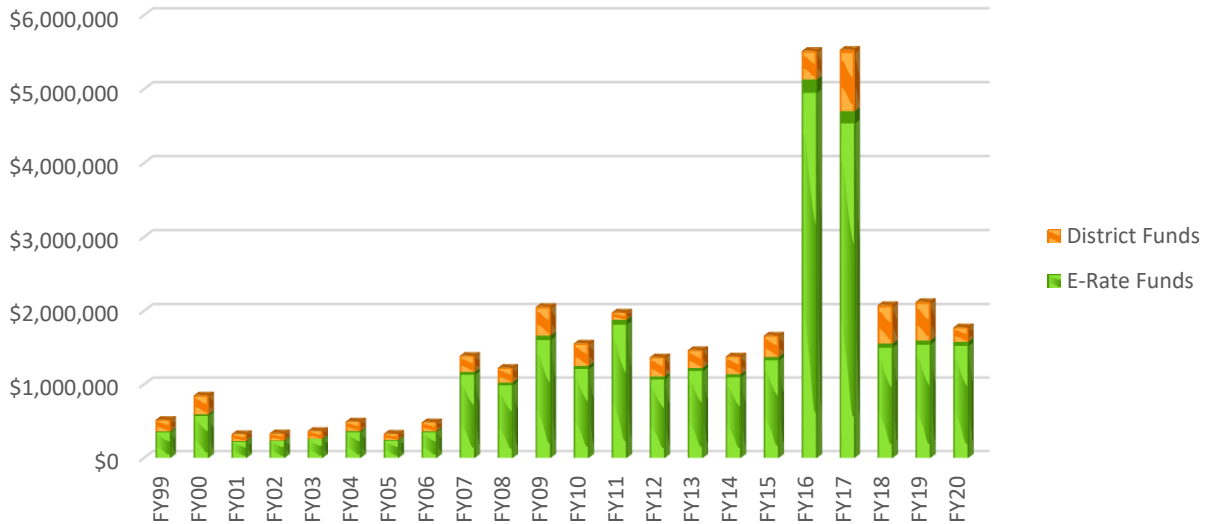
The budget reflects a \$284,252 increase in the account, most notably from a \$101,491 increase in electricity costs and \$203,800 increase in telephone and internet data services due to an increase in the number of cellphone users (resulting from COVID-19 remote access) and cost increases associated 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 million 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. In FY21, the district allocated \$263,000 in district operating and capital budget funds to leverage \$2.2 million in E-Rate funding. For FY22, E-Rate has provided additional funding for WiFi upgrades in the schools so the district will continue cycling new wireless technology into the schools on an approximate five-year cycle. 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)

FY21 Budget	FY22 Budget	\$ Change	% Change
\$4,346,166	\$4,577,904	\$231,738	5.3%

This account provides cleaning, maintaining, and repairing of school buildings at \$3.0 million in FY22, equaling \$0.75 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 (\$641,746), environmental management systems (\$708,494) for environmental abatement and implementation of best management practices, and funds for the repair and maintenance of Facilities Management vehicles (\$111,323).

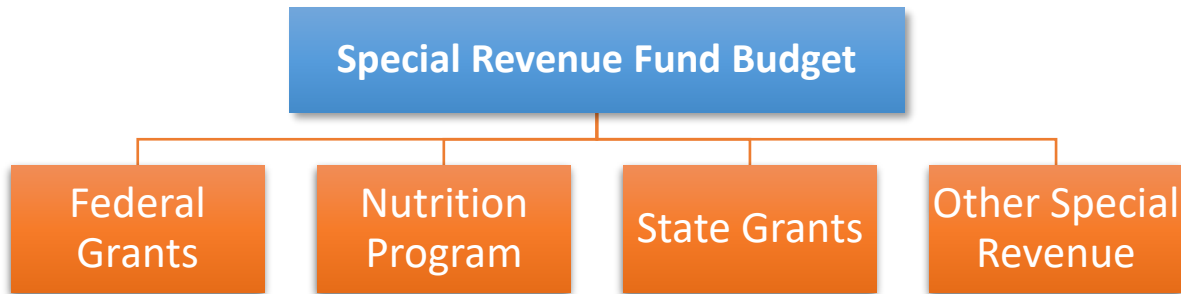
All Other Supply and Services Accounts: This line item includes the following accounts:

Account	Account Title	FY22 Budget
500122-92000	Athletics OM	\$457,707
500125-92000	Insurance	\$66,030
500129-92000	Workers Compensation	\$1,983,982
500130-92000	Personal Services	\$2,156,939
500133-92000	Printing & Postage	\$317,459
500136-92000	Miscellaneous OM	\$3,740,918
500137-96000	Unemployment Compensation	\$522,637
Total		\$9,245,672

The specific explanation of each of these accounts can be found within the FY22 line item budget section that follows.



Special Revenue Funds Summary



FY18-FY20 Actual Revenue and Expenditures
FY21 Adopted Budget

	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Revenues:				
Federal Grants	\$30,523,502	\$30,560,203	\$30,676,811	\$33,937,533
Nutrition Program	\$16,004,376	\$15,208,294	\$11,013,786	\$15,146,573
State Grants	\$3,705,259	\$3,418,010	\$3,131,056	\$1,760,514
Other Special Revenue	\$5,078,162	\$7,411,563	\$7,088,513	\$5,280,083
Total Revenue	\$55,311,299	\$56,598,070	\$51,910,166	\$56,124,703
Expenditures (by object):				
Employee Salaries (91000)	\$29,105,796	\$34,798,348	\$34,163,315	\$31,673,762
Supplies and Services (92000)	\$13,060,844	\$13,381,664	\$13,080,250	\$16,928,726
Capital Equipment (93000)	\$80,217	\$53,418	\$167,368	\$265,000
Fringe Benefits (96000)	\$6,144,293	\$5,687,203	\$4,465,574	\$7,069,715
Employee Overtime (97000)	\$181,859	\$146,269	\$199,349	\$187,500
Total Expenditures (by object)	\$48,573,008	\$54,066,902	\$52,075,856	\$56,124,703
Difference from Total Revenue	\$6,738,291	\$2,531,168	-\$165,690	\$0
Expenditures (by function):				
Administration (1000)	\$704,403	\$960,697	\$479,229	\$950,205
Instruction (2000)	\$18,236,345	\$21,805,652	\$26,580,238	\$20,313,245
Other School Services (3000)	\$18,013,040	\$18,850,828	\$15,007,142	\$22,154,725
Operations & Maint. (4000)	\$1,021,600	\$1,683,948	\$652,156	\$967,341
Fixed Charges (5000)	\$6,672,887	\$6,161,325	\$5,116,630	\$7,742,820
Community Services (6000)	\$683,780	\$1,049,308	\$657,976	\$437,809
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,240,954	\$3,555,144	\$3,582,484	\$3,558,558
Total Expenditures	\$48,573,008	\$54,066,902	\$52,075,855	\$56,124,703
Difference from Total Revenue	\$6,738,291	\$2,531,168	-\$165,689	\$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.

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

	FY22 Budget	FY23 Projected	FY24 Projected	FY25 Projected
Revenues:				
Federal Grants	\$70,847,912	\$79,775,913	\$62,576,865	\$31,519,707
Nutrition Program	\$14,062,779	\$15,507,991	\$15,896,341	\$16,294,420
State Grants	\$1,760,514	\$1,760,514	\$1,760,514	\$1,760,514
Other Special Revenue	\$4,454,591	\$4,530,000	\$4,530,000	\$4,530,000
Total Revenue	\$91,125,796	\$101,574,418	\$84,763,720	\$54,104,641
Expenditures (by object):				
Employee Salaries (91000)	\$48,945,848	\$43,096,816	\$43,973,868	\$32,330,271
Supplies and Services (92000)	\$25,849,821	\$23,138,651	\$22,031,288	\$14,369,327
Capital Equipment (93000)	\$6,178,315	\$27,315,922	\$10,512,512	\$284,223
Fringe Benefits (96000)	\$8,819,820	\$7,870,737	\$8,129,772	\$7,041,374
Employee Overtime (97000)	\$1,331,992	\$189,688	\$191,930	\$194,228
Total Expenditures (by object)	\$91,125,796	\$101,611,814	\$84,839,370	\$54,219,424
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>-\$37,396</u>	<u>-\$75,650</u>	<u>-\$114,783</u>
Expenditures (by function):				
Administration (1000)	\$1,173,705	\$969,209	\$988,593	\$758,365
Instruction (2000)	\$29,183,195	\$30,732,400	\$31,566,974	\$18,158,795
Other School Services (3000)	\$37,916,207	\$28,901,984	\$27,837,737	\$23,151,660
Operations & Maint. (4000)	\$3,431,650	\$2,269,513	\$2,316,301	\$1,013,872
Fixed Charges (5000)	\$10,246,743	\$9,447,696	\$9,648,569	\$7,890,392
Community Services (6000)	\$437,809	\$437,339	\$437,339	\$437,339
Fixed Assets (7000)	\$6,063,315	\$26,044,672	\$9,234,856	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$2,673,172	\$2,809,000	\$2,809,000	\$2,809,000
Total Expenditures	\$91,125,796	\$101,611,814	\$84,839,370	\$54,219,424
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>-\$37,396</u>	<u>-\$75,649</u>	<u>-\$114,783</u>



Special Revenue Funds: Federal Grants

Federal Grants

FY18-FY20 Actual Revenue and Expenditures
FY21 Adopted Budget

	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Federal Grant Revenue:				
Education Stabilization Fund - ESSER II	\$0	\$0	\$0	\$0
Education Stabilization Fund - ESSER III	\$0	\$0	\$0	\$0
Title I	\$11,979,077	\$11,729,063	\$11,570,634	\$11,055,835
IDEA	\$7,611,248	\$7,718,558	\$7,827,865	\$7,920,349
Education Stabilization Fund - ESSER I	\$0	\$0	\$0	\$2,550,426
Head Start	\$6,050,975	\$6,281,821	\$6,316,901	\$7,394,918
Title III	\$1,484,093	\$1,198,516	\$1,228,563	\$1,193,397
Title IIA	\$1,217,393	\$1,150,035	\$1,120,151	\$1,122,757
Title IV	\$298,253	\$863,371	\$789,078	\$837,290
Adult Education: Community Centers	\$0	\$252,972	\$537,172	\$625,360
Perkins	\$483,401	\$445,536	\$474,016	\$456,639
Pre-school - Special Education	\$284,330	\$291,456	\$297,431	\$299,312
21st Century Continuation	\$186,325	\$398,250	\$150,000	\$291,250
McKinney-Vento	\$60,000	\$120,000	\$140,000	\$140,000
Adult Education: English Literacy	\$160,149	\$50,000	\$50,000	\$50,000
21st Century Community Learning Center	\$150,000	\$0	\$175,000	\$0
Special Education MA Urban	\$52,900	\$53,625	\$0	\$0
Early Childhood Special Ed.	\$3,000	\$7,000	\$0	\$0
School Redesign Elm Park	\$407,447	\$0	\$0	\$0
Special Ed. Program Develop	\$94,911	\$0	\$0	\$0
Total Federal Grants	\$30,523,502	\$30,560,203	\$30,676,811	\$33,937,533
Expenditures (by object):				
Employee Salaries (91000)	\$19,989,256	\$23,198,095	\$23,334,770	\$22,830,556
Supplies and Services (92000)	\$2,284,193	\$2,729,548	\$3,769,699	\$5,826,048
Capital Equipment (93000)	\$46,667	\$0	\$103,179	\$0
Fringe Benefits (96000)	\$4,507,197	\$4,192,576	\$4,232,809	\$5,280,929
Employee Overtime (97000)	\$754	\$59,289	\$39,823	\$0
Total Expenditures (by object)	\$26,828,067	\$30,179,508	\$31,480,280	\$33,937,533
<u>Difference from Total Revenue</u>	<u>\$3,695,435</u>	<u>\$380,695</u>	<u>-\$803,469</u>	<u>\$0</u>
Expenditures (by function):				
Administration (1000)	\$528,505	\$854,257	\$321,637	\$950,205
Instruction (2000)	\$15,967,376	\$17,856,174	\$22,005,828	\$18,380,550
Other School Services (3000)	\$4,714,056	\$5,528,479	\$4,268,956	\$8,356,268
Operations & Maint. (4000)	\$625,770	\$988,458	\$0	\$272,798
Fixed Charges (5000)	\$4,992,361	\$4,622,083	\$4,833,858	\$5,927,712
Community Services (6000)	\$0	\$330,057	\$50,000	\$50,000
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0
Total Expenditures	\$26,828,067	\$30,179,508	\$31,480,279	\$33,937,533
<u>Difference from Total Revenue</u>	<u>\$3,695,435</u>	<u>\$380,695</u>	<u>-\$803,468</u>	<u>\$0</u>



Special Revenue Funds: Federal Grants

Federal Grants

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

	FY22 Budget	FY23 Projected	FY24 Projected	FY25 Projected
Federal Grant Revenue:				
Education Stabilization Fund - ESSER II	\$17,407,975	\$17,407,975	\$0	\$0
Education Stabilization Fund - ESSER III	\$15,633,844	\$31,267,688	\$31,267,688	\$0
Title I	\$11,055,835	\$11,166,393	\$11,278,057	\$11,390,838
IDEA	\$7,920,349	\$7,959,951	\$7,999,750	\$8,039,749
Education Stabilization Fund - ESSER I	\$6,913,180	\$0	\$0	\$0
Head Start	\$6,900,724	\$6,935,228	\$6,969,904	\$7,004,753
Title III	\$1,193,397	\$1,199,364	\$1,205,361	\$1,211,388
Title IIA	\$1,122,757	\$1,128,371	\$1,134,013	\$1,139,683
Title IV	\$837,290	\$841,476	\$845,684	\$849,912
Adult Education: Community Centers	\$625,360	\$628,487	\$631,629	\$634,787
Perkins	\$456,639	\$458,922	\$461,217	\$463,523
Pre-school - Special Education	\$299,312	\$300,809	\$302,313	\$303,824
21st Century Continuation	\$291,250	\$291,250	\$291,250	\$291,250
McKinney-Vento	\$140,000	\$140,000	\$140,000	\$140,000
Adult Education: English Literacy	\$50,000	\$50,000	\$50,000	\$50,000
21st Century Community Learning Center	\$0	\$0	\$0	\$0
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	\$70,847,912	\$79,775,913	\$62,576,865	\$31,519,707
Expenditures (by object):				
Employee Salaries (91000)	\$40,749,185	\$33,730,823	\$34,405,439	\$22,565,449
Supplies and Services (92000)	\$15,945,682	\$12,965,009	\$11,689,921	\$3,845,093
Capital Equipment (93000)	\$6,063,315	\$27,044,672	\$10,234,856	\$0
Fringe Benefits (96000)	\$6,945,238	\$6,035,410	\$6,246,649	\$5,109,165
Employee Overtime (97000)	\$1,144,492	\$0	\$0	\$0
Total Expenditures (by object)	\$70,847,912	\$79,775,914	\$62,576,866	\$31,519,708
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Expenditures (by function):				
Administration (1000)	\$1,173,705	\$969,209	\$988,593	\$758,365
Instruction (2000)	\$27,250,500	\$28,776,246	\$29,586,999	\$16,154,564
Other School Services (3000)	\$25,290,645	\$14,791,051	\$13,388,787	\$8,356,268
Operations & Maint. (4000)	\$2,673,908	\$1,560,004	\$1,591,204	\$272,798
Fixed Charges (5000)	\$8,345,839	\$7,584,731	\$7,736,426	\$5,927,712
Community Services (6000)	\$50,000	\$50,000	\$50,000	\$50,000
Fixed Assets (7000)	\$6,063,315	\$26,044,672	\$9,234,856	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0
Total Expenditures	\$70,847,912	\$79,775,914	\$62,576,865	\$31,519,707
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>



Special Revenue Funds: Federal Grants

Title I: \$11,055,835

Title I, Part A of the federal Elementary and Secondary Education Act provides financial assistance to districts and schools with high numbers or high percentages of children from low-income families to help ensure that all children meet challenging state academic standards. The priorities include strengthening core programs in schools and provide academic and/or support services to low-achieving students at the preschool, elementary, middle, and high school level, and involve parents/guardians as active partners in their children's education. These funds support the Manager of Grant Resources, instructional coaches, wraparound coordinators, and other program and support positions.

IDEA – Special Education Entitlement: \$7,920,349

The Individuals with Disabilities Education Act (IDEA) Federal Special Education Entitlement Grant provides funds to ensure that eligible students with disabilities receive a free and appropriate public education that includes special education and related services designed to meet their individual needs in the least restrictive environment. These funds support salaries and benefits for instructional assistants, district-certified nursing assistants, as well as program and grant support positions.

Head Start: \$6,900,724

The federal Head Start program offers Center-Based Child Care, Family Child Care, and home visiting options for children ages five and under. 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 May 1, 2019, and will run through April 30, 2024. Head Start comprehensive services support children's physical, social, emotional, nutritional, and dental health through a supportive learning environment for children and families. The annual grant cycle is from May 1st through April 31st.

Title III: \$1,193,397

Title III, Part A of the federal Elementary and Secondary Education Act (ESEA) provides funds to help English learners, including immigrant children and youth, succeed in school by assisting them in becoming fluent in English and meet challenging state academic content and student academic achievement standards. The priorities include providing effective language instruction educational programs that meet the needs of ELs and increase English language proficiency and student academic achievement including effective professional development. These funds support Instructional Coaches, professional development for staffing, and supplemental programs both after school and during the summer to extend learning.

Title IIA – Improving Educator Quality: \$1,122,757

Title II, Part A of the federal Elementary and Secondary Education Act (ESEA) provides supplemental resources to school districts to support systems of support for excellent teaching and leading. The priorities include increasing student achievement consistent with the challenging state academic standards, improve the quality and effectiveness of teachers, principals, and other school leaders and provide low-income and minority students greater access to effective teachers. These funds support the Manager of Curriculum & Learning, instructional coaches, and support staff.



Special Revenue Funds: Federal Grants

Title IV **\$837,290**

Title IV, Part A of the federal Elementary and Secondary Education Act (ESEA) provides supplemental resources to local school districts to build capacity to help ensure that all students have equitable access to high-quality educational experiences. The priorities include supporting well-rounded educational opportunities, safe and healthy students, and effective use of technology.

Adult Education: Community Centers **\$625,360**

To provide every adult with opportunities to develop literacy skills needed to qualify for further education, job training, and better employment, and to reach his/her full potential as a family member, productive worker, and citizen.

Perkins Secondary Allocation Grant: **\$456,639**

The purpose of the Carl D. Perkins grant is to assist school districts with improving secondary and postsecondary-level career and technical education programs. As outlined in Perkins, the main priority is to close the achievement gap for special populations on the Perkins core indicators of performance. These funds support teaching positions and equipment purchases that will consistently upgrade programs for students and teachers to develop skills using the most current technology connected to industry standards.

Pre-School – Special Education **\$299,312**

Early Childhood Special Education (ECSE) services are designed for young children (aged 3-5) with disabilities who need specially designed instruction or related services and whose disability(ies) causes the children to be unable to participate in developmentally appropriate typical preschool activities. These funds support teaching positions.

21st Century Continuation **\$291,250**

The purpose of the federally funded 21st CCLC grant is to support the implementation of additional learning time through out-of-school programming and/or through an expanded day model. Programming is designed to help close proficiency/opportunity gaps, increase student engagement, support social and emotional learning, and promote college and career readiness and success.

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

The purpose of this federal continuation grant is to provide funding for programs that ensure homeless students enroll in school, attend school, and have the opportunity to succeed in school. The priorities include support services to address the basic and ongoing needs of homeless students, stabilize, and re-house homeless families with school-age children or unaccompanied homeless youth by collaborating with a homeless/housing services provider. These funds support a housing advocate, afterschool programming, and other necessary resources that support students.

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

The purpose of this continuation grant program is to fund free access for eligible undereducated and limited English proficient adults, age 16 and older, to highly effective adult basic education services. The purpose of these services is to assist adult students to achieve their educational and career goals as family members, workers, and community members.



Special Revenue Funds: Federal Grants

ESSER I:

\$6,913,180

ESSER I funds, established as part of the Education Stabilization Fund in the CARES Act, provide districts with emergency relief funds to address the impact COVID-19 has had and continues to have, on elementary and secondary schools that are providing educational services and developing plans for the return to normal operations. Although ESSER funds are distributed to districts based on Title I, Part A allocations, they are not Title I, Part A funds. ESSER is a program intended to help with the COVID-19 response. ESSER Funds may support any allowable activity authorized by Every Student Succeeds Act (ESSA), Individuals with Disabilities Education Act (IDEA), Carl D. Perkins Career and Technical Education Act, McKinney-Vento Homeless Assistance Act, and the Adult Education and Family Literacy Act (AEFLA), in addition to a wide range of other allowable activities. The total allocation to the Worcester Public Schools is \$9,463,606 with an ending date of September 30, 2022. The FY22 budget uses \$6,913,180 of the remaining funds.

ESSER II:

\$17,407,975

ESSER II funds, established by the Coronavirus Response and Relief Supplemental Appropriations Act, 2021 (CRRSA), was signed into law on December 27, 2020, and provides supplemental funding for the Elementary and Secondary School Emergency Relief Fund (ESSER II Fund) to help K-12 educational entities prevent, prepare for, and respond to impacts of COVID-19. Although ESSER funds are distributed to districts based on Title I, Part A allocations, they are not Title I, Part A funds. ESSER is a program intended to help with the COVID-19 response. ESSER Funds may support any allowable activity authorized by Every Student Succeeds Act (ESSA), Individuals with Disabilities Education Act (IDEA), Carl D. Perkins Career and Technical Education Act, McKinney-Vento Homeless Assistance Act, and the Adult Education and Family Literacy Act (AEFLA), in addition to a wide range of other allowable activities. The total allocation to the Worcester Public Schools is \$34,815,950 with an ending date of September 30, 2023. The FY22 budget uses \$17,407,975, or 50%, of the available funds. The remainder of the funds will be used during FY23.

ESSER III:

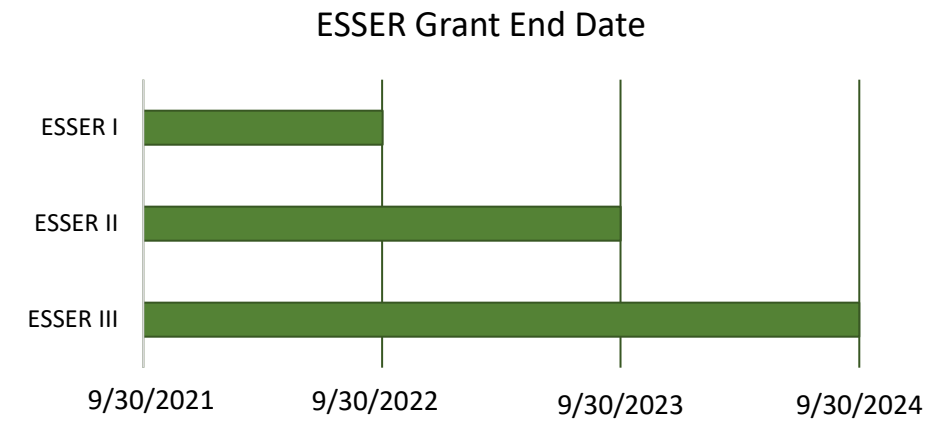
\$15,633,844

ESSER III funds, established by the American Rescue Plan (ARP) Act of 2021, Public Law 117-2, was enacted on March 11, 2021, to help school districts safely reopen and sustain the safe operation of schools and address the impact of the coronavirus pandemic on the nation's students. At least 20 percent of the funds must be used to address learning loss through the implementation of evidence-based interventions and ensure that those interventions respond to students' social, emotional, and academic needs and address the disproportionate impact of COVID-19 on underrepresented student subgroups (each major racial and ethnic group, children from low-income families, children with disabilities, English learners, gender, migrant students, students experiencing homelessness, and children and youth in foster care). The remaining funds may be used for a wide range of activities to address needs arising from the coronavirus pandemic, including any activity authorized by the ESEA, the Individuals with Disabilities Education Act (IDEA), Adult Education and Family Literacy Act (AEFLA), or Carl D. Perkins Career and Technical Education Act of 2006 (Perkins CTE). Specifically, ARP ESSER funds may be used to develop strategies and implement public health protocols including, to the greatest extent practicable, policies in line with guidance from the Centers for Disease Control and Prevention (CDC) on reopening and operating schools to effectively maintain the health and safety of students, educators, and other staff. The total allocation to the Worcester Public Schools is expected to be approximately \$78,169,219 with an ending date of September 30, 2023. The FY22 budget uses \$15,633,844, or 20%, of the available funds. The remainder of the funds will be used during FY23 and FY24.



Special Revenue Funds: Federal Grants

Schedule of ESSER Grant Ending Dates:



ESSER Annual Spending Plan by Year (By Grant):

	FY21 Allocation	FY22 Allocation	FY23 Allocation	FY24 Allocation	Total Award
Federal Grant Revenue:					
Education Stabilization Fund - ESSER I	\$2,550,426	\$6,913,180	\$0	\$0	\$9,463,606
Education Stabilization Fund - ESSER II		\$17,407,975	\$17,407,975	\$0	\$34,815,950
Education Stabilization Fund - ESSER III		\$15,633,844	\$31,267,688	\$31,267,688	\$78,169,220
TOTAL ESSER FUNDS	\$2,550,426	\$39,954,999	\$48,675,663	\$31,267,688	\$122,448,776

ESSER Annual Spending Plan by Year (By Target Area):

	FY21 Amount	FY22 Amount	FY23 Amount	FY24 Amount	Total Spending
Federal Grant Revenue:					
Student Opportunity Act Bridge Funds	\$0	\$13,157,478	\$13,157,478	\$13,157,478	\$39,472,434
Enrollment Increase Sustainability	\$0	\$9,685,106	\$0	\$0	\$9,685,106
Summer, Afterschool, and PD Programs	\$0	\$8,000,000	\$5,000,000	\$5,000,000	\$18,000,000
Technology Spending	\$1,274,947	\$2,250,000	\$1,500,000	\$1,250,000	\$6,274,947
COVID-19 Maintenance Spending	\$345,028	\$1,250,000	\$1,000,000	\$1,000,000	\$3,595,028
Personal Protective Equipment (PPE)	\$879,442	\$750,000	\$0	\$0	\$1,629,442
Ventilation System & Building Projects	\$0	\$4,063,315	\$27,044,672	\$10,234,856	\$41,342,843
City of Worcester Indirect Costs	\$51,009	\$799,100	\$973,513	\$625,354	\$2,448,976
TOTAL ESSER FUNDS	\$2,550,426	\$39,954,999	\$48,675,663	\$31,267,688	\$122,448,776



Special Revenue Funds: State Grants

State Grants

FY18-FY20 Actual Revenue and Expenditures
FY21 Adopted Budget

	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
State Grant Revenues:				
Coordinated Family & Community	\$605,225	\$605,225	\$605,225	\$637,310
Head Start Supplemental	\$457,959	\$465,930	\$527,438	\$632,220
Fresh Fruits & Vegetables	\$316,750	\$315,100	\$307,100	\$283,645
Comprehensive School Health Service	\$0	\$0	\$218,000	\$200,000
GED Test Centers	\$5,422	\$5,288	\$5,164	\$7,339
Expanded Learning Time	\$1,083,928	\$1,008,678	\$1,107,000	\$0
Inclusive Pre-school	\$510,471	\$342,016	\$229,151	\$0
Universal Pre-school	\$135,000	\$131,978	\$131,978	\$0
Adult Education	\$340,618	\$284,200	\$0	\$0
Essential School Health	\$249,886	\$259,595	\$0	\$0
Total State Grants	\$3,705,259	\$3,418,010	\$3,131,056	\$1,760,514
Expenditures (by object):				
Employee Salaries (91000)	\$2,701,751	\$3,053,152	\$2,583,442	\$1,167,236
Supplies and Services (92000)	\$515,413	\$552,403	\$469,193	\$520,419
Capital Equipment (93000)	\$0	\$0	\$0	\$0
Fringe Benefits (96000)	\$213,970	\$96,163	\$78,421	\$72,859
Employee Overtime (97000)	\$353	\$5,319	\$0	\$0
Total Expenditures (by object)	\$3,431,487	\$3,707,037	\$3,131,056	\$1,760,514
<u>Difference from Total Revenue</u>	<u>\$273,772</u>	<u>-\$289,027</u>	<u>\$0</u>	<u>\$0</u>
Expenditures (by function):				
Administration (1000)	\$175,898	\$106,440	\$157,592	\$0
Instruction (2000)	\$1,812,469	\$1,993,183	\$2,425,850	\$1,201,762
Other School Services (3000)	\$822,847	\$1,054,179	\$414,022	\$452,232
Operations & Maint. (4000)	\$2,623	\$128,613	\$0	\$0
Fixed Charges (5000)	\$271,609	\$140,778	\$128,428	\$99,181
Community Services (6000)	\$346,040	\$283,844	\$5,164	\$7,339
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0
Total Expenditures	\$3,431,487	\$3,707,037	\$3,131,056	\$1,760,514
<u>Difference from Total Revenue</u>	<u>\$273,772</u>	<u>-\$289,027</u>	<u>\$0</u>	<u>\$0</u>



Special Revenue Funds: State Grants

State Grants

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

	FY22 Budget	FY23 Projected	FY24 Projected	FY25 Projected
State Grant Revenues:				
Coordinated Family & Community	\$637,310	\$637,310	\$637,310	\$637,310
Head Start Supplemental	\$632,220	\$632,220	\$632,220	\$632,220
Fresh Fruits & Vegetables	\$283,645	\$283,645	\$283,645	\$283,645
Comprehensive School Health Service	\$200,000	\$200,000	\$200,000	\$200,000
GED Test Centers	\$7,339	\$7,339	\$7,339	\$7,339
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	\$1,760,514	\$1,760,514	\$1,760,514	\$1,760,514
Expenditures (by object):				
Employee Salaries (91000)	\$1,167,236	\$1,190,581	\$1,214,392	\$1,238,680
Supplies and Services (92000)	\$520,419	\$530,827	\$541,444	\$552,273
Capital Equipment (93000)	\$0	\$0	\$0	\$0
Fringe Benefits (96000)	\$72,859	\$76,502	\$80,327	\$84,343
Employee Overtime (97000)	\$0	\$0	\$0	\$0
Total Expenditures (by object)	\$1,760,514	\$1,797,910	\$1,836,163	\$1,875,296
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>-\$37,396</u>	<u>-\$75,649</u>	<u>-\$114,782</u>
Expenditures (by function):				
Administration (1000)	\$0	\$0	\$0	\$0
Instruction (2000)	\$1,201,762	\$1,225,154	\$1,248,975	\$1,273,231
Other School Services (3000)	\$452,232	\$461,277	\$470,502	\$479,912
Operations & Maint. (4000)	\$0	\$0	\$0	\$0
Fixed Charges (5000)	\$99,181	\$104,140	\$109,347	\$114,814
Community Services (6000)	\$7,339	\$7,339	\$7,339	\$7,339
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$0	\$0	\$0	\$0
Total Expenditures	\$1,760,514	\$1,797,910	\$1,836,164	\$1,875,296
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>-\$37,396</u>	<u>-\$75,650</u>	<u>-\$114,782</u>



Special Revenue Funds: State Grants

Coordinated Family and Community Engagement

\$637,310

The Coordinated Family and Community Engagement (CFCE) grant will provide families with access to locally available comprehensive services and supports that strengthen families, promote optimal child development and bolster school readiness. These funds work in tandem with the Head Start program.

Head Start Supplemental

\$632,220

The priorities and goals of the state supplemental grant are to fund workforce development supports and enhance program quality of all Head Start and Early Head Start programs. These funds will be utilized to support staff salaries, address recruitment and retention, and provide high-quality comprehensive services to the Head Start program.

Fresh Fruits and Vegetables

\$283,645

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 beyond the existing reimbursable meal program.

Comprehensive School Health Services

\$200,000

School Health Services fosters the growth, development, and educational achievement of students by promoting their health and well-being. It monitors health status, identifies and addresses the unmet needs of students, families, and school personnel. These funds support trauma-informed teams within the district that include a nurse case manager and behavioral specialist.

GED Test Centers

\$7,339

This state-funded grant program is designed to assist in the daily operation of the High School Equivalency Assessment Center that includes test administration and issuing required documents for the examinee. Worcester Public Schools is an approved test center.



Special Revenue Funds: School Nutrition

Revenue Summary

The FY22 recommended budget is based upon a fully in-person model for the 2021-2022 school year, along with additional summer programming. The self-sustaining operation includes over 300 food service professionals that provide breakfast, lunch, supper, and snacks for our students. The program strives to provide a variety of palatable, high-quality, nutritious foods for our students. All meals qualify for federal and state reimbursement under the Community Eligibility Provision (CEP) originally adopted during the 2015-2016 school year and continues in four-year cycles. CEP was renewed during the 2019-2020 school year and will continue through the 2022-2023 school year. This provision enables all students to have access to food each school day at no cost, regardless of household income. Meal systems will continue to adapt throughout the 2021-2022 school year as USDA waivers and flexibilities allow school districts to meet the nutritional needs of students and families during the Covid Pandemic. The FY22 reimbursement structure will be under the Summer Food Service Program (SFSP) rate which is in direct response to the continued impact of the Covid Pandemic and the need to adhere to strict food safety procedures.

Expenditure Summary

The Nutrition Department's FY22 recommended budget continues to be fully self-funded, including the cost of active and retired employee health insurance. Due to an anticipated overall reduction in student enrollment for the 2021-2022 school year, a corresponding reduction in staff and food supplies is also projected. This will bring expenditures in line with anticipated student meal participation rates, successfully balancing with operating expenditures and requiring no appropriation from the general fund. The FY22 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 place of snacks, additional summer meal sites and community partnerships. The Nutrition department continues to produce and distribute fresh menu options utilizing locally sourced ingredients.



Special Revenue Funds: Nutrition Program

Child Nutrition Fund

FY18-FY20 Actual Revenue and Expenditures
FY21 Adopted Budget

	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Revenues:				
Federal Reimbursement	\$15,306,987	\$14,538,756	\$9,709,636	\$14,394,358
Food Sales	\$26,685	\$40,000	\$10,753	\$25,577
Severe Need Breakfast	\$17,592	\$0	\$4,183	\$0
Universal Breakfast	\$141,797	\$130,000	\$128,726	\$143,780
State Reimbursement	\$398,060	\$374,538	\$289,118	\$437,883
Summer Program Food Truck	\$113,256	\$125,000	\$871,370	\$144,975
Total Revenues	\$16,004,376	\$15,208,294	\$11,013,786	\$15,146,573
Expenditures (by object):				
Employee Salaries (91000)	\$6,085,995	\$6,400,223	\$5,945,700	\$6,300,415
Supplies and Services (92000)	\$6,218,065	\$6,266,881	\$4,730,730	\$6,792,731
Capital Equipment (93000)	\$6,284	\$2,252	\$34,847	\$250,000
Fringe Benefits (96000)	\$1,408,917	\$1,398,464	\$154,344	\$1,715,927
Employee Overtime (97000)	\$61,299	\$79,235	\$97,373	\$87,500
Total Expenditures (by object)	\$13,780,561	\$14,147,055	\$10,962,994	\$15,146,573
<u>Difference from Total Revenue</u>	<u>\$2,223,815</u>	<u>\$1,061,239</u>	<u>\$50,792</u>	<u>\$0</u>
Expenditures (by function):				
Administration (1000)	\$0	\$0	\$0	\$0
Instruction (2000)	\$0	\$0	\$0	\$0
Other School Services (3000)	\$12,020,328	\$12,216,056	\$10,316,908	\$12,822,345
Operations & Maint. (4000)	\$351,316	\$532,535	\$491,742	\$608,301
Fixed Charges (5000)	\$1,408,917	\$1,398,464	\$154,344	\$1,715,927
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	\$13,780,561	\$14,147,055	\$10,962,994	\$15,146,573
<u>Difference from Total Revenue</u>	<u>\$2,223,815</u>	<u>\$1,061,239</u>	<u>\$50,792</u>	<u>\$0</u>



Special Revenue Funds: Nutrition Program

Child Nutrition Fund

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

	FY22 Budget	FY23 Projected	FY24 Projected	FY25 Projected
Revenues:				
Federal Reimbursement	\$11,793,710	\$14,754,217	\$15,123,072	\$15,501,149
Food Sales	\$25,763	\$26,216	\$26,872	\$27,544
Severe Need Breakfast	\$0	\$0	\$0	\$0
Universal Breakfast	\$126,338	\$130,128	\$134,032	\$138,052
State Reimbursement	\$318,690	\$448,830	\$460,051	\$471,552
Summer Program Food Truck	\$1,798,279	\$148,599	\$152,314	\$156,122
Total Revenues	\$14,062,779	\$15,507,991	\$15,896,341	\$16,294,420
Expenditures (by object):				
Employee Salaries (91000)	\$5,653,872	\$6,457,925	\$6,619,374	\$6,784,858
Supplies and Services (92000)	\$6,419,684	\$6,945,302	\$7,119,586	\$7,298,245
Capital Equipment (93000)	\$100,000	\$256,250	\$262,656	\$269,223
Fringe Benefits (96000)	\$1,801,723	\$1,758,825	\$1,802,796	\$1,847,866
Employee Overtime (97000)	\$87,500	\$89,688	\$91,930	\$94,228
Total Expenditures (by object)	\$14,062,779	\$15,507,990	\$15,896,341	\$16,294,420
<u>Difference from Total Revenue</u>	<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)	\$11,589,556	\$13,125,657	\$13,454,448	\$13,791,480
Operations & Maint. (4000)	\$671,500	\$623,509	\$639,097	\$655,074
Fixed Charges (5000)	\$1,801,723	\$1,758,825	\$1,802,796	\$1,847,866
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	\$14,062,779	\$15,507,991	\$15,896,341	\$16,294,420
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>



Special Revenue Funds: Other Funds

Other Special Revenue Fund

FY18-FY20 Actual Revenue and Expenditures
FY21 Adopted Budget

	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Revenues:				
Special Education Reimburse.	\$3,537,918	\$3,525,268	\$3,445,234	\$3,558,558
Displaced Student Assistance	\$0	\$2,000,000	\$1,642,123	\$0
School Choice Revolving	\$511,663	\$581,055	\$510,601	\$440,106
Adult Ed & GED Revenue	\$41,288	\$87,920	\$85,000	\$85,000
Athletics & Foley Stadium	\$120,009	\$109,813	\$110,000	\$110,000
WTHS Program Revenue	\$176,083	\$345,555	\$345,555	\$345,555
Building Use & Program Income	\$379,249	\$450,000	\$450,000	\$450,000
Educational Access Channel	\$311,952	\$311,952	\$500,000	\$290,864
Total Revenues	\$5,078,162	\$7,411,563	\$7,088,513	\$5,280,083
Expenditures (by object):				
Employee Salaries (91000)	\$328,794	\$2,146,878	\$2,299,403	\$1,375,555
Supplies and Services (92000)	\$4,043,173	\$3,832,832	\$4,110,628	\$3,789,528
Capital Equipment (93000)	\$27,266	\$51,166	\$29,342	\$15,000
Fringe Benefits (96000)	\$14,208	\$0	\$0	\$0
Employee Overtime (97000)	\$119,452	\$2,426	\$62,153	\$100,000
Total Expenditures (by object)	\$4,532,893	\$6,033,302	\$6,501,526	\$5,280,083
Difference from Total Revenue	\$545,269	\$1,378,261	\$586,987	\$0
Expenditures (by function):				
Administration (1000)	\$0	\$0	\$0	\$0
Instruction (2000)	\$456,500	\$1,956,295	\$2,148,560	\$730,933
Other School Services (3000)	\$455,808	\$52,114	\$7,256	\$523,880
Operations & Maint. (4000)	\$41,891	\$34,342	\$160,414	\$86,242
Fixed Charges (5000)	\$0	\$0	\$0	\$0
Community Services (6000)	\$337,740	\$435,407	\$602,812	\$380,470
Fixed Assets (7000)	\$0	\$0	\$0	\$0
Debt Service (8000)	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$3,240,954	\$3,555,144	\$3,582,484	\$3,558,558
Total Expenditures	\$4,532,893	\$6,033,302	\$6,501,526	\$5,280,083
Difference from Total Revenue	\$545,269	\$1,378,261	\$586,987	\$0

Revolving funds are established to dedicate a specific source of revenue generated from fees and charges to offset expenses associated with the cost of providing the goods or services. The district relies on the revolving funds of the Athletics department and of educational programs like Worcester Technical High School's vocational programs and Adult Education fee-for-service activities. These programs generate revenue through admission, registration fees, or the 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

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

	FY22 Budget	FY23 Projected	FY24 Projected	FY25 Projected
Revenues:				
Special Education Reimburse.	\$2,673,172	\$2,750,000	\$2,750,000	\$2,750,000
Displaced Student Assistance	\$0	\$0	\$0	\$0
School Choice Revolving	\$500,000	\$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	\$4,454,591	\$4,530,000	\$4,530,000	\$4,530,000
Expenditures (by object):				
Employee Salaries (91000)	\$1,375,555	\$1,717,487	\$1,734,663	\$1,741,284
Supplies and Services (92000)	\$2,964,036	\$2,697,513	\$2,680,337	\$2,673,716
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)	\$4,454,591	\$4,530,000	\$4,530,000	\$4,530,000
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Expenditures (by function):				
Administration (1000)	\$0	\$0	\$0	\$0
Instruction (2000)	\$730,933	\$731,000	\$731,000	\$731,000
Other School Services (3000)	\$583,774	\$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)	\$2,673,172	\$2,809,000	\$2,809,000	\$2,809,000
Total Expenditures	\$4,454,591	\$4,530,000	\$4,530,000	\$4,530,000
<u>Difference from Total Revenue</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

Special Education Reimbursement is state funding for certain, high-cost special education students and is provided to districts as 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 is deposited into a revolving fund.



Capital Improvement Plan

Capital Improvement Plan

Doherty Memorial High School Schematic Design
Scheduled Opening September 2024



The Worcester Public Schools fiscal year 2022 Capital Improvement Plan (CIP) includes \$3.0 million of annual building rehabilitation projects and \$500,000 of annual capital equipment purchases. Also, the Worcester Public Schools set aside \$41.3 million over the next three years from federal ESSER funds to address ventilation system and other COVID-19 related building mitigation and renovation projects. This work is being done in connection with the City of Worcester's Department of Energy and Asset Management Building Assessments. This work will consider the availability of additional funding and guidance from the 2021 American Rescue Plan Act, the draft Federal infrastructure Bill and the MA Carbon Roadmap Act, and determine the appropriate use of funds. The district is awaiting actual ESSER III allocation and guidance on the use of these funds for building renovation projects. The list of projects and actual budget amounts will be finalized in September 2021.

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 FY21 was \$15.8 million. A multi-year history of the debt expenses is 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.

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 and 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



*Construction nearing completion (April 2020)
Current South High School building in the background*



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)



Current Building



New Building Schematic

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 Approved Projects (2021-2022 Construction)

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

2021 Submitted Projects

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

**Current Burncoat High School, Constructed in 1964
Priority 1 Project for Major Renovation or Replacement
Through the Massachusetts School Building Authority**





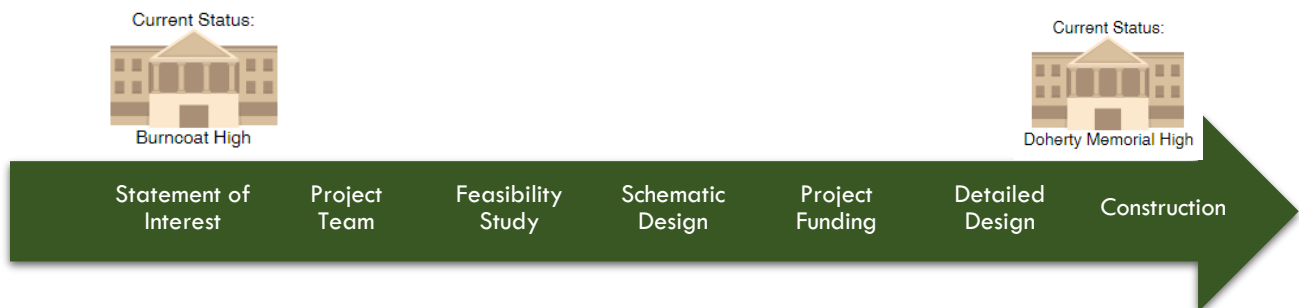
Capital Improvement Plan

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
No MSBA Submittal	2021					\$0	\$0	\$0
Total Project Costs						\$0	\$0	\$0
Wawecus Road	2022	2023		✓		\$410,970	\$1,546,030	\$1,957,000
Union Hill School	2022	2023		✓		\$540,750	\$2,034,250	\$2,575,000
Total Project Costs						\$951,720	\$3,580,280	\$4,532,000
Gates Lane	2023	2024			✓	\$612,670	\$2,304,804	\$2,917,474
Clark Street	2023	2024			✓	\$445,578	\$1,676,222	\$2,121,800
Total Project Costs						\$1,058,248	\$3,981,026	\$5,039,274
Elm Park Community School	2024	2025		✓		\$1,147,363	\$4,316,271	\$5,463,634
Total Project Costs						\$1,147,363	\$4,316,271	\$5,463,634
University Park Campus School	2025	2026		✓		\$1,147,363	\$4,316,271	\$5,463,634
Canterbury Street School	2025	2026		✓		\$344,209	\$1,294,881	\$1,639,090
Total Project Costs						\$1,491,572	\$5,611,152	\$7,102,724
Grand Total Project Costs						\$4,648,903	\$17,488,729	\$22,137,632

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

MSBA Major Renovations or Replacement Project Current Project Phase with MSBA:



The Statement of Interest (SOI) 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 the project team formation and feasibility study phase.

Financial



Capital Improvement Plan

Five-Year Building Renovation Budget Plan

School	Repair/Replacement Projects	Estimated City Share	Estimated MSBA Share	Estimated Total Project Cost
2021-2022				
Various Locations To be Determined	ESSER Ventilation Systems Upgrades & Building Renovation Projects	\$4,063,315		\$4,063,315
Roosevelt Elementary	Traffic Reconfiguring	\$1,000,000		\$1,000,000
Lincoln Street	Restroom Renovations (Phase 2)	\$350,000		\$350,000
Elm Park Community	Replace Gym Floor	\$350,000		\$350,000
Worcester East Middle	Replace Fire Alarm	\$300,000		\$300,000
Vernon Hill	Replace Auditorium Seating	\$300,000		\$300,000
Burncoat High School	ADA Upgrades	\$300,000		\$300,000
West Tatnuck	Replace Fire Alarm	\$250,000		\$250,000
McGrath Elementary	Replace Gym / Cafeteria Floor	\$150,000		\$150,000
West Tatnuck	Replace Cafeteria Floor	\$150,000		\$150,000
Various Locations	Paving	\$100,000		\$100,000
Various Locations	Upgrade Building Controls	\$100,000		\$100,000
Various Locations	Cameras / Security	\$50,000		\$50,000
Administration/Engineering		<u>\$100,000</u>	<u>\$0</u>	<u>\$100,000</u>
2021-2022 Projects		\$7,563,315	\$0	\$7,563,315
2022-2023				
Various Locations To be Determined	ESSER Ventilation Systems Upgrades & Building Renovation Projects	\$27,044,672		\$27,044,672
Wawecus Road School	Roof Replacement	\$410,970	\$1,546,030	\$1,957,000
Union Hill School	Roof Replacement	\$540,750	\$2,034,250	\$2,575,000
Various Schools	ADA Upgrades	\$1,000,000		\$1,000,000
Worcester East Middle	Restroom Renovations	\$400,000		\$400,000
Chandler Elementary	Bathroom Renovations	\$400,000		\$400,000
Elm Park Community	Replace Boilers	\$350,000		\$350,000
Worcester Technical High	Refinish Gym Floor	\$150,000		\$150,000
Chandler Elementary	Intercom System Replacement	\$150,000		\$150,000
Administration/Engineering		<u>\$100,000</u>	<u>\$0</u>	<u>\$100,000</u>
2022-2023 Projects		\$30,546,392	\$3,580,280	\$34,126,672
2023-2024				
Various Locations To be Determined	ESSER Ventilation Systems Upgrades & Building Renovation Projects	\$10,234,856		\$10,234,856
Gates Lane	Replace Boilers	\$612,670	\$2,304,804	\$2,917,474
Clark Street	Replace Boilers	\$445,578	\$1,676,222	\$2,121,800
Canterbury Street	Replace Boilers	\$475,000		\$450,000
Burncoat Middle	Restroom Renovations	\$400,000		\$400,000
Flagg Street	Restroom Renovations	\$400,000		\$400,000
Goddard Elementary	Renovate Auditorium	\$300,000		\$300,000
Various Locations	ADA Upgrades	\$275,000		\$275,000
Lincoln Street	Front Parking & Walkway	\$200,000		\$200,000
Various Locations	Cameras/Security	\$200,000		\$200,000
Thorndyke Road School	Cafeteria Floor	\$100,000		\$100,000
Administration/Engineering		<u>\$100,000</u>	<u>\$0</u>	<u>\$100,000</u>
2023-2024 Projects		\$13,743,104	\$3,981,026	\$17,699,130



Capital Improvement Plan

Five-Year Building Renovation Budget Plan

School	Repair/Replacement Projects	Estimated City Share	Estimated MSBA Share	Estimated Total Project Cost
2024-2025				
Elm Park Community School	Roof Replacement	\$1,147,363	\$4,316,271	\$5,463,634
Burncoat Middle	Replace Boilers	\$450,000		\$450,000
Jacob Hiatt Magnet	Restroom Renovations	\$400,000		\$400,000
May Street	Restroom Renovations	\$400,000		\$400,000
Foley Stadium	Stadium Renovations	\$350,000		\$350,000
Greendale Head Start	Repave Parking Lot	\$200,000		\$200,000
Various Locations	Paving	\$200,000		\$200,000
Various Locations	Upgrade Building Controls	\$100,000		\$100,000
Various Locations	Cameras / Security	\$150,000		\$150,000
Administration/Engineering		<u>\$100,000</u>	<u>\$0</u>	<u>\$100,000</u>
2024-2025 Projects		\$3,497,363	\$4,316,271	\$7,813,634
2025-2026				
University Park Campus School	Roof Replacement	\$1,147,363	\$4,316,271	\$5,463,634
Canterbury Street School	Roof Replacement	\$344,209	\$1,294,881	\$1,639,090
Foley Stadium	Stadium Renovations	\$500,000		\$500,000
Columbus Park	Restroom Renovations	\$450,000		\$450,000
Grafton Street	Restroom Renovations	\$400,000		\$400,000
McGrath/Forest Grove	Repave Road	\$350,000		\$350,000
Worcester Arts Magnet	Cafeteria Floor	\$200,000		\$200,000
Administration/Engineering		<u>\$100,000</u>	<u>\$0</u>	<u>\$100,000</u>
2025-2026 Projects		\$3,491,572	\$5,611,152	\$9,102,724
TOTAL PROJECTS		\$58,841,746	\$17,488,729	\$76,305,475

The City of Worcester and Worcester Public Schools are developing plans for the upgrade or replacement of building ventilation systems as well as additional building renovation projects as allowable using ESSER funding. It is expected that actual projects will be identified in the fall of 2021. The projects included in this five-year project lists are subject to change based on allocation and eligibility of use of federal ESSER funding.



Capital Improvement Plan

Proposed FY22 Capital Equipment Budget

The Fiscal Year 2022 Capital Equipment Budget for the Worcester Public Schools continues prior-year commitments to fund instructional technology, special education vehicle replacements, and facilities maintenance equipment. In most instances, capital assets are replacing equipment that has reached the end of its useful life.

FY22 Capital Equipment Budget:

For FY22 the Capital Improvement Budget for the Worcester Public Schools is based on \$500,000. The Administration has proposed the following capital equipment purchases:

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













Technology Plan:

FY21 was quite a year for technology use in the Worcester Public Schools because of the COVID-19 pandemic. On very short notice, the district was forced into becoming an all remote school district. Fortunately, the district was well poised for this and already had 20,000 Chromebooks and 3,000 iPads. To respond to the need for more devices, the district placed an order in the summer of 2020 for 6,000 more Chromebooks, 3,000 more iPads, and 5,000 hotspots. The district was able to provide a device or hotspot for every family that needed one.

Supporting this technology going forward will be a challenge. While the devices are covered under warranties for repairs, the technicians have 30% more devices to repair. Also, the district's first large Chromebook lease will end in the Spring of 2022 and new Chromebooks will need to be leased to replace them.

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

Technology in the Worcester Public Schools

	30,000 Chromebooks		250 Interactive Whiteboards
	6,000 iPads		430 Voice-over-IP (VOIP) Telephones
	1,000 Desktop Computers		10 Gbps Internet Connection
	350 Laptops		All Schools Fiber Connection to Internet
	500 Document Cameras		26,000 Student Google App Accounts
	Every Classroom Wireless Access Point		4,000 Staff Google App Accounts



Capital Improvement Plan

Five-Year Capital Equipment Budget Plan

Area	2021-22	2022-23	2023-24	2024-25	2025-26	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	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$550,000
Information Technology						
Infrastructure Replacement	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$950,000
Total Capital Improvement Plan	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

Technology Plan: Support the 30,000 Chromebooks, 6,000 iPads, 1,000 desktop computers, and 350 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
30 Mid-Size School Buses	Lease	Fremont Street Bus Yard	8/2017, 12/2018, 10/2020
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	
13 Pickup/Dump Trucks with Plow & Sander	Own	Foley Stadium (Utility Crew)	1/1999, 2/2004, 1/2005, 1/2006, 1/2009, 1/2013, 1/2014, 1/2016, 1/2017, 3/2019
1 Pickup Truck with Plow and Sander	Own	Worcester Technical High School	2006
4 Pickup/Rack Trucks with Plow & Sander	Own	School Shop	1/2008, 2/2018, 1/2019
1 Delivery Truck	Own	Maintenance (Utility Crew)	2006
1 Delivery Van	Own	Maintenance (Utility Crew)	2010
2 Utility Vehicles	Own	Maintenance (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	Maintenance (Utility Crew)	1997



Capital Improvement Plan

Overall Capital Improvement Plan Budget Plan

Funding Source	Budget 2021-2022	Forecast 2022-2023	Forecast 2023-2024	Forecast 2024-2025	Forecast 2025-2026	Total Projects
City Borrowed Funds	\$3,500,000	\$3,501,720	\$3,508,248	\$3,497,363	\$3,491,572	\$17,498,903
MSBA	\$0	\$3,580,280	\$3,981,026	\$4,316,271	\$5,611,152	\$17,488,729
Total Funding Sources	\$3,500,000	\$7,082,000	\$7,489,274	\$7,813,634	\$9,102,724	\$34,987,632

Expenditures (by category)						
Facilities	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Projects at Existing Schools	\$3,000,000	\$6,582,000	\$6,989,274	\$7,313,634	\$8,602,724	\$34,987,632
Student Transportation	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$550,000
Technology	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$950,000
Total Capital Improvement Plan	\$3,500,000	\$7,082,000	\$7,489,274	\$7,813,634	\$9,102,724	\$34,987,632



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



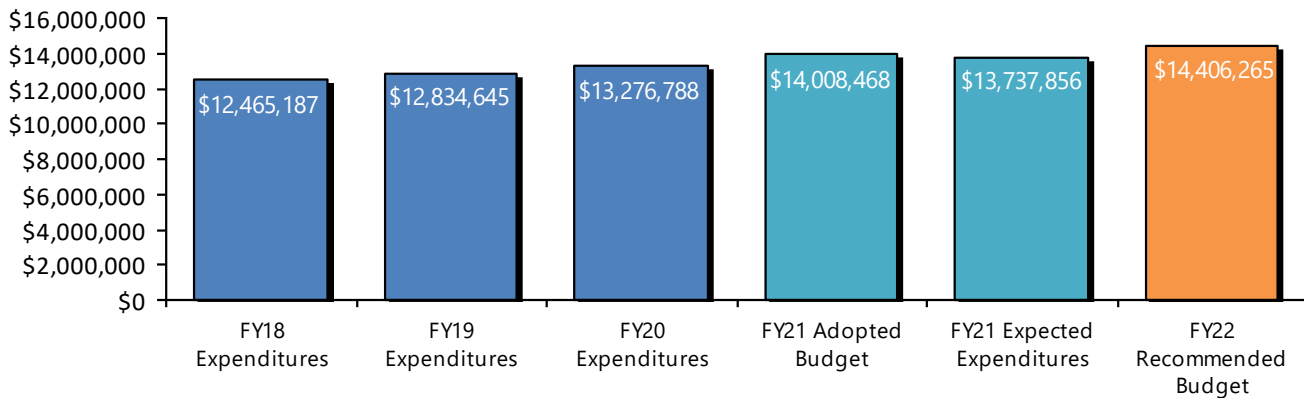
BUDGET SUMMARY BY ACCOUNT						
FY21 to FY22						
<u>Account</u>	<u>Account Title</u>	<u>FY21 Adopted</u>	<u>FY21 Expected</u>	<u>FY22 Recommended</u>	<u>\$ Change</u>	<u>% Change</u>
500-91110	Administration Salaries	\$14,008,468	\$13,737,856	\$14,406,265	\$397,798	2.8%
500-91111	Teacher Salaries	\$181,007,073	\$184,280,409	\$189,377,355	\$8,370,282	4.6%
500-91112	School Committee Salaries	\$98,628	\$98,628	\$99,626	\$998	1.0%
500-91114	Classroom Substitutes Salaries	\$2,115,197	\$2,041,240	\$1,583,050	-\$532,146	-25.2%
500-91115	Instructional Assistants Salaries	\$13,163,223	\$13,076,725	\$11,026,304	-\$2,136,918	-16.2%
500-91116	Athletic Coach Salaries	\$712,702	\$514,865	\$712,702	\$0	0.0%
540-91117	Transportation Salaries	\$4,288,767	\$4,333,945	\$4,515,683	\$226,916	5.3%
500-91118	Supplemental Program Salaries	\$1,607,966	\$1,379,479	\$1,245,628	-\$362,337	-22.5%
500-91119	Custodial Salaries	\$7,391,895	\$7,542,209	\$7,729,888	\$337,992	4.6%
500-91120	Maintenance Services Salaries	\$2,005,293	\$1,752,617	\$2,089,934	\$84,640	4.2%
500-91121	Administrative Clerical Salaries	\$3,536,447	\$3,520,423	\$3,504,115	-\$32,332	-0.9%
500-91122	School Clerical Salaries	\$2,375,821	\$2,280,045	\$2,530,977	\$155,156	6.5%
500-91123	Non-Instructional Support Salaries	\$2,683,451	\$2,693,690	\$2,601,813	-\$81,637	-3.0%
540-91124	Crossing Guard Salaries	\$183,838	\$121,985	\$483,239	\$299,401	162.9%
500-91133	School Nurses Salaries	\$5,856,720	\$5,784,805	\$5,407,329	-\$449,391	-7.7%
500-91134	Educational Support Salaries	\$4,036,070	\$3,348,106	\$1,606,277	-\$2,429,793	-60.2%
540-97201	Transportation Overtime	\$686,000	\$276,870	\$713,714	\$27,714	4.0%
500-97203	Custodian Overtime	\$1,100,050	\$1,053,260	\$0	-\$1,100,050	-100.0%
500-97204	Maintenance Services Overtime	\$158,458	\$19,585	\$164,860	\$6,402	4.0%
500-97205	Support Overtime	<u>\$72,333</u>	<u>\$133,108</u>	<u>\$75,255</u>	<u>\$2,922</u>	<u>4.0%</u>
Salary Total		\$247,088,400	\$247,989,851	\$249,874,016	\$2,785,617	1.1%
500101-96000	Retirement	\$19,683,751	\$19,673,111	\$21,746,307	\$2,062,556	10.5%
540103-92000	Transportation	\$10,562,522	\$9,630,401	\$17,949,410	\$7,386,888	69.9%
500122-92000	Athletics Ordinary Maintenance	\$465,819	\$465,818	\$457,707	-\$8,112	-1.7%
500123-96000	Health Insurance	\$51,245,115	\$50,282,846	\$53,647,839	\$2,402,724	4.7%
500125-92000	Other Insurance Programs	\$63,086	\$73,030	\$66,030	\$2,944	4.7%
500129-92000	Workers Compensation	\$1,967,646	\$1,819,030	\$1,983,982	\$16,336	0.8%
500130-92000	Personal Services	\$2,360,715	\$3,041,987	\$2,156,939	-\$203,776	-8.6%
500132-92000	Special Education Tuition	\$20,068,553	\$19,625,357	\$20,441,132	\$372,579	1.9%
500133-92000	Printing & Postage	\$317,272	\$295,856	\$317,459	\$187	0.1%
500-92204	Instructional Materials	\$3,130,992	\$3,130,992	\$2,218,356	-\$912,636	-29.1%
500136-92000	Miscellaneous Education OM	\$4,136,378	\$4,473,100	\$3,740,918	-\$395,459	-9.6%
500137-96000	Unemployment Compensation	\$732,000	\$1,545,801	\$522,637	-\$209,363	-28.6%
500146-92000	Building Utilities	\$6,230,254	\$6,328,796	\$6,514,506	\$284,251	4.6%
500152-92000	Facilities Department OM	<u>\$4,346,166</u>	<u>\$4,596,166</u>	<u>\$4,577,904</u>	<u>\$231,739</u>	<u>5.3%</u>
Non-Salary Total		\$125,310,269	\$124,982,291	\$136,341,126	\$11,030,857	8.8%
WPS General Fund		\$372,398,669	\$372,972,142	\$386,215,142	\$13,816,474	3.7%
Grant Programs		\$35,698,047	\$35,698,047	\$72,608,426	\$36,910,379	103.4%
Child Nutrition Program		\$15,146,573	\$15,146,573	\$14,062,779	-\$1,083,794	-7.2%
Other Special Revenue		<u>\$5,280,083</u>	<u>\$5,280,083</u>	<u>\$4,454,591</u>	<u>-\$825,492</u>	<u>-15.6%</u>
Total All Sources		\$428,523,372	\$429,096,845	\$477,340,938	\$48,817,567	11.4%



Administration Salaries

Account: 500-91110	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$14,008,468	\$13,737,856	\$14,406,265	3%
Grant Sources	\$472,277	\$472,277	\$768,617	63%
Total	\$14,480,745	\$14,210,133	\$15,174,882	5%

Account Financial Summary



The Administration Salaries account represents three specific groups of district leadership; System, Teaching & Learning and School-Based. The staff that are included in this account, ensures that students have access to high-quality learning experiences, rigorous and personalized learning supported by technology, ability to 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.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. System Administration	\$1,275,919	\$1,275,758	\$1,317,299	3%
B. Teaching & Learning Administration	\$1,785,127	\$1,759,208	\$1,853,513	4%
C. School Based Administration	\$10,947,422	\$10,702,890	\$11,235,453	3%
Total	\$14,008,468	\$13,737,856	\$14,406,265	3%



Administration Salaries

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. System Administration	\$1,275,919	\$1,275,758	\$1,317,299	3%
System Administration includes the following positions: Superintendent, 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. The functions of these positions include providing district leadership, promoting an engaged workforce, creating strong community partnerships, recruiting diverse employees, ensuring fiscal integrity, securing and implementing technology needs, and providing the infrastructure for safe and strong school operations.				
B. Teaching & Learning Administration	\$1,785,127	\$1,759,208	\$1,853,513	4%
Teaching & Learning Administration oversees, supports and coordinates activities for developing and implementing programs and services including instructional leadership, strategic planning, curriculum and staff development. This line includes the following positions: Deputy Superintendent, Managers of Instruction & School Leadership (3), Manager and Assistant Director of Special Education and Intervention Services, Manager of School and Student Performance, Manager of Social Emotional Learning, Manager of Instructional Technology & Digital Learning, School Turnaround Manager, Manager & Assistant Manager of English Language Learners & Community Engagement, and Director of Athletics. The following positions are funded through grants: Manager of Curriculum and Professional Learning, Manager of Grant Resources, and Assistant Director of Special Education and Intervention Services. The School Choice Coordinator is funded partially through the general fund and grants. The FY22 budget includes the addition of an Assistant Manager of Curriculum and Professional Learning and Assistant Manager of Instructional Technology & Digital Learning. These new positions will be initially funded through ESSER.				
C. School Based Administration	\$10,947,422	\$10,702,890	\$11,235,453	3%
School-Based Administration provides direct leadership for the schools. They work directly with the Teaching & Learning Administration to collaborate in order to provide the necessary services and instruction for students. This line includes the following positions: Principals (45), Secondary Assistant Principals (33) Alternative Program Coordinators (5), Special Education Coordinators (2) Supervisors of Child Study (2), Supervisor of Special Education, and Directors of Technical Education (2). The FY22 budget includes the addition of a Principal for the Dual Language School, Principal for the Virtual Academy, and an Assistant Principal located at Burncoat High School. These new positions will be initially funded through ESSER.				

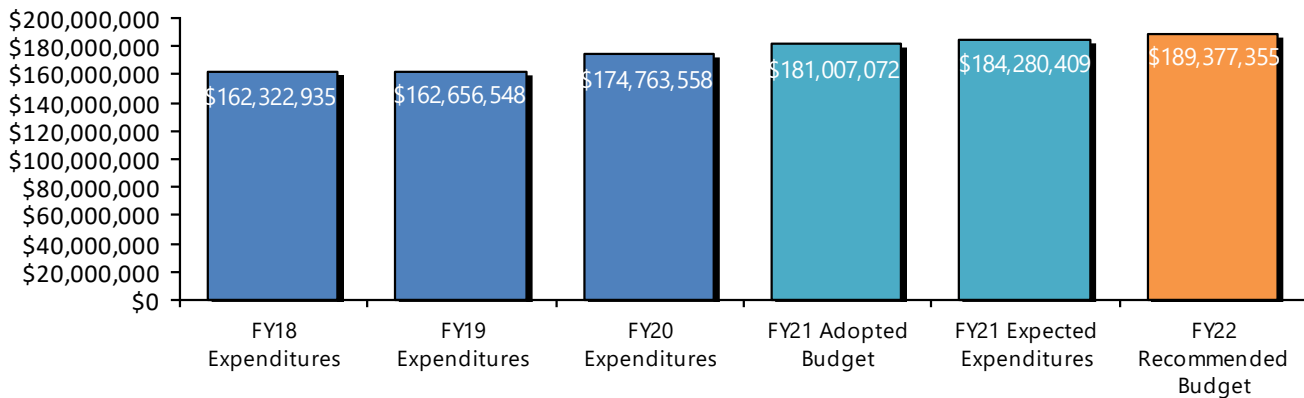
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	110	9	119
FY 2021	110	4	114
FY 2020	102	4	106
FY 2019	102	4	106
FY 2018	98	6	104



Teacher Salaries

Account: 500-91111	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$181,007,072	\$184,280,409	\$189,377,355	5%
Grant Sources	\$8,651,311	\$8,651,311	\$14,477,422	67%
Total	\$189,658,383	\$192,931,720	\$203,854,777	7%

Account Financial Summary



The Teacher Salaries account represents the staffing requirements for the district. The district's teaching staff strives to provide high-quality instruction across all grade levels. This account includes all elementary, secondary, itinerant, support services, special education, English language learners, and technology teachers across the district's schools. More detail of these individual disciplines is included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Elementary Teachers	\$56,874,774	\$57,427,648	\$59,821,765	5%
B. Secondary Teachers	\$61,501,478	\$64,103,531	\$64,809,906	5%
C. Student Support Services	\$8,004,184	\$7,886,589	\$8,449,657	6%
D. Special Education Teachers	\$39,870,226	\$40,577,383	\$41,434,962	4%
E. English Language Learners	\$14,756,410	\$14,285,258	\$14,861,064	1%
Total	\$181,007,072	\$184,280,409	\$189,377,355	5%



Teacher Salaries

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Elementary Teachers	\$56,874,774	\$57,427,648	\$59,821,765	5%
<p>Elementary staffing includes kindergarten through grade six in the district's elementary schools. This staffing includes classroom, non-teaching assistant principals, focused instructional coaches, lead, intervention, and all enrichment teachers. Grants fund 56 positions included in this line item, including four instructional technology coaches. Staffing levels follow the district's resource allocation guidelines resulting in an average pupil-teacher ratio and are estimated to be approximately 21.0 students per teacher. The FY22 budget includes the addition of 13 early literacy intervention specialists, 1 focused instructional coach, and 3 non-teaching Assistant Principals. This line also includes the addition of 2 elementary technology, 1 art, 1 music, and 1 physical education teacher to address itinerant schedules. These new positions will be initially funded through ESSER.</p>				
B. Secondary Teachers	\$61,501,478	\$64,103,531	\$64,809,906	5%
<p>Secondary staffing includes grade seven through twelve in the district's secondary and alternative schools. This staffing includes but not limited to English language arts, mathematics, history, science, chapter 74, world language, focused instructional coaches, guidance, assessment and enrichment specific to secondary teachers. Grants fund 30 positions included in this line item, including four instructional technology coaches. 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. The FY22 budget includes the addition of 5 health teachers, 4 focused instructional coaches, 3 Chapter 74 teachers, and 4 additional teachers to address student course selections. These new positions will be initially funded through ESSER.</p>				
C. Student Support Services	\$8,004,184	\$7,886,589	\$8,449,657	6%
<p>Student Support staffing includes all grade levels throughout the district for school adjustment counselors and school psychologists. All guidance counselors are located at high school locations and are included in the secondary line item. Grants fund one position included in this line item. Staffing levels follow the district's resource allocation guidelines and some school locations may have varying coverage each school year. The FY22 budget includes the addition of 4 school adjustment counselors. These new positions will be initially funded through ESSER.</p>				
D. Special Education Teachers	\$39,870,226	\$40,577,383	\$41,434,962	4%
<p>Special Education staffing includes all grade levels and programs throughout the district to ensure students with disabilities are provided necessary services. This staffing includes but is not limited to speech and language, preschool, learning disabilities, board-certified behavior analysts, occupation and physical therapy, and life skills positions. Grants fund 4 positions are included in this line item. The FY22 budget includes the addition of 2 focused instructional coaches and 20 additional school-based teaching positions to address student needs. These new positions will be initially funded through ESSER.</p>				



Teacher Salaries

E. English Language Learners

\$14,756,410

\$14,285,258

\$14,861,064

1%

English Language learner staffing includes all grade levels and programs throughout the district to ensure students attain English proficiency to develop high levels of academic achievement. This staffing includes but is not limited to the dual language program, transitional bilingual, and focused instructional coaches. Grants fund 5 positions are included in this line item. Staffing levels follow the district's resource allocation guidelines regarding proficiency levels and maybe reallocated based on changes to the level of service for students at each school location. The FY22 budget includes the addition of 20 new teaching positions to achieve Department of Justice service compliance. In addition, new positions for the Dual Language School include 1 focused instructional coach, and 3 classroom teachers. These new positions will be initially funded through ESSER. The current dual language teaching staff located at Roosevelt Elementary will be transferred to the new location.

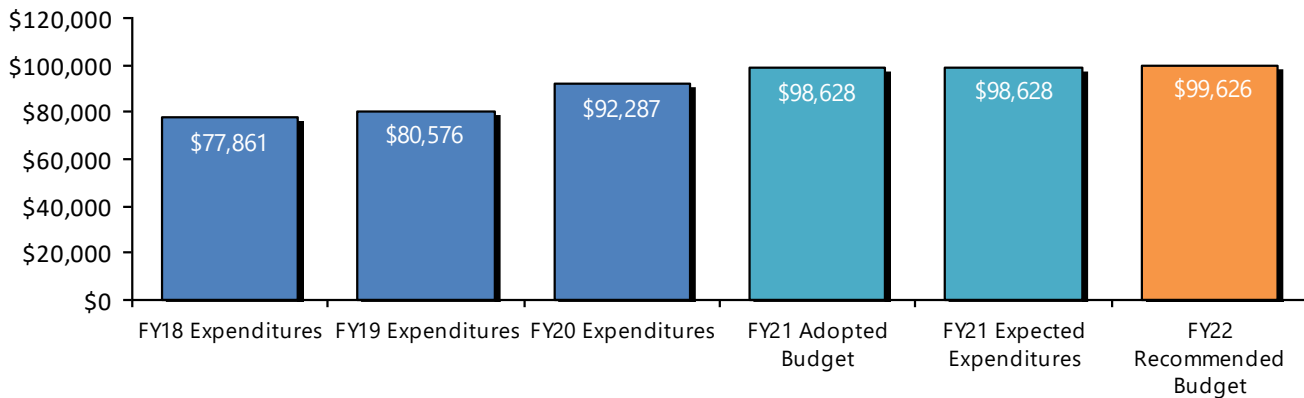
Account Position Summary										
Category	FY18 General Fund	FY19 General Fund	FY20 General Fund	FY21 General Fund	FY22 General Fund	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Elementary	719	726	749	740	740	62	60	60	53	72
Secondary	721	766	811	804	806	20	20	19	32	53
Student Support Services	92	97	101	104	104	1	1	1	1	5
Special Education	430	435	456	515	515	7	7	5	6	28
English Language Learners	155	163	182	190	190	7	7	5	5	34
Total	2117	2187	2299	2353	2355	97	95	90	97	192



School Committee Salaries

Account: 500-91112	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$98,628	\$98,628	\$99,626	1%
Grant Sources	\$0	\$0	\$0	0%
Total	\$98,628	\$98,628	\$99,626	1%

Account Financial Summary



This account provides the salaries for six elected members of the Worcester School Committee. The salary of the School Committee is established under Article IV, Section 4 of the Worcester Home Rule Charter as determined by a salary ordinance approved by Worcester City Council. This account includes an expected 1% increase effective January 1, 2022. The salary of the Mayor is funded from the municipal budget.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. School Committee Salaries	\$98,628	\$98,628	\$99,626	1%
Total	\$98,628	\$98,628	\$99,626	1%

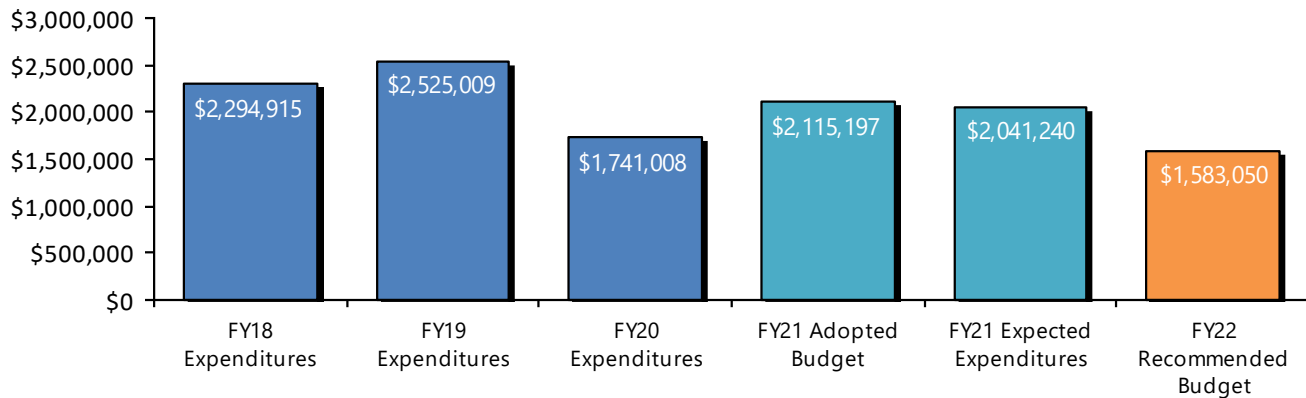
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	6	0	6
FY 2021	6	0	6
FY 2020	6	0	6
FY 2019	6	0	6
FY 2018	6	0	6



Classroom Substitute Salaries

Account: 500-91114	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$2,115,197	\$2,041,240	\$1,583,050	-25%
Grant Sources	\$0	\$0	\$0	0%
Total	\$2,115,197	\$2,041,240	\$1,583,050	-25%

Account Financial Summary



Teacher substitutes provide coverage of the instructional staff who are absent due to illness, leave, or attending professional development. This account provides for daily coverage and longer-term coverage of authorized leave of absences. This account also provides for various system wide classroom coverage provided by instructional assistants. The daily substitute rate is increased from \$80 to \$85 per day. The FY22 budget includes the addition of 6 long term substitutes to cover classrooms for existing staff to participate in the administrator diversity pipeline program, as well as the transfer of the day-by-day substitute line to ESSER funds as part of the district's hold harmless bridge funding.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Long Term Substitutes	\$1,152,197	\$1,391,368	\$1,333,354	16%
B. Day-By-Day Substitutes	\$723,000	\$467,540	\$0	-100%
C. Contractual Classroom Coverage	\$240,000	\$182,332	\$249,696	4%
Total	\$2,115,197	\$2,041,240	\$1,583,050	-25%

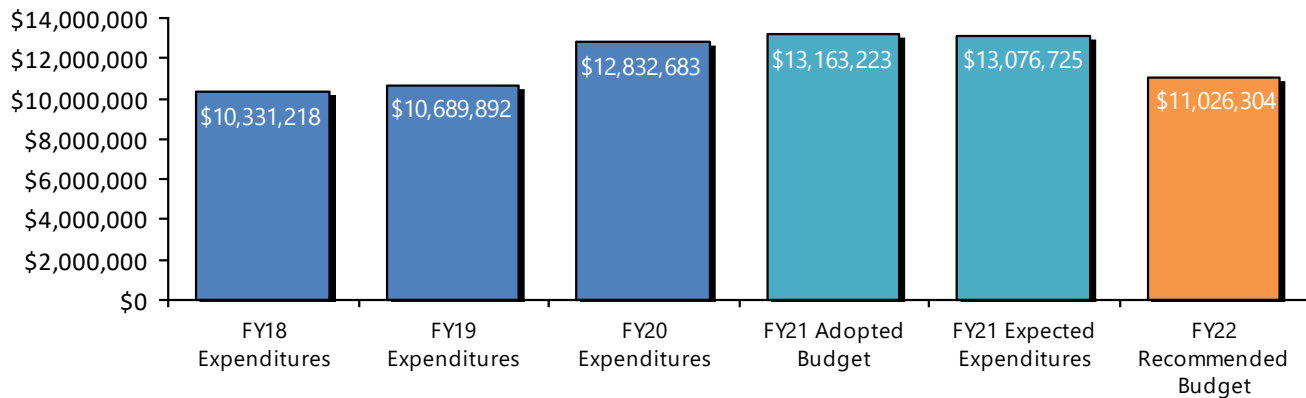
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	111	0	111
FY 2021	105	0	105
FY 2020	105	0	105
FY 2019	97	0	97
FY 2018	97	0	97



Instructional Assistant Salaries

Account: 500-91115	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$13,163,223	\$13,076,725	\$11,026,304	-16%
Grant Sources	\$5,628,656	\$5,628,656	\$8,299,252	47%
Total	\$18,791,879	\$18,705,381	\$19,325,556	3%

Account Financial Summary



Instructional Assistant salaries support staffing across all grade levels throughout the district. These positions include special education, kindergarten, English language learners, and other various instructional assistant positions. More detail of these individual disciplines is included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Special Education	\$8,884,990	\$9,062,689	\$9,011,001	1%
B. English Language Learners	\$203,546	\$56,081	\$209,611	3%
C. Kindergarten	\$2,064,538	\$2,056,013	\$0	-100%
D. Other	\$2,010,149	\$1,901,942	\$1,805,692	-10%
Total	\$13,163,223	\$13,076,725	\$11,026,304	-16%



Instructional Assistant Salaries

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Special Education	\$8,884,990	\$9,062,689	\$9,011,001	1%
Current regulations mandate pupil/teacher/assistant ratios in special education classrooms. Special education instructional assistants work with both classroom and special education teachers to implement required student services, as well as assisting students. Grants fund 188 positions included in this line item. The FY22 budget includes the addition of 17 instructional assistants and will be initially funded through ESSER.				
B. English Language Learners	\$203,546	\$56,081	\$209,611	3%
English Language learner instructional assistants provide support to alternative locations and dual-language programs. The FY22 budget includes the addition of 1 instructional assistant for the Dual Language School and will be initially funded through ESSER as part of the district's hold harmless bridge funding.				
C. Kindergarten	\$2,064,538	\$2,056,013	\$0	-100%
Kindergarten instructional assistants provide support to 73 classrooms throughout the district. These positions are reallocated annually and the FY22 budget includes the transfer of this line item to ESSER funds.				
D. Other	\$2,010,149	\$1,901,942	\$1,805,692	-10%
This line includes several areas of instructional assistants. Bilingual office aides for schools, support to alternative locations and ASP programming, classroom assistants supporting teachers with disabilities, an assisting school safety instructional assistant located at Burncoat High School, and a processor of CORI checks in the Human Resource Department. This line also includes all additional contractual requirements including holiday pay, annual longevity and alternative stipends.				

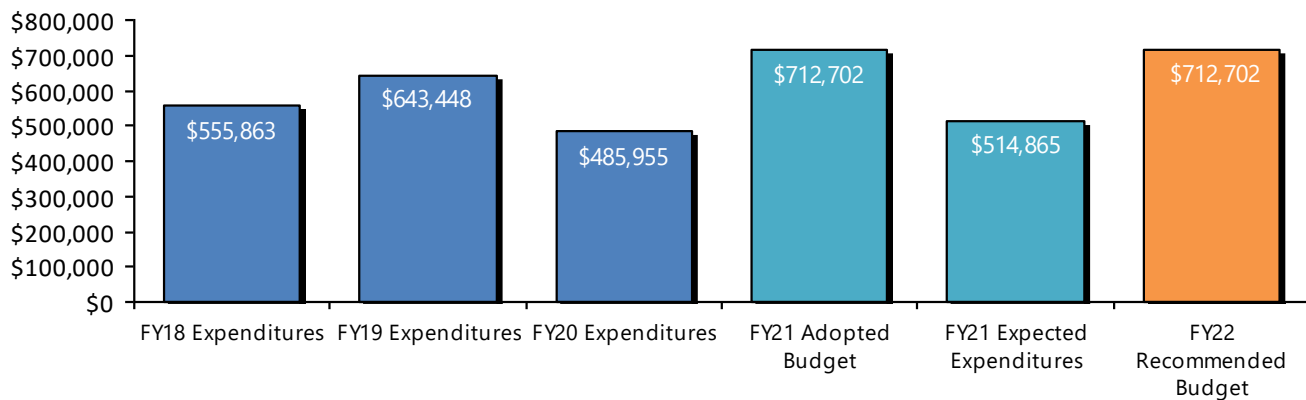
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	398	261	659
FY 2021	453	188	641
FY 2020	399	223	622
FY 2019	375	223	598
FY 2018	367	221	588



Athletic Coach Salaries

Account: 500-91116	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$712,702	\$514,865	\$712,702	0%
Grant Sources	\$0	\$0	\$0	0%
Total	\$712,702	\$514,865	\$712,702	0%

Account Financial Summary



This salary account provides for all part-time coaches' positions that service students in both high school and middle school athletic programs. Sports include both varsity and junior varsity teams. All students have an equal opportunity to participate in these after-school programs. Unlike many other districts, Worcester Public Schools do not charge fees to participate in athletic programs. Fall sports include crew, cross country, cheerleading, field hockey, football, golf, soccer, and volleyball. Winter sports include basketball, cheerleading, hockey, swimming, track, and wrestling. Spring sports include baseball, crew, golf, lacrosse, softball, tennis, track, and volleyball. This account also includes an athletic liaison at each high school to provide supervision and provide support to the athletic department. The FY22 budget is recommended to be level-funded.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. High School - Fall	\$261,715	\$248,950	\$261,715	0%
B. High School - Winter	\$175,418	\$0	\$175,418	0%
C. High School - Spring	\$171,551	\$174,051	\$171,551	0%
D. Middle School - Programs	\$85,477	\$73,323	\$85,477	0%
E. Athletic Liaisons	\$18,541	\$18,541	\$18,541	0%
Total	\$712,702	\$514,865	\$712,702	0%



Athletic Coach Salaries

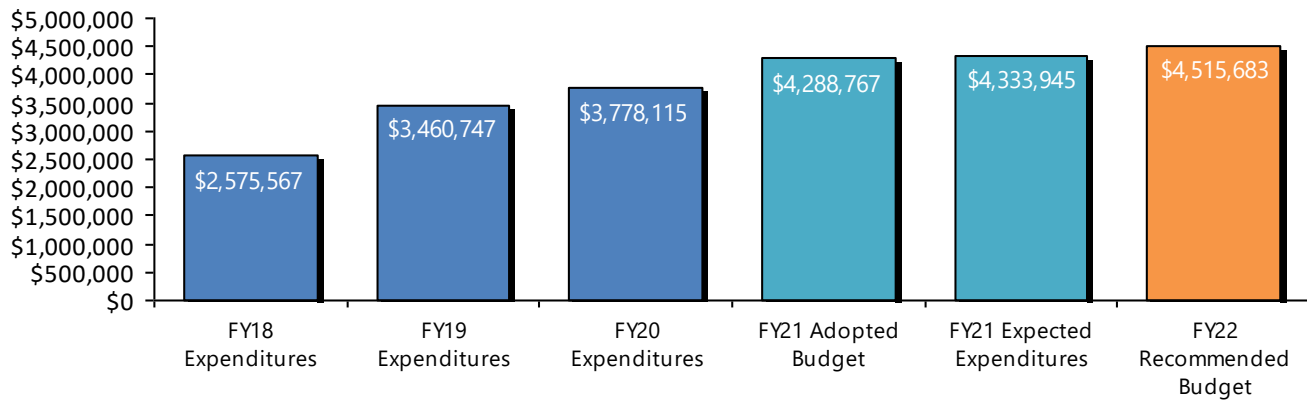
Account Position Summary										
Category	FY18 General Fund	FY19 General Fund	FY20 General Fund	FY21 General Fund	FY22 General Fund	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Fall	71	72	88	89	89	0	0	0	0	0
Winter	42	42	51	63	63	0	0	0	0	0
Middle School	0	0	10	22	22	0	0	0	0	0
Liaisons	7	7	7	7	7	0	0	0	0	0
Spring	53	59	59	59	59	0	0	0	0	0
Total	173	180	215	240	240	0	0	0	0	0



Transportation Salaries

Account: 540-91117	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$4,288,767	\$4,333,945	\$4,515,683	5%
Grant Sources	\$0	\$0	\$0	0%
Total	\$4,288,767	\$4,333,945	\$4,515,683	5%

Account Financial Summary



The transportation salary account provides funds for all district-operated transportation including administration, operations, bus drivers, and bus monitors. More detail of these individual categories are included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration	\$223,724	\$224,988	\$233,952	5%
B. Operations	\$562,658	\$547,177	\$599,740	7%
C. Special Education Drivers	\$1,878,081	\$1,926,277	\$1,964,820	5%
D. Special Education Bus Monitors	\$1,202,720	\$1,200,778	\$1,240,589	3%
E. Large Bus Drivers	\$421,584	\$434,725	\$476,581	13%
Total	\$4,288,767	\$4,333,945	\$4,515,683	5%



Transportation Salaries

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration	\$223,724	\$224,988	\$233,952	5%
<p>This line item funds the Director and Assistant Director of Transportation. These positions 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 additional large, mid-size, wheelchair, and mid-day preschool wheelchair routes within the district on a daily basis.</p>				
B. Operations	\$562,658	\$547,177	\$599,740	7%
<p>This line item funds the operations supervisor, supervisor of safety & training, transportation routers (2), transportation liaisons (3) for customer service, service supervisor, and mechanic. These positions provide necessary supervision and support of district-operated transportation and coordinating operations with contracted services.</p>				
C. Special Education Drivers	\$1,878,081	\$1,926,277	\$1,964,820	5%
<p>This line item funds the special education drivers that transport students in the district-owned vehicles and consist of both full and school year positions. These employees transport approximately 54% of special needs students who are bused to school each day and during summer programming.</p>				
D. Special Education Bus Monitors	\$1,202,720	\$1,200,778	\$1,240,589	3%
<p>This line item funds the special education bus monitors who are assigned to buses transporting special needs students. All special education buses are assigned a bus monitor for student supervision.</p>				
E. Large Bus Drivers	\$421,584	\$434,725	\$476,581	13%
<p>This line item funds the large bus drivers who are assigned to 14 district-operated routes, as well as athletic transportation requirements, summer school coverage, and various supplemental transportation for schools during the school year.</p>				

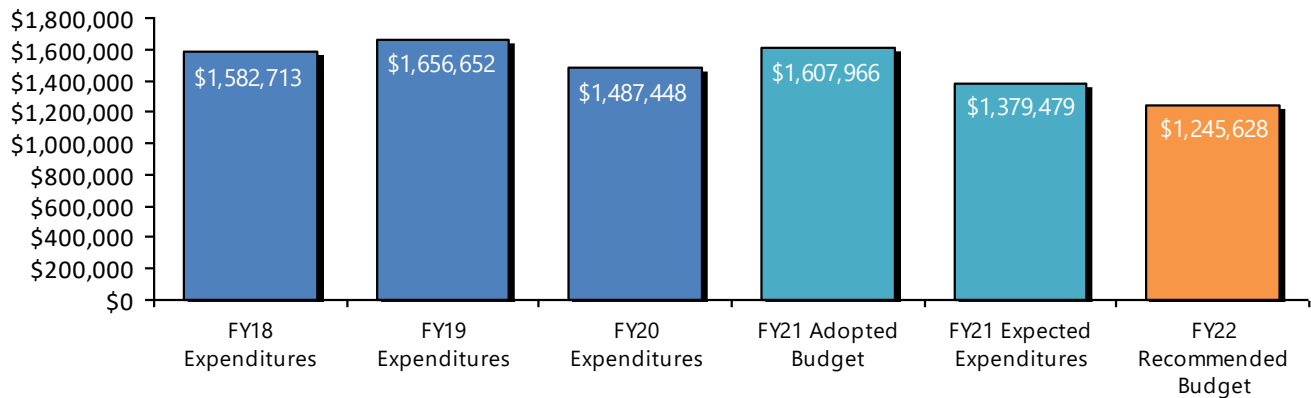
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	126	0	126
FY 2021	126	0	126
FY 2020	103	0	103
FY 2019	102	0	102
FY 2018	82	0	82



Supplemental Program Salaries

Account: 500-91118	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$1,607,966	\$1,379,479	\$1,245,628	-23%
Grant Sources	\$1,279,210	\$1,279,210	\$8,030,119	528%
Total	\$2,887,176	\$2,658,689	\$9,275,747	221%

Account Financial Summary



These funds provide supplemental salaries for various programs within the district that are typically provided outside the regular school day. More detail of these individual categories is included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Special Education Summer Programming	\$365,000	\$280,682	\$365,000	0%
B. Translation Services	\$405,600	\$399,532	\$405,600	0%
C. Gerald Creamer Center Programs	\$300,757	\$237,208	\$0	-100%
D. Advanced Placement Program	\$77,000	\$77,000	\$0	-100%
E. ABA Home Servicing Program	\$67,500	\$13,811	\$67,500	0%
F. AVID Program	\$36,160	\$25,000	\$0	-100%
G. Student Afterschool Drop-Off Center	\$22,500	\$9,460	\$22,500	0%
H. Mentoring Program	\$63,000	\$195,320	\$0	-100%
I. High School Attendance Program	\$25,000	\$25,000	\$25,000	0%
J. St. Casimir's Clinical Program	\$18,000	\$18,000	\$18,000	0%
K. Music Enrichment Program	\$15,500	\$15,500	\$0	-100%
L. Summer & Evening Guidance Services	\$9,500	\$9,500	\$0	-100%
M. Library Processing	\$6,864	\$1,716	\$6,864	0%
O. Worcester Recreational Program	\$100,000	\$0	\$0	-100%
P. Adult Education	\$95,585	\$71,750	\$195,585	105%
R. Arts Consultants	\$0	\$0	\$139,579	0%
Total	\$1,607,966	\$1,379,479	\$1,106,049	-31%



Supplemental Program Salaries

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Special Education Summer Programming	\$365,000	\$280,682	\$365,000	0%
Some students with disabilities require extended year programs that provide academic, therapeutic, and social activities to maintain the skills mastered during the school year, and to prevent substantial regression. These funds provide extended year services to students that have significant disabilities, including autism, developmental delays, emotional disabilities, visual impairment, or hearing impairment. The FY22 budget is recommended to be level-funded.				
B. Translation Services	\$405,600	\$399,532	\$405,600	0%
This line item 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. The FY22 budget is recommended to be level funded.				
C. Gerald Creamer Center Programs	\$300,757	\$237,208	\$0	-100%
The Gerald Creamer Center programs are designed to provide a flexible schedule that allows students who are unable to attend school during the day to obtain their high school diploma. The timeframe of this program enables the students to hold a job, meet family obligations, and obtain their high school diploma simultaneously. Programs also include credit recovery for over-age students, as well as serving students that are identified as at-risk in their home schools. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.				
D. Advanced Placement Program	\$77,000	\$77,000	\$0	-100%
This line item provides funds 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. This funding also includes the support of an AP Coordinator at each high school. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.				
E. ABA Home Servicing Program	\$67,500	\$13,811	\$67,500	0%
The ABA home servicing program provides support 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 performs these specialized services in a more cost effective manner. The FY22 budget is recommended to be level-funded.				
F. AVID Program	\$36,160	\$25,000	\$0	-100%
The AVID program is for grades 4-12 that prepare students for four-year college eligibility. This funding supports monthly team meetings for teachers and site coordinators within each individual school to prepare curriculum and activities to engage students. This program also provides support for students' transition to middle school and their college and career readiness. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.				



Supplemental Program Salaries

G. Student Afterschool Drop-Off Center	\$22,500	\$9,460	\$22,500	0%
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This funding line supports the student afterschool drop-off center at a designated school. If a parent or guardian is not present at an afternoon bus stop, the district transports them to a central location where they are properly supervised until pick up. The FY22 budget is recommended to be level-funded.

H. Mentoring Program	\$63,000	\$195,320	\$0	-100%
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The mentoring program provides opportunities for newer staff to work with designated personnel to support classroom success. This line provides the contractual teacher stipends for the programming. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.

I. High School Attendance Program	\$25,000	\$25,000	\$25,000	0%
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The high school attendance program provides for staff to participate in Saturday morning additional support for students. High school students are eligible to voluntarily participate in this program to make up credits due to excessive absences during regular session days. The FY22 budget is recommended to be level-funded.

J. St. Casimir's Clinical Program	\$18,000	\$18,000	\$18,000	0%
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This funding line provides clinical services 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 and enables students to attain credits to ensure graduation. The FY22 budget is recommended to be level-funded.

K. Music Enrichment Program	\$15,500	\$15,500	\$0	-100%
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The music enrichment program provides district-wide instrumental lessons for students through afterschool programs. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.

L. Summer & Evening Guidance Services	\$9,500	\$9,500	\$0	-100%
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This line item 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. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.

M. Library Processing	\$6,864	\$1,716	\$6,864	0%
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The library processing program was established to provide elementary schools centralized support in order to catalog and process new books for check-out by students. The FY22 budget is recommended to be level-funded.

O. Worcester Recreational Program	\$100,000	\$0	\$0	-100%
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This funding line pays for site administration expenses of the Recreation Worcester program with the City of Worcester that is operating at school locations. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.

P. Adult Education	\$95,585	\$71,750	\$195,585	105%
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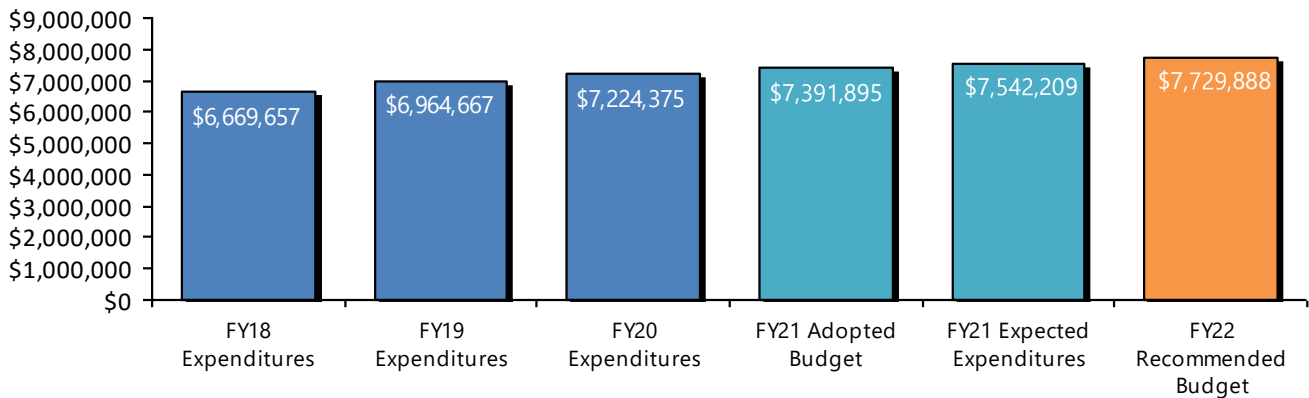
This line item supports the adult education program that is funded by federal and state grants. The general fund supplements several positions within the program as well as provide a mandated differential for hourly rates. The FY22 budget includes an increase in this line item to provide adult ESL classes.



Custodial Salaries

Account: 500-91119	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$7,391,895	\$7,542,209	\$7,729,888	5%
Grant Sources	\$240,000	\$240,000	\$240,000	0%
Total	\$7,631,895	\$7,782,209	\$7,969,888	5%

Account Financial Summary



This salary account supports district custodians assigned to school buildings and other public school facilities within the district. This account also includes the utility crew custodians that maintain athletic facilities, perform winter storm activities, lawn maintenance at larger schools and provide coverage at single custodial buildings when necessary. Grant funds 4 positions included in this line item. The FY22 budget includes the addition of 4 custodians to provide coverage for the new South High School, Dual Language School, and districtwide.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Custodial	\$7,391,895	\$7,542,209	\$7,729,888	5%
Total	\$7,391,895	\$7,542,209	\$7,729,888	5%

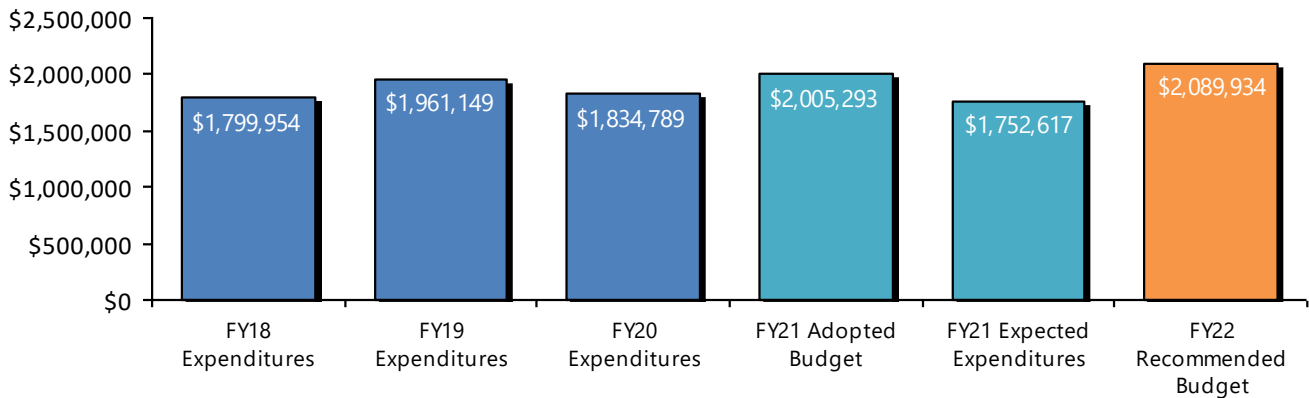
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	154	4	158
FY 2021	150	4	154
FY 2020	150	4	154
FY 2019	150	4	154
FY 2018	150	4	154



Maintenance Service Salaries

Account: 500-91120	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$2,005,293	\$1,752,617	\$2,089,934	4%
Grant Sources	\$0	\$0	\$0	0%
Total	\$2,005,293	\$1,752,617	\$2,089,934	4%

Account Financial Summary



Maintenance service staff to support the building maintenance and repair of the district's facilities. The following positions are included in this line item: Facilities Director, Coordinator of Building & Grounds, Environmental Health & Safety Coordinator, Coordinator of Building Assessments, Facilities Supervisor, Custodial Supervisor, CAD/Draftsman, and all trades positions. The FY22 budget reflects the reduction of 5 trade positions in FY21 and reinstates the Building Automation System Controls Coordinator and a Work Order Specialist funded through a position reallocation.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Maintenance Services	\$2,005,293	\$1,752,617	\$2,089,934	4%
Total	\$2,005,293	\$1,752,617	\$2,089,934	4%

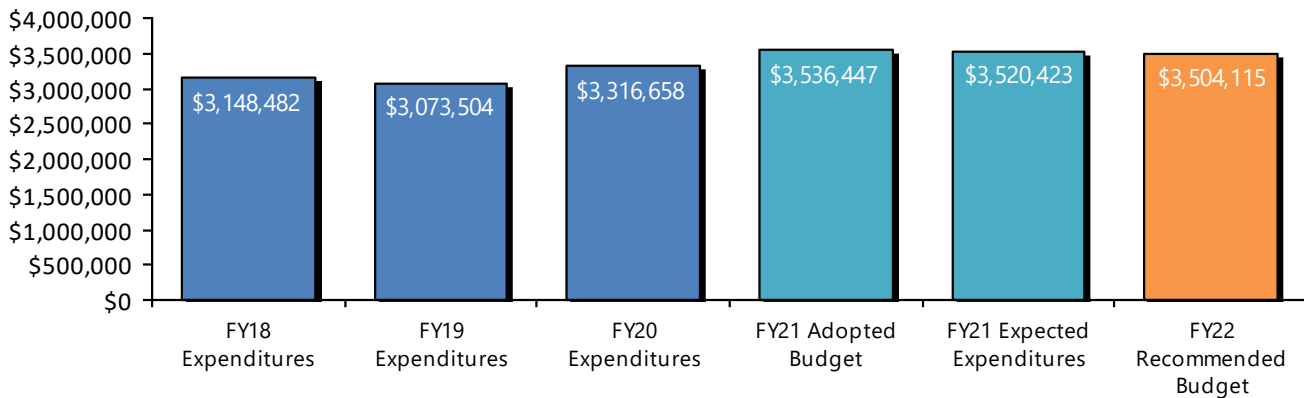
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	28	0	28
FY 2021	32	0	32
FY 2020	30	0	30
FY 2019	31	0	31
FY 2018	33	0	33



Administrative Clerical Salaries

Account: 500-91121	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$3,536,447	\$3,520,423	\$3,504,115	-1%
Grant Sources	\$137,929	\$137,929	\$104,940	-24%
Total	\$3,674,376	\$3,658,352	\$3,609,055	-2%

Account Financial Summary



This salary account funds all full-year clerical staff that support the district's daily operations, including full-year positions located at the secondary school. More detail of these individual disciplines are included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. System Administration	\$310,763	\$322,377	\$335,843	8%
B. Teaching and Learning	\$2,458,110	\$2,310,148	\$2,360,864	-4%
C. Human Resources Division	\$293,595	\$295,733	\$305,266	4%
D. Finance & Operations	\$473,979	\$592,165	\$502,142	6%
Total	\$3,536,447	\$3,520,423	\$3,504,115	-1%



Administrative Clerical Salaries

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. System Administration	\$310,763	\$322,377	\$335,843	8%
This line item supports three positions located in the Superintendent's office, as well as two positions located in the School Committee Office. This personnel is responsible for the daily work that supports the district's central administration.				
B. Teaching and Learning	\$2,458,110	\$2,310,148	\$2,360,864	-4%
This line item supports the forty-two administrative staff located within the Teaching & Learning Administration. The departments include Deputy Superintendent, Instruction & School Leadership, Special Education and Intervention Services, School and Student Performance, Social Emotional Learning, English Language Learners & Community Engagement, Athletics, Curriculum and Professional Learning, Office of School Safety, and the Nursing Department. This account also provides Head Clerks and Data Entry Clerks at the secondary schools. Grants fund 2 positions located in Curriculum and Professional Learning, Special Education and Intervention Services. The FY22 budget includes the conversion of an Adult Education position to school year clerical position and grants management position to a Grant Specialist position.				
C. Human Resources Division	\$293,595	\$295,733	\$305,266	4%
This line item supports five positions located in the human resource department that provide administrative assistance that includes but not limited to the areas of hiring/transfers/terminations, employee record keeping, certifications, staff attendance data, civil service, affirmative action, and collective bargaining.				
D. Finance & Operations	\$473,979	\$592,165	\$502,142	6%
This line item supports the ten positions located within Finance and Operations that provide support services in the areas of payroll, accounts payable, facilities department, mailroom, and finance and operation administration. Grants fund 2 positions located in payroll and accounts payable. This line includes a new account clerk funded through ESSER to manage the increased volume of timesheets for additional programming				

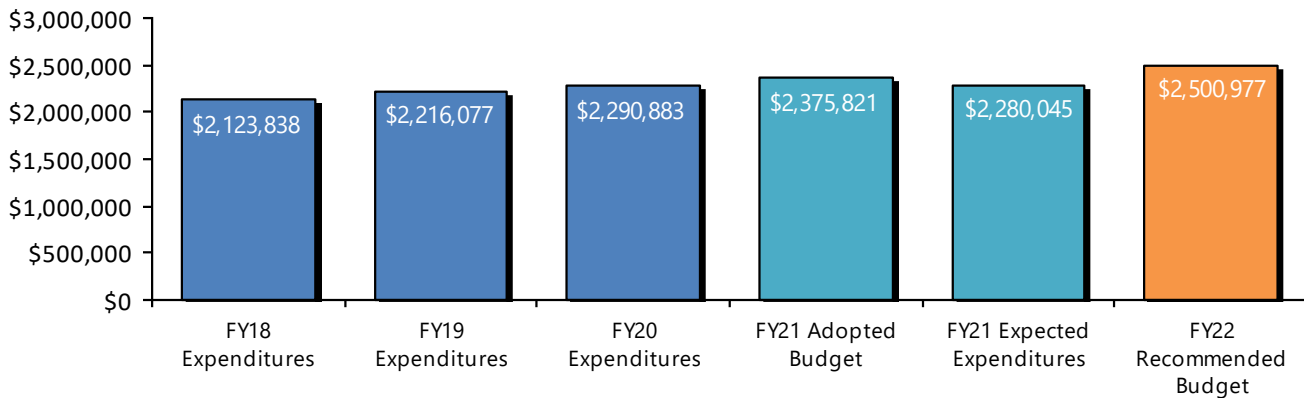
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	62	5	67
FY 2021	62	6	68
FY 2020	60	6	66
FY 2019	57	5	62
FY 2018	57	6	63



School Clerical Salaries

Account: 500-91122	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$2,375,821	\$2,280,045	\$2,500,977	5%
Grant Sources	\$0	\$0	\$30,000	0%
Total	\$2,375,821	\$2,280,045	\$2,530,977	5%

Account Financial Summary



School Clerical personnel provide secretarial coverage at elementary and secondary schools, as well as various programs and represent those clerical staff who work the school-year schedule. The budget also includes funds to provide for substitute coverage to ensure school office coverage during absences, as well as additional contractual requirements. The FY22 budget includes the addition of school year clerical staff for the Nursing program, Dual Language School, and the Adult Education position converted from administrative clerical which is funded through grants.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. School Clerical	\$2,189,821	\$2,244,893	\$2,314,977	6%
B. Substitute Coverage	\$186,000	\$35,152	\$186,000	0%
Total	\$2,375,821	\$2,280,045	\$2,500,977	5%

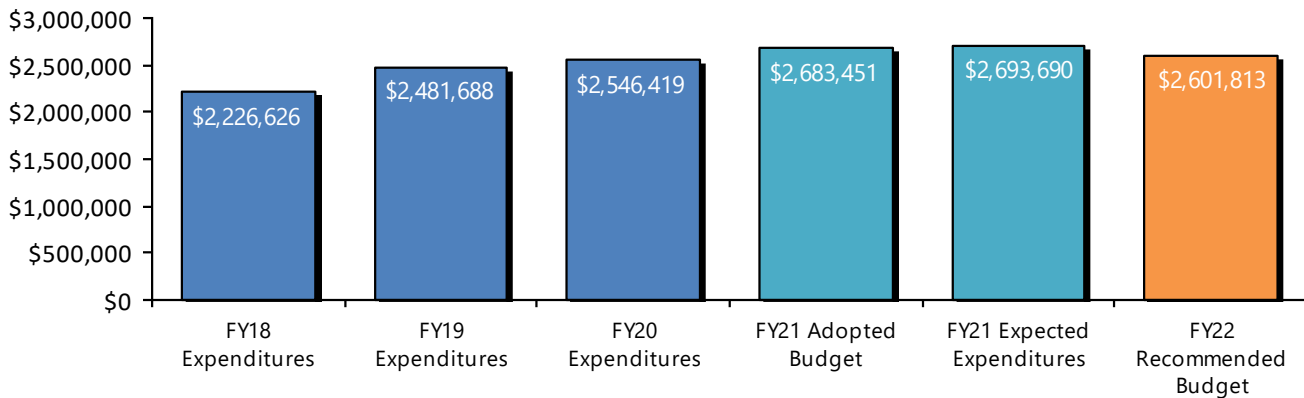
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	76	1	77
FY 2021	74	0	74
FY 2020	71	0	71
FY 2019	71	0	71
FY 2018	70	0	70



Non Instructional Salaries

Account: 500-91123	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$2,683,451	\$2,693,690	\$2,601,813	-3%
Grant Sources	\$1,005,205	\$1,005,205	\$1,228,705	22%
Total	\$3,688,656	\$3,698,895	\$3,830,518	4%

Account Financial Summary



The non-instructional support salary account provides funds for support staff including finance, information systems, district support, and parent liaisons. More detail of these individual categories are included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Finance Division	\$495,997	\$485,726	\$519,136	5%
B. Information Systems	\$1,602,584	\$1,611,502	\$1,708,966	7%
C. District Support	\$422,880	\$427,201	\$373,712	-12%
D. Parent Liaison	\$161,991	\$169,261	\$0	-100%
Total	\$2,683,451	\$2,693,690	\$2,601,813	-3%



Non Instructional Salaries

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Finance Division	\$495,997	\$485,726	\$519,136	5%
Positions included in this line item includes the Director of Payroll, Procurement & Accounts Payable, Coordinator of Payroll, Financial Coordinator, and Financial Analysts (3). The finance division employees are responsible for managing the district's procurement, accounts payable, payroll functions for 4,700 employees, budgeting, financial accounting, and reporting for the district.				
B. Information Systems	\$1,602,584	\$1,611,502	\$1,708,966	7%
The Information Systems staff maintains 30,000 Chromebooks, 4,000 iPads, 1,000 desktop computers, 350 laptops, 1,000 document cameras, 150 interactive whiteboards, 2,500 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 4 positions through the educational access cable revenues provided by the city. The FY22 budget includes the addition of 2 IT support specialists to provide districtwide coverage for the increase of technology devices and programs.				
C. District Support	\$422,880	\$427,201	\$373,712	-12%
Positions in this line item include; School Safety Director, Translation Coordinator, Data Specialist and Testing & Evaluation Specialist located in the Office of School & Student Performance. The following positions are funded through grants: Coordinator – Parent & Family Connections reporting to the Deputy Superintendent, Housing Stability Advocate reporting to the Manager of Social & Emotional Learning, Community Resource Specialist for the Office of Professional Learning, Data Analysts for Special Education and Intervention Services (2) and the grants management staff that includes the part-time Director of Grant Compliance, Grant Writers (2), and Grant Specialists (3). The FY22 budget includes the conversion of a clerical position to a third Grant Specialist position. The Evening Program Coordinator located at Worcester Technical High School is funded by a revolving account.				
D. Parent Liaison	\$161,991	\$169,261	\$0	-100%
Parent Liaisons 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 FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.				

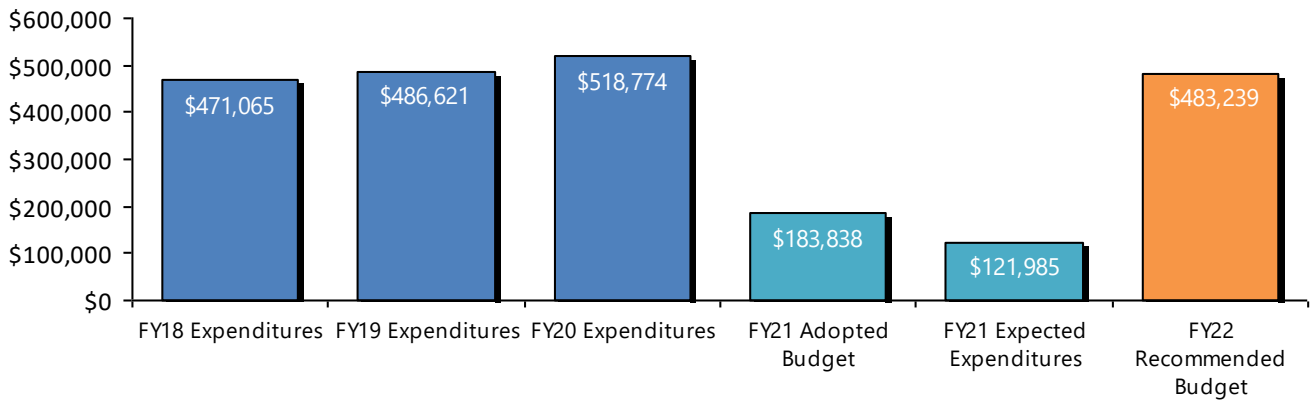
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	32	24	56
FY 2021	36	19	55
FY 2020	36	20	56
FY 2019	32	20	52
FY 2018	31	19	50



Crossing Guard Salaries

Account: 540-91124	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$183,838	\$121,985	\$483,239	163%
Grant Sources	\$0	\$0	\$0	0%
Total	\$183,838	\$121,985	\$483,239	163%

Account Financial Summary



This line item funds part-time crossing guards at various locations throughout the city. Crossing guards are assigned to designated crosswalks and bus stops having large numbers of students. Substitute crossing guards are available to provide coverage for daily absences in order to maintain the safety of students. This line was reduced with one-time savings to address the FY21 budget reduction.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Crossing Guards	\$183,838	\$121,985	\$483,239	163%
Total	\$183,838	\$121,985	\$483,239	163%

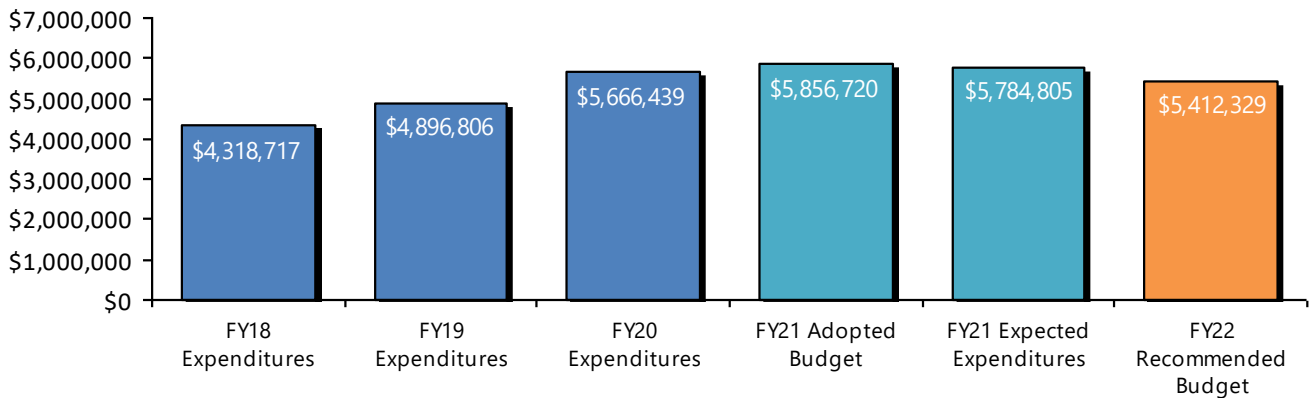
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	110	0	110
FY 2021	109	0	109
FY 2020	109	0	109
FY 2019	106	0	106
FY 2018	106	0	106



School Nurse Salaries

Account: 500-91133	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$5,856,720	\$5,784,805	\$5,412,329	-8%
Grant Sources	\$283,110	\$283,110	\$1,066,641	277%
Total	\$6,139,830	\$6,067,915	\$6,478,970	6%

Account Financial Summary



Nursing and Clinical Care salaries provides for all school nursing services, as well as the clinical care coordination program that provides necessary direct support for students. More detail of these individual categories are included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration	\$405,580	\$406,236	\$454,448	12%
B. School Nurses	\$4,704,752	\$4,619,740	\$4,957,881	5%
C. Clinical Care Coordination	\$746,388	\$758,829	\$0	-100%
Total	\$5,856,720	\$5,784,805	\$5,412,329	-8%



School Nurse Salaries

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration	\$405,580	\$406,236	\$454,448	12%
<p>The Nursing Administration line includes a Nurse Coordinator, Nurse Supervisors (2) and a 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. The Clinical Care Coordinator is directly involved with coordinating nursing services directly to students requiring specialized medical services.</p>				
B. School Nurses	\$4,704,752	\$4,619,740	\$4,957,881	5%
<p>This line item funds all full-time school-based nurses (66) to provide routine and emergency care for district students, including one position located at the Parent Information Center. Grants fund the case manager position included in this line item. The FY22 budget includes the addition of 1 nurse for the Dual Language School.</p>				
C. Clinical Care Coordination	\$746,388	\$758,829	\$0	-100%
<p>The clinical care coordination program provides direct nursing services to district students. This program provides Licensed Practical Nurses (13), and Certified Nursing Assistants (26) to provide for students requiring specialized medical services. The FY22 budget includes the addition of 2 certified nursing assistants and 4 licensed practical nurses and includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.</p>				

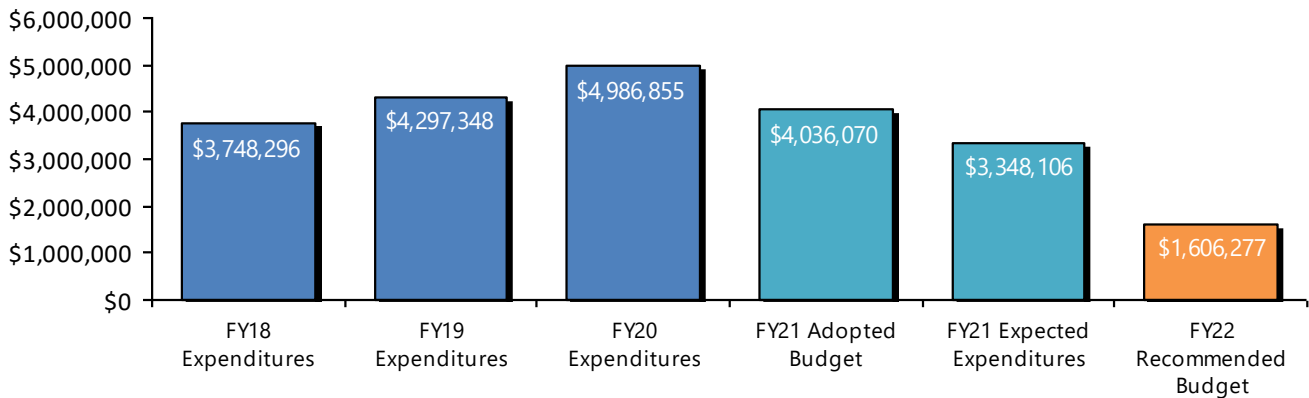
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	70	40	110
FY 2021	102	1	103
FY 2020	97	0	97
FY 2019	88	1	89
FY 2018	58	1	59



Educational Support Salaries

Account: 500-91134	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$4,036,070	\$3,348,106	\$1,606,277	-60%
Grant Sources	\$739,034	\$739,034	\$3,366,902	356%
Total	\$4,775,104	\$4,087,140	\$4,973,179	4%

Account Financial Summary



This salary account funds all educational support positions within the district. More detail of these individual categories is included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. English Language Learner Tutors	\$116,030	\$91,298	\$120,623	4%
B. EPL Testers	\$88,057	\$92,089	\$130,647	48%
C. Certified Occupational Therapy Assistants	\$702,270	\$649,810	\$721,062	3%
D. Interpreters & Speech Assistants	\$611,710	\$609,328	\$633,945	4%
E. Literacy Tutors	\$486,045	\$178,863	\$0	-100%
F. MCAS Tutors	\$269,472	\$121,604	\$0	-100%
G. Board Certified Behavior Analyst	\$1,140,474	\$1,131,200	\$0	-100%
H. Wraparound Coordinators	\$202,012	\$278,277	\$0	-100%
J. Behavioral Health Specialists	\$420,000	\$195,638	\$0	-100%
K. ABA Coordinators	\$0	\$0	\$0	0%
Total	\$4,036,070	\$3,348,106	\$1,606,277	-60%



Educational Support Salaries

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. English Language Learner Tutors	\$116,030	\$91,298	\$120,623	4%
English Language learner tutors provide academic support by using the students' native language to clarify academic concepts. Positions are reallocated annually based on the needs of students throughout the district.				
B. EPL Testers	\$88,057	\$92,089	\$130,647	48%
English proficiency 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. The increase of this line converts the part-time positions to full-time.				
C. Certified Occupational Therapy Assistants	\$702,270	\$649,810	\$721,062	3%
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.				
D. Interpreters & Speech Assistants	\$611,710	\$609,328	\$633,945	4%
Interpreters support deaf or hard-of-hearing students, staff, and parents in all settings where the primary mode of communication is oral. These services are provided in preschool, elementary and secondary settings. The FY22 budget includes the addition of 1 speech assistant position and 1 ASL interpreter to be initially funded through ESSER.				
E. Literacy Tutors	\$486,045	\$178,863	\$0	-100%
Literacy tutors are located in the elementary schools and are budgeted at 15 hours per week throughout the school year. These positions are reallocated annually. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.				
F. MCAS Tutors	\$269,472	\$121,604	\$0	-100%
MCAS tutors are located in the high school locations. The positions are budgeted at 19.5 hours per week throughout the school year. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.				
G. Board Certified Behavior Analyst	\$1,140,474	\$1,131,200	\$0	-100%
These funds were moved to the Teacher Salary Account (500-91111) during the FY21 fiscal year.				
H. Wraparound Coordinators	\$202,012	\$278,277	\$0	-100%
Wraparound coordinators (10) assist with the daily needs of the districts' students and families. These coordinators assist with student attendance and coordinating necessary community services with families. Grant funds 7 positions included in this line item. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.				



Educational Support Salaries

J. Behavioral Health Specialists \$420,000 \$195,638 \$0 -100%

Behavioral Health Specialists provide the delivery of mental health clinical support and social casework to students and families through these non-represented positions. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.

K. ABA Coordinators \$0 \$0 \$0 0%

The FY22 budget includes the addition of 3 new ABA Coordinator positions to be initially funded through ESSER. These non-represented positions will provide support to staff to improve student's social, communication, and learning skills.

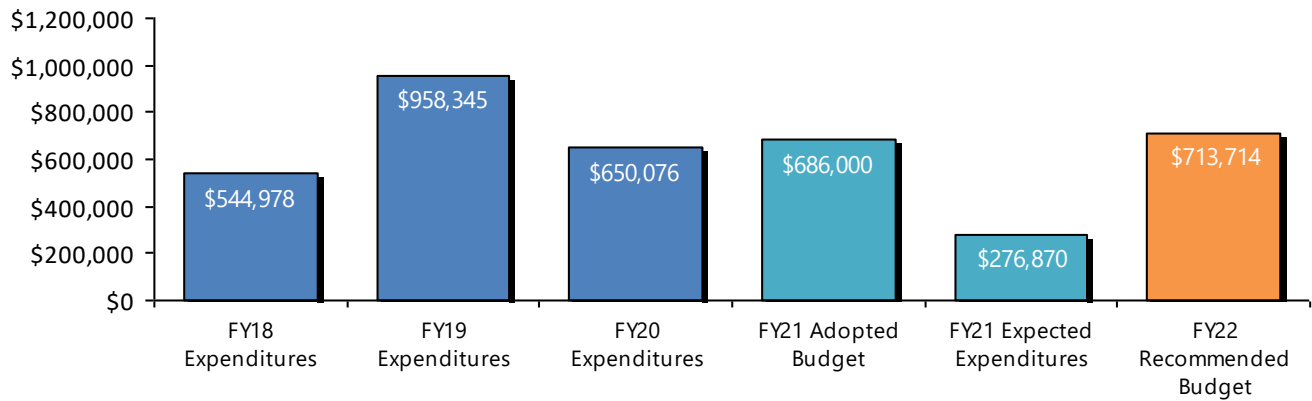
Account Position Summary			
Year	General Fund	Grant Sources	Total
FY 2022	33	71	104
FY 2021	91	7	98
FY 2020	123	7	130
FY 2019	99	7	106
FY 2018	98	0	98



Transportation Overtime Salaries

Account: 540-97201	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$686,000	\$276,870	\$713,714	4%
Grant Sources	\$0	\$0	\$0	0%
Total	\$686,000	\$276,870	\$713,714	4%

Account Financial Summary



This line item provides funding for the special education drivers and monitors that are employed by the district. This funding is specific to cover routes during daily absences, as well as necessary short-term leaves. This account also includes support staff, as well as athletic transportation services.

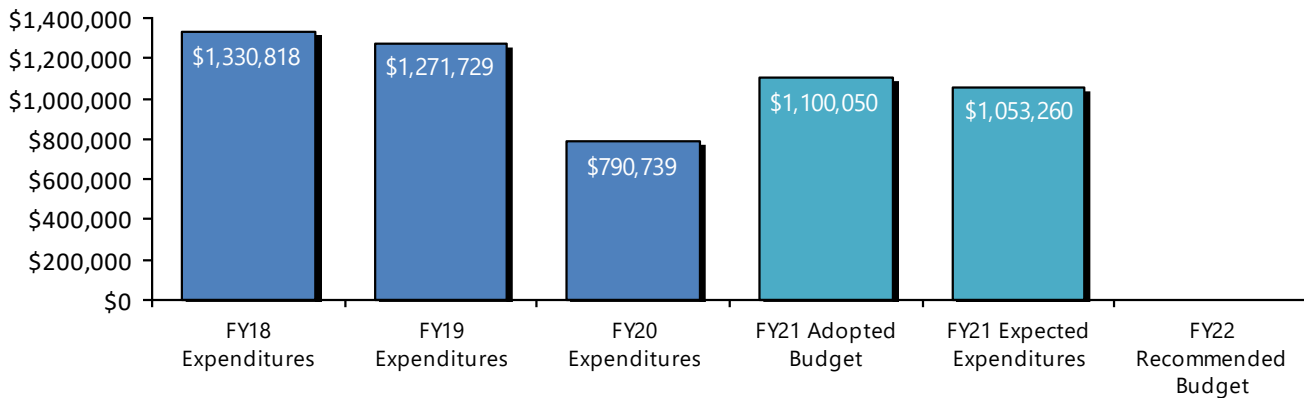
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Transportation Overtime Salaries	\$686,000	\$276,870	\$713,714	4%
Total	\$686,000	\$276,870	\$713,714	4%



Custodial Overtime Salaries

Account: 500-97203	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$1,100,050	\$1,053,260	\$0	-100%
Grant Sources	\$0	\$0	\$0	0%
Total	\$1,100,050	\$1,053,260	\$0	-100%

Account Financial Summary



This line item 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. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.

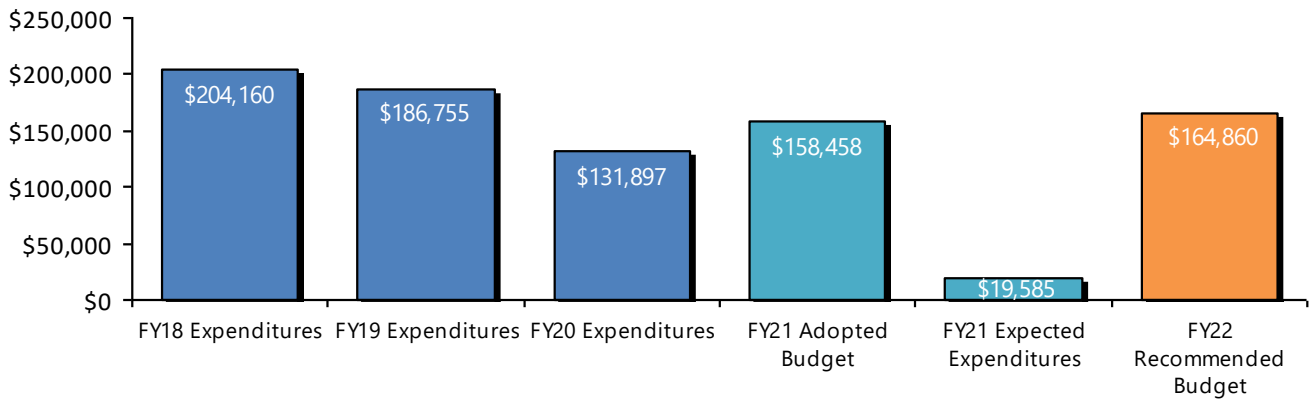
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Custodial Overtime Salaries	\$1,100,050	\$1,053,260	\$0	-100%
Total	\$1,100,050	\$1,053,260	\$0	-100%



Maintenance Overtime Salaries

Account: 500-97204	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$158,458	\$19,585	\$164,860	4%
Grant Sources	\$0	\$0	\$0	0%
Total	\$158,458	\$19,585	\$164,860	4%

Account Financial Summary



This line item 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.

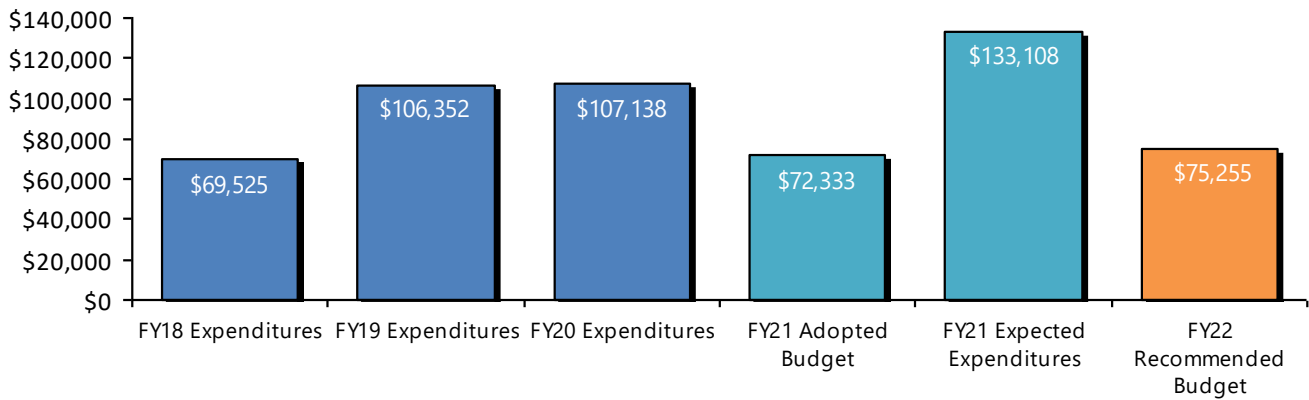
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Maintenance Overtime Salaries	\$158,458	\$19,585	\$164,860	4%
Total	\$158,458	\$19,585	\$164,860	4%



Support Overtime Salaries

Account: 500-97205	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$72,333	\$133,108	\$75,255	4%
Grant Sources	\$0	\$0	\$0	0%
Total	\$72,333	\$133,108	\$75,255	4%

Account Financial Summary



This line item provides funds for non-instructional support overtime including information system support and administrative support to meet peak time demands for additional hours, especially at the start or end of the school year.

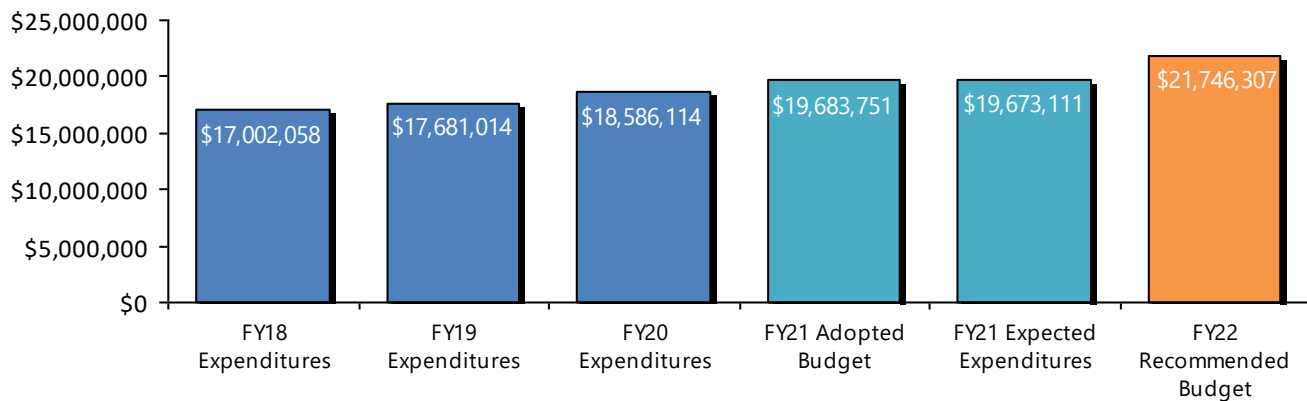
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Support Overtime Salaries	\$72,333	\$133,108	\$75,255	4%
Total	\$72,333	\$133,108	\$75,255	4%



Retirement

Account: 500101-96000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$19,683,751	\$19,673,111	\$21,746,307	10%
Grant Sources	\$814,392	\$814,392	\$814,392	0%
Total	\$20,498,143	\$20,487,503	\$22,560,699	10%

Account Financial Summary



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. The increase in this account reflects an increase in the assessment to fund the school's portion of the Worcester Retirement System. In addition, supplemental contractual pension-related costs for certain employees of the Laborers' International Union of North America are included in this account. Federal grants provide funding to cover the retirement obligations of employees paid with grant funds.

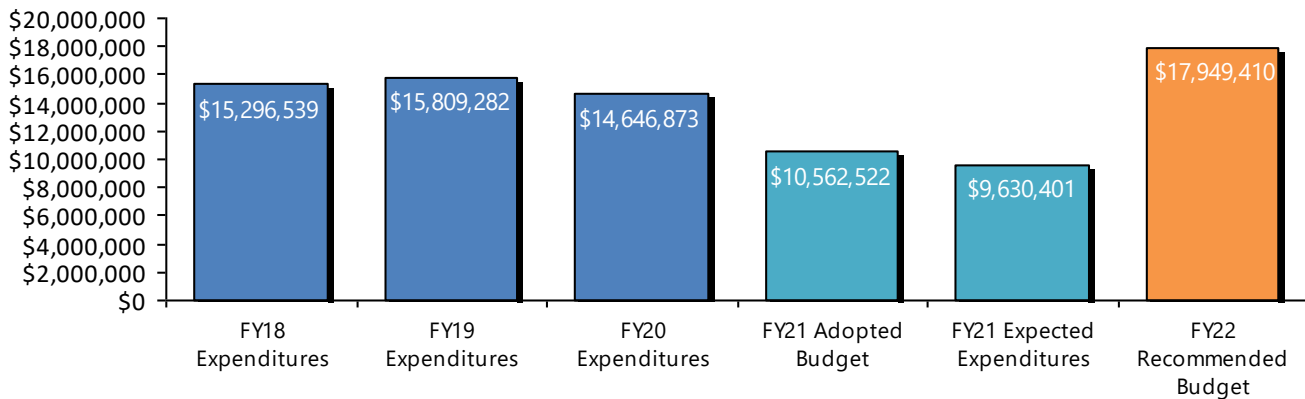
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Retirement System Assessment	\$14,036,662	\$14,048,240	\$15,972,229	14%
B. Pension Obligation Bonds	\$4,887,469	\$4,887,469	\$5,111,420	5%
C. Non-Contributory Pensions	\$12,000	\$12,000	\$12,000	0%
D. Early Retirement Incentive 2011	\$104,159	\$104,159	\$0	-100%
E. Pension Fund - Educational Secretaries	\$93,630	\$90,073	\$93,630	0%
F. Pension Fund - Custodians	\$549,831	\$531,170	\$557,028	1%
Total	\$19,683,751	\$19,673,111	\$21,746,307	10%



Transportation

Account: 540103-92000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$10,562,522	\$9,630,401	\$17,949,410	70%
Grant Sources	\$0	\$0	\$0	0%
Total	\$10,562,522	\$9,630,401	\$17,949,410	70%

Account Financial Summary



Approximately 11,400 students are transported by the Transportation Department and this account provides all contracted transportation services for the Worcester Public Schools. Durham School Services is both the regular education and special education transportation provider and FY22 is the second year of a two-year contract with a one-year optional extension for transportation services. In addition, services are provided to private and charter schools in accordance with state regulations. The WRTA also provides some services in this account, as well as contracted vendors that provide transportation to non-district programs and mandated transportation services to homeless students. This account includes funds for district-operated vehicles and maintenance costs. More detail of these individual categories is included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Transportation	\$4,219,740	\$3,677,263	\$7,707,513	83%
B. Transportation - Special Education	\$4,668,860	\$4,030,708	\$8,083,521	73%
C. McKinney-Vento Mandated	\$459,543	\$294,489	\$864,000	88%
D. District Operated Transportation	\$1,214,379	\$1,627,941	\$1,294,376	7%
Total	\$10,562,522	\$9,630,401	\$17,949,410	70%



Transportation

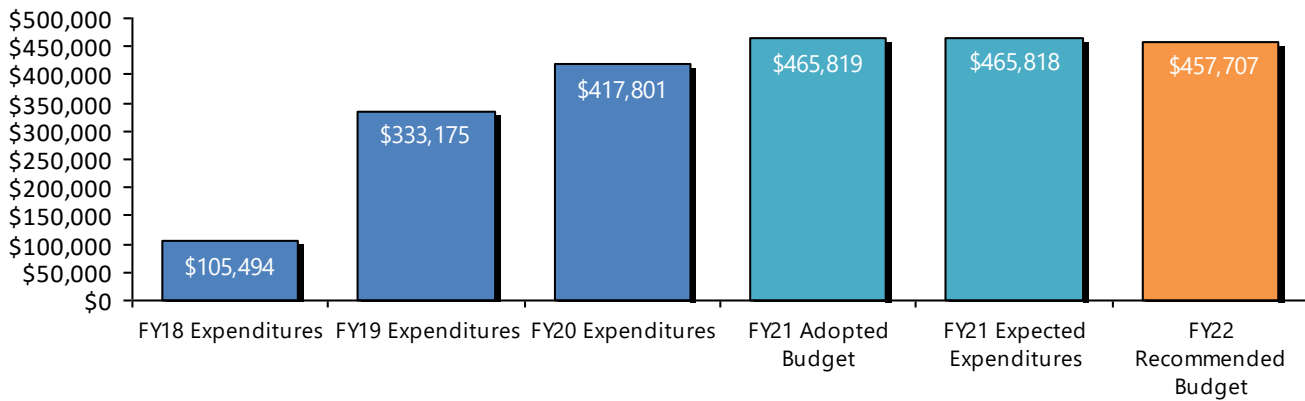
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Transportation	\$4,219,740	\$3,677,263	\$7,707,513	83%
<p>In accordance with state laws, regulations, and school committee policy, as well as safety issues for students, the school district provides 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 recommended is 87 for a contracted rate of \$496.41 for 180 days. Regular transportation also includes funds for WRTA services. The increase in this account reflects the new contractual rates for FY22 transportation services, as well as being reduced with one-time savings to address the FY21 budget reduction.</p>				
B. Transportation - Special Education	\$4,668,860	\$4,030,708	\$8,083,521	73%
<p>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 and is provided by third-party vendors. The budget reflects 33 in-city mid-size buses at a daily contracted rate of \$632.35 for 180 days and 21 wheelchair vehicles are budgeted at a daily cost of \$664.17 for 180 days. The increase in this account reflects the new contractual rates for FY22 transportation services, as well as being reduced with one-time savings to address the FY21 budget reduction. The FY22 budget includes all Special Education summer transportation to be funded through ESSER as part of the district's hold harmless bridge funding.</p>				
C. McKinney-Vento Mandated	\$459,543	\$294,489	\$864,000	88%
<p>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 being deposited into the city's general fund. The district utilizes the same vendors that provide out-of-district special education transportation. This line was reduced with one-time savings to address the FY21 budget reduction.</p>				
D. District Operated Transportation	\$1,214,379	\$1,627,941	\$1,294,376	7%
<p>The district operates 14 big bus routes, including Head Start, additional charter days, as well as athletic transportation. The district maintains the leasing of 40 mid-size special education vehicles to accommodate the aging fleet. The increase in this line item includes the beginning of a fourth, five-year lease for 10 mid-size special education vehicles to accommodate the district's fleet replacement schedule. This line item also includes vehicle maintenance, as well as fuel purchased through the City of Worcester contracts.</p>				



Athletic Ordinary Maintenance

Account: 500122-92000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$465,819	\$465,818	\$457,707	-2%
Grant Sources	\$0	\$0	\$0	0%
Total	\$465,819	\$465,818	\$457,707	-2%

Account Financial Summary



This account supports students for all athletic programs. This budget is responsible for game officials, police, emergency medical technicians, ticket personnel, athletic and medical supplies, maintenance and repair of equipment, facility rentals, and insurance needs. This account is supplemented with proceeds collected through events at the Commerce Bank Field at Foley Stadium.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Game Salaries & Officials	\$228,592	\$153,977	\$232,480	2%
B. Dues, Memberships, Insurance Coverage	\$61,030	\$51,987	\$61,030	0%
C. Maintenance of Equipment & Supplies	\$202,457	\$221,654	\$202,457	0%
D. Athletic Rentals	\$35,520	\$13,200	\$36,520	3%
E. Transportation	\$38,000	\$25,000	\$25,000	-34%
F. Estimated Gate Receipts	(\$99,780)	\$0	(\$99,780)	0%
Total	\$465,819	\$465,818	\$457,707	-2%



Athletic Ordinary Maintenance

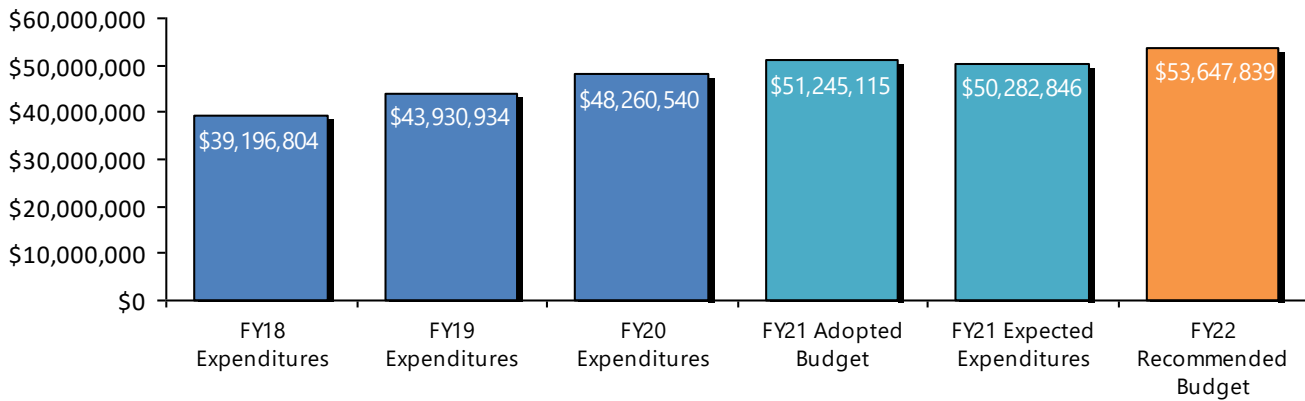
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Game Salaries & Officials	\$228,592	\$153,977	\$232,480	2%
This line provides salaries for ticket managers, ticket sellers, ticket takers, clock operators, game officials, police coverage, and medical technicians. The increase in this line is for expected rates of MIAA (Massachusetts Interscholastic Athletic Association).				
B. Dues, Memberships, Insurance Coverage	\$61,030	\$51,987	\$61,030	0%
This line 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. This line item is recommended to be level-funded for FY22.				
C. Maintenance of Equipment & Supplies	\$202,457	\$221,654	\$202,457	0%
This line provides reconditioning and repair of athletic equipment, as well as athletic uniforms and supplies, including office, recreational, and medical. This line item is recommended to be level funded for FY22.				
D. Athletic Rentals	\$35,520	\$13,200	\$36,520	3%
This line provides ice time for varsity and junior varsity hockey programs, as well as the pool located at the Boys and Girls Club. This line also includes additional rental space necessary for South High students due to ongoing construction. The increase in this line is for the hockey program's expected rental costs.				
E. Transportation	\$38,000	\$25,000	\$25,000	-34%
This line provides vendor transportation for various middle and high school athletic programming and is utilized to supplement the Transportation Overtime (540-97201) account.				
F. Estimated Gate Receipts	(\$99,780)	\$0	(\$99,780)	0%
Proceeds generated through game revenue are used to support designated game day staff and supplement the purchase of athletic supplies and equipment. Weather conditions for the fall season (outdoor sports) can significantly influence the total revenue collected. Due to the pandemic, this account has not received any recent revenue.				



Health Insurance

Account: 500123-96000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$51,245,115	\$50,282,846	\$53,647,839	5%
Grant Sources	\$5,442,457	\$5,068,527	\$7,221,002	33%
Total	\$56,687,572	\$55,351,373	\$60,868,841	7%

Account Financial Summary



This account funds the employer's share of the premium costs for the health insurance plans available to active and retired public school employees. This account also includes 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.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Health Insurance	\$47,261,647	\$46,342,417	\$49,680,371	5%
B. Life Insurance	\$160,000	\$158,300	\$160,000	0%
C. Federal Medicare	\$3,607,468	\$3,606,675	\$3,607,468	0%
D. Health Insurance - Workers Compensation	\$216,000	\$175,454	\$200,000	-7%
Total	\$51,245,115	\$50,282,846	\$53,647,839	5%



Health Insurance

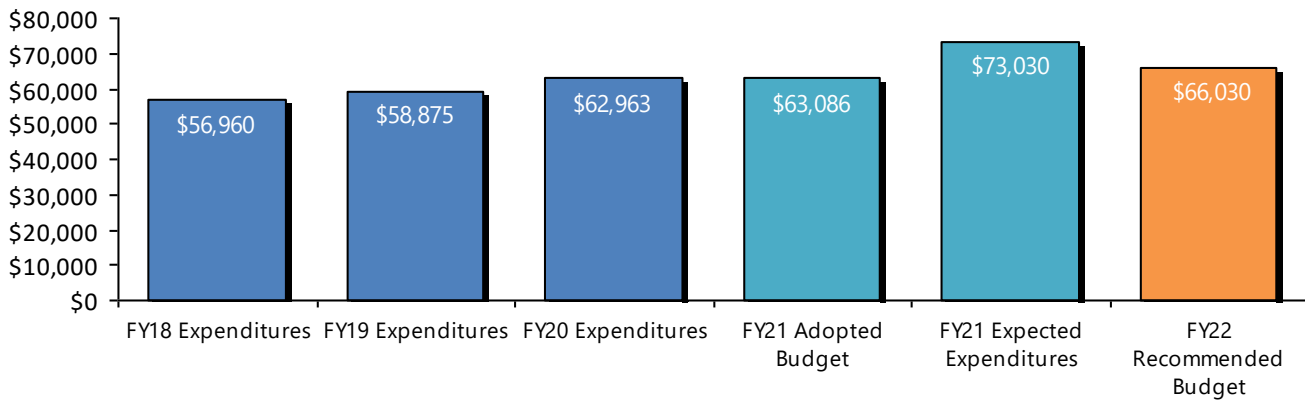
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Health Insurance	\$47,261,647	\$46,342,417	\$49,680,371	5%
<p>This line provides the employer's share based on the premium rates which will become effective July 1, 2021 and includes the increase in premium rates of 6% for the Blue Care Elect Preferred, Network Blue New England and 5% increase in premium rates of City of Worcester Advantage and Direct Plans through Fallon and the 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 FY22 (2,887 active employees and 3,136 retired employees).</p>				
B. Life Insurance	\$160,000	\$158,300	\$160,000	0%
<p>This line provides the employer's 50% share of a \$5,000 basic life insurance option available to all employees, including retirees. Funding will provide for the approximately 2,060 employees participating in this benefit.</p>				
C. Federal Medicare	\$3,607,468	\$3,606,675	\$3,607,468	0%
<p>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 matching contribution of 1.45% of gross wages for these individuals.</p>				
D. Health Insurance - Workers Compensation	\$216,000	\$175,454	\$200,000	-7%
<p>This line provides for the health insurance of non-active employees that remain on workers compensation..</p>				



Other Insurance Programs

Account: 500125-92000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$63,086	\$73,030	\$66,030	5%
Grant Sources	\$0	\$0	\$0	0%
Total	\$63,086	\$73,030	\$66,030	5%

Account Financial Summary



The FY22 budget reflects the increase of boiler insurance coverage (\$42,786), as well as the required building insurance for the rental property at St. Casimir's (\$16,820). In addition, this budget provides funds to cover Worcester Technical High School student accident insurance, student activity, and athletic bonding insurance.

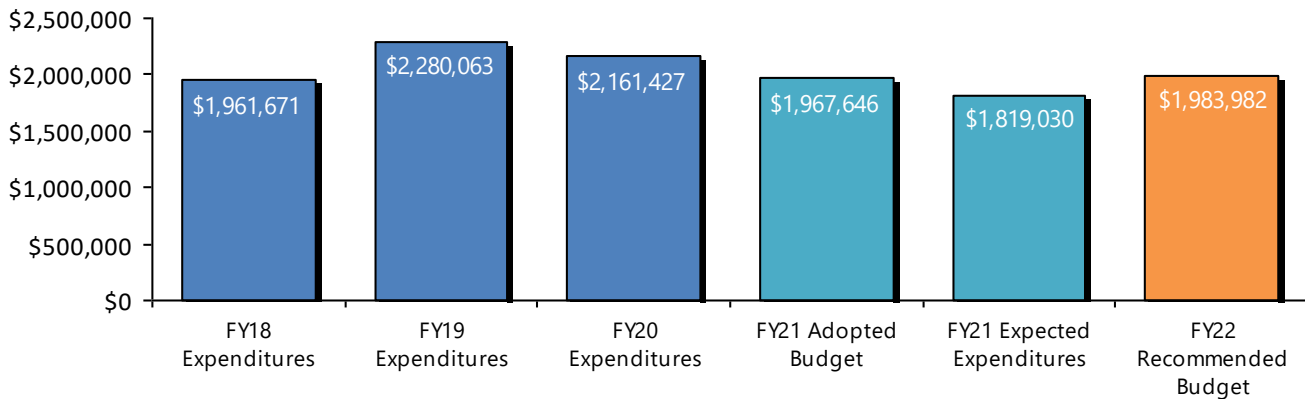
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Building Insurance	\$16,443	\$23,320	\$16,820	2%
B. Building Boiler Insurance	\$37,414	\$42,786	\$42,786	14%
C. Non Building Insurance	\$9,229	\$6,924	\$6,424	-30%
Total	\$63,086	\$73,030	\$66,030	5%



Workers Compensation

Account: 500129-96000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$1,967,646	\$1,819,030	\$1,983,982	1%
Grant Sources	\$0	\$0	\$0	0%
Total	\$1,967,646	\$1,819,030	\$1,983,982	1%

Account Financial Summary



The FY22 budget provides assistance resulting when the employee has been injured on the job. Expenditures include the payment of wages during periods of disability when employees are unable to return to work, service costs of physicians, hospitals, and prescriptions. The City of Worcester uses a third-party administrator for the workers' compensation administration and this option allows for a professional team of insurance, risk management, and medical professionals to coordinate and evaluate the cases quickly and comprehensively. The increase in this budget is recommended at 1% for salary increases.

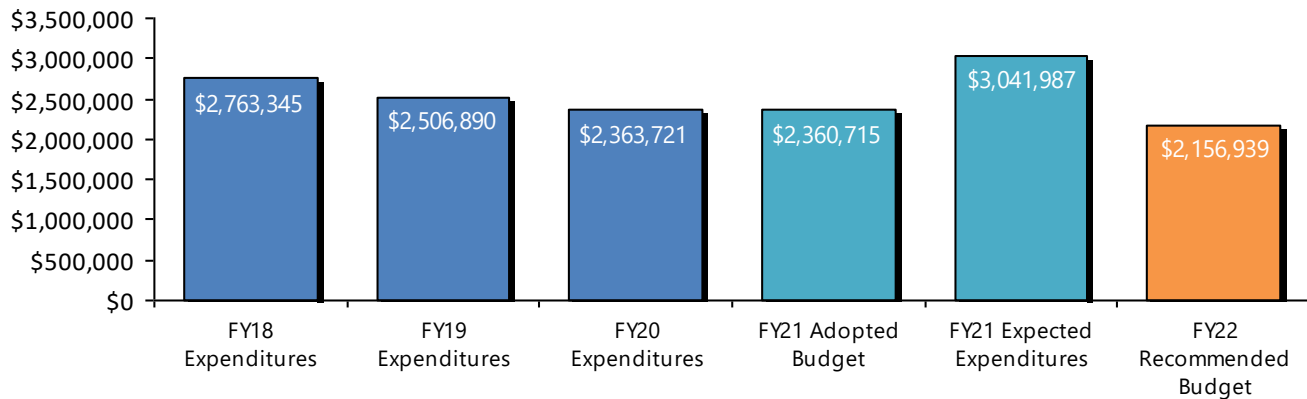
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Salaries	\$1,166,880	\$1,166,190	\$1,183,216	1%
B. Cost Containment	\$70,000	\$46,679	\$70,000	0%
C. Management Fee	\$52,305	\$52,305	\$52,305	0%
E. Medical Bills & Settlements	\$678,461	\$553,856	\$678,461	0%
Total	\$1,967,646	\$1,819,030	\$1,983,982	1%



Personal Services

Account: 500130-92000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$2,360,715	\$3,041,987	\$2,156,939	-9%
Grant Sources	\$748,637	\$748,637	\$941,817	26%
Total	\$3,109,352	\$3,790,624	\$3,098,756	0%

Account Financial Summary



This budget provides for acquiring various services throughout the Worcester Public Schools. More detail of these individual lines is included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Professional Development	\$313,150	\$313,150	\$313,150	0%
B. Legal Consultation & Settlements	\$495,000	\$957,463	\$495,000	0%
C. Collaboration of Medical Pipeline	\$60,000	\$62,360	\$62,360	4%
D. Special Education Services	\$233,333	\$533,333	\$233,333	0%
E. Graduation Expenses	\$57,736	\$95,236	\$95,236	65%
F. Automated Services	\$139,826	\$161,806	\$157,306	13%
H. NEASC	\$15,000	\$0	\$15,000	0%
I. Security Guard Services	\$202,392	\$123,488	\$255,763	26%
J. Employee Assistance Program (96000)	\$29,287	\$31,662	\$31,662	8%
K. Contractual Employee Reimbursements	\$32,600	\$36,755	\$36,755	13%
L. Arts Consultants	\$134,211	\$0	\$0	-100%
M. Translation Services	\$455,000	\$528,200	\$461,374	1%
N. Advanced Placement Program	\$193,180	\$193,180	\$0	-100%
O. Mentoring Program	\$0	\$5,355	\$0	0%
Total	\$2,360,715	\$3,041,987	\$2,156,939	-9%



Personal Services

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Professional Development	\$313,150	\$313,150	\$313,150	0%
This line funds all the expenses related to curriculum and professional development for the district. Professional development supports the ongoing workshops for all employees in the Worcester Public Schools, both instructional and non-instructional. This line item is recommended to be level-funded for FY22				
B. Legal Consultation & Settlements	\$495,000	\$957,463	\$495,000	0%
This line 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. This line item is recommended to be level-funded for FY22.				
C. Collaboration of Medical Pipeline	\$60,000	\$62,360	\$62,360	4%
This line funds the contract with UMass Memorial for physician consulting services as required by the district, as well as the collaboration between the district and the UMass Medical Pipeline for health career opportunities for schools in the North Quadrant. This line item is based on actual expenditures.				
D. Special Education Services	\$233,333	\$533,333	\$233,333	0%
This line maintains funds for a variety of services provided for special education students including independent evaluations, educational services, contracted hospital instruction, and any remaining nursing service requirements. The increase in these accounts represents maintaining certain third-party services for student requirements. This line item is recommended to be level-funded for FY22.				
E. Graduation Expenses	\$57,736	\$95,236	\$95,236	65%
These funds are required to pay for the costs associated with high school and middle school graduations, including facility rentals, police coverage, as well as the rental of sound systems, chairs, and staging equipment when necessary. The increase in these accounts provides all high school graduates with caps, gowns, and tassels.				
F. Automated Services	\$139,826	\$161,806	\$157,306	13%
This line funds on-line substitute placement systems (through Frontline Placement Technologies, \$36,741), the on-line employment application process (through SchoolSpring, \$14,510) and the electronic educator evaluation program (through TeachPoint, \$64,273). This line item also includes funds to maintain a time and attendance system (through TimeClock Plus, \$2,200) for improved payroll reporting, the electronic workflow system (through DocStar, \$12,582), as well as the addition of a new automated onboarding software (Powerschool, \$27,000).				
H. NEASC	\$15,000	\$0	\$15,000	0%
This line funds accreditation site visits by the New England Association of Schools and Colleges (NEASC). This line item is recommended to be level-funded for FY22.				



Personal Services

I. Security Guard Services \$202,392 \$123,488 \$255,763 26%

This line funds security guards stationed at the Burncoat High, South High, Sullivan Middle, Doherty Memorial High, North High, Worcester Technical High, Gerald Creamer Center, Jacob Hiatt Elementary, Fanning Building and the Durkin Administration 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.

J. Employee Assistance Program (96000) \$29,287 \$31,662 \$31,662 8%

This line 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 the administration to assure their ability for continued service.

K. Contractual Employee Reimbursements \$32,600 \$36,755 \$36,755 13%

This line provides funding required by collective bargaining agreements 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.

L. Arts Consultants \$134,211 \$0 \$0 -100%

This line previously provided consultants in dance, theater, vocal music, and instrumental music. These funds were moved to the Supplemental Salary Account (500-91118) during the FY21 fiscal year.

M. Translation Services \$455,000 \$528,200 \$461,374 1%

This line 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 system wide and school-based notices. This account also funds contracted interpretive services for the district and is supplemented by part-time employees located in the Supplemental Salaries Account 500-91118.

N. Advanced Placement Program \$193,180 \$193,180 \$0 -100%

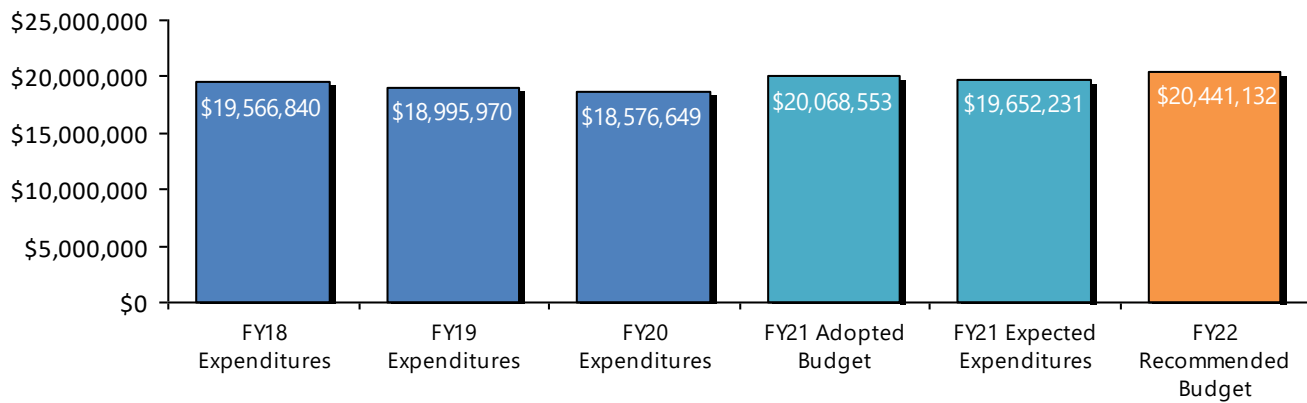
This line provides funds for all the expenses related to the advanced placement program including textbooks for new courses and added sections as well as technology, materials and ongoing professional development. The FY22 budget includes the transfer of this line item to ESSER funds.



Tuition

Account: 500132-92000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$20,068,553	\$19,652,231	\$20,441,132	2%
Grant Sources	\$3,558,558	\$3,558,558	\$2,673,172	-25%
Total	\$23,627,111	\$23,210,789	\$23,114,304	-2%

Account Financial Summary



This budget provides all district tuition including special education, alternative, and Chapter 74 vocational. More detail of these individual lines is included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Central Massachusetts Collaborative	\$14,918,342	\$14,918,342	\$14,941,849	0%
B. Special Education Out of District Tuition Programs	\$5,080,149	\$4,707,015	\$5,429,221	7%
C. Alternative Education Out of District Programs	\$70,062	\$26,874	\$70,062	0%
Total	\$20,068,553	\$19,652,231	\$20,441,132	2%



Tuition

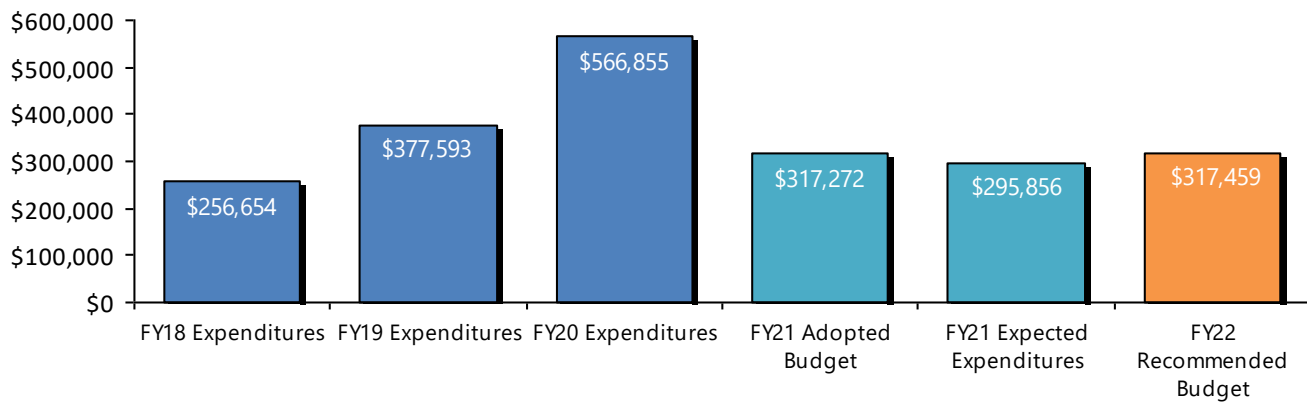
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Central Massachusetts Collaborative	\$14,918,342	\$14,918,342	\$14,941,849	0%
<p>The Central Massachusetts Collaborative provides district students with specialized education, as well as necessary clinical and therapeutic services. The Collaborative specializes in several special education programs 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. 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.</p>				
B. Special Education Out of District Tuition Programs	\$5,080,149	\$4,707,015	\$5,429,221	7%
<p>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. This line item 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 educational needs. This line funds the out-of-district tuition for approximately 110 students annually. The account is supplemented with \$2.6 million in special education reimbursement from the state through the commonly named "circuit breaker" funding. This amount has been reduced from \$3.5 million in the FY21 budget. The FY22 budget reflects the expected program rates approved by the state's Operation Services Division (OSD).</p>				
C. Alternative Education Out of District Programs	\$70,062	\$26,874	\$70,062	0%
<p>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.</p>				



Printing & Postage

Account: 500133-92000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$317,272	\$295,856	\$317,459	0%
Grant Sources	\$0	\$0	\$0	0%
Total	\$317,272	\$295,856	\$317,459	0%

Account Financial Summary



This budget provides funding for the costs of paper and other supplies consumed in the production of the entire system's printing requirements, as well as district postage. More detail of these individual lines are included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Postage	\$130,000	\$130,000	\$130,000	0%
B. District Digital Document Center	\$187,272	\$165,856	\$187,459	0%
Total	\$317,272	\$295,856	\$317,459	0%



Printing & Postage

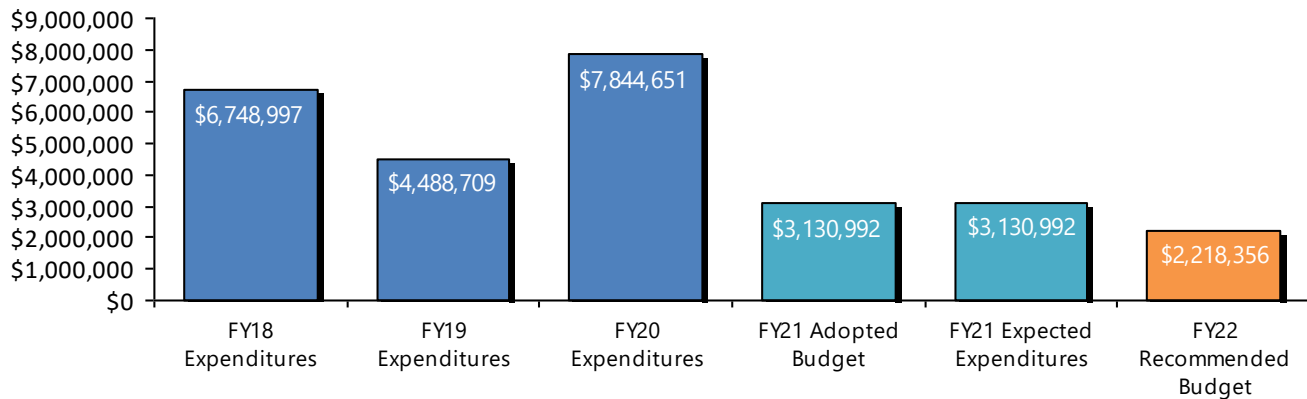
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Postage	\$130,000	\$130,000	\$130,000	0%
<p>This line funds the cost of postage throughout the district. The district processes approximately 200,000 pieces of first-class mail annually through the district's 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, transportation notification of route assignments to certain students, student transfer materials, grant submission documents, and school-based mailings. Cost-effective bulk mail rates are used whenever possible and the district participates in a postage savings program. This line item is recommended to be level-funded for FY22.</p>				
B. District Digital Document Center	\$187,272	\$165,856	\$187,459	0%
<p>This line funds the Digital Document Center (DDC) located 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 Center with paper, toner, envelopes, and other various items to produce more than 1,500 school and district orders annually. This line item is recommended to be level-funded for FY22.</p>				



Instructional Materials

Account: 500-92204	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$3,130,992	\$3,130,992	\$2,218,356	-29%
Grant Sources	\$1,803,656	\$1,803,656	\$2,670,625	48%
Total	\$4,934,648	\$4,934,648	\$4,888,981	-1%

Account Financial Summary



This budget provides for the instructional materials of the district and individual schools. More detail of these individual lines is included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Instructional Materials	\$1,732,041	\$1,732,041	\$2,058,356	19%
B. Instruction & School Leadership Materials	\$979,762	\$979,762	\$160,000	-84%
C. District Textbooks	\$419,189	\$419,189	\$0	-100%
D. District Student Furniture	\$0	\$0	\$0	0%
Total	\$3,130,992	\$3,130,992	\$2,218,356	-29%



Instructional Materials

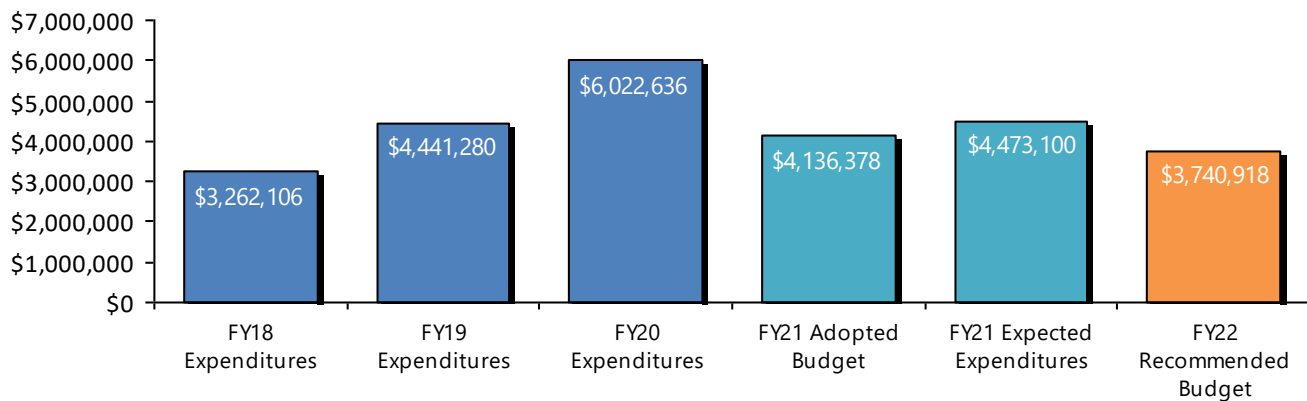
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Instructional Materials	\$1,732,041	\$1,732,041	\$2,058,356	19%
<p>The FY22 budget provides \$68 per pupil for instructional supplies and materials, representing the same allocation as the FY21 budget. Schools use these funds to purchase instructional materials and school-related supplies. This line item also includes the funding of \$1 per pupil for elementary recess supplies. This line was reduced with one-time savings to address the FY21 budget reduction.</p>				
B. Instruction & School Leadership Materials	\$979,762	\$979,762	\$160,000	-84%
<p>This line 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 FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding. Special Education is the only department that remains in the general fund.</p>				
C. District Textbooks	\$419,189	\$419,189	\$0	-100%
<p>This line provides for districtwide textbooks. The amount includes elementary math, secondary algebra textbooks. The school choice account also funds \$375,000 for this line item. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.</p>				
D. District Student Furniture	\$0	\$0	\$0	0%
<p>This line provides for the replacement of school furniture based on need and expanding classrooms. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.</p>				



Miscellaneous Educational OM

Account: 500136-92000, 500136-93000, 540136-92000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$4,136,378	\$4,473,100	\$3,740,918	-10%
Grant Sources	\$1,039,189	\$1,039,189	\$8,725,277	740%
Total	\$5,175,567	\$5,512,289	\$12,466,195	141%

Account Financial Summary



This budget provides indirect support to the instructional programs throughout the Worcester Public Schools. More detail of these individual lines is included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Fees and Licenses	\$481,988	\$513,501	\$515,677	7%
B. Employee Recruitment	\$31,600	\$31,600	\$31,600	0%
C. Dues and Memberships	\$75,415	\$75,415	\$75,560	0%
D. Moving Expenses	\$10,000	\$150,000	\$10,000	0%
E. Building & Parking Rentals (540136-92000)	\$660,542	\$867,435	\$1,265,689	92%
F. Instructional Technology	\$2,180,389	\$2,142,105	\$1,138,168	-48%
G. Instructional Technology Equipment (93000)	\$250,000	\$250,000	\$250,000	0%
H. Meetings, Receptions & Food	\$8,000	\$8,000	\$8,000	0%
I. Office Services & Supplies	\$84,256	\$84,256	\$85,436	1%
J. Travel - In State	\$54,500	\$54,500	\$59,500	9%
K. Travel - Out of State	\$5,000	\$0	\$5,000	0%
L. School Nurses Medical Supplies	\$140,350	\$141,410	\$169,410	21%
M. School Safety Equipment	\$125,000	\$125,000	\$97,000	-22%
N. Audit Fees	\$22,938	\$23,478	\$23,478	2%
O. Worcester Future Teacher Program	\$6,400	\$6,400	\$6,400	0%
Total	\$4,136,378	\$4,473,100	\$3,740,918	-10%



Miscellaneous Educational OM

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Fees and Licenses	\$481,988	\$513,501	\$515,677	7%
This line funds all educational program's fees and licenses including AVID licenses, (\$63,001); credit recovery software for secondary students (\$79,684); Virtual High School (\$26,975); and PSAT (\$83,713); and STAR Assessments (\$228,615).				
B. Employee Recruitment	\$31,600	\$31,600	\$31,600	0%
This line funds all the expenses related to 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. This line item is recommended to be level-funded for FY22.				
C. Dues and Memberships	\$75,415	\$75,415	\$75,560	0%
This line provides the funds for the annual dues of 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 2021-2022 school year.				
D. Moving Expenses	\$10,000	\$150,000	\$10,000	0%
This line funds the cost of using outside contractors for moving furniture and equipment between buildings and any larger items donated to the district that need to be delivered to a specific location. This line item is recommended to be level-funded for FY22.				
E. Building & Parking Rentals (540136-92000)	\$660,542	\$867,435	\$1,265,689	92%
This line funds the rental of space (new lease FY22) for the special education alternative program at St. Casimir's (\$184,720), use of the gymnasium and parking lot at the YMCA for the Jacob Hiatt Magnet School (\$50,569), parking lot rental of Chatham Street (\$80,520), 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 (\$228,204), St. Bernard's Church gymnasium for Challenge and Reach students (\$15,000), St. Stephen's Church for the dual language program (\$132,000) and the consolidated transportation and facility maintenance space at Northeast Cutoff. Transportation Department (\$730,000) that relocates from Fremont Street and Facilities Department (\$370,000) that replaces the previous location provided at no cost to the district at Saint-Gobain. The FY22 budgets include the YMCA Chandler Elementary Annex, Alternative Program and the new Dual Language School to be funded through ESSER funds as part of the district's hold harmless bridge funding.				



Miscellaneous Educational OM

F. Instructional Technology	\$2,180,389	\$2,142,105	\$1,138,168	-48%
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The technology budget is used to maintain, upgrade, and supplement the existing educational and administrative technology. The FY22 budget includes leasing approximately 30,000 Chromebooks, including units for the Hanover Academy of the Arts at Burncoat Middle and High school locations. Also, FY22 is the fourth 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 costs for the district's technology. This line item also represents the implementation of a new student information system. The FY22 budget includes the Chromebook leases to be funded through ESSER. The FY22 budget includes the transfer of this line item to ESSER funds as part of the district's hold harmless bridge funding.

G. Instructional Technology Equipment (93000)	\$250,000	\$250,000	\$250,000	0%
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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. This line item is recommended to be level-funded for FY22.

H. Meetings, Receptions & Food	\$8,000	\$8,000	\$8,000	0%
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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. This line item is recommended to be level funded for FY22.

I. Office Services & Supplies	\$84,256	\$84,256	\$85,436	1%
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This line consolidates the following categories that were previously listed separately in the FY21 budget. Maintenance & repair of equipment, copier leases & maintenance and office supplies. This fund remains the primary source for the maintenance and repair of various equipment, as well as funds for the leases and annual maintenance of copiers and general office supplies and services for the Durkin Administration Building. This line also includes all costs associated with the award presentations of the school committee.

J. Travel - In State	\$54,500	\$54,500	\$59,500	9%
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This account provides for reimbursement of \$0.56 per mile, in accordance with the January 1, 2021 standard rate of the Internal Revenue Service, to employees for travel expenses incurred using personal vehicles in the performance of their assigned duties. Reimbursable costs include tolls and parking expenses when attending conferences as well as travel required between buildings during normal duty hours. The district has made progress minimizing the travel between buildings and creating a more cohesive atmosphere for students. This line was reduced with one-time savings to address the FY21 budget reduction and is recommended to be level funded for FY22.

K. Travel - Out of State	\$5,000	\$0	\$5,000	0%
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This account provides out-of-state travel expenses for personnel recruitment in order to implement the district's recruitment plan and to achieve equal employment opportunity goals. Expenses include airfare, lodgings, and meals. This line item is recommended to be level-funded for FY22.



Miscellaneous Educational OM

L. School Nurses Medical Supplies \$140,350 \$141,410 \$169,410 21%

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, as well as the reallocation of funds to support the district's AED management.

M. School Safety Equipment \$125,000 \$125,000 \$97,000 -22%

Funds assigned to this account provide for the purchase of equipment including: walkie-talkies, surveillance cameras, monitors, window and door locks, and door alarms. Additional funds are supported through the Facility Ordinary Maintenance (500152-92000) budget to provide for school safety repairs and equipment. There has been a reallocation of funds to support the district's AED management.

N. Audit Fees \$22,938 \$23,478 \$23,478 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.

O. Worcester Future Teacher Program \$6,400 \$6,400 \$6,400 0%

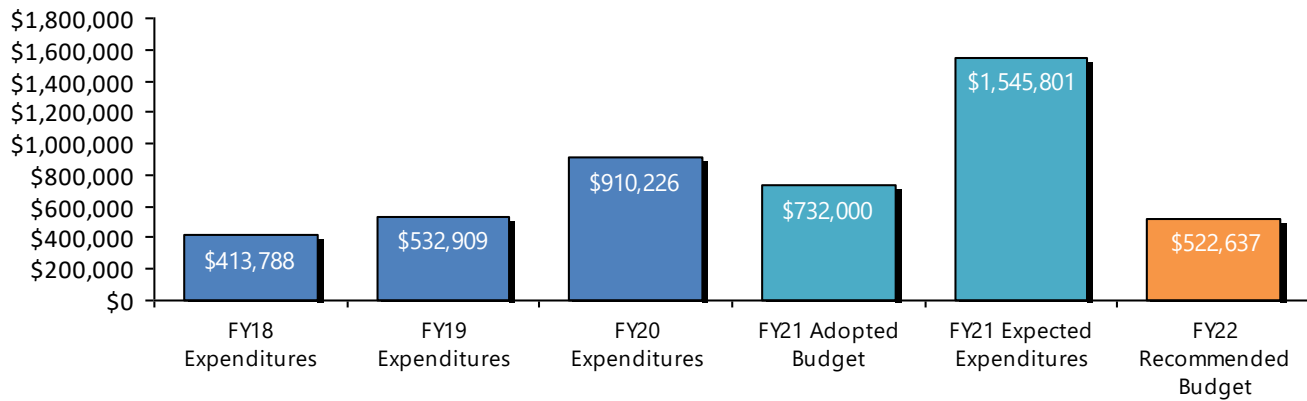
This funding supports the Worcester Future Teachers Academy (WFTA). The goals of the WFTA are to prepare and encourage at-risk minority and low-income students to excel academically in secondary school, enroll in institutions of higher education and consider careers in education. This line item is recommended to be level-funded for FY22.



Unemployment Compensation

Account: 500137-96000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$732,000	\$1,545,801	\$522,637	-29%
Grant Sources	\$0	\$0	\$0	0%
Total	\$732,000	\$1,545,801	\$522,637	-29%

Account Financial Summary



This budget provides funding to cover unemployment costs as determined by the Massachusetts Division of Employment and Training. These costs include those associated with the 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 account reflects an estimate of anticipated needs for budget and non-budget (performance) costs for the FY22 recommended budget.

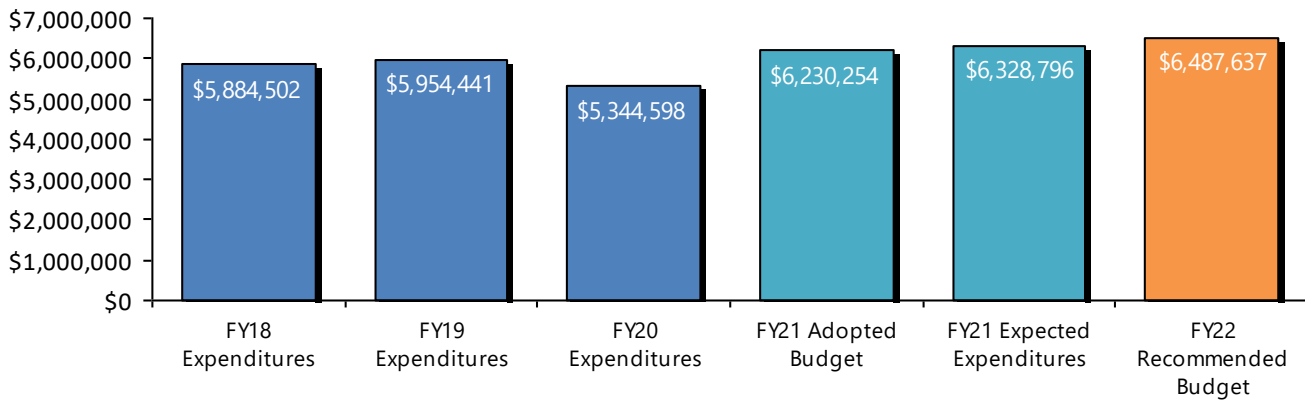
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Unemployment Compensation	\$732,000	\$1,545,801	\$522,637	-29%
Total	\$732,000	\$1,545,801	\$522,637	-29%



Building Utilities

Account: 500146-92000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$6,230,254	\$6,328,796	\$6,487,637	4%
Grant Sources	\$0	\$0	\$0	0%
Total	\$6,230,254	\$6,328,796	\$6,487,637	4%

Account Financial Summary



This budget provides funding for the cost of utilities (natural gas, electricity, #2 fuel oil) 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. More detail of these individual lines is included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Natural Gas	\$1,644,055	\$1,593,932	\$1,644,053	0%
B. Electricity	\$3,803,561	\$3,889,530	\$3,905,053	3%
C. Number 2 - Fuel Oil	\$73,842	\$40,901	\$25,942	-65%
D. Telephone & Data Service	\$708,796	\$804,433	\$912,589	29%
Total	\$6,230,254	\$6,328,796	\$6,487,637	4%



Building Utilities

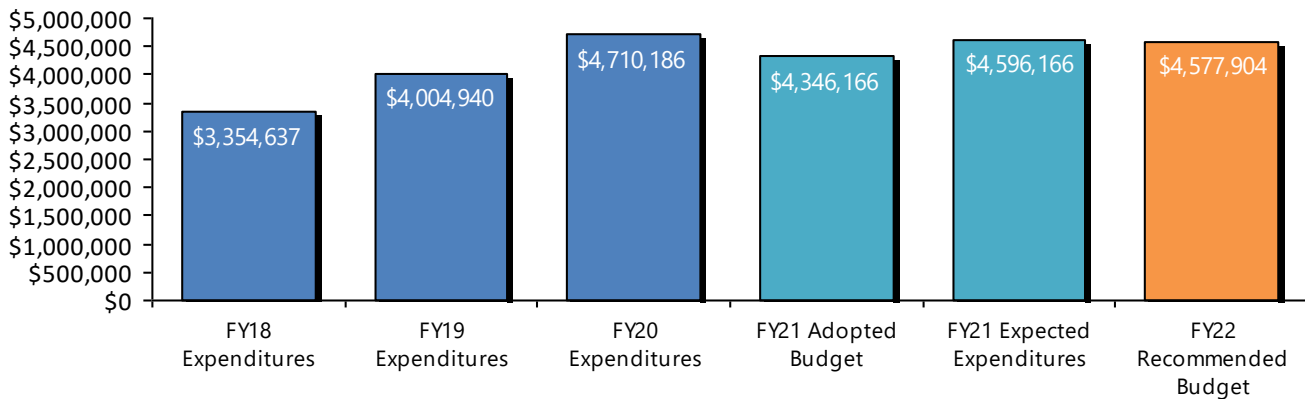
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Natural Gas	\$1,644,055	\$1,593,932	\$1,644,053	0%
<p>This line provides the funding for the cost of natural gas, which is used in the heating of the majority of the district's buildings. The FY22 budget is based on the City's negotiated supply contract. Eighteen accounts are assigned to a contracted rate of \$.49183/therm. Thirty-four accounts are assigned to a contracted rate of \$.5638/therm and the remaining accounts are assigned to a default rate that varies. This line item is recommended to be level-funded for FY22.</p>				
B. Electricity	\$3,803,561	\$3,889,530	\$3,905,053	3%
<p>This line provides the funding for the cost of electricity throughout the district's facilities and related equipment. The district continues to receive ongoing savings from the installation of solar panels at several locations, as well as the opportunity to secure net metering credits provided from the City's landfill at a reduced rate. However, with the installation of needlepoint bipolar ionization equipment, the district recommends a 3% increase of electricity usage due to the expanded operation of the ventilation systems.</p>				
C. Number 2 - Fuel Oil	\$73,842	\$40,901	\$25,942	-65%
<p>This line provides funding for the cost of #2 fuel oil that is utilized at two remaining sites (St. Casimir's, Foley Stadium) and generators necessary in the district. The FY22 budget assumes an average cost of oil to be approximately \$2.46 per gallon (FY21 average was \$2.35).</p>				
D. Telephone & Data Service	\$708,796	\$804,433	\$912,589	29%
<p>This line 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 is due to expanding security requirements for devices.</p>				



Facilities Ordinary Maintenance

Account: 500152-92000, 500152-93000	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$4,346,166	\$4,596,166	\$4,577,904	5%
Grant Sources	\$0	\$0	\$1,250,000	0%
Total	\$4,346,166	\$4,596,166	\$5,827,904	174%

Account Financial Summary



This budget provides funding for all expenses managed by the Facilities division. This includes trash removal, repair of buildings, construction and custodial supplies, as well as other miscellaneous expenses. More detail of these individual lines is included on the following pages.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Facility Maintenance	\$2,971,315	\$2,971,315	\$3,012,913	1%
B. Trash Removal	\$554,571	\$554,571	\$641,746	16%
C. Environmental Management Systems	\$608,494	\$858,494	\$708,494	16%
D. Vehicle Maintenance	\$109,786	\$109,786	\$111,323	1%
E. Capital Equipment (93000)	\$102,000	\$102,000	\$103,428	1%
Total	\$4,346,166	\$4,596,166	\$4,577,904	5%



Facilities Ordinary Maintenance

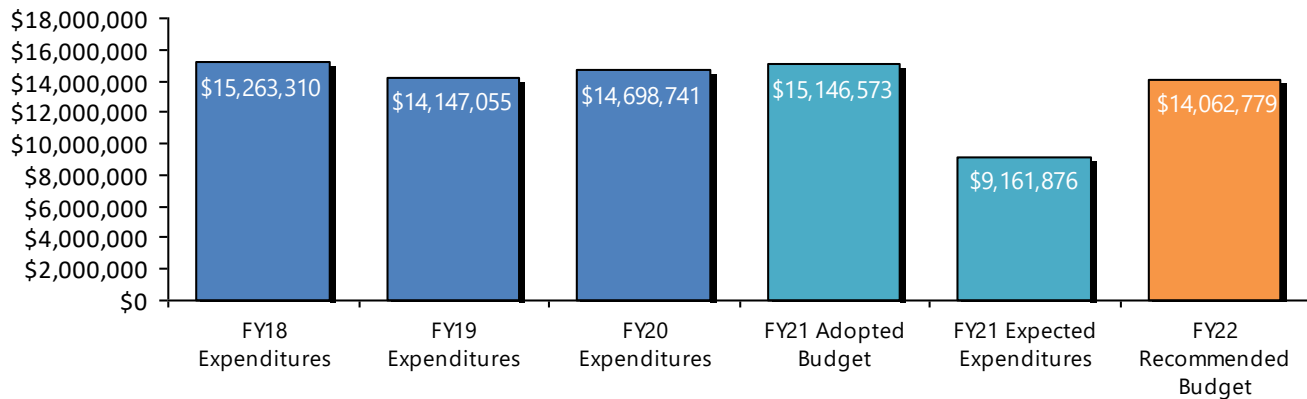
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Facility Maintenance	\$2,971,315	\$2,971,315	\$3,012,913	1%
<p>This line provides for the maintenance and repair of all district buildings, including exterior and grounds, as well as interior and classrooms. This includes but is not limited to roofs, masonry, heating systems, plumbing, painting, 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.</p>				
B. Trash Removal	\$554,571	\$554,571	\$641,746	16%
<p>This line provides funding for the removal, disposal, and recycling of trash throughout the district. The account reflects the City of Worcester contracted rates and volume history. This line was reduced with one-time savings to address the FY21 budget reduction.</p>				
C. Environmental Management Systems	\$608,494	\$858,494	\$708,494	16%
<p>This line provides funds for consulting and evaluation services related to the district's 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. This system requires operating procedures to manage environmental issues throughout the district that include, but are not limited to, asbestos, hazardous materials, hazardous waste, chemical safety, and incident response. The FY22 budget includes additional funding for abatement projects, heating issues, and disposal of hazardous waste.</p>				
D. Vehicle Maintenance	\$109,786	\$109,786	\$111,323	1%
<p>This line funds the fuel and maintenance of 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.</p>				
E. Capital Equipment (93000)	\$102,000	\$102,000	\$103,428	1%
<p>The facility budget is used to repair, maintain and upgrade district buildings. This line item is utilized for specific capital equipment costs greater than \$1,000 per unit</p>				



Child Nutrition Program

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
Revolving Fund	\$15,146,573	\$9,161,876	\$14,062,779	-7%
Grant Sources	\$0	\$0	\$0	0%
Total	\$15,146,573	\$9,161,876	\$14,062,779	-7%

Account Financial Summary



The FY22 recommended budget is based upon a fully in-person model for the 2021-2022 school year, along with additional summer programming. The self-sustaining operation includes over 300 food service professionals that provide breakfast, lunch, supper, and snacks for our students on a daily basis. The program strives to provide a variety of palatable, high-quality nutritious foods for our students. All meals qualify for federal and state reimbursement under the Community Eligibility Provision (CEP) originally adopted during the 2015-2016 school year and continues for an additional four-year cycle that began during the 2019-2020 school year. This provision enables all students to have access to food each school day for no cost, regardless of household income.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration	\$446,830	\$342,666	\$460,203	3%
B. Supervisors	\$429,213	\$393,264	\$443,973	3%
C. School Based Support	\$4,549,116	\$2,400,044	\$3,793,443	-17%
D. Program Support & Contractual Payments	\$962,755	\$773,452	\$1,043,753	8%
E. Food Supplies	\$5,571,232	\$2,659,254	\$5,398,184	-3%
F. Other Supplies	\$550,000	\$409,231	\$450,000	-18%
G. Maintenance & Repair	\$671,500	\$772,853	\$571,500	-15%
H. Equipment	\$250,000	\$69,115	\$100,000	-60%
I. Fringe Benefits	\$1,715,927	\$1,341,997	\$1,801,723	5%
Total	\$15,146,573	\$9,161,876	\$14,062,779	-7%



Child Nutrition Program

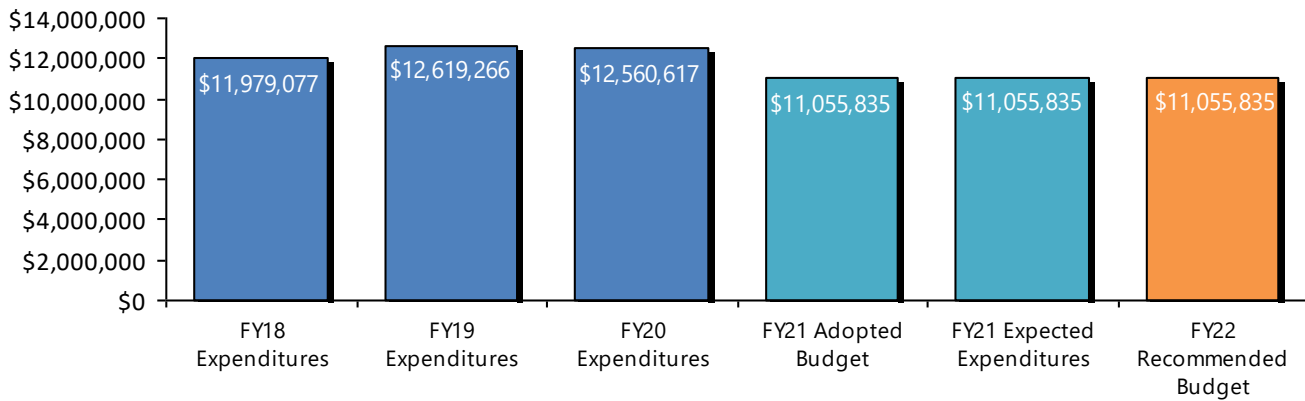
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration	3	4	4	4	4
Supervisory	26	27	29	29	29
School Based	274	273	273	272	272
Program Support	10	9	8	10	10
Total	313	313	314	315	315



Title I

Fund Code: 305	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$11,055,835	\$11,055,835	\$11,055,835	0%
Total	\$11,055,835	\$11,055,835	\$11,055,835	0%

Account Financial Summary



Title I, Part A of the federal Elementary and Secondary Education Act provides financial assistance to districts and schools with high numbers or high percentages of children from low-income families to help ensure that all children meet challenging state academic standards. The priorities include strengthening core programs in schools and provide academic and/or support services to low-achieving students at the preschool, elementary, middle, and high school level and involve parents/guardians as active partners in their children's education. These funds support the Manager of Grant Resources, instructional coaches, wraparound coordinators, and other program and support positions. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration Salaries	\$131,437	\$131,437	\$131,437	0%
B. Teacher Salaries	\$6,750,310	\$6,750,310	\$6,750,310	0%
C. Program Support	\$1,423,176	\$1,423,176	\$1,423,176	0%
D. Supplemental Salaries	\$45,000	\$45,000	\$45,000	0%
E. Health Insurance	\$1,230,111	\$1,230,111	\$1,230,111	0%
F. Retirement	\$619,357	\$619,357	\$619,357	0%
G. Non Public Allocation	\$265,340	\$265,340	\$265,340	0%
I. Instructional Materials	\$55,391	\$55,391	\$55,391	0%
J. Misc Educational OM	\$320,000	\$320,000	\$320,000	0%
K. City Indirect Assessment	\$215,713	\$215,713	\$215,713	0%
Total	\$11,055,835	\$11,055,835	\$11,055,835	0%



Title I

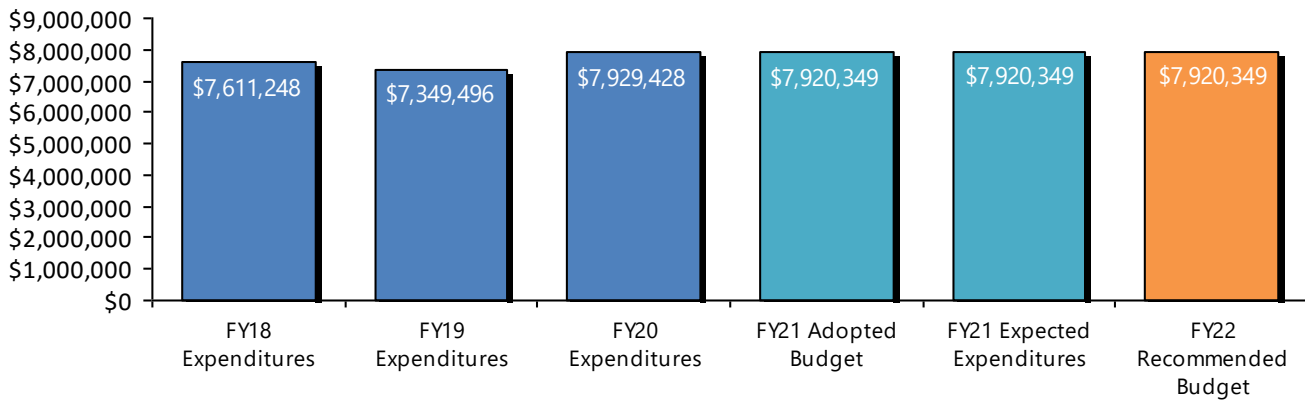
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	1	1	1	1	1
Instructional Salaries	97	95	80	80	80
Non Instructional Salaries	13	13	13	13	13
Program Support Salaries	7	7	6	6	6
Total	118	116	100	100	100



IDEA

Fund Code: 240	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$7,920,349	\$7,920,349	\$7,920,349	0%
Total	\$7,920,349	\$7,920,349	\$7,920,349	0%

Account Financial Summary



The Individuals with Disabilities Education Act (IDEA) Federal Special Education Entitlement Grant provides funds to ensure that eligible students with disabilities receive a free and appropriate public education that includes special education and related services designed to meet their individual needs in the least restrictive environment. These funds support salaries and benefits for instructional assistants, district certified nursing assistants, as well as program and grant support positions. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration Salaries	\$107,369	\$107,369	\$107,369	0%
C. Program Support	\$6,089,079	\$6,089,079	\$6,089,079	0%
E. Health Insurance	\$1,424,089	\$1,424,089	\$1,424,089	0%
F. Retirement	\$9,663	\$9,663	\$9,663	0%
G. Non Public Allocation	\$87,558	\$87,558	\$87,558	0%
I. Instructional Materials	\$44,184	\$44,184	\$44,184	0%
K. City Indirect Assessment	\$158,407	\$158,407	\$158,407	0%
Total	\$7,920,349	\$7,920,349	\$7,920,349	0%



IDEA

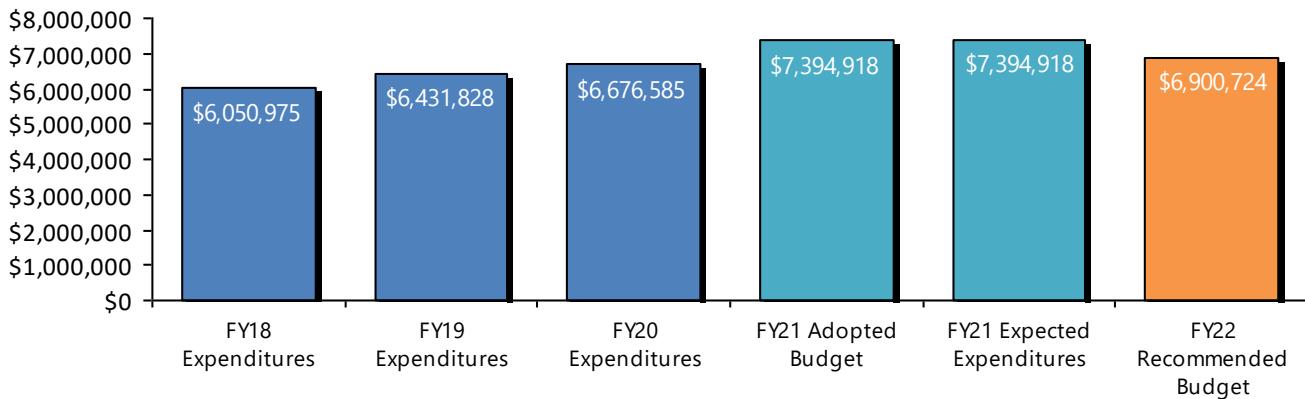
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	1	1	1	1	1
Instructional Salaries	0	0	0	0	0
Non Instructional Salaries	188	188	188	188	188
Program Support Salaries	3	3	3	3	3
Total	192	192	192	192	192



Head Start

Fund Code: 190	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$7,394,918	\$7,394,918	\$6,900,724	-7%
Total	\$7,394,918	\$7,394,918	\$6,900,724	-7%

Account Financial Summary



The federal Head Start program offers Center-Based Child Care, Family Child Care, and home visiting options for children ages five and under. 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 May 1, 2019 and will run through April 30, 2024. Head Start comprehensive services support children's physical, social, emotional, nutritional, and dental health through a supportive learning environment for children and families. The annual grant cycle is May 1st through April 31st.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration Salaries	\$247,726	\$247,726	\$256,227	3%
B. Teacher Salaries	\$1,475,147	\$1,475,147	\$1,553,617	5%
C. Program Support	\$3,024,951	\$3,024,951	\$2,822,246	-7%
E. Health Insurance	\$687,487	\$687,487	\$763,408	11%
F. Retirement	\$814,392	\$814,392	\$814,392	0%
H. Personal Services	\$129,125	\$129,125	\$170,910	32%
I. Instructional Materials	\$556,019	\$556,019	\$88,909	-84%
J. Misc Educational OM	\$327,785	\$327,785	\$293,000	-11%
K. City Indirect Assessment	\$132,286	\$132,286	\$138,015	4%
Total	\$7,394,918	\$7,394,918	\$6,900,724	-7%



Head Start

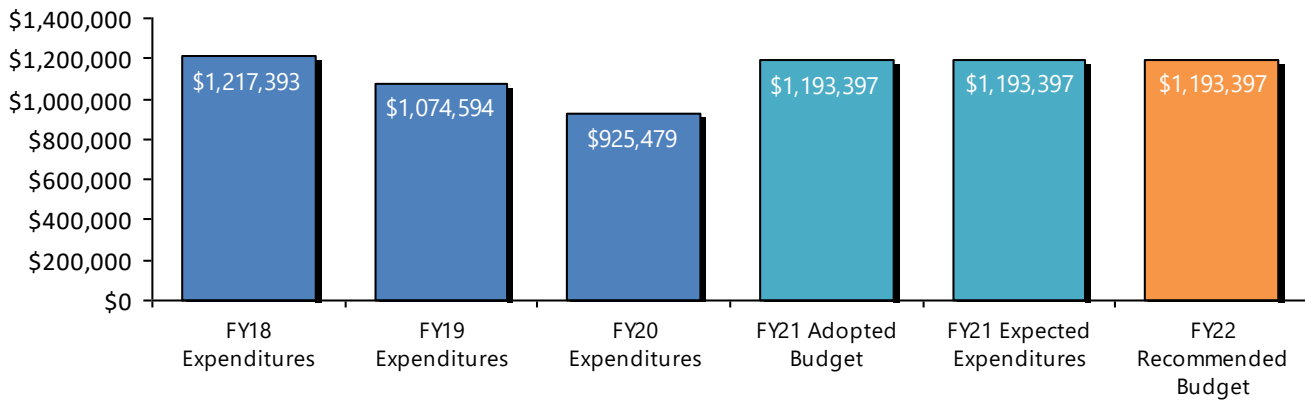
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	1	2	2	2	2
Instructional Salaries	64	84	86	97	97
Non Instructional Salaries	51	57	52	52	52
Program Support Salaries	6	17	15	15	15
Total	122	160	155	166	166



Title III

Fund Code: 180	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$1,193,397	\$1,193,397	\$1,193,397	0%
Total	\$1,193,397	\$1,193,397	\$1,193,397	0%

Account Financial Summary



Title III, Part A of the federal Elementary and Secondary Education Act (ESEA) provides funds to help English learners, including immigrant children and youth, succeed in school by assisting them in becoming fluent in English and meeting challenging state academic content and student academic achievement standards. The priorities include providing effective language instruction educational programs that meet the needs of ELs and increase English language proficiency and student academic achievement including effective professional development. These funds support Instructional Coaches, professional development for staffing and supplemental programs of both after school and during the summer to extend learning. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
B. Teacher Salaries	\$459,983	\$459,983	\$459,983	0%
D. Supplemental Salaries	\$99,525	\$99,525	\$99,525	0%
E. Health Insurance	\$92,875	\$92,875	\$92,875	0%
F. Retirement	\$41,398	\$41,398	\$41,398	0%
G. Non Public Allocation	\$2,207	\$2,207	\$2,207	0%
H. Personal Services	\$432,000	\$432,000	\$432,000	0%
I. Instructional Materials	\$32,350	\$32,350	\$32,350	0%
J. Misc Educational OM	\$15,325	\$15,325	\$15,325	0%
K. City Indirect Assessment	\$17,734	\$17,734	\$17,734	0%
Total	\$1,193,397	\$1,193,397	\$1,193,397	0%



Title III

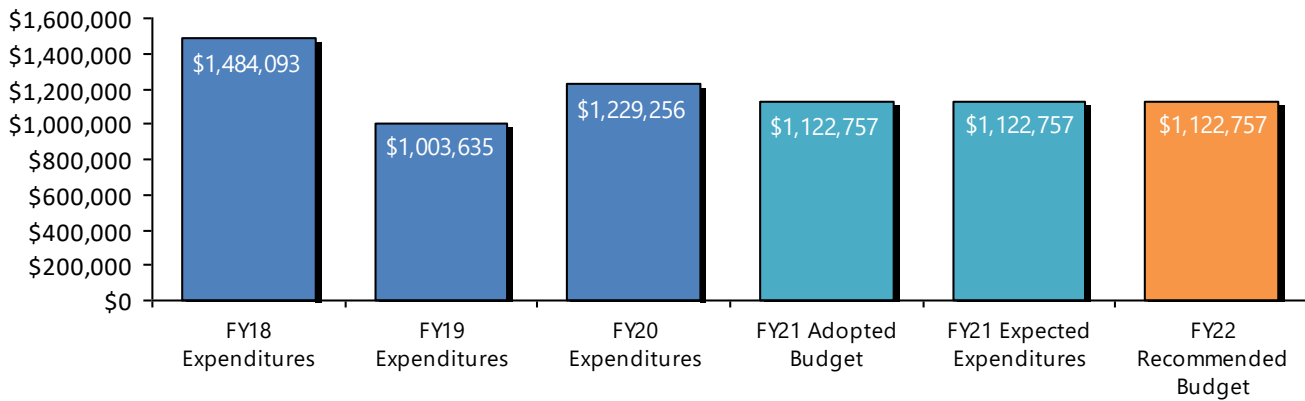
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	0	0	0	0	0
Instructional Salaries	5	5	5	5	6
Non Instructional Salaries	0	0	0	0	0
Program Support Salaries	0	0	0	0	0
Total	5	5	5	5	6



Title II Teacher Quality

Fund Code: 140	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$1,122,757	\$1,122,757	\$1,122,757	0%
Total	\$1,122,757	\$1,122,757	\$1,122,757	0%

Account Financial Summary



Title II, Part A of the federal Elementary and Secondary Education Act (ESEA) provides supplemental resources to school districts to support systems of support for excellent teaching and leading. The priorities include increasing student achievement consistent with the challenging state academic standards, improve the quality and effectiveness of teachers, principals, and other school leaders and provide low-income and minority students greater access to effective teachers. These funds support the Manager of Curriculum & Learning, instructional coaches and support staff. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration Salaries	\$162,251	\$162,251	\$162,251	0%
B. Teacher Salaries	\$601,768	\$601,768	\$601,768	0%
C. Program Support	\$76,165	\$76,165	\$76,165	0%
E. Health Insurance	\$114,758	\$114,758	\$114,758	0%
F. Retirement	\$68,762	\$68,762	\$68,762	0%
G. Non Public Allocation	\$68,903	\$68,903	\$68,903	0%
H. Personal Services	\$7,695	\$7,695	\$7,695	0%
K. City Indirect Assessment	\$22,455	\$22,455	\$22,455	0%
Total	\$1,122,757	\$1,122,757	\$1,122,757	0%



Title II Teacher Quality

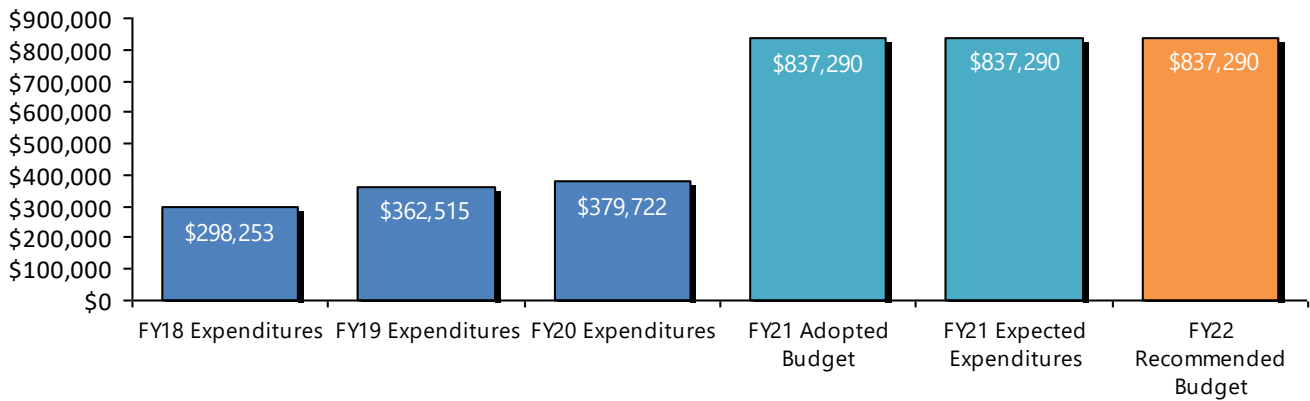
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	1	1	1	1	1
Instructional Salaries	5	5	5	5	5
Non Instructional Salaries	2	2	2	2	2
Program Support Salaries	0	0	0	0	0
Total	8	8	8	8	8



Title IV

Fund Code: 309	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$837,290	\$837,290	\$837,290	0%
Total	\$837,290	\$837,290	\$837,290	0%

Account Financial Summary



Title IV, Part A of the federal Elementary and Secondary Education Act (ESEA) provides supplemental resources to local school districts to build capacity to help ensure that all students have equitable access to high quality educational experiences. The priorities include supporting well-rounded educational opportunities, safe and healthy students and effective use of technology. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
D. Supplemental Salaries	\$394,074	\$394,074	\$394,074	0%
G. Non Public Allocation	\$68,894	\$68,894	\$68,894	0%
H. Personal Services	\$114,900	\$114,900	\$114,900	0%
I. Instructional Materials	\$214,929	\$214,929	\$214,929	0%
J. Misc Educational OM	\$28,742	\$28,742	\$28,742	0%
K. City Indirect Assessment	\$15,751	\$15,751	\$15,751	0%
Total	\$837,290	\$837,290	\$837,290	0%



Title IV

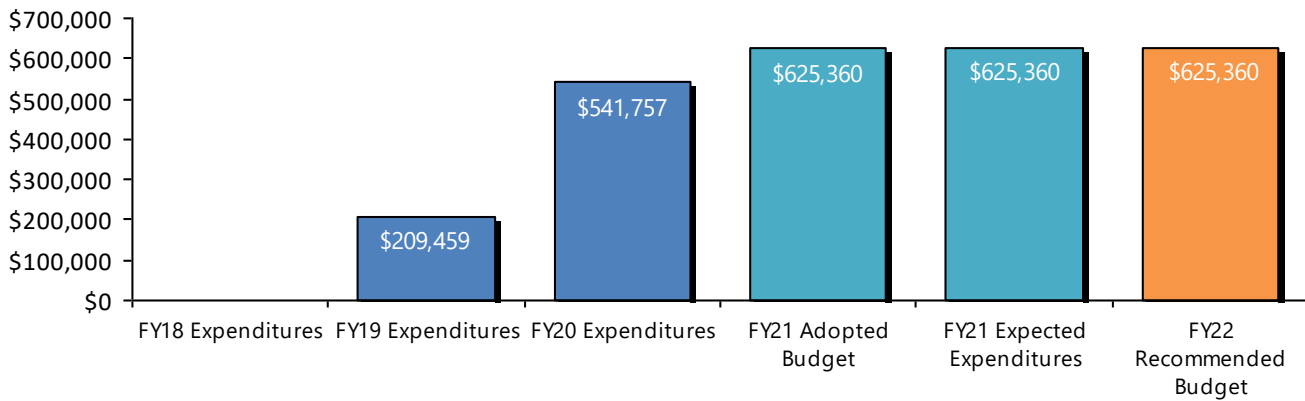
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	0	0	0	0	1
Instructional Salaries	0	0	0	0	0
Non Instructional Salaries	0	0	0	0	0
Program Support Salaries	0	0	0	0	0
Total	0	0	0	0	1



Adult Education - Community Centers

Fund Code: 340	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$625,360	\$625,360	\$625,360	0%
Total	\$625,360	\$625,360	\$625,360	0%

Account Financial Summary



To provide each and every adult with opportunities to develop literacy skills needed to qualify for further education, job training, and better employment, and to reach his/her full potential as a family member, productive worker, and citizen. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration Salaries	\$56,085	\$56,085	\$56,085	0%
C. Program Support	\$29,271	\$29,271	\$29,271	0%
D. Supplemental Salaries	\$433,584	\$433,584	\$433,584	0%
H. Personal Services	\$41,250	\$41,250	\$41,250	0%
I. Instructional Materials	\$32,011	\$32,011	\$32,011	0%
J. Misc Educational OM	\$21,152	\$21,152	\$21,152	0%
K. City Indirect Assessment	\$12,007	\$12,007	\$12,007	0%
Total	\$625,360	\$625,360	\$625,360	0%



Adult Education - Community Centers

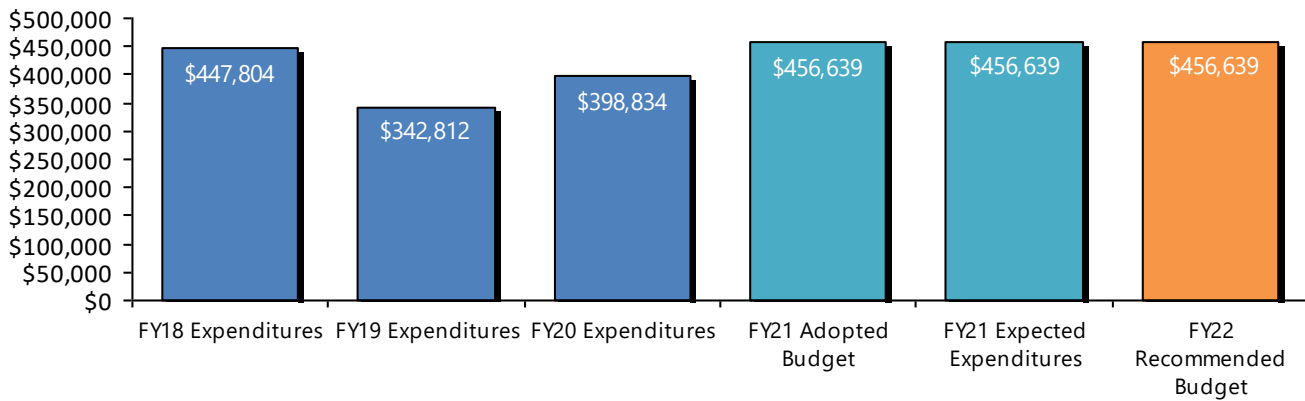
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	1	1	1	1	1
Instructional Salaries	0	0	0	0	0
Non Instructional Salaries	0	0	0	0	0
Program Support Salaries	1	1	1	1	1
Total	2	2	2	2	2



Perkins

Fund Code: 400	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$456,639	\$456,639	\$456,639	0%
Total	\$456,639	\$456,639	\$456,639	0%

Account Financial Summary



The purpose of the Carl D. Perkins grant is to assist school districts with improving secondary and postsecondary-level career and technical education programs. As set forth in Perkins, the main priority is to close the achievement gap for special populations on the Perkins core indicators of performance. These funds support teaching positions and equipment purchases that will consistently upgrade programs in order for students and teachers to develop skills using the most current technology connected to industry standards. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
B. Teacher Salaries	\$233,619	\$233,619	\$233,619	0%
D. Supplemental Salaries	\$54,845	\$54,845	\$54,845	0%
E. Health Insurance	\$48,786	\$48,786	\$48,786	0%
F. Retirement	\$21,026	\$21,026	\$21,026	0%
H. Personal Services	\$67,439	\$67,439	\$67,439	0%
I. Instructional Materials	\$2,042	\$2,042	\$2,042	0%
J. Misc Educational OM	\$19,747	\$19,747	\$19,747	0%
K. City Indirect Assessment	\$9,135	\$9,135	\$9,135	0%
Total	\$456,639	\$456,639	\$456,639	0%



Perkins

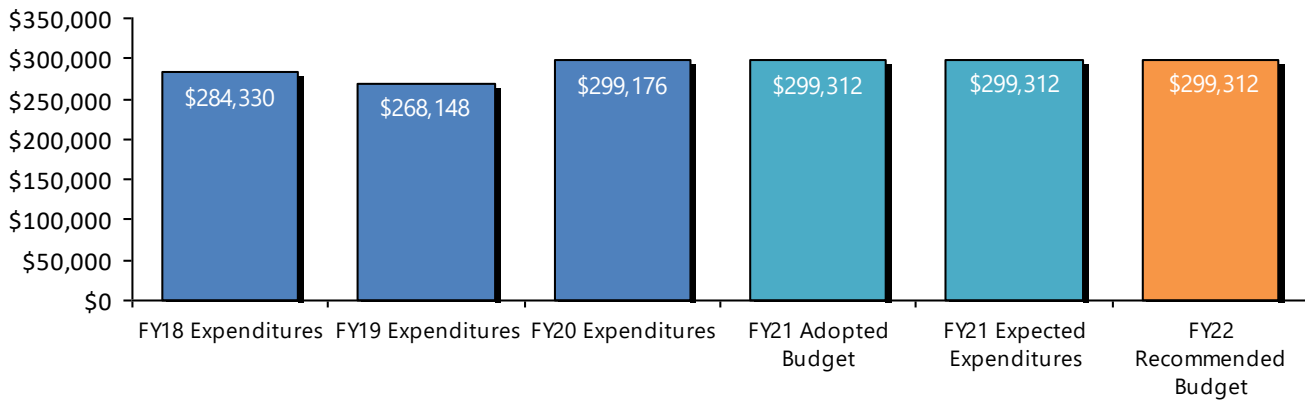
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	0	0	0	0	0
Instructional Salaries	3	3	3	3	3
Non Instructional Salaries	0	0	0	0	0
Program Support Salaries	0	0	0	0	0
Total	3	3	3	3	3



Preschool - Special Education

Fund Code: 262	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$299,312	\$299,312	\$299,312	0%
Total	\$299,312	\$299,312	\$299,312	0%

Account Financial Summary



Early Childhood Special Education (ECSE) services are designed for young children (aged 3-5) with disabilities who need specially designed instruction or related services and whose disability(ies) causes the children to be unable to participate in developmentally appropriate typical preschool activities. These funds support teaching positions. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
B. Teacher Salaries	\$269,106	\$269,106	\$269,106	0%
F. Retirement	\$24,220	\$24,220	\$24,220	0%
K. City Indirect Assessment	\$5,986	\$5,986	\$5,986	0%
Total	\$299,312	\$299,312	\$299,312	0%

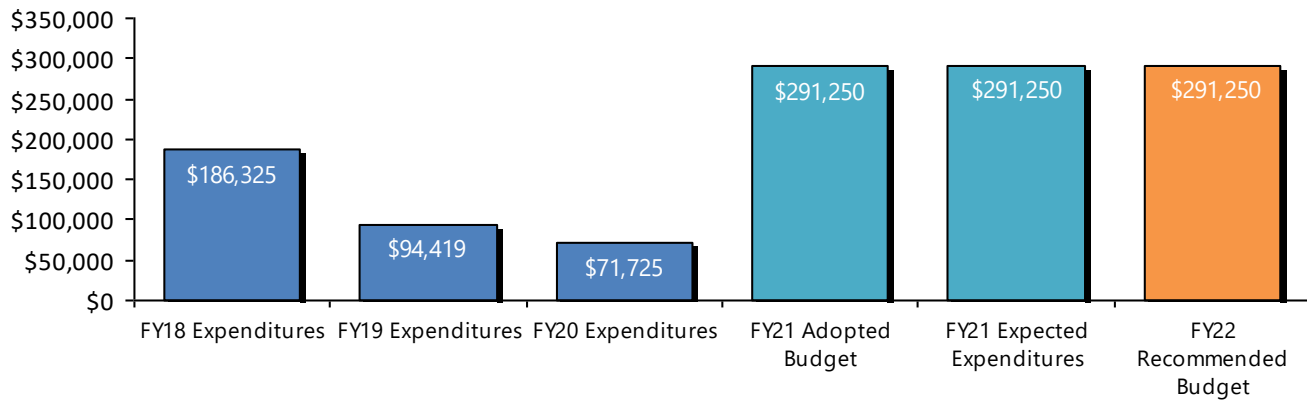
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	0	0	0	0	0
Instructional Salaries	4	4	4	4	4
Non Instructional Salaries	0	0	0	0	0
Program Support Salaries	0	0	0	0	0
Total	4	4	4	4	4



21st Century Continuation

Fund Code: 645	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$291,250	\$291,250	\$291,250	0%
Total	\$291,250	\$291,250	\$291,250	0%

Account Financial Summary



The purpose of the federally funded 21st CCLC grant is to support the implementation of additional learning time through out-of-school programming and/or through an expanded day model. Programming is designed to help close proficiency/opportunity gaps, increase student engagement, support social and emotional learning, and promote college and career readiness and success. The FY22 recommended budget is based upon the actual FY21 grant award.

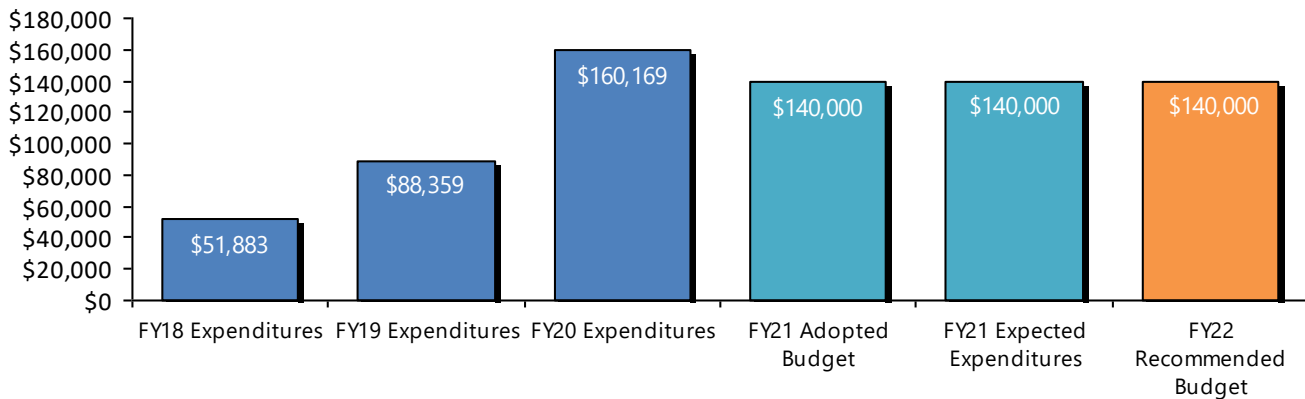
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
C. Program Support	\$19,600	\$19,600	\$19,600	0%
D. Supplemental Salaries	\$202,800	\$202,800	\$202,800	0%
H. Personal Services	\$27,850	\$27,850	\$27,850	0%
I. Instructional Materials	\$17,500	\$17,500	\$17,500	0%
J. Misc Educational OM	\$20,000	\$20,000	\$20,000	0%
K. City Indirect Assessment	\$3,500	\$3,500	\$3,500	0%
Total	\$291,250	\$291,250	\$291,250	0%



McKinney Vento

Fund Code: 310	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$140,000	\$140,000	\$140,000	0%
Total	\$140,000	\$140,000	\$140,000	0%

Account Financial Summary



The purpose of this federal continuation grant is to provide funding for programs that ensure homeless students enroll in school, attend school, and have the opportunity to succeed in school. The priorities include support services to address the basic and ongoing needs of homeless students, stabilize, and re-house homeless families with school age children or unaccompanied homeless youth by collaborating with a homeless/housing services provider. These funds support a housing advocate, afterschool programming, and other necessary resources that support students. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration Salaries	\$8,175	\$8,175	\$8,175	0%
B. Teacher Salaries	\$20,525	\$20,525	\$20,525	0%
C. Program Support	\$51,775	\$51,775	\$51,775	0%
D. Supplemental Salaries	\$22,450	\$22,450	\$22,450	0%
E. Health Insurance	\$15,565	\$15,565	\$15,565	0%
H. Personal Services	\$3,500	\$3,500	\$3,500	0%
I. Instructional Materials	\$9,860	\$9,860	\$9,860	0%
J. Misc Educational OM	\$5,350	\$5,350	\$5,350	0%
K. City Indirect Assessment	\$2,800	\$2,800	\$2,800	0%
Total	\$140,000	\$140,000	\$140,000	0%



McKinney Vento

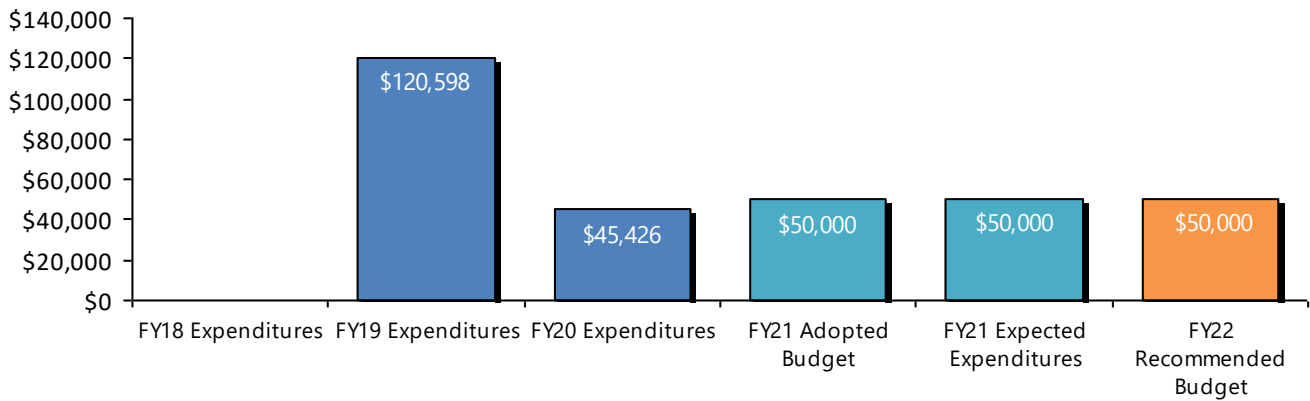
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	0	0	0	0	0
Instructional Salaries	0	0	0	0	0
Non Instructional Salaries	0	0	0	0	0
Program Support Salaries	1	1	1	1	1
Total	1	1	1	1	1



Adult Education - Integrated Literacy

Fund Code: 359	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$50,000	\$50,000	\$50,000	0%
Total	\$50,000	\$50,000	\$50,000	0%

Account Financial Summary



The purpose of this continuation grant program is to fund free access for eligible undereducated and limited English proficient adults, age 16 and older, to highly effective adult basic education services. The purpose of these services is to assist adult students to achieve their educational and career goal as family members, workers, and community members. The FY22 recommended budget is based upon the actual FY21 grant award.

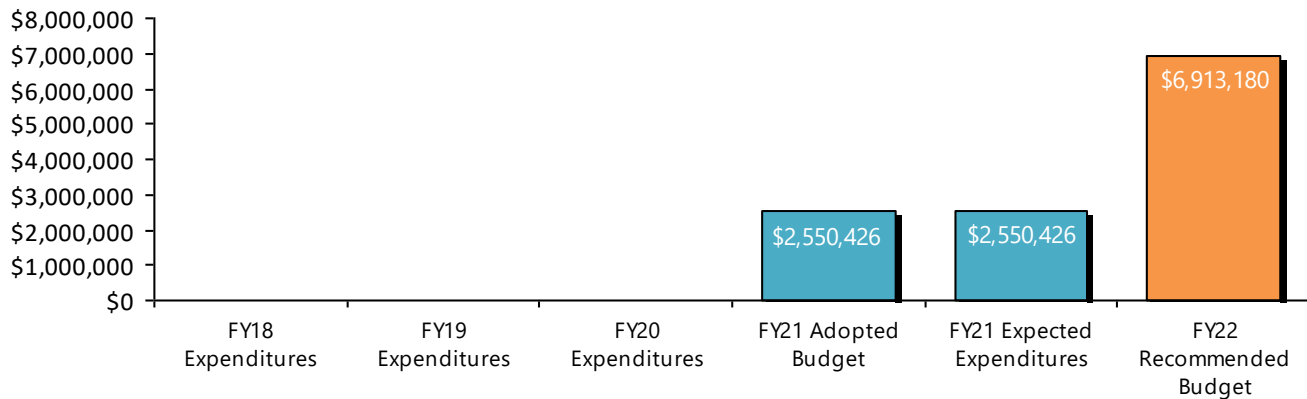
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration Salaries	\$6,960	\$6,960	\$6,960	0%
C. Program Support	\$3,718	\$3,718	\$3,718	0%
D. Supplemental Salaries	\$14,082	\$14,082	\$14,082	0%
H. Personal Services	\$24,003	\$24,003	\$24,003	0%
I. Instructional Materials	\$257	\$257	\$257	0%
K. City Indirect Assessment	\$980	\$980	\$980	0%
Total	\$50,000	\$50,000	\$50,000	0%



ESSER I

Fund Code: 113	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$2,550,426	\$2,550,426	\$6,913,180	171%
Total	\$2,550,426	\$2,550,426	\$6,913,180	171%

Account Financial Summary



Coronavirus Aid, Relief, and Economic Security (CARES) Act, Elementary and Secondary Education Emergency Relief (ESSER) Fund provides resources to school districts to address the impact the Novel Coronavirus Disease (COVID-19) has had and continues to have, on elementary and secondary schools. Districts must provide equitable services to students and teachers in private schools as required under the CARES Act. These funds support instructional coaches, educational technology (including hardware, software, and connectivity), contractual services required for ventilation, personal protective equipment and additional cleaning supplies and services. This grant has an ending date of September 30, 2022. The FY22 budget uses \$6,913,180 of the remaining funds.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
B. Teacher Salaries	\$316,000	\$316,000	\$0	-100%
C. Program Support	\$0	\$0	\$2,675,808	0%
D. Supplemental Salaries	\$0	\$0	\$1,745,909	0%
E. Health Insurance	\$40,000	\$40,000	\$0	-100%
F. Retirement	\$28,440	\$28,440	\$0	-100%
G. Non Public Allocation	\$170,311	\$170,311	\$193,180	13%
I. Instructional Materials	\$1,380,793	\$1,380,793	\$0	-100%
J. Misc Educational OM	\$563,873	\$563,873	\$2,160,020	283%
K. City Indirect Assessment	\$51,009	\$51,009	\$138,263	171%
Total	\$2,550,426	\$2,550,426	\$6,913,180	171%



ESSER I

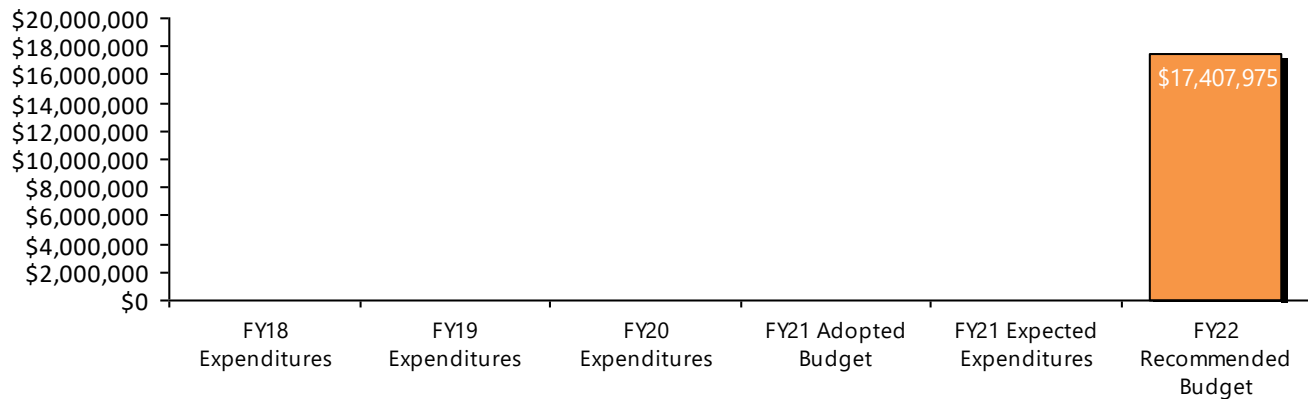
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	0	0	0	0	0
Instructional Salaries	0	0	0	4	0
Non Instructional Salaries	0	0	0	0	0
Program Support Salaries	0	0	0	0	92
Total	0	0	0	4	92



ESSER II

Fund Code: 115	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$0	\$0	\$17,407,975	0%
Total	\$0	\$0	\$17,407,975	0%

Account Financial Summary



Coronavirus Aid, Relief, and Economic Security (CARES) Act and the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA) provide resources to school districts to address the impact the Novel Coronavirus Disease (COVID-19) has had and continues to have, on elementary and secondary schools. This supplemental funding opportunity, the Elementary and Secondary Education Emergency Relief II (ESSER II) Fund is intended to help school districts safely reopen schools, and measure and effectively address significant learning loss with a minimum of \$10,000 to be used on student mental health services and supports. This grant has an ending date of September 30, 2023. The FY22 budget uses \$17,407,975, or 50%, of the available funds. The remainder of the funds will be used during FY23.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration Salaries	\$0	\$0	\$296,340	0%
B. Teacher Salaries	\$0	\$0	\$6,142,111	0%
C. Program Support	\$0	\$0	\$3,629,687	0%
D. Supplemental Salaries	\$0	\$0	\$5,000	0%
E. Health Insurance	\$0	\$0	\$1,656,828	0%
I. Instructional Materials	\$0	\$0	\$1,247,762	0%
J. Misc Educational OM	\$0	\$0	\$4,082,088	0%
K. City Indirect Assessment	\$0	\$0	\$348,159	0%
Total	\$0	\$0	\$17,407,975	0%



ESSER II

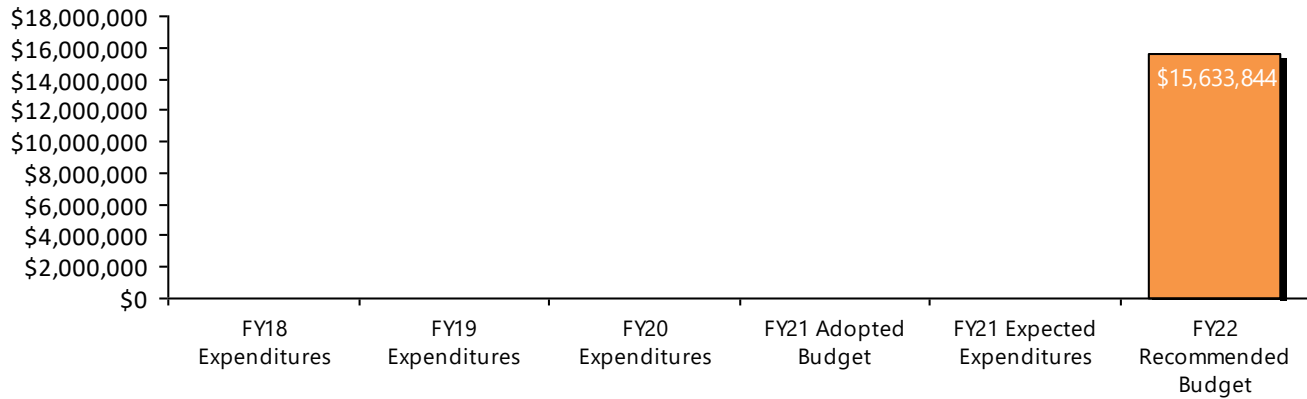
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	0	0	0	0	3
Instructional Salaries	0	0	0	0	178
Non Instructional Salaries	0	0	0	0	3
Program Support Salaries	0	0	0	0	16
Total	0	0	0	0	200



ESSER III

Fund Code: TBD	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$0	\$0	\$15,633,844	0%
Total	\$0	\$0	\$15,633,844	0%

Account Financial Summary



The American Rescue Plan Act provides supplemental funding to address learning loss. Districts are required to allocate a minimum of 20% of the total allocation. The district will also utilize these funds over multiple years for continued educational technology expenses, personal protective equipment, continues ventilation improvements, as well as capital projects. The total allocation to the Worcester Public Schools is expected to be approximately \$78,169,219 with an ending date of September 30, 2023. The FY22 budget uses \$15,633,844, or 20%, of the available funds. The remainder of the funds will be used during FY23 and FY24.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
D. Supplemental Salaries	\$0	\$0	\$5,000,000	0%
I. Instructional Materials	\$0	\$0	\$1,000,000	0%
J. Misc Educational OM	\$0	\$0	\$3,257,853	0%
K. City Indirect Assessment	\$0	\$0	\$312,676	0%
L. Building Projects	\$0	\$0	\$6,063,315	0%
Total	\$0	\$0	\$15,633,844	0%



ESSER III

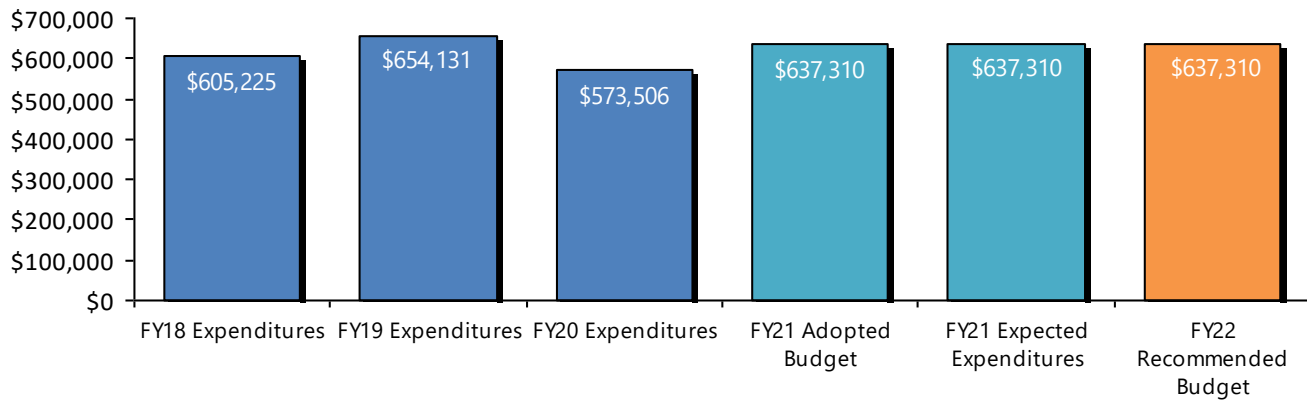
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	0	0	0	0	1
Instructional Salaries	0	0	0	0	7
Non Instructional Salaries	0	0	0	0	0
Program Support Salaries	0	0	0	0	0
Total	0	0	0	0	8



Coordinated Family And Community Engagement

Fund Code: 237	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$637,310	\$637,310	\$637,310	0%
Total	\$637,310	\$637,310	\$637,310	0%

Account Financial Summary



The Coordinated Family and Community Engagement (CFCE) grant will provide families with access to locally available comprehensive services and supports that strengthen families, promote optimal child development and bolster school readiness. These funds work in tandem with the Head Start program. The FY22 recommended budget is based upon the actual FY21 grant award.

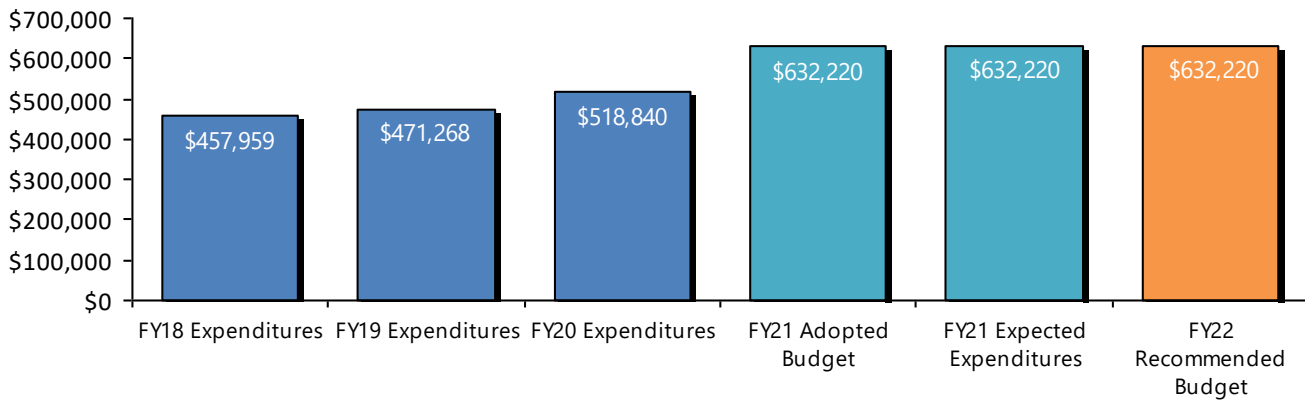
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
A. Administration Salaries	\$89,678	\$89,678	\$89,678	0%
B. Teacher Salaries	\$326,949	\$326,949	\$326,949	0%
C. Program Support	\$25,605	\$25,605	\$25,605	0%
E. Health Insurance	\$72,859	\$72,859	\$72,859	0%
H. Personal Services	\$29,910	\$29,910	\$29,910	0%
I. Instructional Materials	\$59,678	\$59,678	\$59,678	0%
J. Misc Educational OM	\$19,942	\$19,942	\$19,942	0%
K. City Indirect Assessment	\$12,689	\$12,689	\$12,689	0%
Total	\$637,310	\$637,310	\$637,310	0%



Head Start Supplemental

Fund Code: 390	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$632,220	\$632,220	\$632,220	0%
Total	\$632,220	\$632,220	\$632,220	0%

Account Financial Summary



The priorities and goals of the state supplemental grant are to fund workforce development supports and enhance program quality of all Head Start and Early Head Start programs. These funds will be utilized to support staff salaries, address recruitment and retention and provide high quality comprehensive services to the Head Start program. The FY22 recommended budget is based upon the actual FY21 grant award.

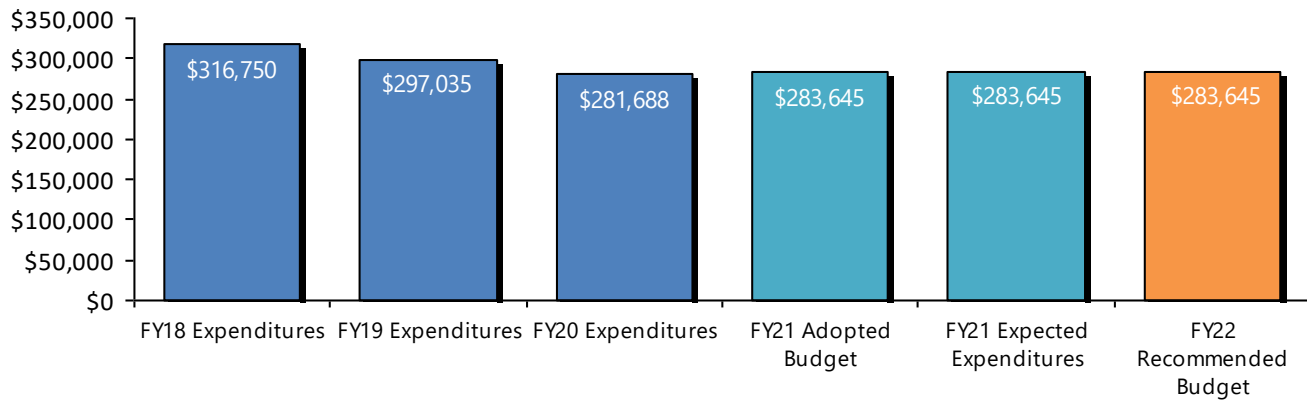
	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
D. Supplemental Salaries	\$595,890	\$595,890	\$595,890	0%
H. Personal Services	\$2,000	\$2,000	\$2,000	0%
I. Instructional Materials	\$25,000	\$25,000	\$25,000	0%
K. City Indirect Assessment	\$9,330	\$9,330	\$9,330	0%
Total	\$632,220	\$632,220	\$632,220	0%



Fresh Fruits And Vegetables

Fund Code: FFV	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$283,645	\$283,645	\$283,645	0%
Total	\$283,645	\$283,645	\$283,645	0%

Account Financial Summary



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 beyond the existing reimbursable meal program. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
C. Program Support	\$15,114	\$15,114	\$15,114	0%
I. Instructional Materials	\$268,228	\$268,228	\$268,228	0%
K. City Indirect Assessment	\$303	\$303	\$303	0%
Total	\$283,645	\$283,645	\$283,645	0%

Grant Position Summary

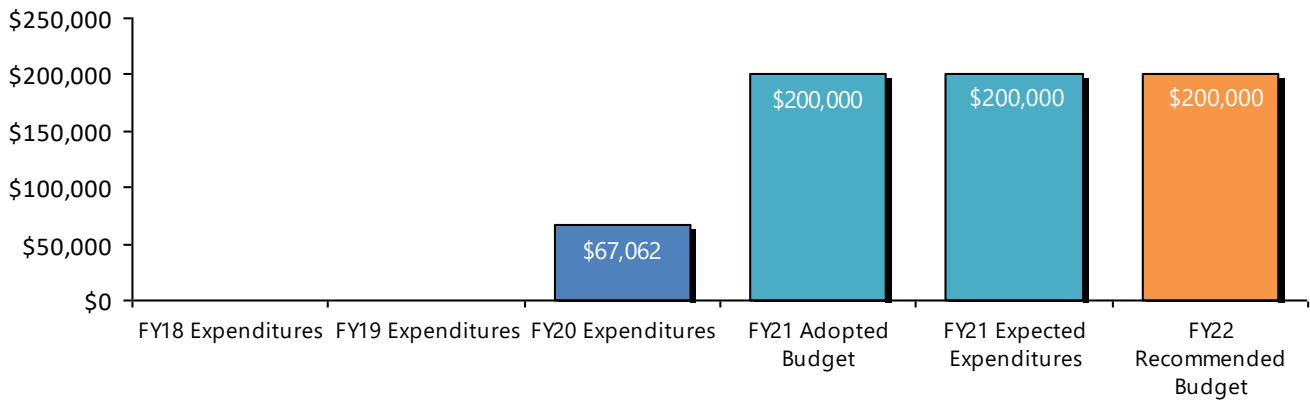
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	0	0	0	0	0
Instructional Salaries	0	0	0	0	0
Non Instructional Salaries	0	0	0	0	0
Program Support Salaries	8	8	8	0	0
Total	8	8	8	0	0



Comprehensive School Health Services

Fund Code: CSHS	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$200,000	\$200,000	\$200,000	0%
Total	\$200,000	\$200,000	\$200,000	0%

Account Financial Summary



Comprehensive School Health Services School Health Services fosters the growth, development and educational achievement of students by promoting their health and well-being. It monitors health status, identifies and addresses the unmet needs of students, families and school personnel. These funds support trauma-informed teams within the district that include a nurse case manager and behavioral specialist. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
C. Program Support	\$101,150	\$101,150	\$101,150	0%
D. Supplemental Salaries	\$9,850	\$9,850	\$9,850	0%
H. Personal Services	\$30,000	\$30,000	\$30,000	0%
I. Instructional Materials	\$10,000	\$10,000	\$10,000	0%
J. Misc Educational OM	\$45,000	\$45,000	\$45,000	0%
K. City Indirect Assessment	\$4,000	\$4,000	\$4,000	0%
Total	\$200,000	\$200,000	\$200,000	0%



Comprehensive School Health Services

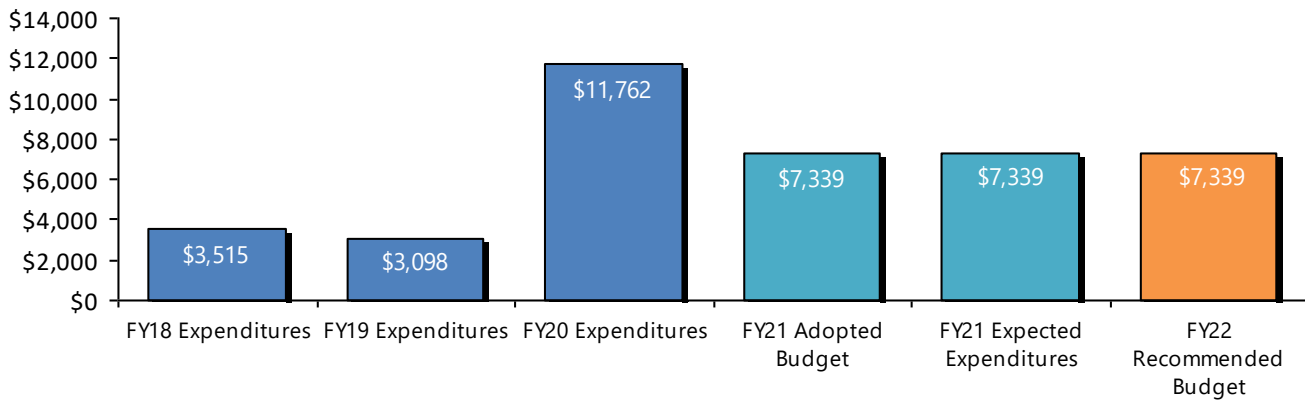
Grant Position Summary					
Category	FY18 Grant Sources	FY19 Grant Sources	FY20 Grant Sources	FY21 Grant Sources	FY22 Grant Sources
Administration Salaries	0	0	0	0	0
Instructional Salaries	0	0	0	0	0
Non Instructional Salaries	0	0	2	1	1
Program Support Salaries	0	0	0	0	0
Total	0	0	2	1	1



GED Test Centers

Fund Code: 850	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
General Fund	\$0	\$0	\$0	0%
Grant Sources	\$7,339	\$7,339	\$7,339	0%
Total	\$7,339	\$7,339	\$7,339	0%

Account Financial Summary



This state funded grant program is designed to assist in the daily operation of the High School Equivalency Assessment Center that includes test administration and issuing required documents for the examinee. Worcester Public Schools is an approved test center. The FY22 recommended budget is based upon the actual FY21 grant award.

	FY21 Adopted Budget	FY21 Expected Expenditure	FY22 Recommended Budget	% Change From Current Budget
D. Supplemental Salaries	\$3,000	\$3,000	\$3,000	0%
I. Instructional Materials	\$4,339	\$4,339	\$4,339	0%
Total	\$7,339	\$7,339	\$7,339	0%





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





Burncoat High School

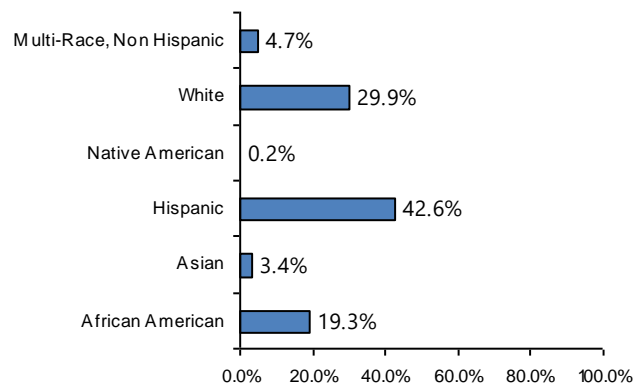
179 Burncoat Street Worcester, MA 01606 Principal: William Foley

Quick Facts

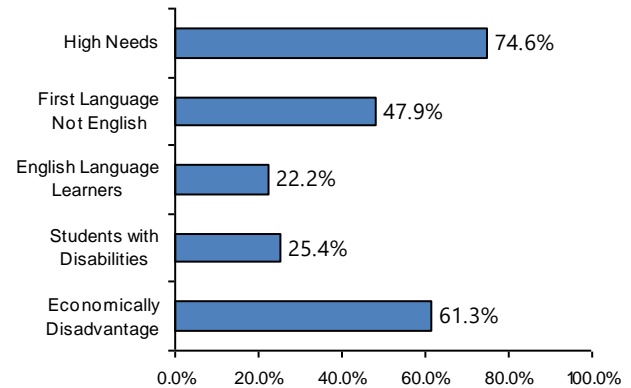
Quadrant	Burncoat	Enrollment	1,153
Grades	9-12	Graduation Rates	87.1%
Year Built	1964	Student Attendance	90.5%
Square Footage	144,388		



Student Race And Ethnicity

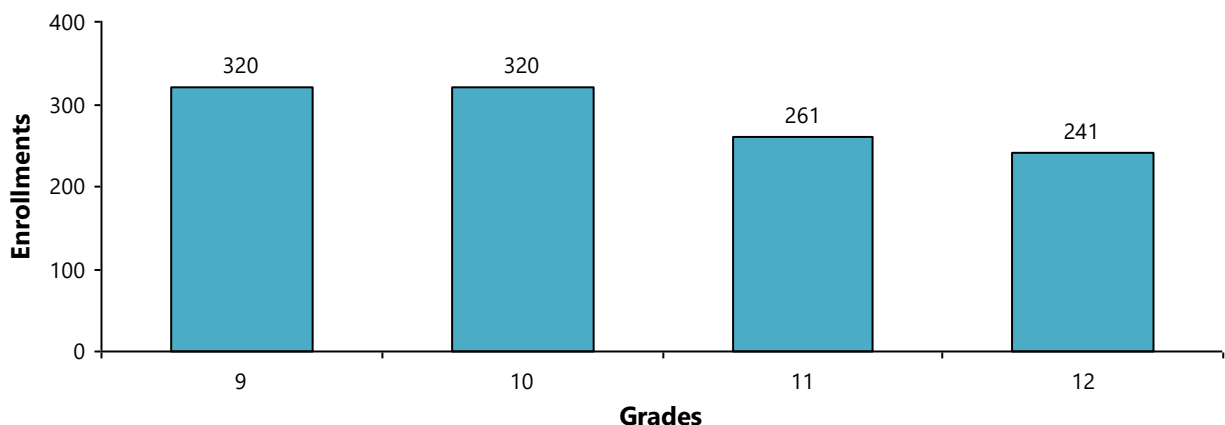


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Burncoat High School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$9,161,676	\$9,673,634
500130-92000 Arts Consultants	\$73,816	\$76,721
500130-92000 Security Guard Services	\$21,303	\$26,640
500136-92000 Fees and Licenses	\$14,495	\$15,672
500146-92000 Electricity	\$94,489	\$118,784
500146-92000 Natural Gas	\$95,049	\$93,953
500-91000 Supplemental Salaries	\$4,000	\$4,000
500-92204 Instructional Materials	\$81,652	\$95,856
540103-92000 Student Transportation	\$439,694	\$513,188
Burncoat High School Total Budget	\$9,986,174	\$10,618,448

Position Summary

Staffing	FY 2021	FY 2022
Burncoat High School		
Secondary Principal	1.0	1.0
Secondary Assistant Principal	3.0	4.0
Focus Instructional Coach	2.0	2.0
English Language Arts Teachers	8.0	8.0
Mathematic Teachers	10.0	10.0
History & Social Studies Teacher	9.0	9.0
Science Teachers	9.0	9.0
World Language Teachers	6.0	6.0
English Language Learner Teachers	4.0	4.0
Special Education Teachers	19.5	19.5
Guidance Counselors	5.0	5.0
School Adjustment Counselors	1.0	1.0
Health & Safety Teachers	2.0	3.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	3.0	3.0
Occupational Art Teachers	1.0	1.0
Art Teachers	3.0	3.0
AVID Teachers	2.0	2.0
Dance Teachers	1.5	2.0
JROTC Teachers	2.0	2.0
Library Media Teachers	1.0	1.0
MCAS Tutors	2.0	2.0
Music Teachers	3.0	3.0
Theater Teachers	1.0	1.0
Assessment Teachers	1.0	1.0
Innovation Pathways Coordinator	1.0	1.0
Instructional Assistant	18.0	18.0
School Nurse	1.0	1.0
Custodian	5.0	5.0
Administrative Clerical	2.0	2.0
School Clerical	3.0	3.0
School Nutrition Staff	5.0	5.0
Total	137.0	139.5



Claremont Academy

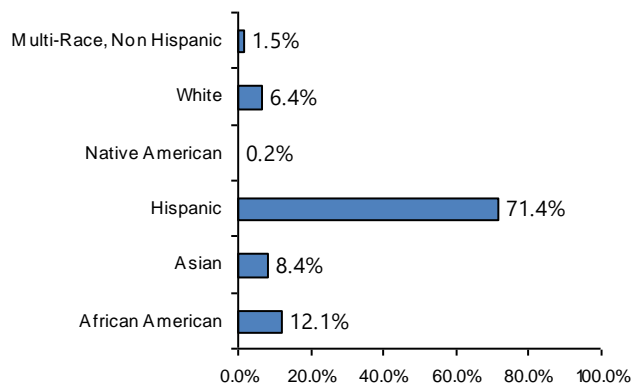
15 Claremont Street Worcester, MA 01610 Principal: Angela Plant

Quick Facts

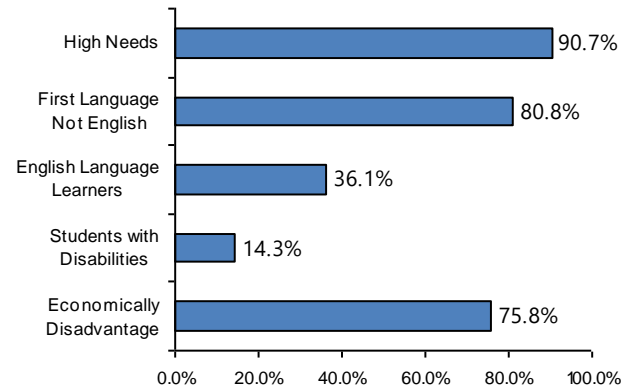
Quadrant	South	Enrollment	546
Grades	7-12	Graduation Rates	87.5%
Year Built	1999	Student Attendance	92.1%
Square Footage	64,861		



Student Race And Ethnicity

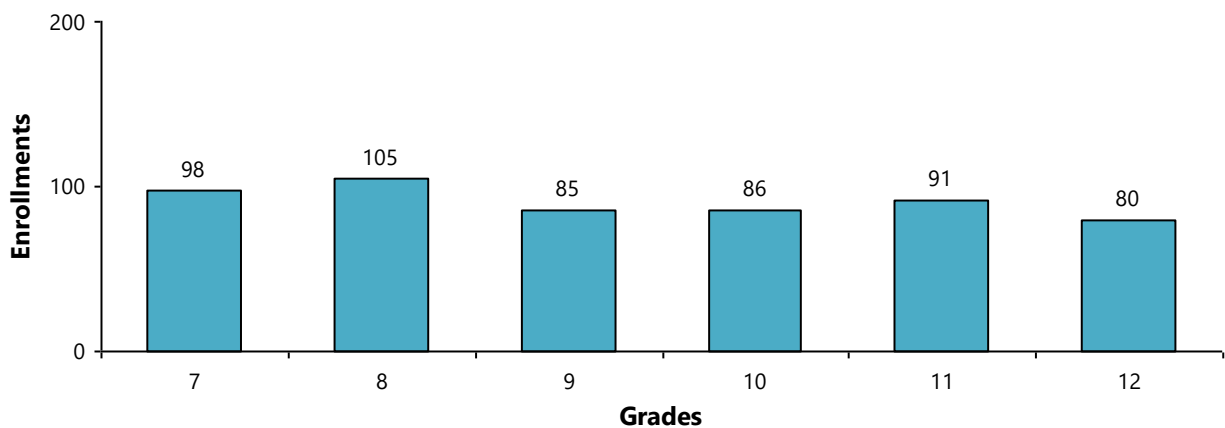


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Claremont Academy

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$4,341,931	\$4,487,965
500136-92000 Fees and Licenses	\$5,396	\$5,935
500146-92000 Electricity	\$104,235	\$130,973
500146-92000 Natural Gas	\$35,042	\$28,339
500-91000 Supplemental Salaries	\$2,000	\$2,000
500-92204 Instructional Materials	\$33,640	\$37,060
540103-92000 Student Transportation	\$27,481	\$27,010
Claremont Academy Total Budget	\$4,549,723	\$4,719,280

Position Summary

Staffing	FY 2021	FY 2022
Claremont Academy		
Secondary Principal	1.0	1.0
Secondary Assistant Principal	2.0	2.0
Focus Instructional Coach	1.0	2.0
English Language Arts Teachers	6.0	6.0
Mathematic Teachers	7.0	7.0
History & Social Studies Teacher	6.0	6.0
Science Teachers	6.0	6.0
World Language Teachers	3.0	3.0
English Language Learner Teachers	3.0	3.0
Special Education Teachers	4.0	5.0
Guidance Counselors	2.0	2.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	1.0	1.0
Occupational Art Teachers	1.0	1.0
Art Teachers	1.0	1.0
Library Media Teachers	1.0	1.0
MCAS Tutors	2.0	2.0
Music Teachers	1.0	1.0
Assessment Teachers	1.0	1.0
Innovation Pathways Coordinator	0.0	1.0
Instructional Assistant	5.0	5.0
School Nurse	1.0	1.0
Custodian	2.5	2.5
Administrative Clerical	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	7.0	7.0
Total	67.5	70.5



Doherty Memorial High School

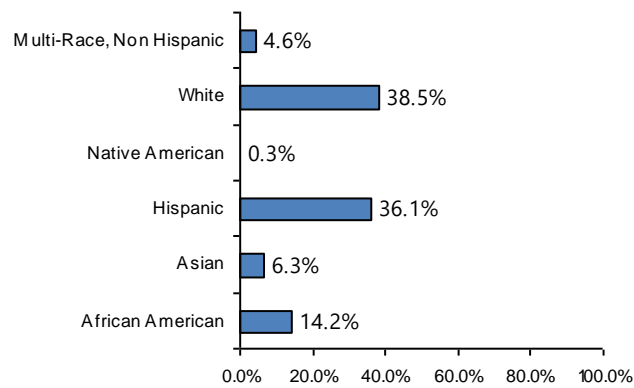
299 Highland Street Worcester, MA 01609 Principal: Sally Maloney

Quick Facts

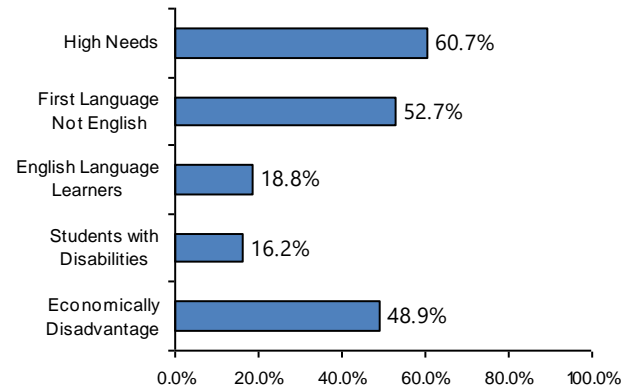
Quadrant	Doherty	Enrollment	1,439
Grades	9-12	Graduation Rates	91.5%
Year Built	1966	Student Attendance	92.3%
Square Footage	168,126		



Student Race And Ethnicity

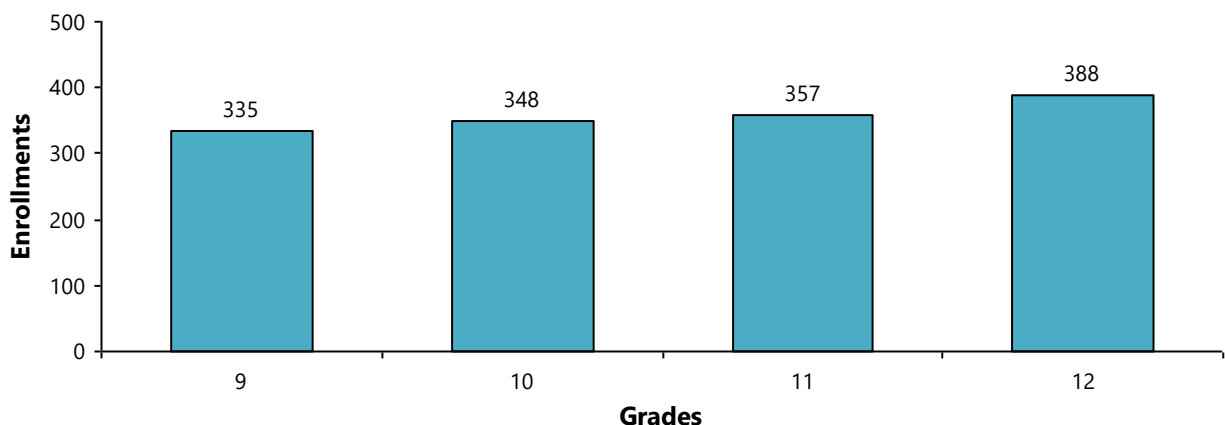


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Doherty Memorial High School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$10,638,023	\$11,132,925
500130-92000 Security Guard Services	\$21,303	\$26,640
500136-92000 Fees and Licenses	\$14,495	\$15,672
500146-92000 Electricity	\$114,046	\$123,404
500146-92000 Natural Gas	\$75,349	\$82,473
500-91000 Supplemental Salaries	\$4,000	\$4,000
500-92204 Instructional Materials	\$137,396	\$148,718
540103-92000 Student Transportation	\$357,252	\$378,139
Doherty Memorial High School Total Budget	\$11,361,864	\$11,911,970

Position Summary

Staffing	FY 2021	FY 2022
Doherty Memorial High School		
Secondary Principal	1.0	1.0
Secondary Assistant Principal	4.0	4.0
Focus Instructional Coach	1.0	2.0
English Language Arts Teachers	16.0	16.0
Mathematic Teachers	16.0	16.0
History & Social Studies Teacher	14.0	14.0
Science Teachers	14.0	15.0
World Language Teachers	9.0	9.0
English Language Learner Teachers	3.0	3.0
Special Education Teachers	14.0	15.0
Guidance Counselors	6.0	6.0
School Adjustment Counselors	1.0	1.0
Health & Safety Teachers	1.0	2.0
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
Library Media Teachers	1.0	1.0
MCAS Tutors	2.0	2.0
Music Teachers	2.0	2.0
Chapter 74 Teachers	4.0	4.0
Theater Teachers	1.0	1.0
Student Support Instructors	1.0	1.0
Other Teachers	1.0	1.0
Assessment Teachers	1.0	1.0
Innovation Pathways Coordinator	1.0	1.0
Instructional Assistant	9.0	9.0
School Nurse	2.0	2.0
Custodian	6.0	6.0
Administrative Clerical	2.0	2.0
School Clerical	4.0	4.0
School Nutrition Staff	9.0	9.0
Total	155.0	159.0



North High School

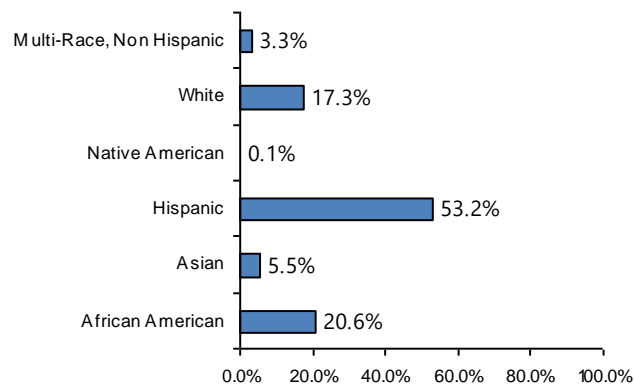
140 Harrington Way Worcester, MA 01604 Principal: Lisa Houlihan

Quick Facts

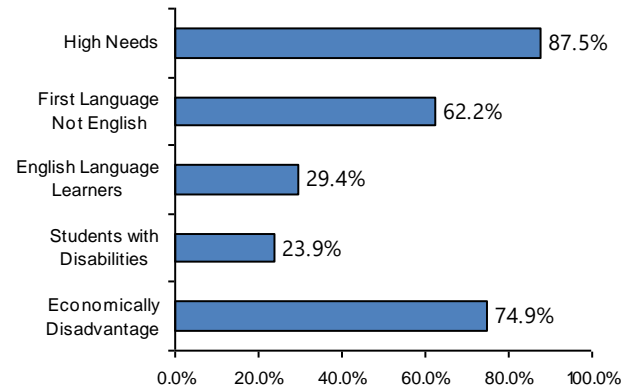
Quadrant	North	Enrollment	1,299
Grades	9-12	Graduation Rates	81.0%
Year Built	2011	Student Attendance	90.7%
Square Footage	190,000		



Student Race And Ethnicity

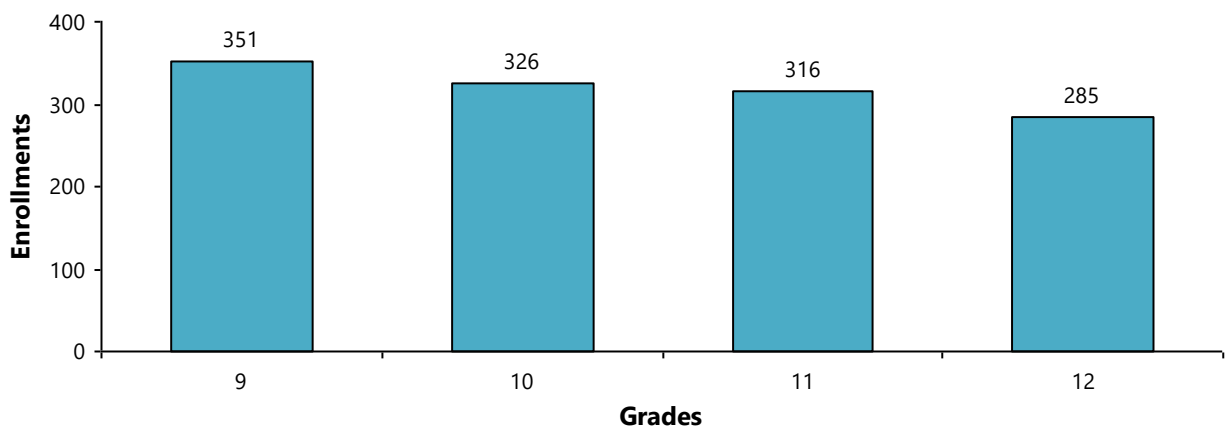


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





North High School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$10,521,246	\$10,978,287
500130-92000 Security Guard Services	\$21,303	\$26,640
500136-92000 Fees and Licenses	\$14,495	\$15,672
500146-92000 Electricity	\$242,330	\$375,735
500146-92000 Natural Gas	\$61,976	\$42,272
500-91000 Supplemental Salaries	\$4,000	\$4,000
500-92204 Instructional Materials	\$91,864	\$107,602
540103-92000 Student Transportation	\$522,137	\$567,208
North High School Total Budget	\$11,479,351	\$12,117,415

Position Summary

Staffing	FY 2021	FY 2022
North High School		
Secondary Principal	1.0	1.0
Secondary Assistant Principal	4.0	4.0
Focus Instructional Coach	2.0	2.0
English Language Arts Teachers	11.0	11.0
Mathematic Teachers	13.0	13.0
History & Social Studies Teacher	10.0	10.0
Science Teachers	10.0	10.0
World Language Teachers	6.0	6.0
English Language Learner Teachers	6.0	6.0
Special Education Teachers	21.0	21.0
Guidance Counselors	5.0	5.0
School Adjustment Counselors	1.0	1.0
Health & Safety Teachers	0.0	1.0
Physical Education Teachers	3.0	3.0
Business & Technology Teachers	2.0	2.0
Art Teachers	2.0	2.0
AVID Teachers	1.0	1.0
JROTC Teachers	2.0	2.0
Library Media Teachers	1.0	1.0
MCAS Tutors	2.0	2.0
Music Teachers	2.0	2.0
Chapter 74 Teachers	6.5	6.5
Student Support Instructors	1.0	1.0
Other Teachers	2.0	2.0
Assessment Teachers	1.0	1.0
Instructional Assistant	16.0	16.0
School Nurse	2.0	2.0
Wraparound Coordinators	1.0	1.0
Custodian	7.0	7.0
Administrative Clerical	2.0	2.0
School Clerical	5.0	5.0
School Nutrition Staff	16.0	16.0
Total	164.5	165.5



South High School

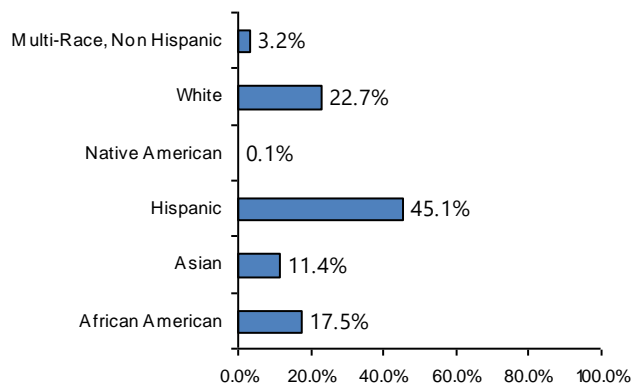
170 Apricot Street Worcester, MA 01603 Principal: Jeffrey Creamer

Quick Facts

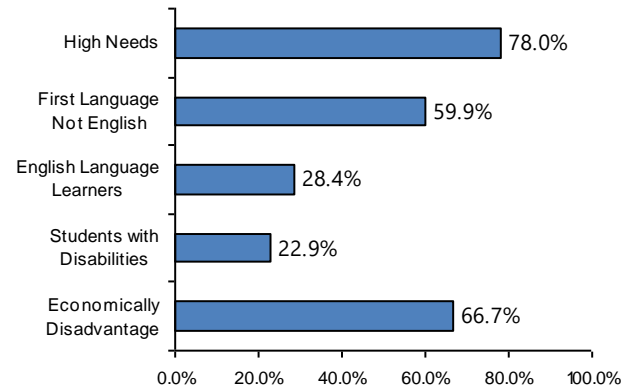
Quadrant	South	Enrollment	1,425
Grades	9-12, Pre-K	Graduation Rates	86.2%
Year Built	2021	Student Attendance	91.2%
Square Footage	360,000		



Student Race And Ethnicity

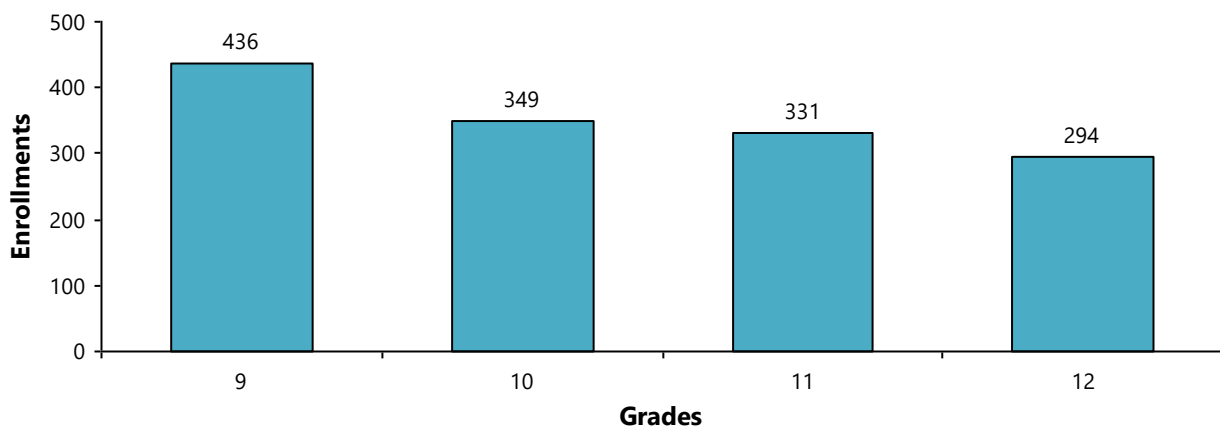


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





South High School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$11,299,106	\$11,867,096
500130-92000 Security Guard Services	\$21,303	\$26,640
500136-92000 Fees and Licenses	\$19,235	\$15,672
500146-92000 Electricity	\$239,669	\$189,236
500146-92000 Natural Gas	\$22,099	\$27,733
500-91000 Supplemental Salaries	\$4,000	\$4,000
500-92204 Instructional Materials	\$96,520	\$113,852
540103-92000 Student Transportation	\$851,908	\$837,307
South High School Total Budget	\$12,553,840	\$13,081,535

Position Summary

Staffing	FY 2021	FY 2022
South High School		
Secondary Principal	1.0	1.0
Secondary Assistant Principal	4.0	4.0
Focus Instructional Coach	1.0	2.0
English Language Arts Teachers	11.0	11.0
Mathematic Teachers	13.0	13.0
History & Social Studies Teacher	13.0	13.0
Science Teachers	12.0	12.0
World Language Teachers	7.0	7.0
English Language Learner Teachers	6.0	6.0
Special Education Teachers	22.0	24.0
Guidance Counselors	6.0	6.0
Health & Safety Teachers	1.0	2.0
Physical Education Teachers	4.0	4.0
Art Teachers	3.0	3.0
AVID Teachers	1.0	1.0
JROTC Teachers	2.0	2.0
Library Media Teachers	1.0	1.0
MCAS Tutors	2.0	2.0
Music Teachers	3.0	3.0
TV Broadcast Teacher	1.0	1.0
Chapter 74 Teachers	5.0	9.0
Student Support Instructors	1.0	1.0
Other Teachers	2.0	3.0
Assessment Teachers	1.0	1.0
Innovation Pathways Coordinator	1.0	1.0
Instructional Assistant	26.0	28.0
School Nurse	2.0	2.0
Wraparound Coordinators	1.0	1.0
Custodian	6.5	8.5
Administrative Clerical	2.0	2.0
School Clerical	4.0	4.0
School Nutrition Staff	9.0	9.0
Total	174.5	187.5



University Park Campus School

12 Freeland Street

Worcester, MA 01603

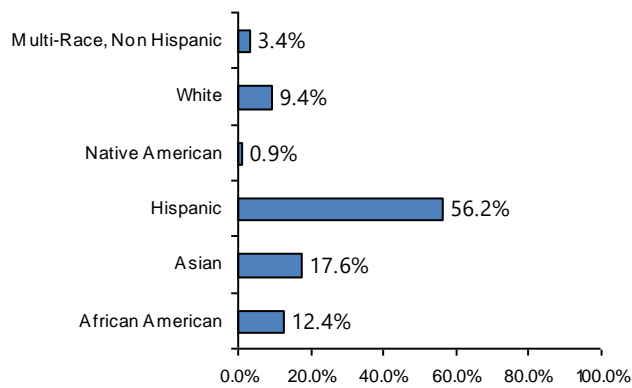
Principal: Daniel St. Louis

Quick Facts

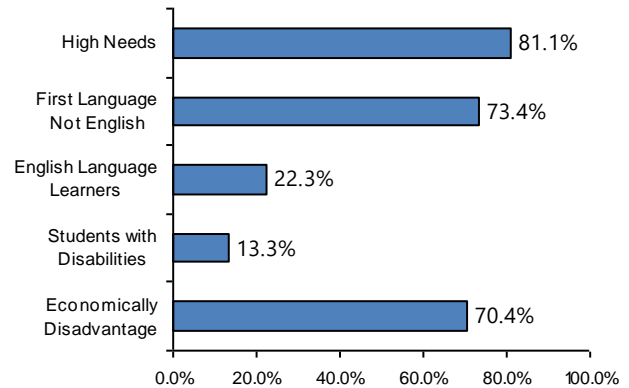
Quadrant	South	Enrollment	233
Grades	7-12	Graduation Rates	100.0%
Year Built	1885	Student Attendance	96.2%
Square Footage	18,984		



Student Race And Ethnicity

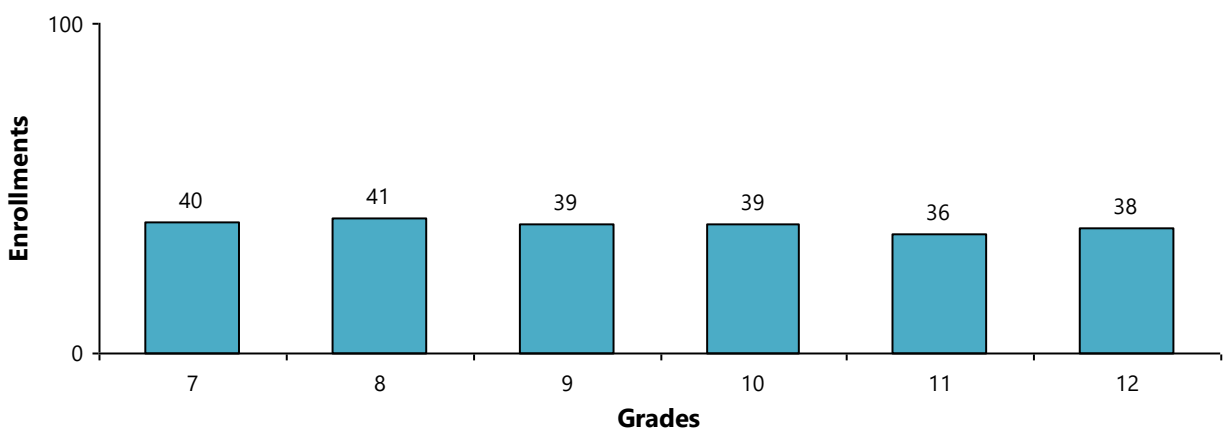


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





University Park Campus School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,823,232	\$1,890,076
500136-92000 Fees and Licenses	\$5,396	\$5,935
500146-92000 Electricity	\$15,941	\$10,603
500146-92000 Natural Gas	\$12,978	\$16,185
500-91000 Supplemental Salaries	\$2,000	\$2,000
500-92204 Instructional Materials	\$14,268	\$15,844
University Park Campus School Total Budget	\$1,873,814	\$1,940,642

Position Summary

Staffing	FY 2021	FY 2022
University Park Campus School		
Secondary Principal	1.0	1.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	3.0	3.0
Mathematic Teachers	2.0	2.0
History & Social Studies Teacher	3.0	3.0
Science Teachers	3.0	3.0
World Language Teachers	2.0	2.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
Guidance Counselors	2.0	2.0
MCAS Tutors	2.0	2.0
Other Teachers	1.0	1.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
Total	27.0	27.0



Worcester Technical High School

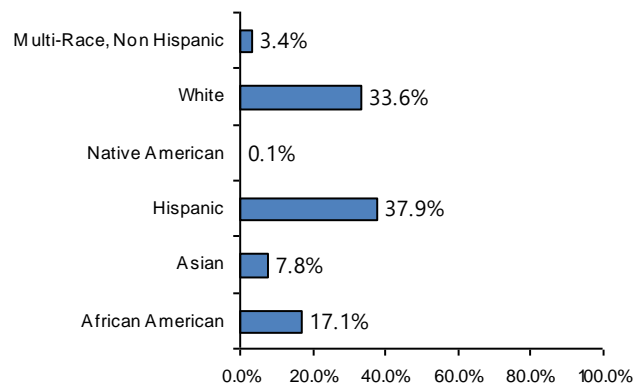
One Skyline Drive Worcester, MA 01605 Principal: Siobhan Petrella, Acting

Quick Facts

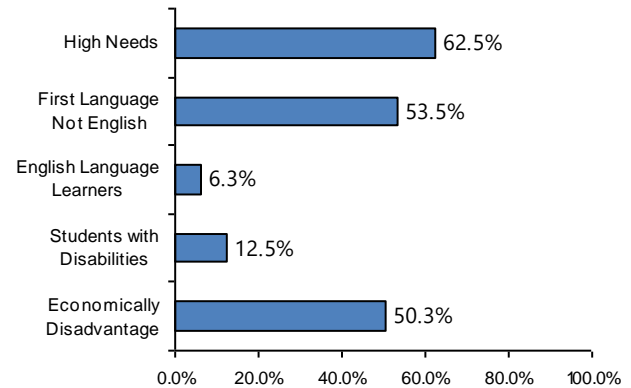
Quadrant	North	Enrollment	1,481
Grades	9-12, Pre-K	Graduation Rates	98.6%
Year Built	2006	Student Attendance	96.4%
Square Footage	400,000		



Student Race And Ethnicity

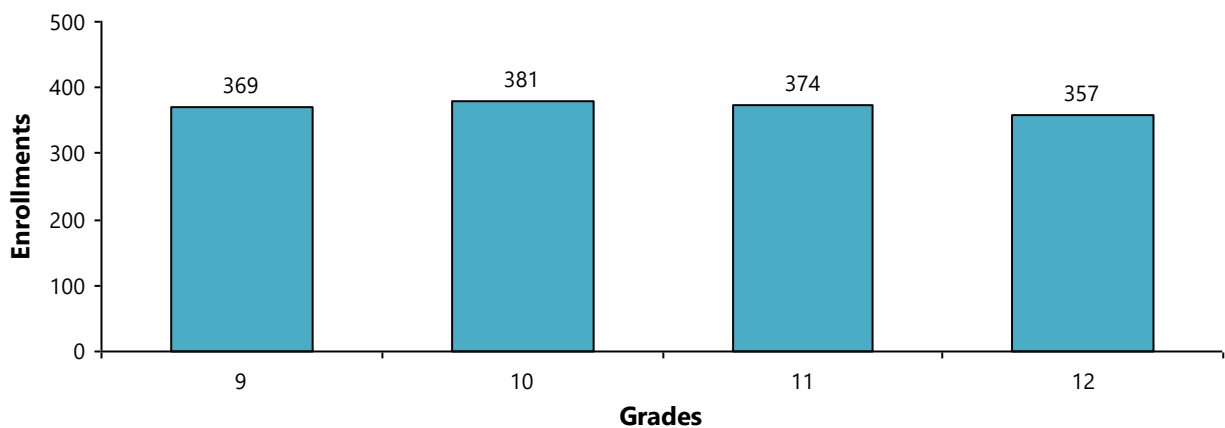


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Worcester Technical High School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$13,553,976	\$14,202,072
500130-92000 Security Guard Services	\$21,303	\$26,640
500136-92000 Fees and Licenses	\$14,495	\$15,672
500146-92000 Electricity	\$598,109	\$674,252
500146-92000 Natural Gas	\$135,572	\$87,690
500-91000 Supplemental Salaries	\$3,000	\$3,000
500-92204 Instructional Materials	\$262,207	\$283,079
540103-92000 Student Transportation	\$879,389	\$837,307
Worcester Technical High School Total Budget	\$15,468,051	\$16,129,712

Position Summary

Staffing	FY 2021	FY 2022
Worcester Technical High School		
Secondary Principal	1.0	1.0
Secondary Assistant Principal	4.0	4.0
Director of Evening Programs	1.0	1.0
Focus Instructional Coach	1.0	2.0
English Language Arts Teachers	13.0	13.0
Mathematic Teachers	13.0	13.0
History & Social Studies Teacher	10.0	10.0
Science Teachers	11.0	11.0
World Language Teachers	1.0	1.0
English Language Learner Teachers	3.0	3.0
Special Education Teachers	12.0	12.0
Guidance Counselors	6.0	6.0
School Adjustment Counselors	1.0	1.0
Health & Safety Teachers	1.0	2.0
Physical Education Teachers	3.0	3.0
AVID Teachers	1.0	1.0
Library Media Teachers	1.0	1.0
MCAS Tutors	2.0	2.0
Chapter 74 Teachers	72.5	72.5
Other Teachers	1.0	1.0
Assessment Teachers	1.0	1.0
Instructional Assistant	9.0	9.0
School Nurse	2.0	2.0
Custodian	10.0	10.0
Administrative Clerical	3.0	3.0
School Clerical	3.0	3.0
School Nutrition Staff	13.0	13.0
Total	199.5	201.5



Burncoat Middle School

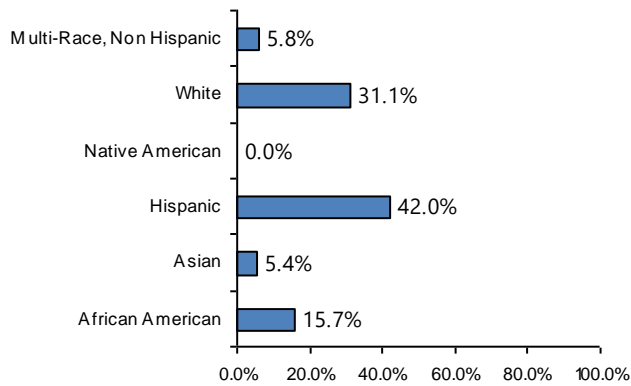
135 Burncoat Street Worcester, MA 01606 Principal: Mary Scully

Quick Facts

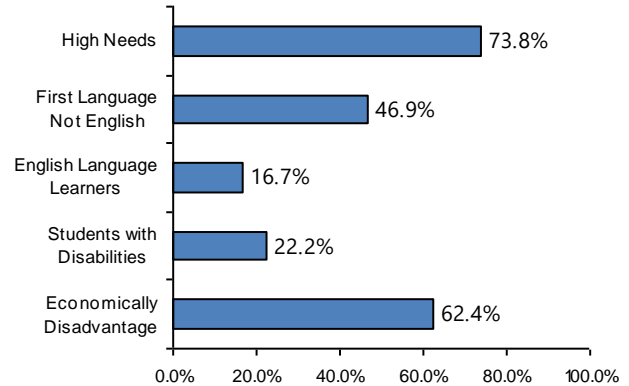
Quadrant	Burncoat	Enrollment	688
Grades	7-8	Graduation Rates	N/A
Year Built	1952	Student Attendance	94.8%
Square Footage	147,296		



Student Race And Ethnicity

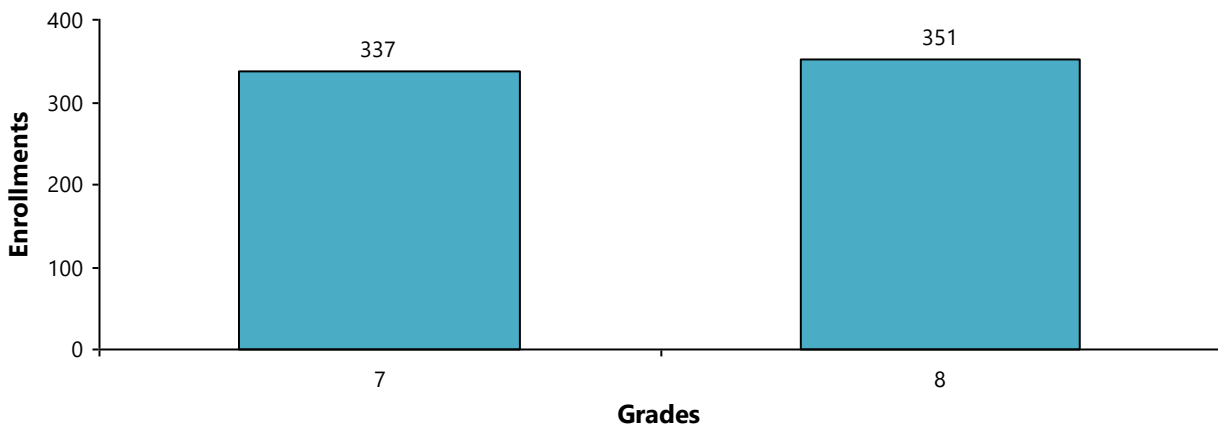


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Burncoat Middle School for Arts

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$6,002,728	\$6,336,007
500130-92000 Arts Consultants	\$33,553	\$34,928
500136-92000 Fees and Licenses	\$3,709	\$3,809
500146-92000 Electricity	\$72,627	\$65,715
500146-92000 Natural Gas	\$74,078	\$83,256
500-92204 Instructional Materials	\$57,068	\$62,208
540103-92000 Student Transportation	\$219,847	\$216,079
Burncoat Middle School for Arts Total Budget	\$6,463,611	\$6,802,002

Position Summary

Staffing	FY 2021	FY 2022
Burncoat Middle School for Arts		
Secondary Principal	1.0	1.0
Secondary Assistant Principal	2.0	2.0
Focus Instructional Coach	2.0	2.0
English Language Arts Teachers	8.0	8.0
Mathematic Teachers	6.0	6.0
History & Social Studies Teacher	7.0	7.0
Science Teachers	6.0	6.0
World Language Teachers	3.0	3.0
English Language Learner Teachers	2.0	2.0
Special Education Teachers	11.0	11.0
Guidance Counselors	3.0	3.0
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	2.0
Library Media Teachers	1.0	1.0
Music Teachers	2.0	2.0
Theater Teachers	2.0	2.0
Instructional Assistant	13.0	13.0
School Nurse	1.0	1.0
Custodian	5.0	5.0
Administrative Clerical	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	4.0	4.0
Total	90.5	91.0



Arthur Sullivan Middle School

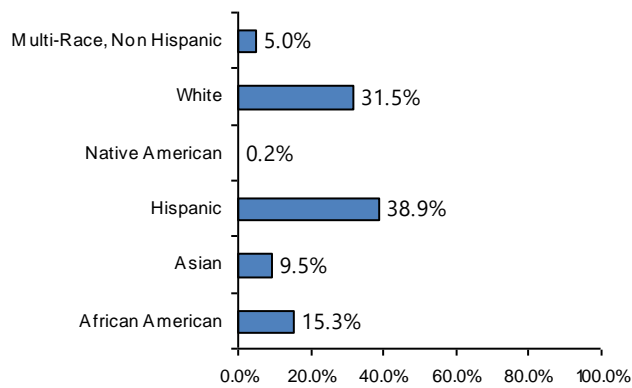
140 Apricot Street Worcester, MA 01603 Principal: Shannon Conley

Quick Facts

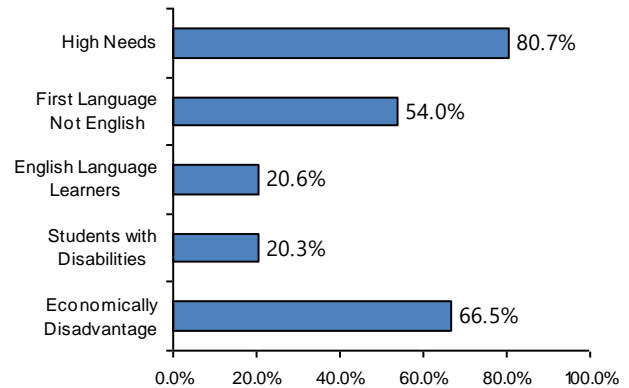
Quadrant	South	Enrollment	931
Grades	6-8	Graduation Rates	N/A
Year Built	1992	Student Attendance	94.9%
Square Footage	167,000		



Student Race And Ethnicity

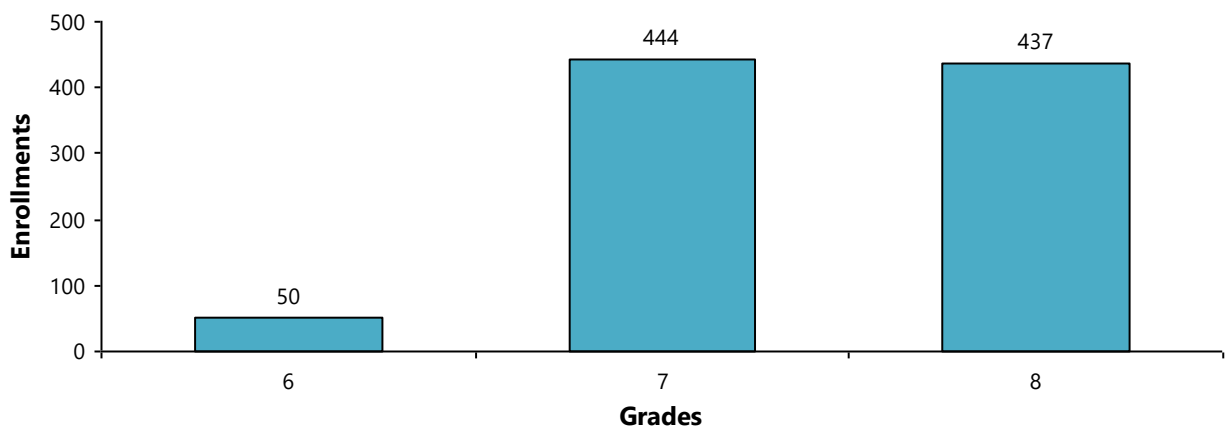


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Arthur Sullivan Middle School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$8,531,137	\$8,906,465
500130-92000 Security Guard Services	\$21,303	\$26,640
500136-92000 Fees and Licenses	\$3,709	\$3,809
500146-92000 Electricity	\$239,669	\$173,829
500146-92000 Natural Gas	\$53,506	\$59,792
500-92204 Instructional Materials	\$62,630	\$73,100
540103-92000 Student Transportation	\$659,542	\$675,247
Arthur Sullivan Middle School Total Budget	\$9,571,496	\$9,918,882

Position Summary

Staffing	FY 2021	FY 2022
Arthur Sullivan Middle School		
Secondary Principal	1.0	1.0
Secondary Assistant Principal	3.0	3.0
Focus Instructional Coach	2.0	2.0
English Language Arts Teachers	13.0	13.0
Mathematic Teachers	11.0	11.0
History & Social Studies Teacher	12.0	12.0
Science Teachers	10.0	10.0
World Language Teachers	5.0	5.0
English Language Learner Teachers	3.0	3.0
Special Education Teachers	18.0	18.0
Guidance Counselors	4.0	4.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	2.0	2.0
Art Teachers	1.0	1.0
Library Media Teachers	1.0	1.0
Music Teachers	3.0	3.0
Theater Teachers	1.0	1.0
Instructional Assistant	14.0	14.0
School Nurse	2.0	2.0
Wraparound Coordinators	1.0	1.0
Custodian	5.5	5.5
Administrative Clerical	2.0	2.0
School Clerical	2.0	2.0
School Nutrition Staff	9.0	9.0
Total	128.5	128.5



Forest Grove Middle School

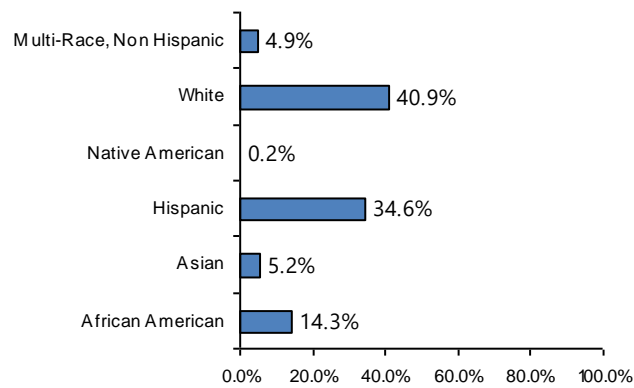
495 Grove Street Worcester, MA 01605 Principal: Matthew Morse

Quick Facts

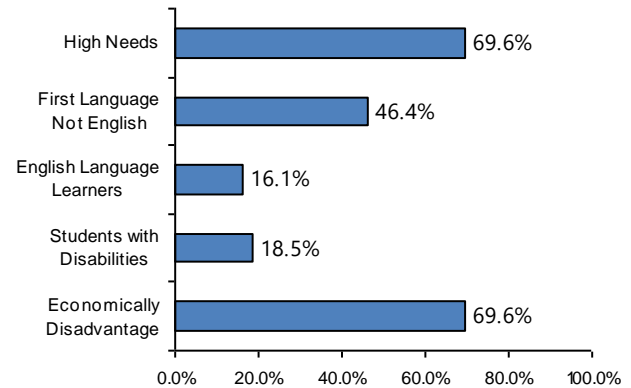
Quadrant	Doherty	Enrollment	905
Grades	7-8	Graduation Rates	N/A
Year Built	2001	Student Attendance	95.3%
Square Footage	198,713		



Student Race And Ethnicity

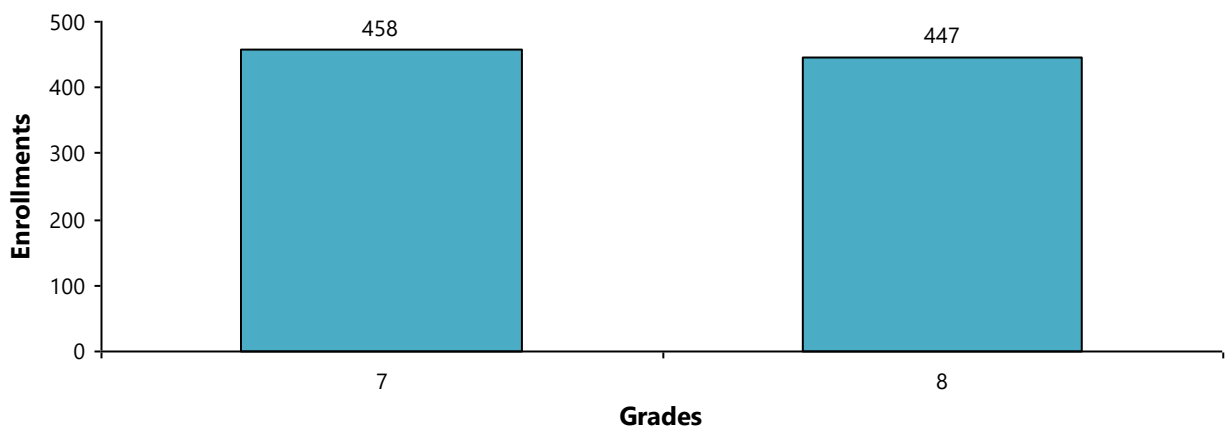


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Forest Grove Middle School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$7,627,559	\$8,016,869
500136-92000 Fees and Licenses	\$3,709	\$3,809
500146-92000 Electricity	\$106,640	\$136,516
500146-92000 Natural Gas	\$54,098	\$57,831
500-92204 Instructional Materials	\$54,346	\$61,540
540103-92000 Student Transportation	\$632,061	\$594,218
Forest Grove Middle School Total Budget	\$8,478,412	\$8,870,783

Position Summary

Staffing	FY 2021	FY 2022
Forest Grove Middle School		
Secondary Principal	1.0	1.0
Secondary Assistant Principal	3.0	3.0
Focus Instructional Coach	2.0	2.0
English Language Arts Teachers	13.0	13.0
Mathematic Teachers	11.0	11.0
History & Social Studies Teacher	9.0	9.0
Science Teachers	10.0	10.0
World Language Teachers	4.0	4.0
English Language Learner Teachers	3.0	3.0
Special Education Teachers	14.0	15.0
Guidance Counselors	3.0	3.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	1.0	1.0
Occupational Arts	1.0	1.0
Art Teachers	1.0	1.0
Library Media Teachers	1.0	1.0
Music Teachers	2.0	2.0
Instructional Assistant	16.0	16.0
School Nurse	2.0	2.0
Custodian	5.0	5.0
Administrative Clerical	2.0	2.0
School Clerical	2.0	2.0
School Nutrition Staff	6.0	6.0
Total	115.0	116.0



Worcester East Middle School

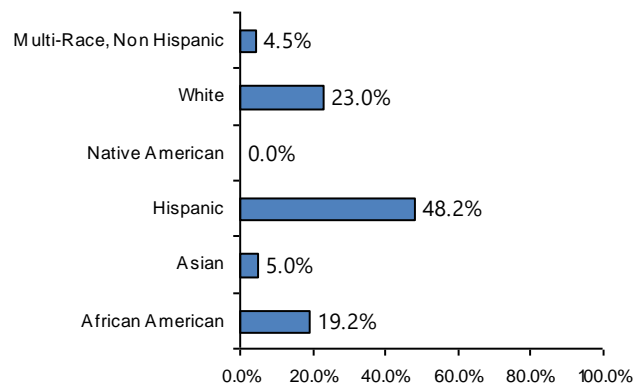
420 Grafton Street Worcester, MA 01604 Principal: Kareem Tatum

Quick Facts

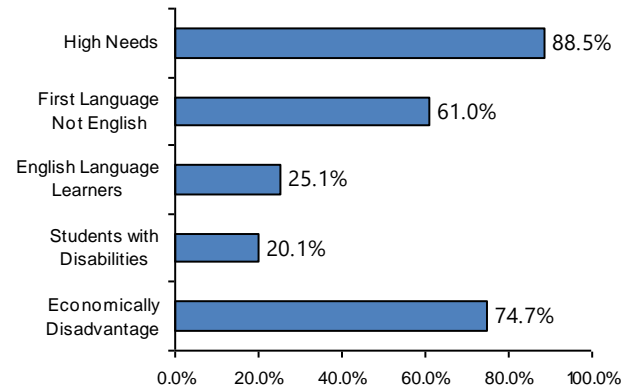
Quadrant	North	Enrollment	736
Grades	7-8	Graduation Rates	N/A
Year Built	1924	Student Attendance	94.3%
Square Footage	155,392		



Student Race And Ethnicity

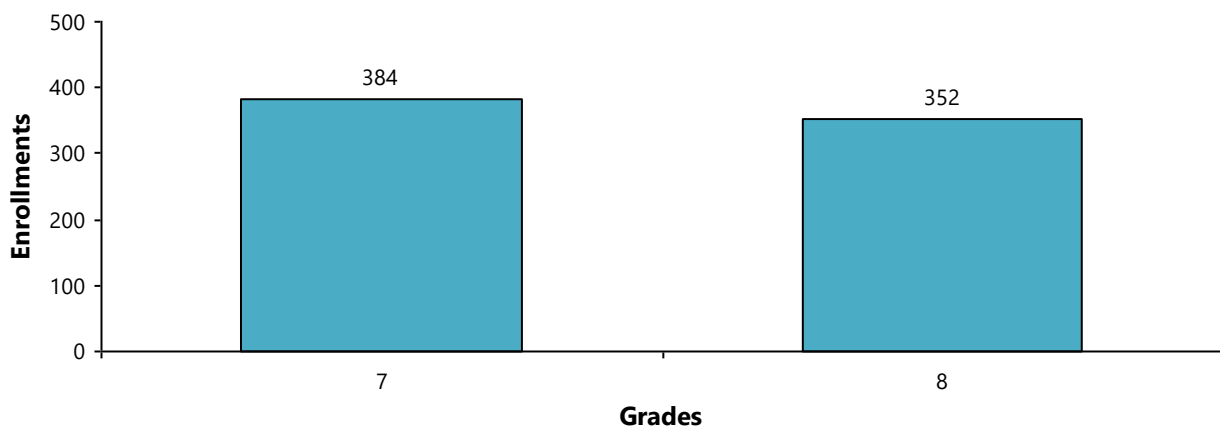


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Worcester East Middle School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$6,986,815	\$7,361,539
500136-92000 Fees and Licenses	\$3,709	\$3,809
500146-92000 Electricity	\$64,181	\$64,246
500146-92000 Natural Gas	\$107,437	\$33,501
500-92204 Instructional Materials	\$42,224	\$50,048
540103-92000 Student Transportation	\$247,328	\$243,089
Worcester East Middle School Total Budget	\$7,451,695	\$7,756,232

Position Summary

Staffing	FY 2021	FY 2022
Worcester East Middle School		
Secondary Principal	1.0	1.0
Secondary Assistant Principal	3.0	3.0
Focus Instructional Coach	2.0	2.0
English Language Arts Teachers	11.0	11.0
Mathematic Teachers	9.0	9.0
History & Social Studies Teacher	8.0	8.0
Science Teachers	11.0	11.0
World Language Teachers	2.0	2.0
English Language Learner Teachers	4.0	4.0
Special Education Teachers	12.0	12.0
Guidance Counselors	3.0	3.0
School Adjustment Counselors	1.0	1.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	2.0	2.0
Business & Technology Teachers	2.0	2.0
Art Teachers	3.0	3.0
AVID Teachers	1.0	1.0
Library Media Teachers	1.0	1.0
Music Teachers	2.0	2.0
Student Support Instructors	1.0	1.0
Instructional Assistant	6.0	6.0
School Nurse	1.0	1.0
Custodian	4.5	4.5
Administrative Clerical	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	6.0	6.0
Total	100.5	100.5



Belmont Street Community School

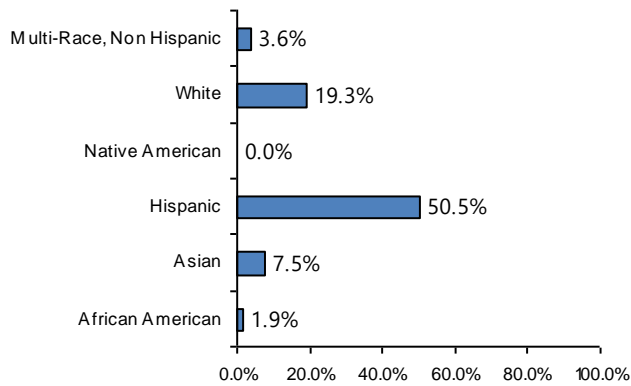
170 Belmont Street Worcester, MA 01605 Principal: Jennifer Keating

Quick Facts

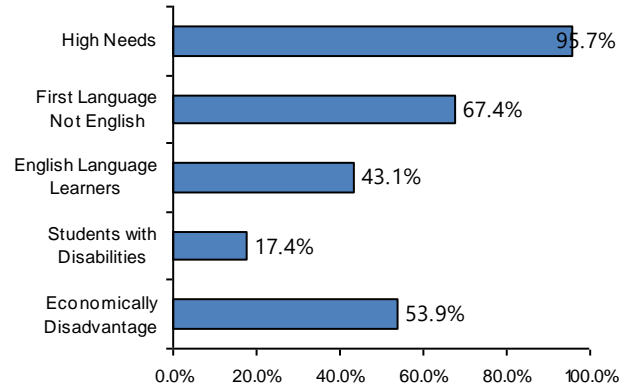
Quadrant	North	Enrollment	576
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1971	Student Attendance	94.1%
Square Footage	92,988		



Student Race And Ethnicity

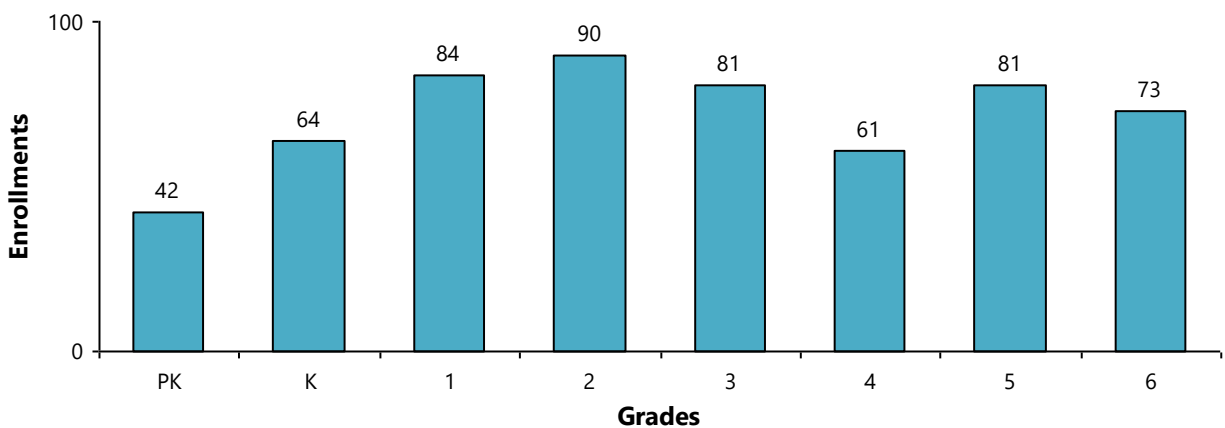


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Belmont Street Community School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$3,332,067	\$3,483,057
500146-92000 Electricity	\$73,857	\$86,874
500146-92000 Natural Gas	\$30,591	\$38,981
500-92204 Instructional Materials	\$35,105	\$38,019
540103-92000 Student Transportation	\$192,366	\$189,069
Belmont Street Community School Total Budget	\$3,663,986	\$3,836,000

Position Summary

Staffing	FY 2021	FY 2022
Belmont Street Community School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	2.0
Elementary Classroom Teachers	24.0	24.0
English Language Learner Teachers	5.0	5.0
Special Education Teachers	3.0	4.0
Instructional Assistant	5.0	5.0
School Nurse	1.0	1.0
Custodian	3.5	3.5
School Clerical	1.5	1.5
School Nutrition Staff	4.0	4.0
Total	50.0	52.0



Burncoat Street Preparatory School

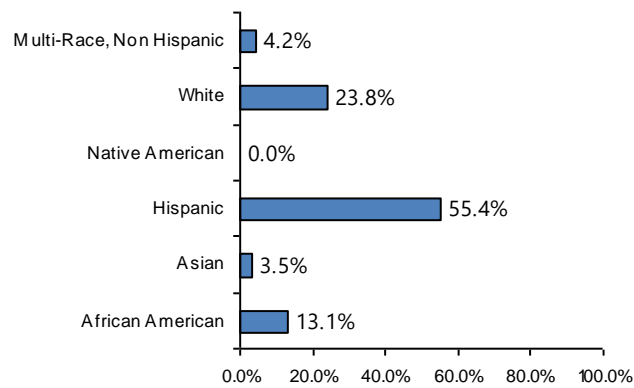
526 Burncoat Street Worcester, MA 01606 Principal: Selection In Process

Quick Facts

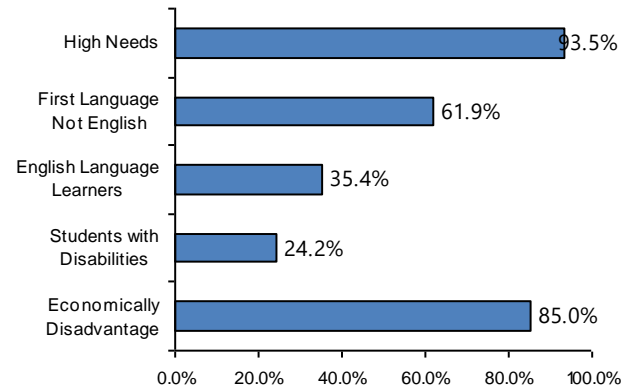
Quadrant	Burncoat	Enrollment	260
Grades	K to 6	Graduation Rates	N/A
Year Built	1916	Student Attendance	94.5%
Square Footage	28,255		



Student Race And Ethnicity

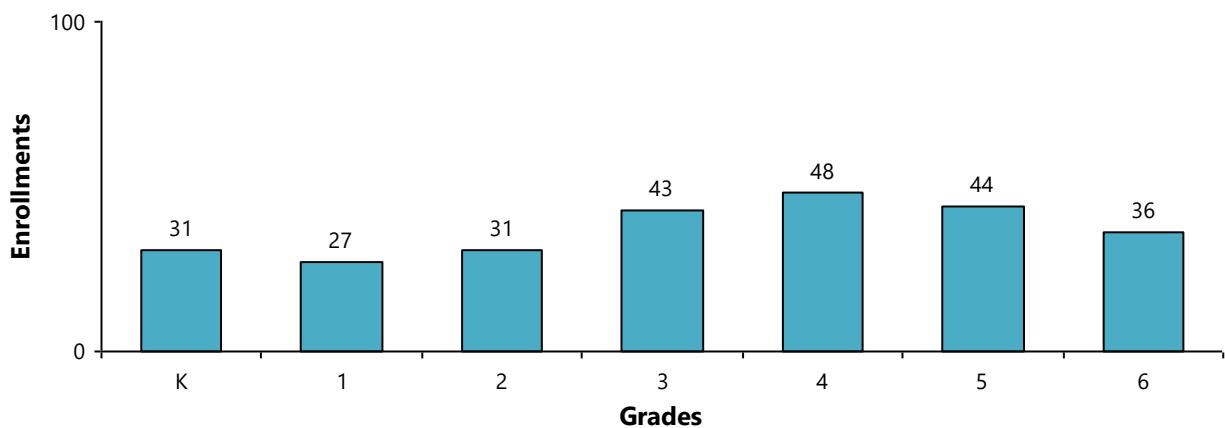


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Burncoat Street Preparatory School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,264,630	\$2,386,543
500146-92000 Electricity	\$21,758	\$23,621
500146-92000 Natural Gas	\$21,567	\$28,384
500-92204 Instructional Materials	\$22,357	\$23,140
540103-92000 Student Transportation	\$164,885	\$162,059
Burncoat Street Preparatory School Total Budget	\$2,495,197	\$2,623,748

Position Summary

Staffing	FY 2021	FY 2022
Burncoat Street Preparatory School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Language Learner Teachers	2.0	2.0
Special Education Teachers	4.0	4.0
School Adjustment Counselors	1.0	1.0
Elementary Lead Teachers	1.0	1.0
Instructional Assistant	5.0	5.0
School Nurse	1.0	1.0
Wraparound Coordinators	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
Total	36.0	36.0



Canterbury Street Magnet School

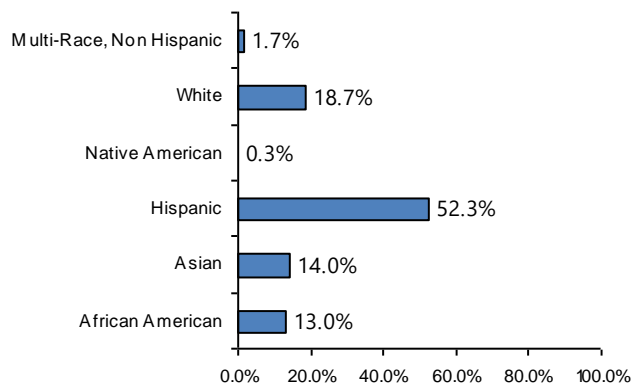
129 Canterbury Street Worcester, MA 01603 Principal: Mary Sealey

Quick Facts

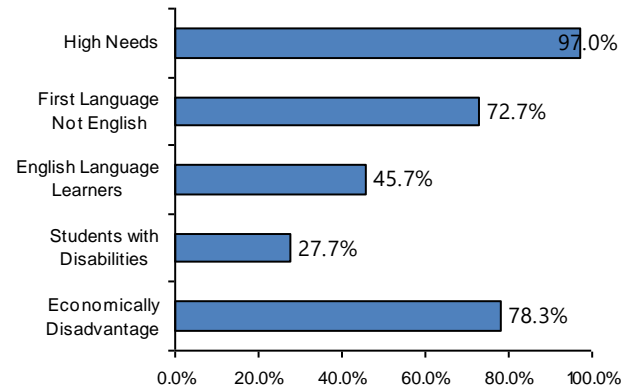
Quadrant	South	Enrollment	300
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1987	Student Attendance	95.2%
Square Footage	51,638		



Student Race And Ethnicity

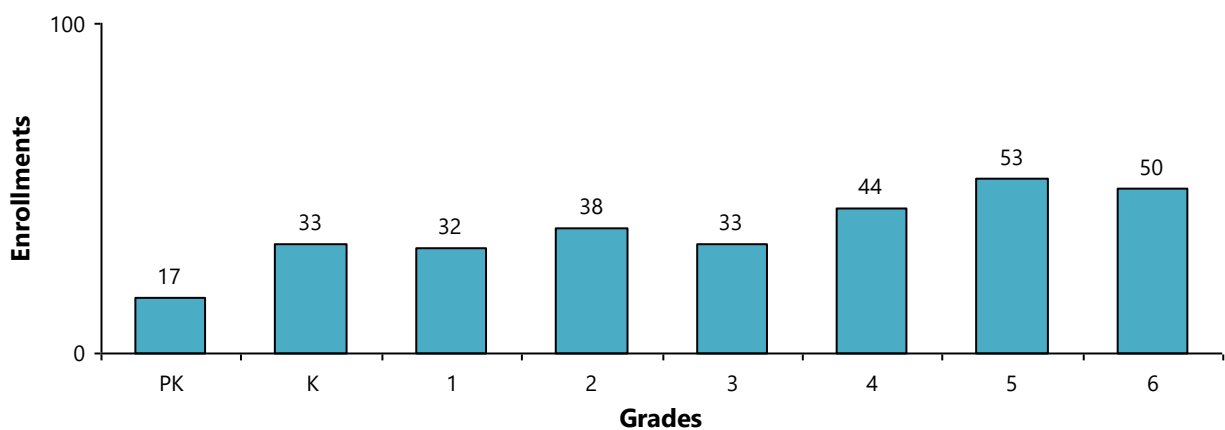


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Canterbury Street Magnet School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,595,487	\$2,670,024
500136-92000 Fees and Licenses	\$2,999	\$3,099
500146-92000 Electricity	\$57,116	\$53,394
500146-92000 Natural Gas	\$23,209	\$21,183
500-92204 Instructional Materials	\$21,181	\$20,700
540103-92000 Student Transportation	\$109,924	\$108,040
Canterbury Street Magnet School Total Budget	\$2,809,916	\$2,876,439

Position Summary

Staffing	FY 2021	FY 2022
Canterbury Street Magnet School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Language Learner Teachers	3.0	3.0
Special Education Teachers	6.0	6.0
Instructional Assistant	7.0	7.0
School Nurse	1.0	1.0
Wraparound Coordinators	1.0	1.0
Custodian	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	5.0	5.0
Total	43.0	43.0



Chandler Elementary School

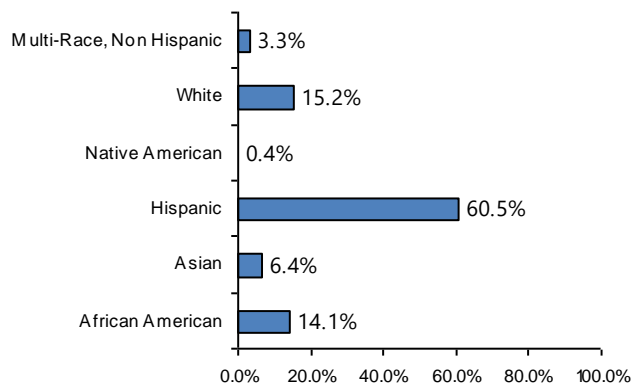
114 Chandler Street Worcester, MA 01609 Principal: Jessica Boss

Quick Facts

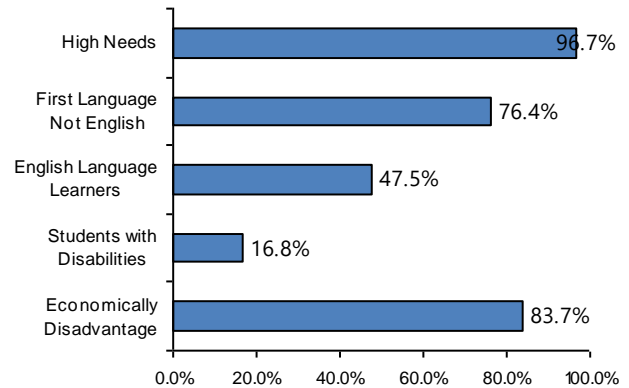
Quadrant	Doherty	Enrollment	453
Grades	K to 6	Graduation Rates	N/A
Year Built	1977	Student Attendance	94.5%
Square Footage	37,671		



Student Race And Ethnicity

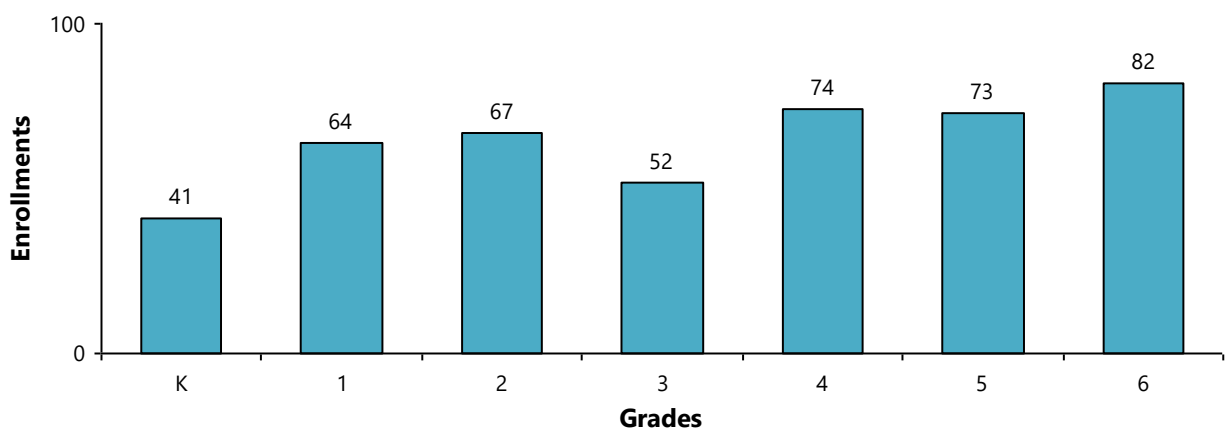


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Chandler Elementary School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$3,403,451	\$3,564,654
500136-92000 Building & Parking Rentals	\$213,300	\$0
500146-92000 Electricity	\$50,297	\$57,491
500146-92000 Natural Gas	\$8,220	\$11,425
500-92204 Instructional Materials	\$38,947	\$40,317
540103-92000 Student Transportation	\$82,443	\$135,049
Chandler Elementary School Total Budget	\$3,796,658	\$3,808,936

Position Summary

Staffing	FY 2021	FY 2022
Chandler Elementary School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	2.0	2.0
Elementary Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	22.0	21.0
English Language Learner Teachers	5.0	5.0
Special Education Teachers	6.0	6.0
Instructional Assistant	5.0	5.0
School Nurse	1.0	1.0
Wraparound Coordinators	1.0	1.0
Custodian	2.0	2.0
School Clerical	2.0	2.0
School Nutrition Staff	3.0	3.0
Total	52.0	51.0



Chandler Magnet School

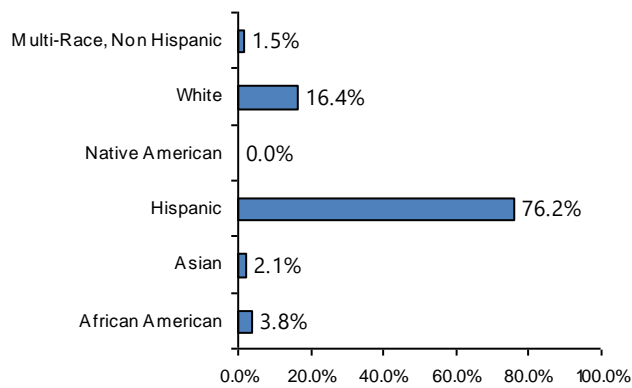
525 Chandler Street Worcester, MA 01602 Principal: Noelize Irizarry

Quick Facts

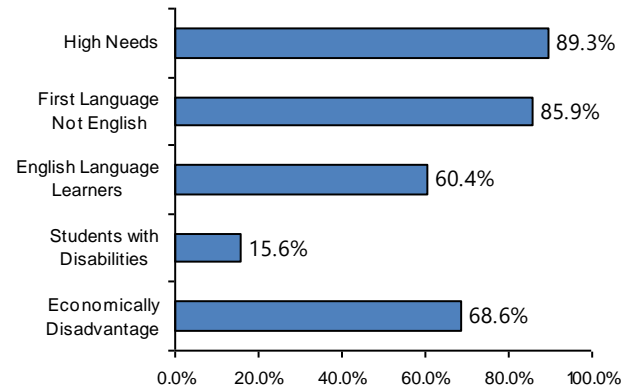
Quadrant	Doherty	Enrollment	475
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1953	Student Attendance	95.4%
Square Footage	102,000		



Student Race And Ethnicity

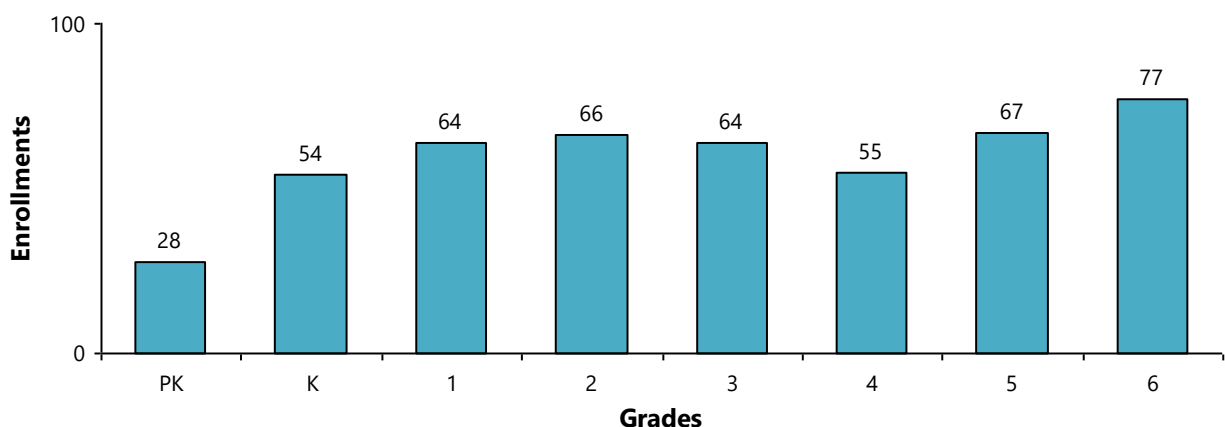


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Chandler Magnet School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$4,511,084	\$4,746,641
500136-92000 Fees and Licenses	\$2,999	\$3,099
500146-92000 Electricity	\$86,700	\$56,743
500146-92000 Natural Gas	\$57,300	\$53,263
500-92204 Instructional Materials	\$30,267	\$32,775
540103-92000 Student Transportation	\$219,847	\$243,089
Chandler Magnet School Total Budget	\$4,908,197	\$5,135,611

Position Summary

Staffing	FY 2021	FY 2022
Chandler Magnet School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	13.0	13.0
English Language Learner Teachers	21.0	20.0
Special Education Teachers	6.0	6.0
School Adjustment Counselors	1.0	1.0
Physical Education Teachers	1.0	1.0
Art Teachers	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistant	8.0	8.0
School Nurse	1.0	1.0
Custodian	3.0	3.0
School Clerical	1.0	1.0
School Nutrition Staff	4.0	4.0
Total	65.0	64.0



City View Discovery School

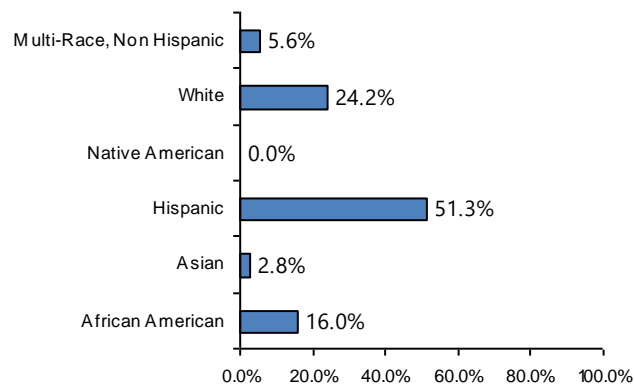
80 Prospect Street Worcester, MA 01605 Principal: Gregory G Tremba II

Quick Facts

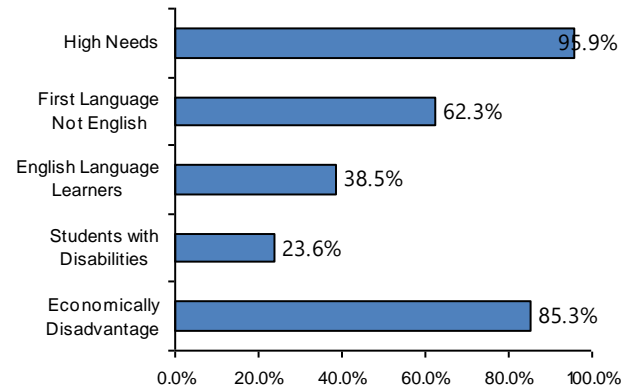
Quadrant	North	Enrollment	462
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1991	Student Attendance	94.8%
Square Footage	70,000		



Student Race And Ethnicity

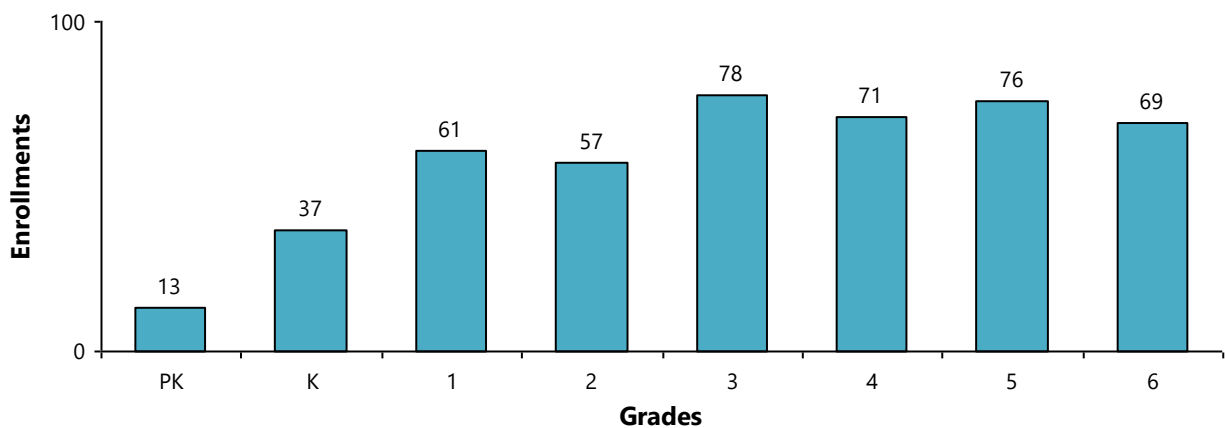


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





City View Discovery School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$3,933,333	\$4,117,616
500136-92000 Fees and Licenses	\$2,999	\$3,099
500146-92000 Electricity	\$74,526	\$58,786
500146-92000 Natural Gas	\$23,723	\$25,266
500-92204 Instructional Materials	\$28,143	\$31,878
540103-92000 Student Transportation	\$384,733	\$378,139
City View Discovery School Total Budget	\$4,447,457	\$4,614,783

Position Summary

Staffing	FY 2021	FY 2022
City View Discovery School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	20.0	20.0
English Language Learner Teachers	4.0	4.0
Special Education Teachers	10.0	10.0
School Adjustment Counselors	1.0	1.0
Physical Education Teachers	1.0	1.0
Art Teachers	1.0	1.0
Instructional Assistant	9.0	9.0
School Nurse	1.0	1.0
Custodian	3.0	3.0
School Clerical	1.5	1.5
School Nutrition Staff	9.0	9.0
Total	64.5	64.5



Clark Street Developmental Learning School

280 Clark Street

Worcester, MA 01605

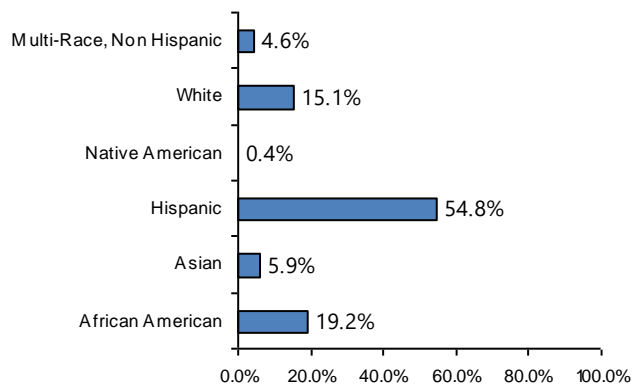
Principal: Fjodor Dukaj

Quick Facts

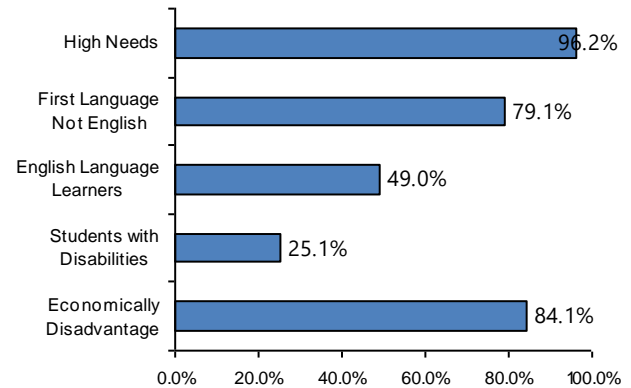
Quadrant	Burncoat	Enrollment	239
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1953	Student Attendance	93.1%
Square Footage	38,250		



Student Race And Ethnicity

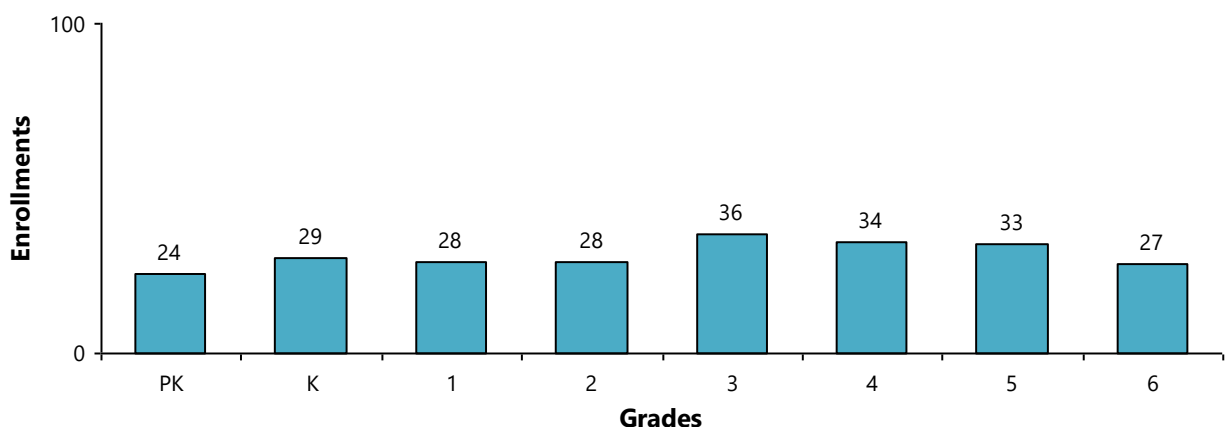


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Clark Street Developmental Learning School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,576,397	\$2,719,682
500146-92000 Electricity	\$22,955	\$20,213
500146-92000 Natural Gas	\$24,311	\$31,335
500-92204 Instructional Materials	\$16,815	\$16,491
540103-92000 Student Transportation	\$164,885	\$162,059
Clark Street Developmental Learning School Total Budget	\$2,805,363	\$2,949,781

Position Summary

Staffing	FY 2021	FY 2022
Clark Street Developmental Learning School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	13.0
English Language Learner Teachers	4.0	4.0
Special Education Teachers	4.0	4.0
School Adjustment Counselors	1.0	1.0
Physical Education Teachers	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistant	6.0	6.0
School Nurse	1.0	1.0
Custodian	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	38.0	38.0



Columbus Park Preparatory Academy

75 Lovell Street

Worcester, MA 01603

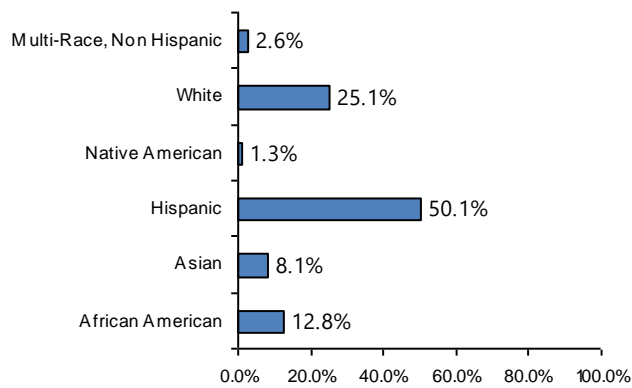
Principal: Kathy Martinelli

Quick Facts

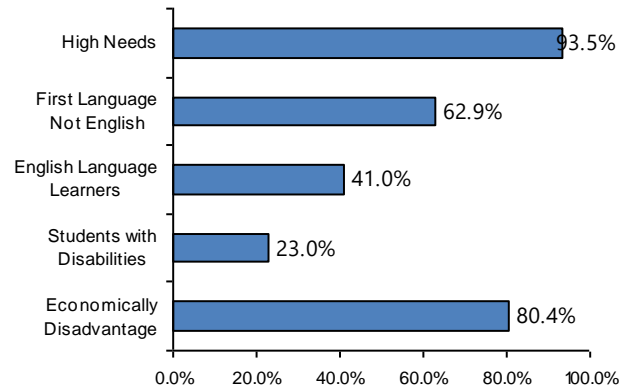
Quadrant	South	Enrollment	383
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1922	Student Attendance	94.2%
Square Footage	27,918		



Student Race And Ethnicity

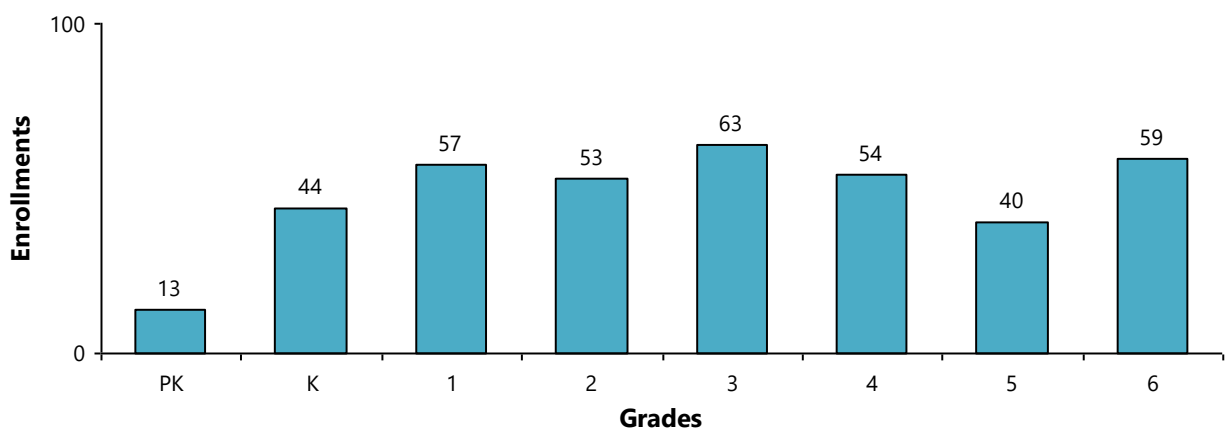


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Columbus Park Preparatory Academy

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$3,181,760	\$3,339,003
500146-92000 Electricity	\$35,138	\$39,735
500146-92000 Natural Gas	\$41,626	\$46,175
500-92204 Instructional Materials	\$24,426	\$25,737
540103-92000 Student Transportation	\$137,405	\$135,049
Columbus Park Preparatory Academy Total Budget	\$3,420,354	\$3,585,700

Position Summary

Staffing	FY 2021	FY 2022
Columbus Park Preparatory Academy		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	20.0	18.0
English Language Learner Teachers	4.0	4.0
Special Education Teachers	6.0	6.0
School Adjustment Counselors	1.0	1.0
Art Teachers	1.0	1.0
Instructional Assistant	6.0	6.0
School Nurse	1.0	1.0
Custodian	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	4.0	4.0
Total	49.0	47.0



Elm Park Community School

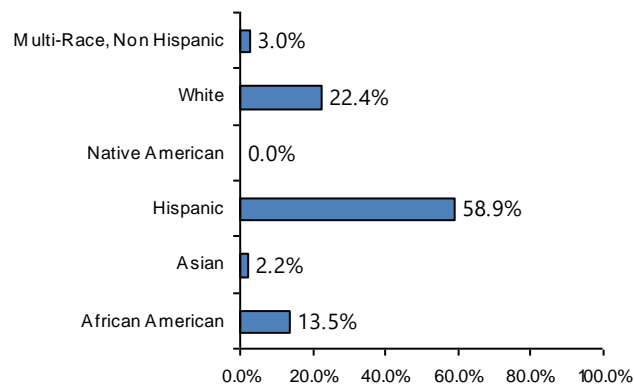
23 N. Ashland Street Worcester, MA 01609 Principal: Lucas Donohue, Acting

Quick Facts

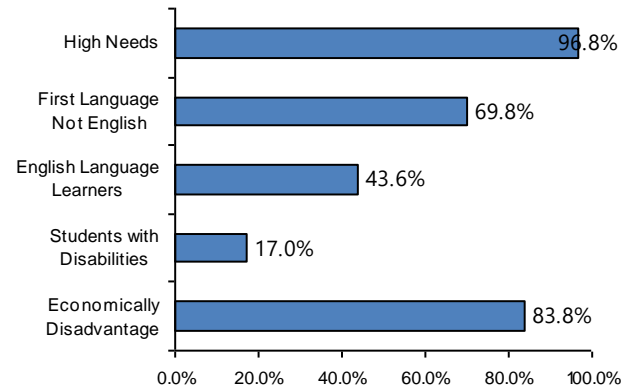
Quadrant	Doherty	Enrollment	401
Grades	K to 6	Graduation Rates	N/A
Year Built	1971	Student Attendance	95.0%
Square Footage	66,651		



Student Race And Ethnicity

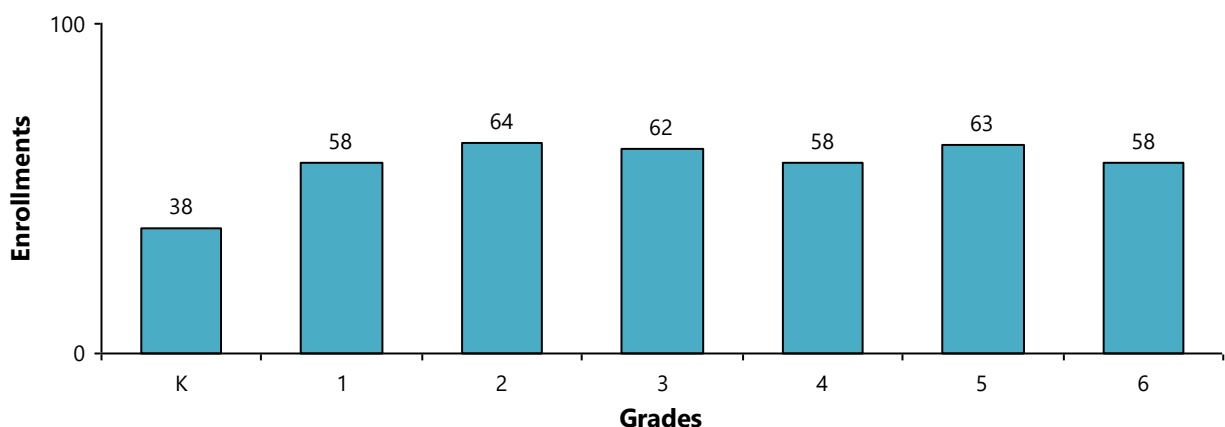


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Elm Park Community School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$3,308,677	\$3,449,567
500146-92000 Electricity	\$80,661	\$50,344
500146-92000 Natural Gas	\$36,057	\$33,748
500-92204 Instructional Materials	\$33,654	\$35,689
540103-92000 Student Transportation	\$54,962	\$27,010
Elm Park Community School Total Budget	\$3,514,011	\$3,596,358

Position Summary

Staffing	FY 2021	FY 2022
Elm Park Community School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	21.0	21.0
English Language Learner Teachers	4.0	4.0
Special Education Teachers	3.0	3.0
School Adjustment Counselors	1.0	1.0
Elementary Lead Teachers	1.0	1.0
Instructional Assistant	8.0	8.0
Psychologists	1.0	1.0
School Nurse	1.0	1.0
Wraparound Coordinators	1.0	1.0
Custodian	3.0	3.0
School Clerical	1.5	1.5
School Nutrition Staff	4.0	4.0
Total	53.5	53.5



Flagg Street School

115 Flagg Street

Worcester, MA 01602

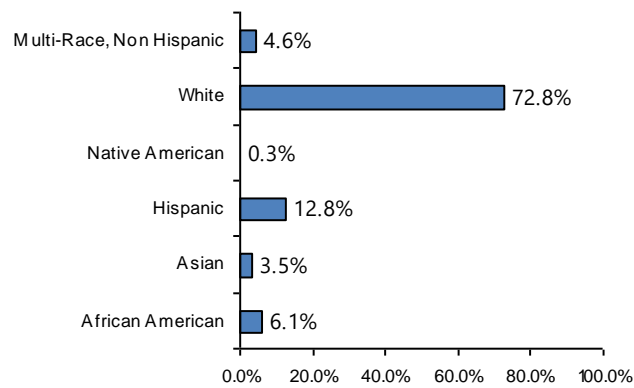
Principal: Mary Labuski

Quick Facts

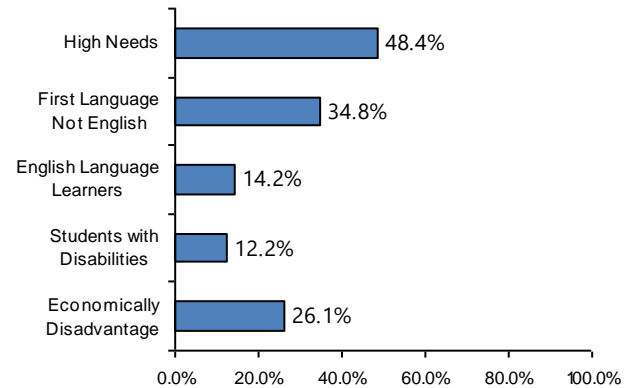
Quadrant	Doherty	Enrollment	345
Grades	K to 6	Graduation Rates	N/A
Year Built	1953	Student Attendance	96.2%
Square Footage	43,617		



Student Race And Ethnicity

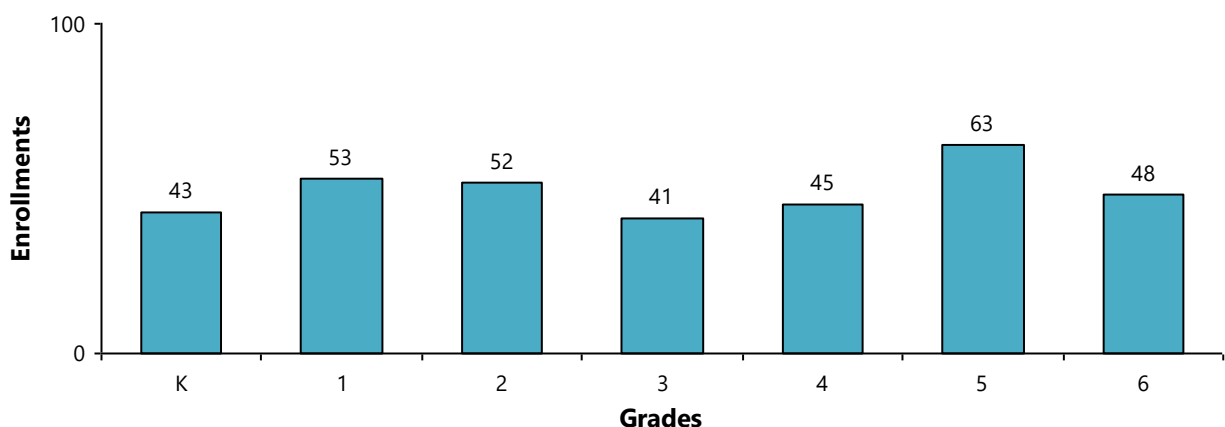


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Flagg Street School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,270,642	\$2,366,159
500146-92000 Electricity	\$24,252	\$13,700
500146-92000 Natural Gas	\$27,512	\$30,421
500-92204 Instructional Materials	\$22,715	\$23,805
540103-92000 Student Transportation	\$109,924	\$108,040
Flagg Street School Total Budget	\$2,455,044	\$2,542,125

Position Summary

Staffing	FY 2021	FY 2022
Flagg Street School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	19.0	18.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
Art Teachers	1.0	1.0
Instructional Assistant	3.0	3.0
School Nurse	1.0	1.0
Custodian	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	33.0	32.0



Francis J. McGrath School

493 Grove Street

Worcester, MA 01605

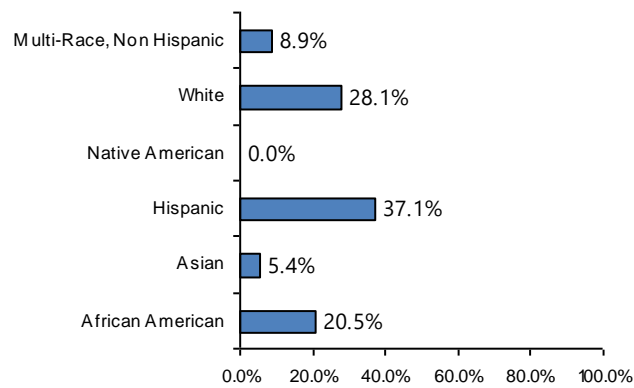
Principal: Selection In Process

Quick Facts

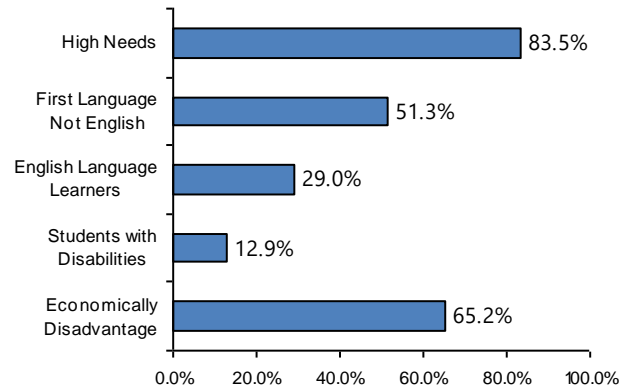
Quadrant	Burncoat	Enrollment	224
Grades	K to 6	Graduation Rates	N/A
Year Built	1977	Student Attendance	95.2%
Square Footage	35,845		



Student Race And Ethnicity

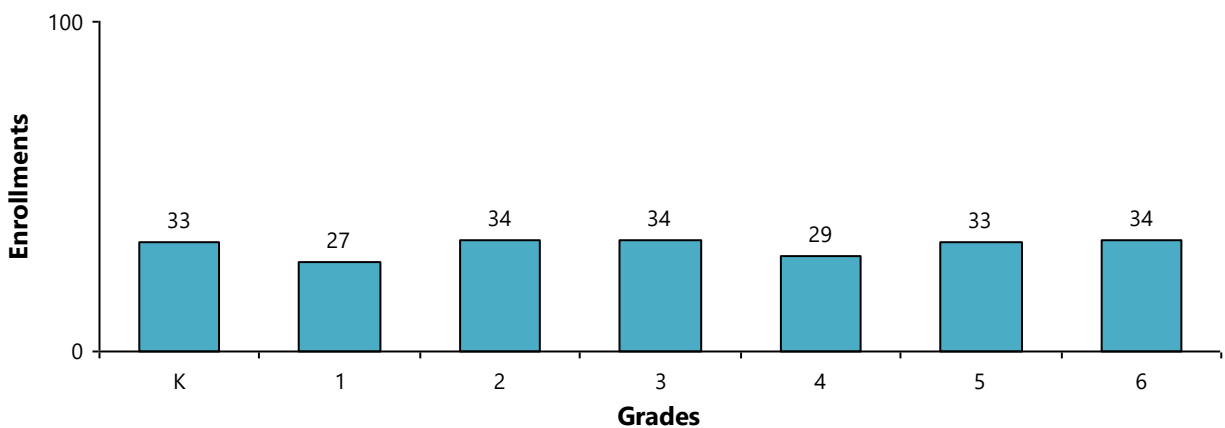


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Francis J. McGrath School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,603,028	\$1,701,328
500146-92000 Electricity	\$45,905	\$33,611
500146-92000 Natural Gas	\$12,371	\$12,097
500-92204 Instructional Materials	\$13,924	\$15,456
540103-92000 Student Transportation	\$82,443	\$81,030
Francis J. McGrath School Total Budget	\$1,757,671	\$1,843,522

Position Summary

Staffing	FY 2021	FY 2022
Francis J. McGrath School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	0.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	13.0	13.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
Instructional Assistant	2.0	2.0
School Nurse	1.0	1.0
Custodian	1.5	1.5
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
Total	24.5	25.5



Gates Lane of International Studies

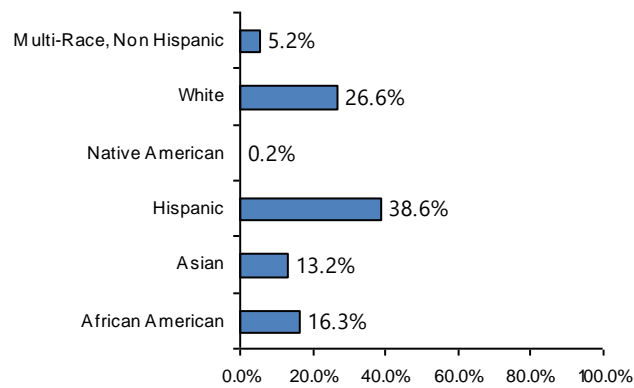
1238 Main Street Worcester, MA 01603 Principal: Ann Swenson

Quick Facts

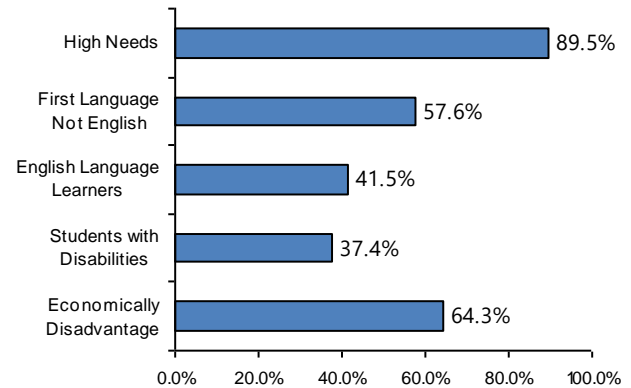
Quadrant	South	Enrollment	516
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1996	Student Attendance	94.9%
Square Footage	96,000		



Student Race And Ethnicity

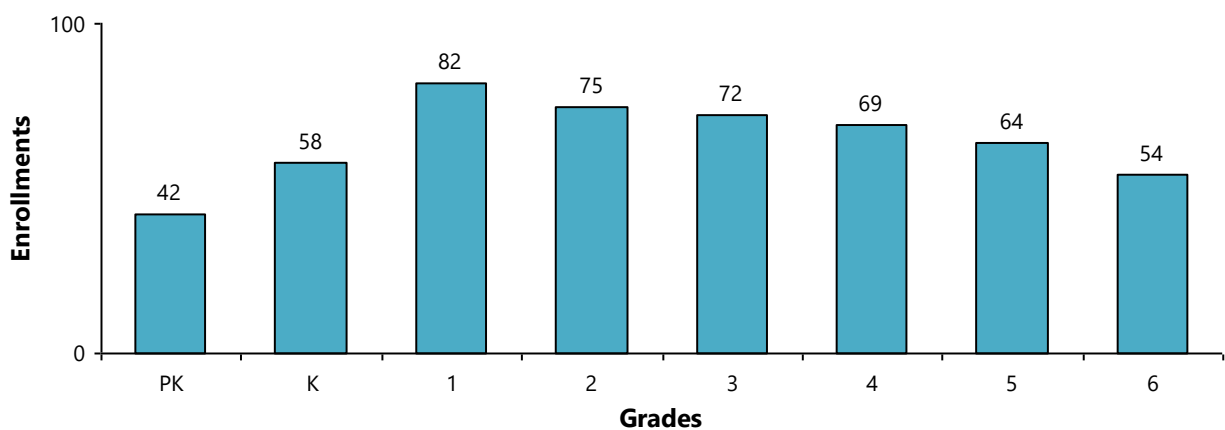


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Gates Lane of International Studies

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$5,010,071	\$5,252,116
500136-92000 Building & Parking Rentals	\$12,600	\$12,600
500146-92000 Electricity	\$94,078	\$92,379
500146-92000 Natural Gas	\$22,642	\$23,497
500-92204 Instructional Materials	\$32,981	\$35,604
540103-92000 Student Transportation	\$439,694	\$405,148
Gates Lane of International Studies Total Budget	\$5,612,066	\$5,821,345

Position Summary

Staffing	FY 2021	FY 2022
Gates Lane of International Studies		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	18.0	18.0
English Language Learner Teachers	4.0	4.0
Special Education Teachers	16.0	16.0
School Adjustment Counselors	1.0	1.0
Physical Education Teachers	1.0	1.0
Art Teachers	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistant	33.0	33.0
School Nurse	1.0	1.0
Custodian	4.0	4.0
School Clerical	2.0	2.0
School Nutrition Staff	8.0	8.0
Total	94.0	94.0



Goddard School of Science & Technology

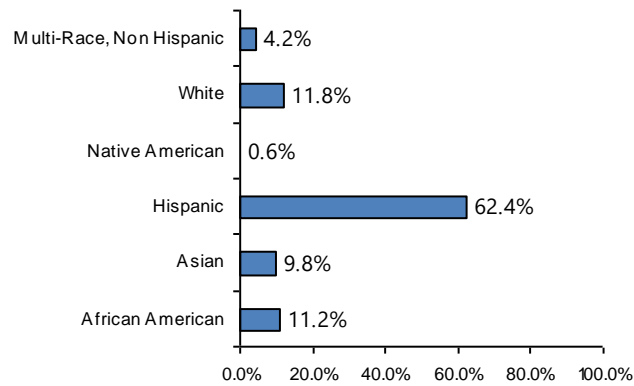
14 Richard Street Worcester, MA 01603 Principal: Karrie Allen

Quick Facts

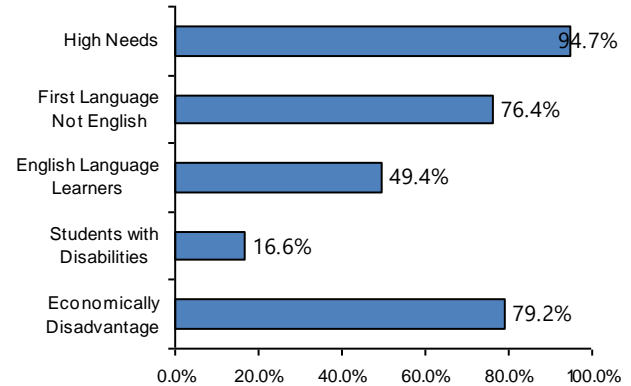
Quadrant	South	Enrollment	356
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1900	Student Attendance	95.7%
Square Footage	119,972		



Student Race And Ethnicity

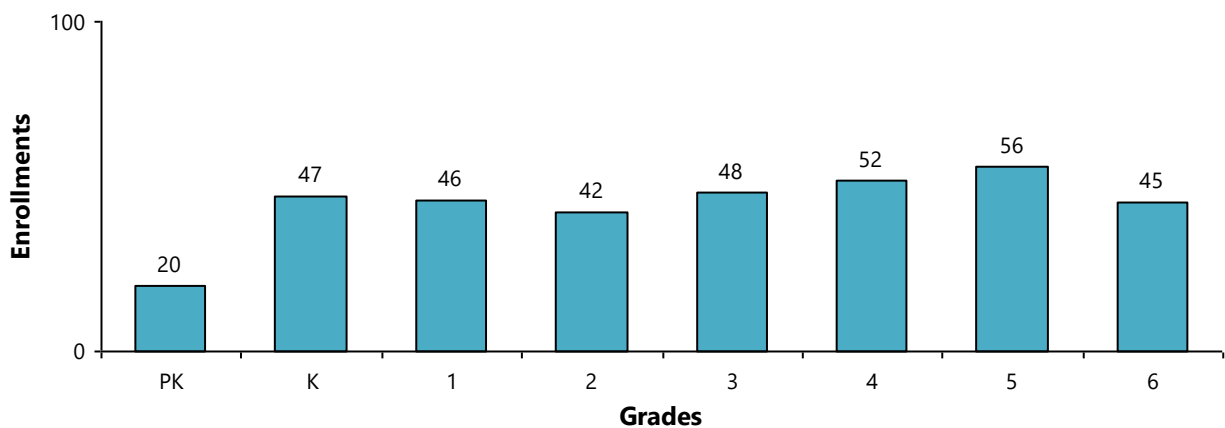


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Goddard School of Science & Technology

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$4,062,695	\$4,261,785
500136-92000 Building & Parking Rentals	\$7,000	\$7,000
500146-92000 Electricity	\$56,029	\$58,801
500146-92000 Natural Gas	\$57,190	\$59,675
500-92204 Instructional Materials	\$22,125	\$24,564
540103-92000 Student Transportation	\$137,405	\$135,049
Goddard School of Science & Technology Total Budget	\$4,342,444	\$4,546,874

Position Summary

Staffing	FY 2021	FY 2022
Goddard School of Science & Technology		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	23.0	21.0
English Language Learner Teachers	4.0	4.0
Special Education Teachers	5.0	5.0
School Adjustment Counselors	1.0	1.0
Physical Education Teachers	1.0	1.0
Art Teachers	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistant	13.0	13.0
School Nurse	1.0	1.0
Wraparound Coordinators	1.0	1.0
Custodian	4.0	4.0
School Clerical	1.0	1.0
School Nutrition Staff	11.0	11.0
Total	71.0	69.0



Grafton Street School

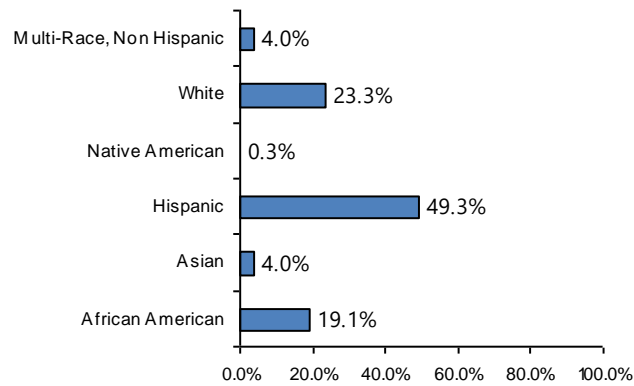
311 Grafton Street Worcester, MA 01604 Principal: Thomas Toney

Quick Facts

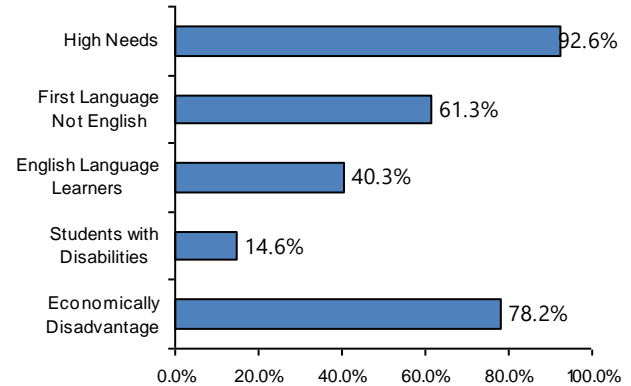
Quadrant	North	Enrollment	377
Grades	K to 6	Graduation Rates	N/A
Year Built	1879	Student Attendance	95.3%
Square Footage	41,065		



Student Race And Ethnicity

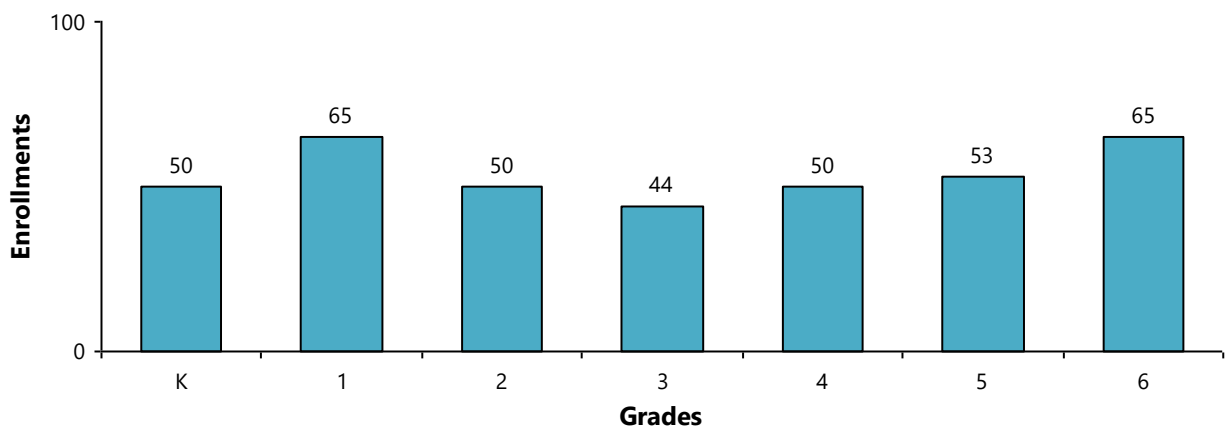


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Grafton Street School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,613,473	\$2,737,194
500146-92000 Electricity	\$24,042	\$17,374
500146-92000 Natural Gas	\$27,526	\$24,656
500-92204 Instructional Materials	\$21,830	\$26,013
540103-92000 Student Transportation	\$27,481	\$54,020
Grafton Street School Total Budget	\$2,714,353	\$2,859,257

Position Summary

Staffing	FY 2021	FY 2022
Grafton Street School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	19.0	18.0
English Language Learner Teachers	4.0	4.0
Special Education Teachers	3.0	3.0
Instructional Assistant	3.0	3.0
School Nurse	1.0	1.0
Custodian	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	4.0	4.0
Total	40.0	39.0



Heard Street Discovery Academy

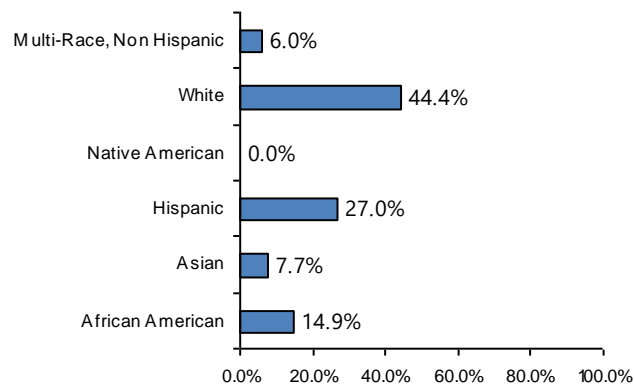
200 Heard Street Worcester, MA 01603 Principal: Cynthia Vail

Quick Facts

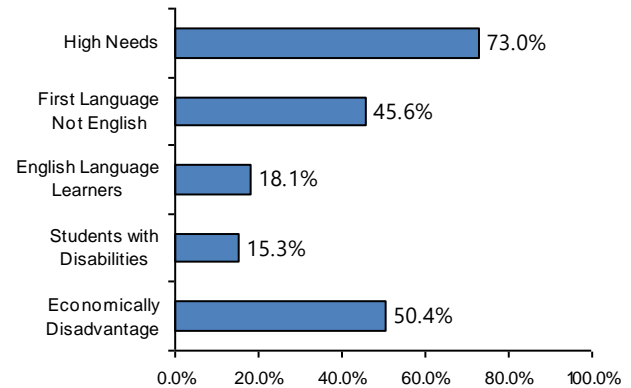
Quadrant	South	Enrollment	248
Grades	K to 6	Graduation Rates	N/A
Year Built	1932	Student Attendance	96.5%
Square Footage	23,800		



Student Race And Ethnicity

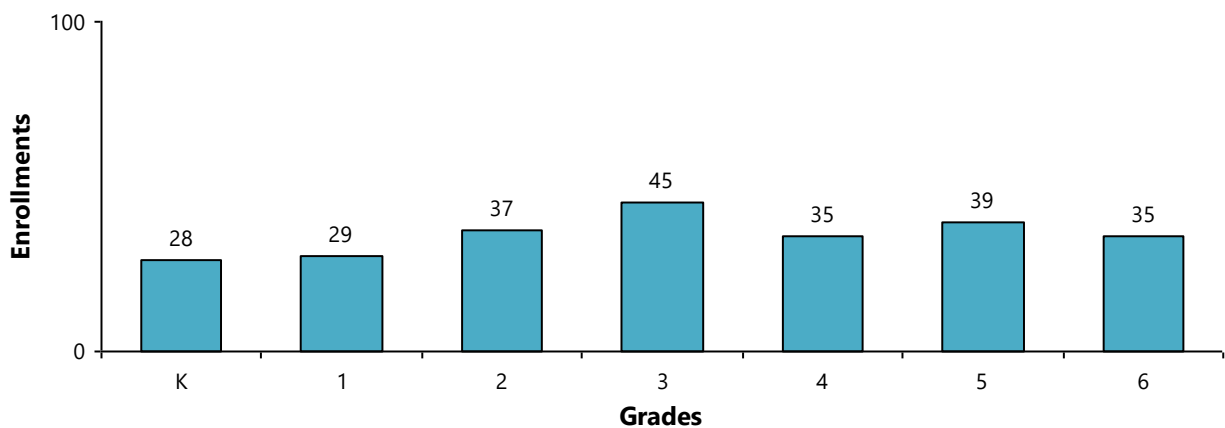


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Heard Street Discovery Academy

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,567,695	\$1,661,270
500146-92000 Electricity	\$25,898	\$16,317
500146-92000 Natural Gas	\$9,223	\$12,561
500-92204 Instructional Materials	\$15,576	\$17,112
540103-92000 Student Transportation	\$82,443	\$81,030
Heard Street Discovery Academy Total Budget	\$1,700,835	\$1,788,291

Position Summary

Staffing	FY 2021	FY 2022
Heard Street Discovery Academy		
Elementary Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
Special Education Teachers	1.0	1.0
Instructional Assistant	2.0	2.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	23.0	23.0



Jacob Hiatt Magnet School

772 Main Street

Worcester, MA 01601

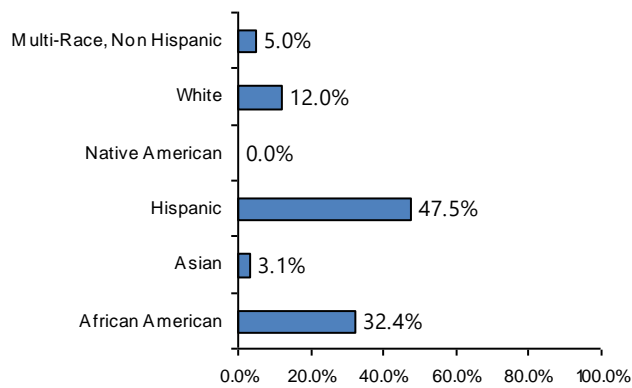
Principal: Jyoti Datta

Quick Facts

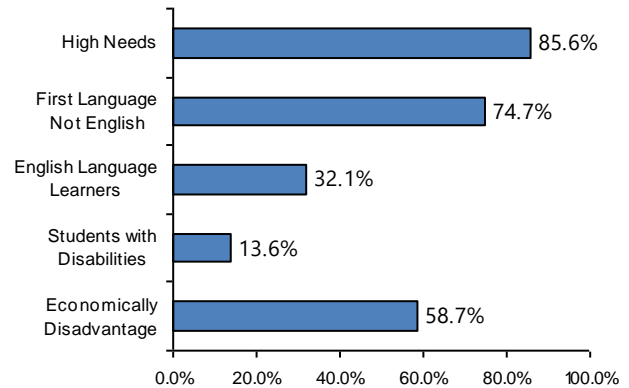
Quadrant	Doherty	Enrollment	383
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1990	Student Attendance	95.8%
Square Footage	52,000		



Student Race And Ethnicity

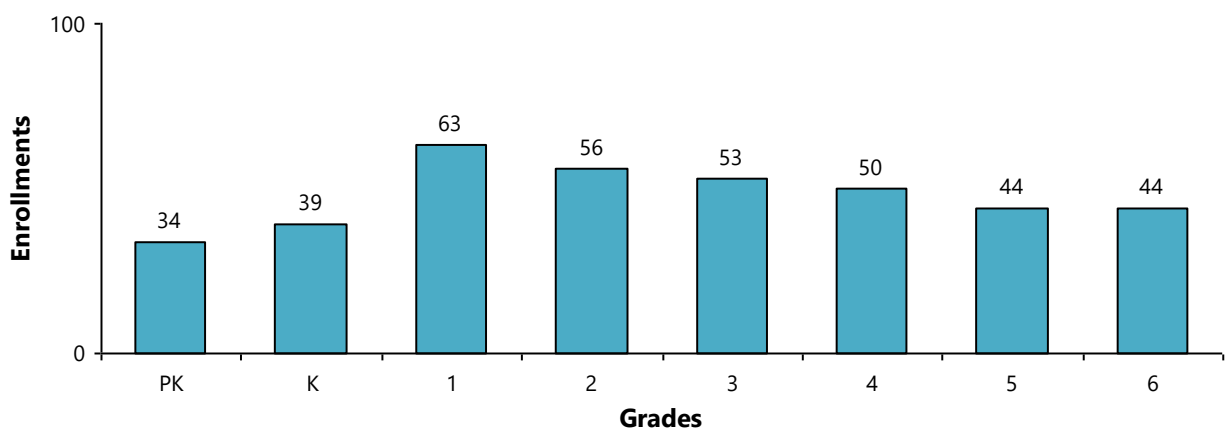


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Jacob Hiatt Magnet School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,695,074	\$2,835,055
500130-92000 Security Guard Services	\$22,968	\$28,305
500136-92000 Building & Parking Rentals	\$49,191	\$50,569
500146-92000 Electricity	\$59,882	\$48,727
500146-92000 Natural Gas	\$12,999	\$15,064
500-92204 Instructional Materials	\$24,308	\$26,427
540103-92000 Student Transportation	\$247,328	\$270,099
Jacob Hiatt Magnet School Total Budget	\$3,111,750	\$3,274,247

Position Summary

Staffing	FY 2021	FY 2022
Jacob Hiatt Magnet School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	17.0	17.0
English Language Learner Teachers	2.0	2.0
Special Education Teachers	4.0	4.0
Music Teachers	1.0	1.0
Instructional Assistant	4.0	4.0
School Nurse	1.0	1.0
Custodian	3.0	3.0
School Clerical	1.0	1.0
Elementary Additional Preparation Teachers	1.0	1.0
School Nutrition Staff	2.0	2.0
Total	39.0	39.0



Lake View School

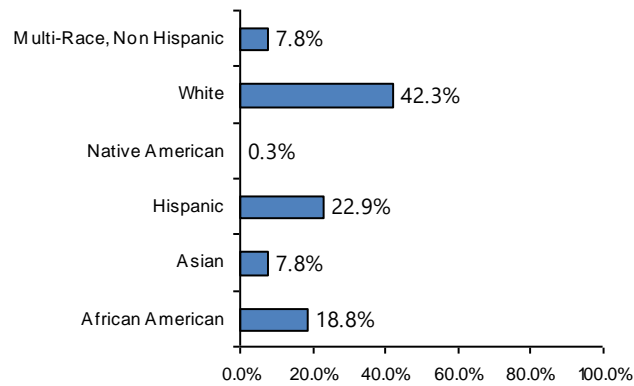
133 Coburn Avenue Worcester, MA 01604 Principal: Maureen Power

Quick Facts

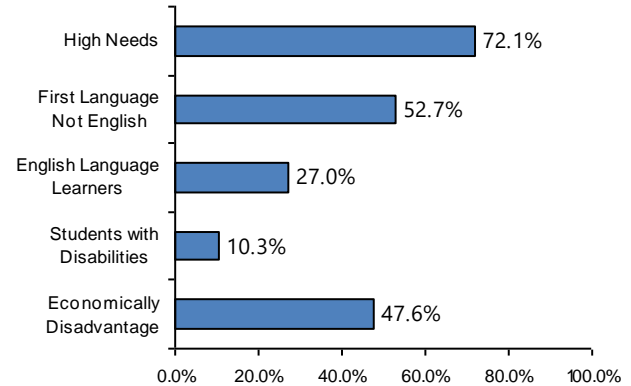
Quadrant	North	Enrollment	319
Grades	K to 6	Graduation Rates	N/A
Year Built	1922	Student Attendance	96.3%
Square Footage	27,918		



Student Race And Ethnicity

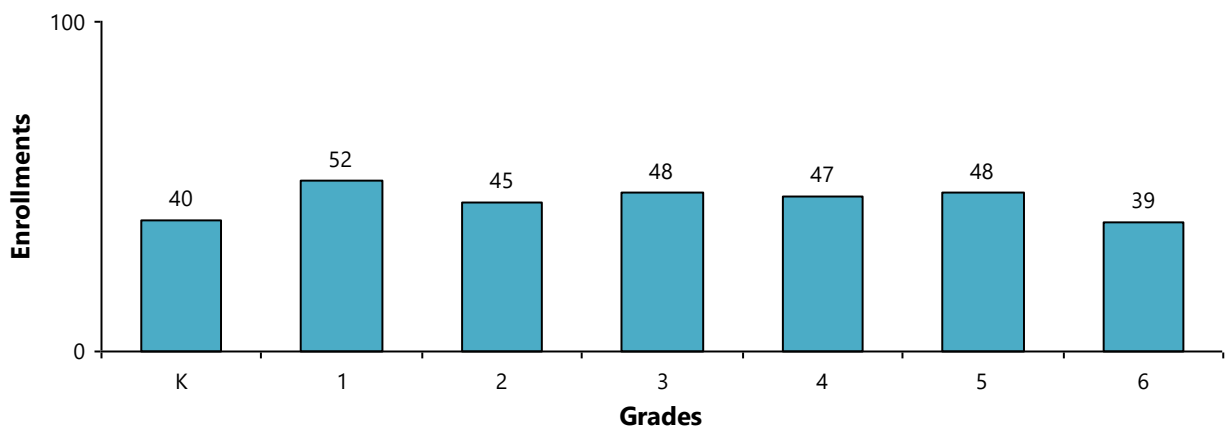


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Lake View School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,746,245	\$1,854,410
500146-92000 Electricity	\$13,159	\$9,353
500146-92000 Natural Gas	\$13,105	\$16,087
500-92204 Instructional Materials	\$19,234	\$22,011
540103-92000 Student Transportation	\$54,962	\$54,020
Lake View School Total Budget	\$1,846,705	\$1,955,880

Position Summary

Staffing	FY 2021	FY 2022
Lake View School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	0.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
School Adjustment Counselors	1.0	1.0
Instructional Assistant	1.0	1.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
Total	23.0	24.0



Lincoln Street School

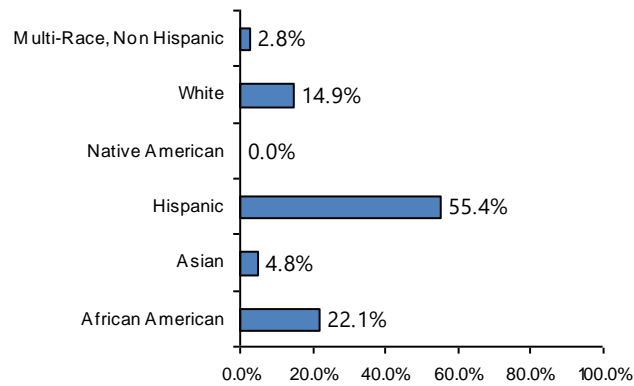
549 Lincoln Street Worcester, MA 01605 Principal: Michelle Gabrielian

Quick Facts

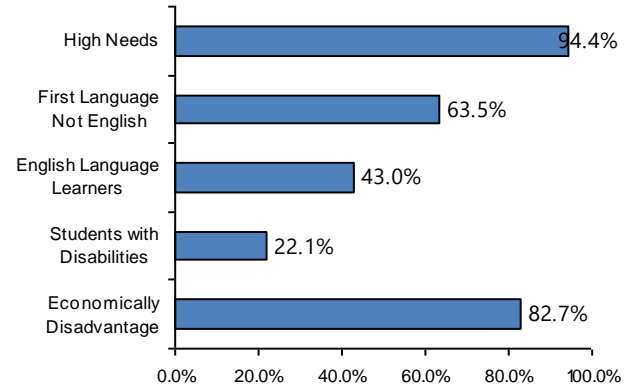
Quadrant	Burncoat	Enrollment	249
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1929	Student Attendance	94.6%
Square Footage	25,766		



Student Race And Ethnicity

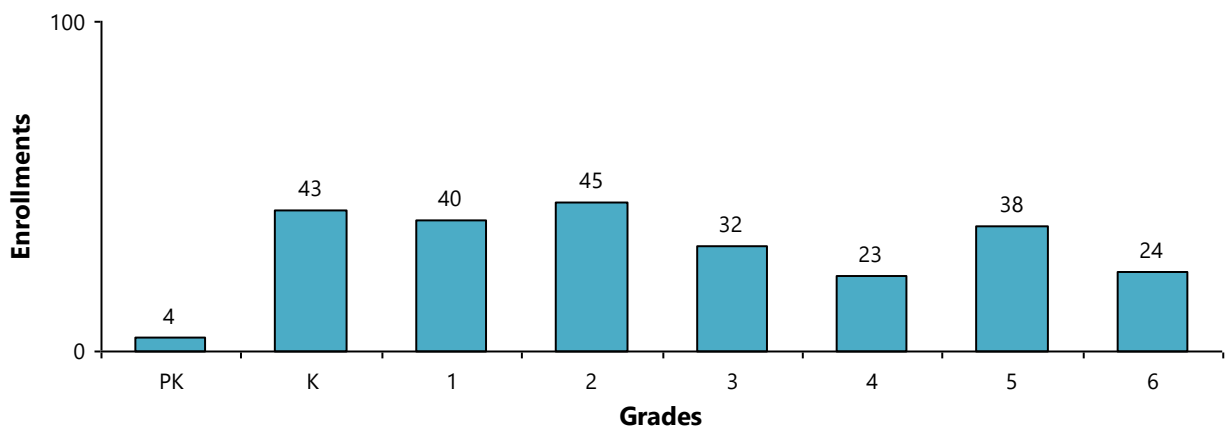


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Lincoln Street School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,070,174	\$2,182,016
500136-92000 Fees and Licenses	\$2,999	\$3,099
500146-92000 Electricity	\$26,595	\$17,191
500146-92000 Natural Gas	\$10,683	\$8,408
500-92204 Instructional Materials	\$13,452	\$17,181
540103-92000 Student Transportation	\$109,924	\$135,049
Lincoln Street School Total Budget	\$2,233,826	\$2,362,945

Position Summary

Staffing	FY 2021	FY 2022
Lincoln Street School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	12.0	13.0
English Language Learner Teachers	3.0	3.0
Special Education Teachers	4.0	4.0
School Adjustment Counselors	1.0	1.0
Instructional Assistant	6.0	6.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	33.0	33.0



May Street School

265 May Street

Worcester, MA 01602

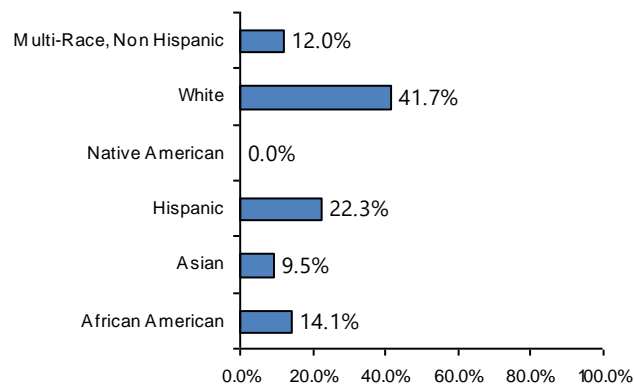
Principal: Luke Robert

Quick Facts

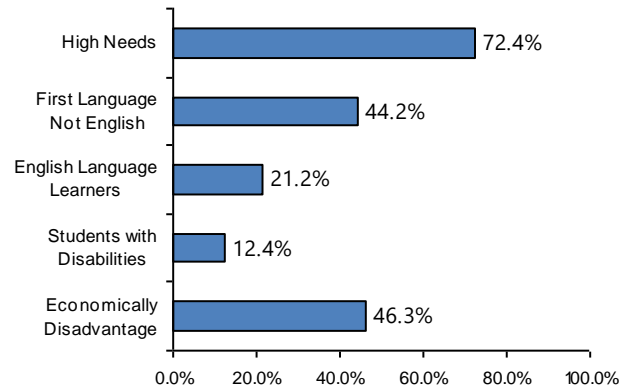
Quadrant	Doherty	Enrollment	283
Grades	K to 6	Graduation Rates	N/A
Year Built	1927	Student Attendance	96.4%
Square Footage	35,912		



Student Race And Ethnicity

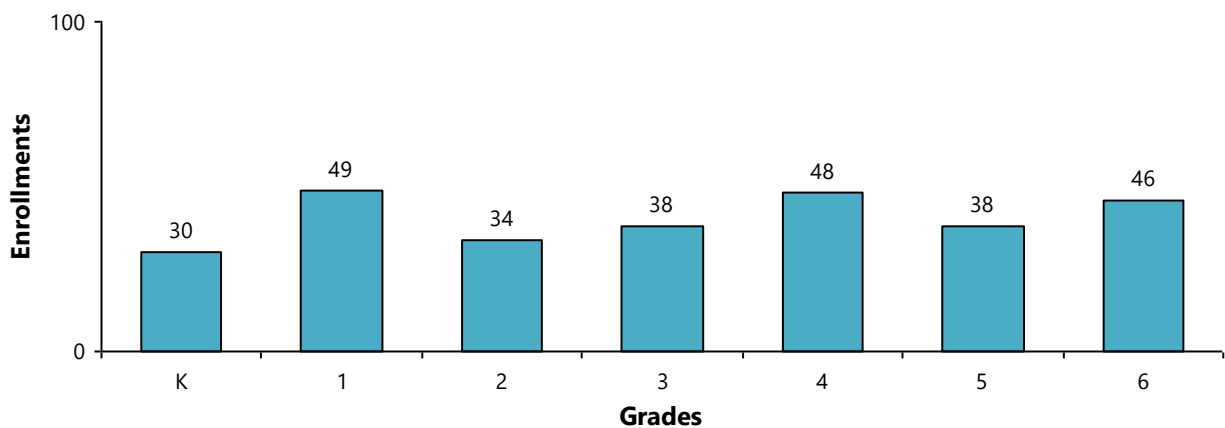


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





May Street School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,688,520	\$1,803,147
500136-92000 Fees and Licenses	\$2,999	\$3,099
500146-92000 Electricity	\$17,439	\$12,372
500146-92000 Natural Gas	\$21,174	\$20,261
500-92204 Instructional Materials	\$18,467	\$19,527
540103-92000 Student Transportation	\$82,443	\$81,030
May Street School Total Budget	\$1,831,041	\$1,939,435

Position Summary

Staffing	FY 2021	FY 2022
May Street School		
Elementary Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
Special Education Teachers	2.0	2.0
Instructional Assistant	2.0	2.0
School Nurse	1.0	1.0
Custodian	1.5	1.5
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	24.5	24.5



Midland Street School

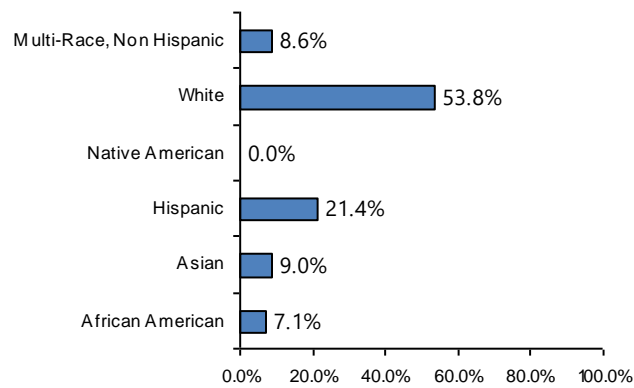
18 Midland Street Worcester, MA 01602 Principal: Christina Guertin

Quick Facts

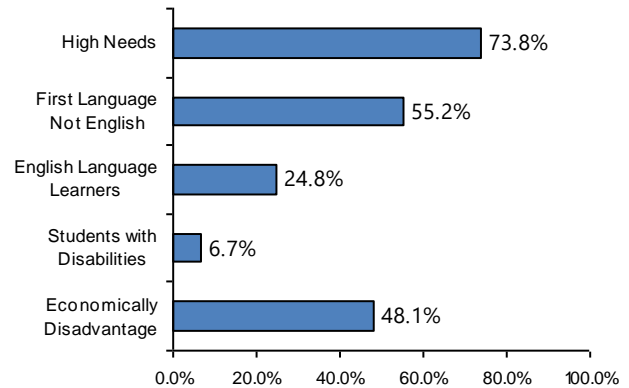
Quadrant	Doherty	Enrollment	210
Grades	K to 6	Graduation Rates	N/A
Year Built	1896	Student Attendance	96.8%
Square Footage	22,113		



Student Race And Ethnicity

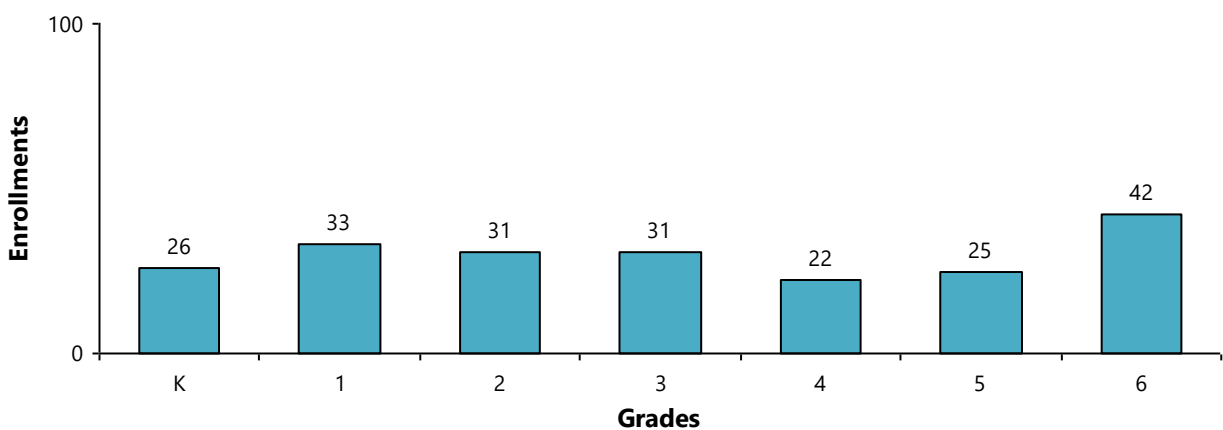


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Midland Street School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,455,030	\$1,555,394
500146-92000 Electricity	\$10,584	\$7,480
500146-92000 Natural Gas	\$20,509	\$24,155
500-92204 Instructional Materials	\$13,157	\$14,490
540103-92000 Student Transportation	\$27,481	\$27,010
Midland Street School Total Budget	\$1,526,761	\$1,628,529

Position Summary

Staffing	FY 2021	FY 2022
Midland Street School		
Elementary Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	12.0	12.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
Instructional Assistant	1.0	1.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
Total	22.0	22.0



Nelson Place School

35 Nelson Place

Worcester, MA 01605

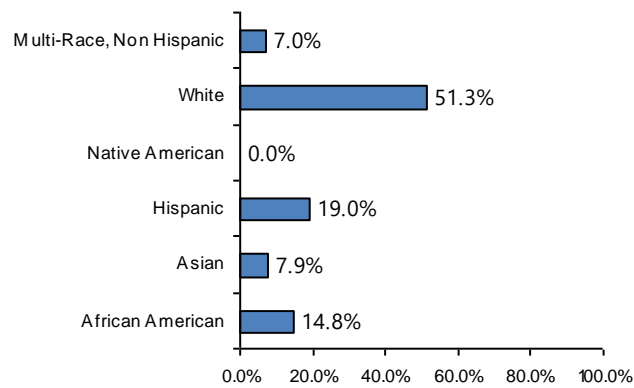
Principal: Monica Poitras

Quick Facts

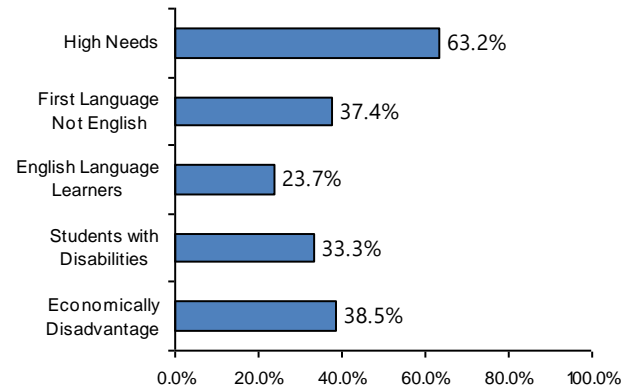
Quadrant	Doherty	Enrollment	532
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	2017	Student Attendance	96.2%
Square Footage	112,000		



Student Race And Ethnicity

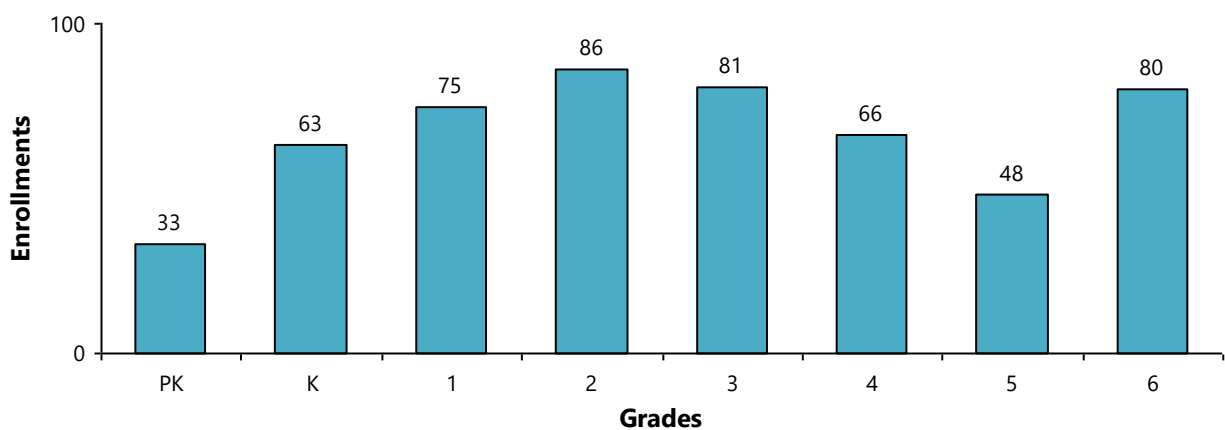


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Nelson Place School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$4,867,124	\$5,105,348
500136-92000 Fees and Licenses	\$2,999	\$3,099
500146-92000 Electricity	\$81,149	\$76,050
500146-92000 Natural Gas	\$23,594	\$27,693
500-92204 Instructional Materials	\$33,689	\$36,708
540103-92000 Student Transportation	\$384,733	\$432,158
Nelson Place School Total Budget	\$5,393,289	\$5,681,056

Position Summary

Staffing	FY 2021	FY 2022
Nelson Place School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	20.0	20.0
English Language Learner Teachers	3.0	3.0
Special Education Teachers	18.0	19.0
Art Teachers	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistant	31.0	31.0
School Nurse	2.0	2.0
Custodian	4.0	4.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	3.0
Total	87.0	88.0



Norrback Avenue School

44 Malden Street

Worcester, MA 01606

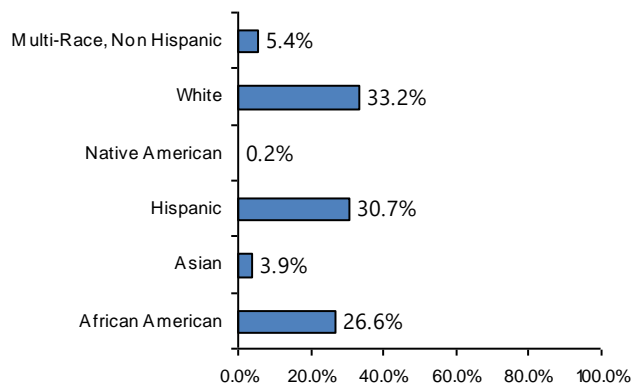
Principal: Christina Troiano

Quick Facts

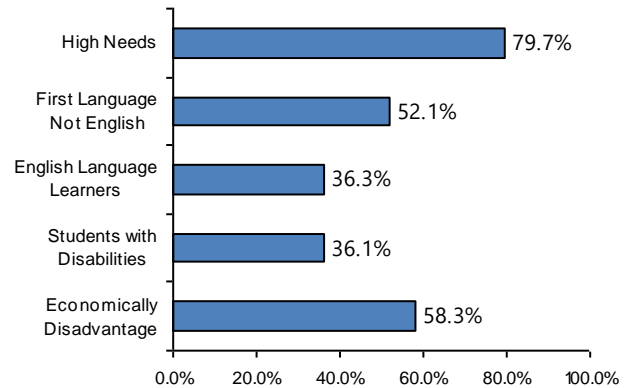
Quadrant	Burncoat	Enrollment	518
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1999	Student Attendance	95.4%
Square Footage	113,500		



Student Race And Ethnicity

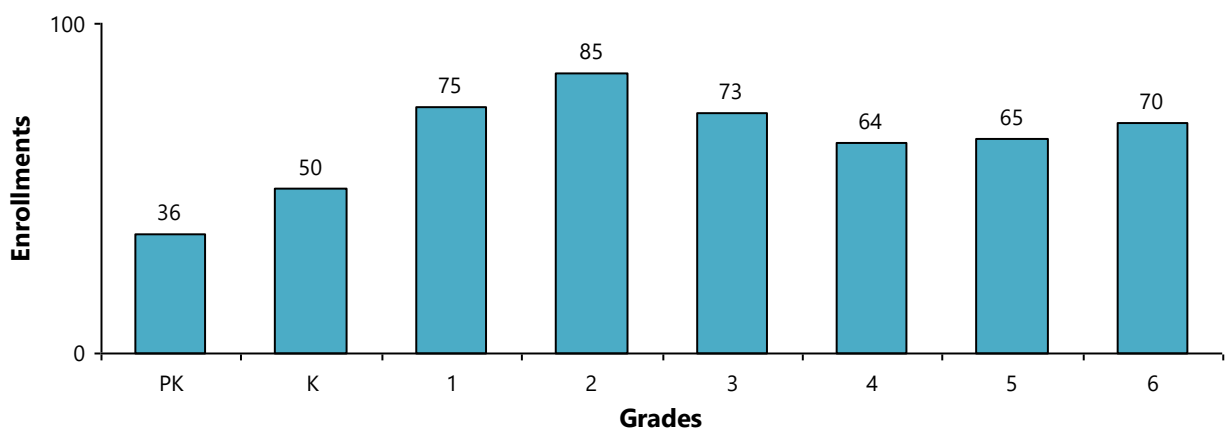


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Norrback Avenue School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$4,967,648	\$5,201,540
500136-92000 Fees and Licenses	\$2,999	\$3,099
500146-92000 Electricity	\$76,953	\$134,711
500146-92000 Natural Gas	\$26,687	\$46,426
500-92204 Instructional Materials	\$33,276	\$35,742
540103-92000 Student Transportation	\$384,733	\$378,139
Norrback Avenue School Total Budget	\$5,492,296	\$5,799,657

Position Summary

Staffing	FY 2021	FY 2022
Norrback Avenue School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	21.0	21.0
English Language Learner Teachers	4.0	4.0
Special Education Teachers	16.0	16.0
Physical Education Teachers	1.0	1.0
Art Teachers	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistant	28.0	28.0
School Nurse	2.0	2.0
Custodian	4.0	4.0
School Clerical	2.0	2.0
Elementary Additional Preparation Teachers	1.0	1.0
School Nutrition Staff	5.0	5.0
Total	89.0	89.0



Quinsigamond Community School

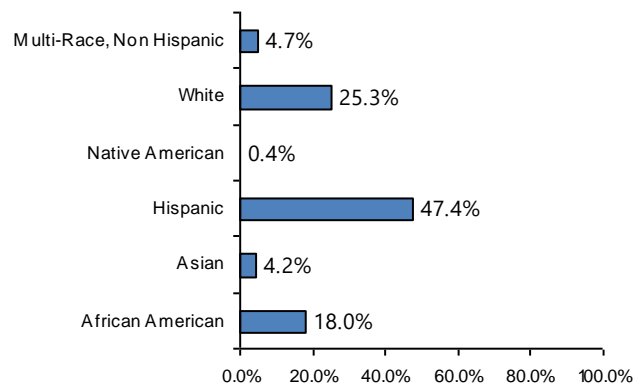
14 Blackstone River Ro Worcester, MA 01607 Principal: Yeu Kue

Quick Facts

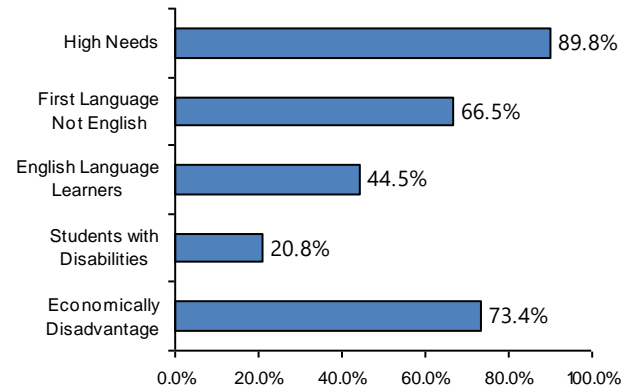
Quadrant	South	Enrollment	696
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1998	Student Attendance	94.6%
Square Footage	141,847		



Student Race And Ethnicity

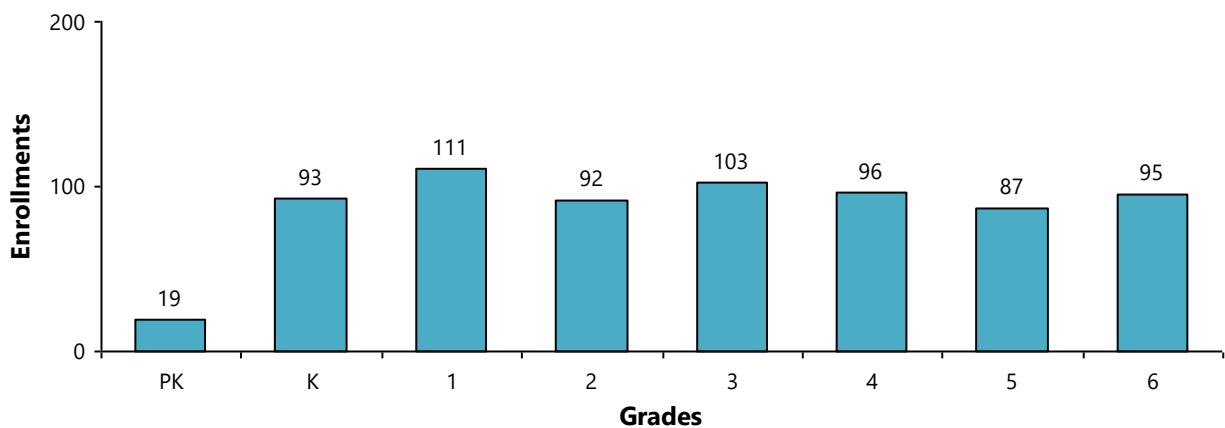


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Quinsigamond Community School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$5,063,783	\$5,285,606
500136-92000 Fees and Licenses	\$2,999	\$3,099
500146-92000 Electricity	\$122,836	\$162,758
500146-92000 Natural Gas	\$21,666	\$22,781
500-91000 Student Afterschool Drop-Off Center	\$22,500	\$22,500
500-92204 Instructional Materials	\$43,955	\$48,024
540103-92000 Student Transportation	\$439,694	\$486,178
Quinsigamond Community School Total Budget	\$5,717,434	\$6,030,947

Position Summary

Staffing	FY 2021	FY 2022
Quinsigamond Community School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	2.0	2.0
Elementary Focus Instructional Coach	2.0	2.0
English Language Arts Teachers	1.0	1.0
Elementary Classroom Teachers	30.0	30.0
English Language Learner Teachers	6.0	6.0
Special Education Teachers	9.0	9.0
Physical Education Teachers	1.0	1.0
Art Teachers	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistant	12.0	12.0
School Nurse	2.0	2.0
Custodian	4.0	4.0
School Clerical	2.0	2.0
Elementary Additional Preparation Teachers	1.0	1.0
School Nutrition Staff	6.0	6.0
Total	81.0	81.0



Rice Square School

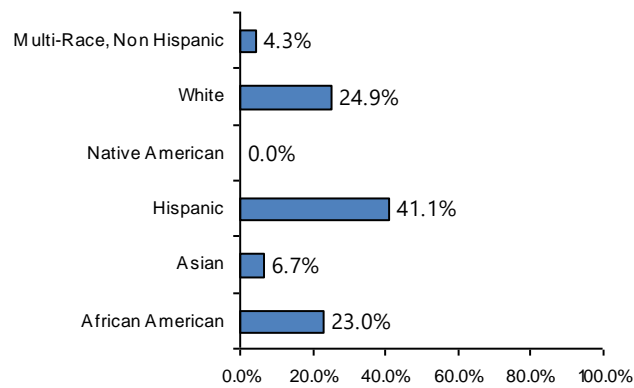
76 Massasoit Road Worcester, MA 01604 Principal: Susan Donahue

Quick Facts

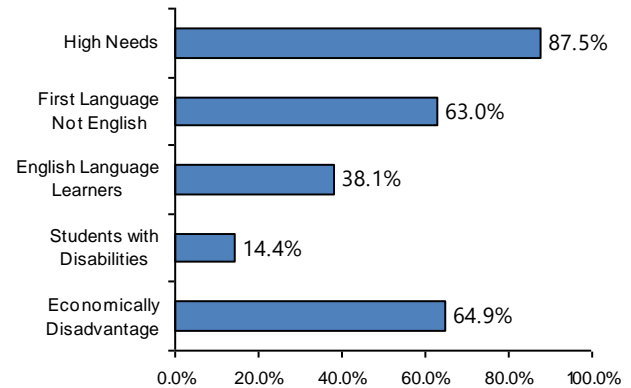
Quadrant	North	Enrollment	465
Grades	K to 6	Graduation Rates	N/A
Year Built	1914	Student Attendance	95.0%
Square Footage	36,000		



Student Race And Ethnicity

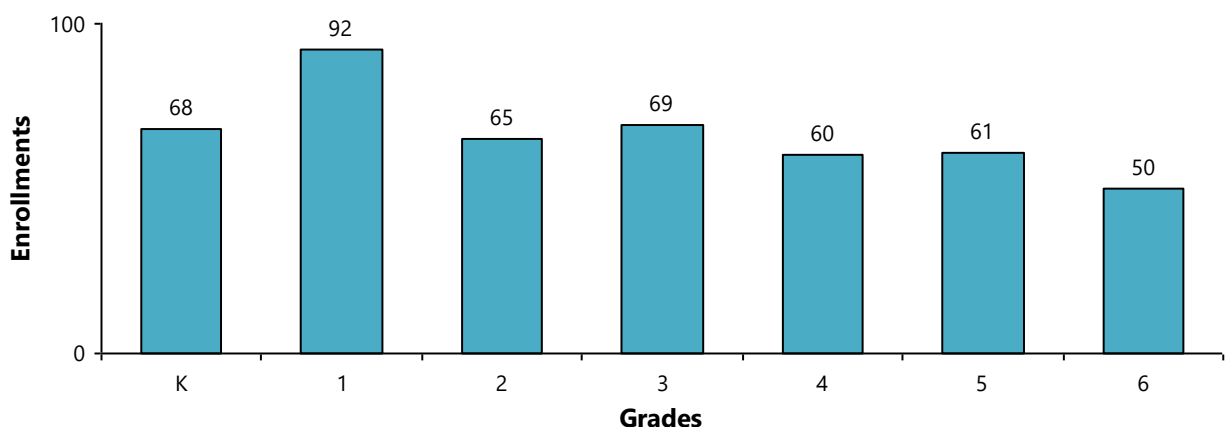


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Rice Square School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,978,006	\$3,139,019
500136-92000 Fees and Licenses	\$444	\$3,099
500146-92000 Electricity	\$40,317	\$31,575
500146-92000 Natural Gas	\$32,033	\$31,130
500-92204 Instructional Materials	\$28,084	\$32,085
540103-92000 Student Transportation	\$137,405	\$135,049
Rice Square School Total Budget	\$3,216,289	\$3,371,957

Position Summary

Staffing	FY 2021	FY 2022
Rice Square School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	23.0	23.0
English Language Learner Teachers	3.0	3.0
Special Education Teachers	2.0	2.0
Physical Education Teachers	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistant	3.0	3.0
School Nurse	1.0	1.0
Custodian	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	3.0	3.0
Total	43.0	43.0



Roosevelt School

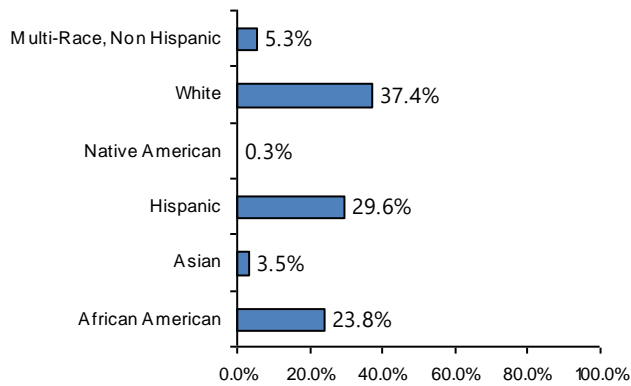
1006 Grafton Street Worcester, MA 01604 Principal: Kelly Williamson

Quick Facts

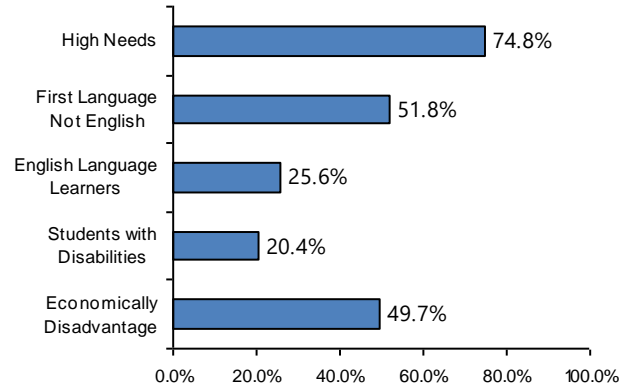
Quadrant	North	Enrollment	626
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	2001	Student Attendance	95.0%
Square Footage	120,656		



Student Race And Ethnicity

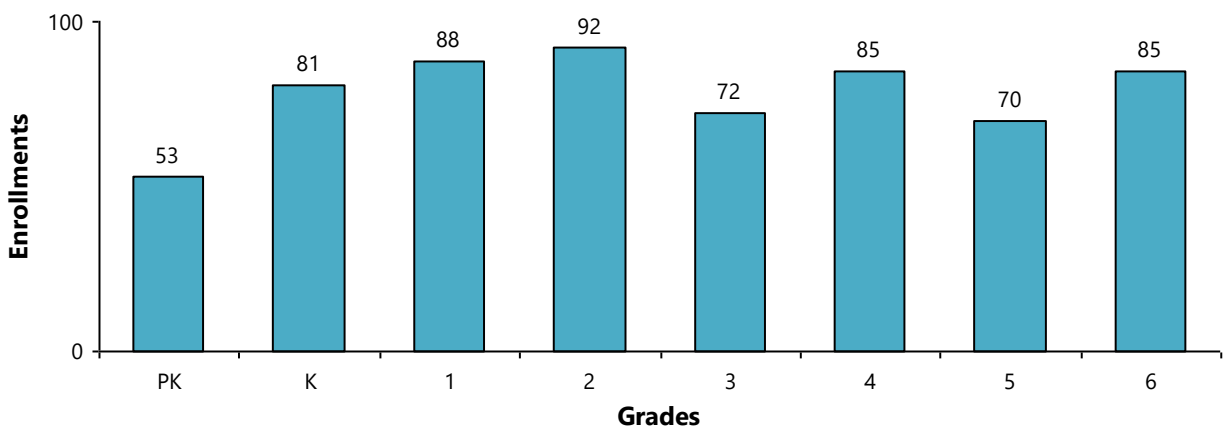


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Roosevelt School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$5,424,443	\$5,695,422
500146-92000 Electricity	\$90,298	\$124,617
500146-92000 Natural Gas	\$34,802	\$39,539
500-92204 Instructional Materials	\$41,182	\$43,194
540103-92000 Student Transportation	\$412,214	\$432,158
Roosevelt School Total Budget	\$6,002,938	\$6,334,930

Position Summary

Staffing	FY 2021	FY 2022
Roosevelt School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	2.0	2.0
Elementary Focus Instructional Coach	2.0	2.0
Elementary Classroom Teachers	21.0	21.0
English Language Learner Teachers	11.0	4.0
Special Education Teachers	14.0	14.0
Health & Safety Teachers	1.0	1.0
Physical Education Teachers	1.0	1.0
Art Teachers	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistant	22.0	22.0
School Nurse	2.0	2.0
Custodian	4.0	4.0
School Clerical	2.0	2.0
Elementary Additional Preparation Teachers	1.0	1.0
School Nutrition Staff	6.0	6.0
Total	92.0	85.0



Tatnuck Magnet School

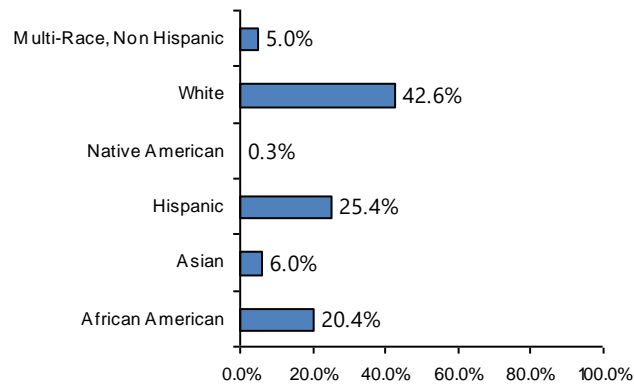
1083 Pleasant Street Worcester, MA 01602 Principal: Erin Dobson

Quick Facts

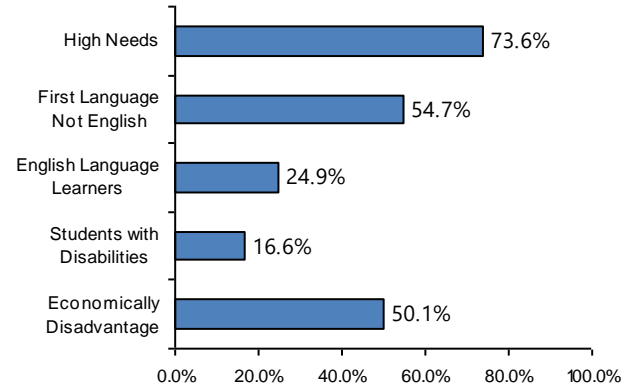
Quadrant	Doherty	Enrollment	397
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1922	Student Attendance	96.3%
Square Footage	42,384		



Student Race And Ethnicity

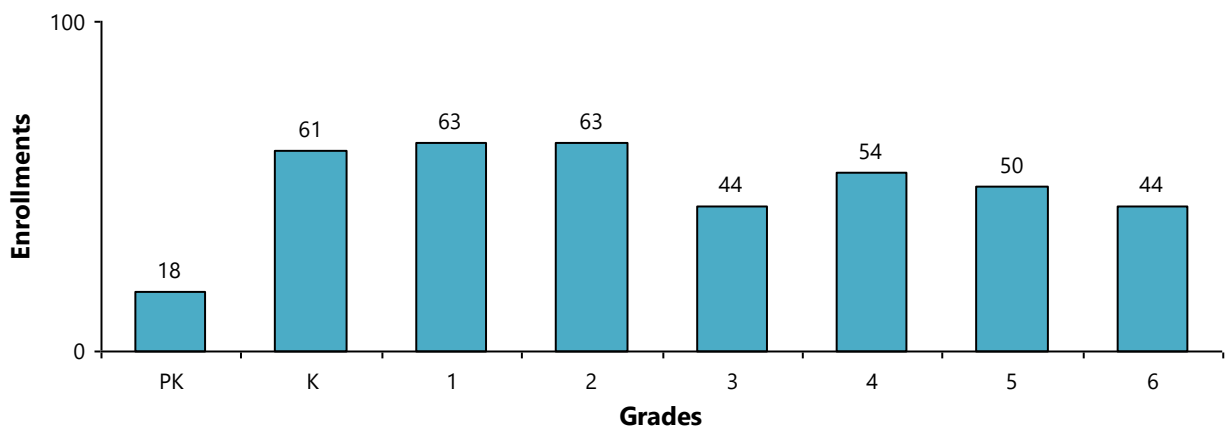


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Tatnuck Magnet School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,539,205	\$2,674,911
500146-92000 Electricity	\$26,293	\$14,917
500146-92000 Natural Gas	\$31,618	\$33,097
500-92204 Instructional Materials	\$25,075	\$27,393
540103-92000 Student Transportation	\$82,443	\$108,040
Tatnuck Magnet School Total Budget	\$2,704,633	\$2,858,358

Position Summary

Staffing	FY 2021	FY 2022
Tatnuck Magnet School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	18.0	18.0
English Language Learner Teachers	2.0	2.0
Special Education Teachers	4.0	4.0
Music Teachers	1.0	1.0
Other Teachers	0.0	1.0
Instructional Assistant	5.0	5.0
School Nurse	1.0	1.0
Custodian	2.5	2.5
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
Total	39.5	40.5



Thorndyke Road School

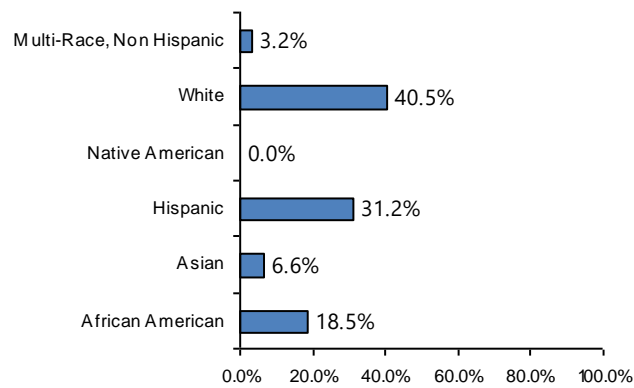
20 Thorndyke Road Worcester, MA 01606 Principal: Kathleen Lee

Quick Facts

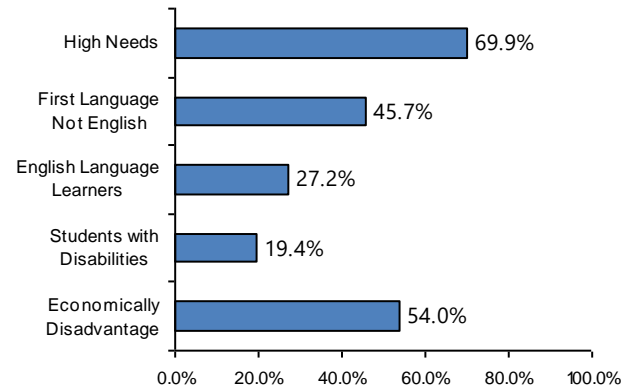
Quadrant	Burncoat	Enrollment	346
Grades	K to 6	Graduation Rates	N/A
Year Built	1927	Student Attendance	96.2%
Square Footage	43,425		



Student Race And Ethnicity

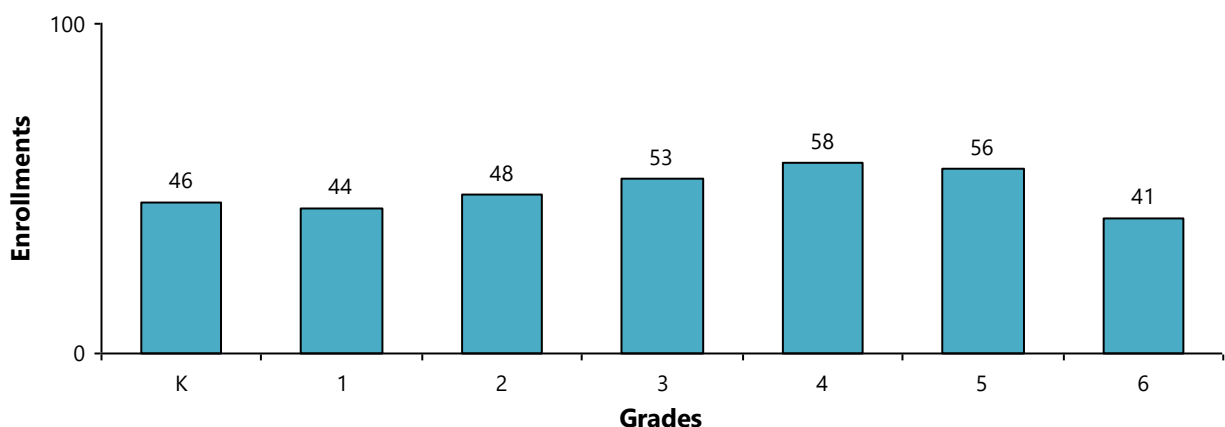


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Thorndyke Road School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,802,826	\$1,914,487
500146-92000 Electricity	\$18,518	\$14,923
500146-92000 Natural Gas	\$16,685	\$19,874
500-92204 Instructional Materials	\$20,827	\$23,874
540103-92000 Student Transportation	\$54,962	\$81,030
Thorndyke Road School Total Budget	\$1,913,817	\$2,054,188

Position Summary

Staffing	FY 2021	FY 2022
Thorndyke Road School		
Elementary Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	16.0	16.0
English Language Learner Teachers	2.0	2.0
Special Education Teachers	1.0	2.0
Instructional Assistant	3.0	3.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	28.0	29.0



Union Hill School

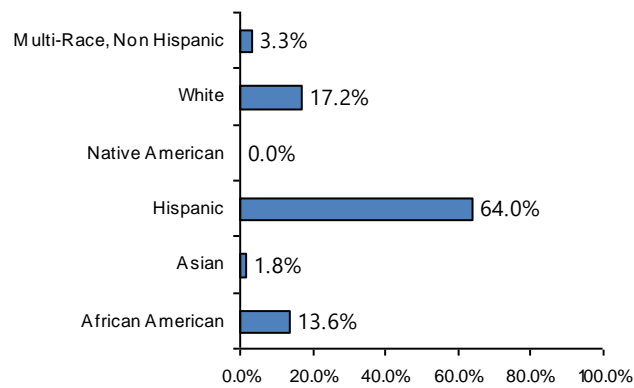
One Chapin Street Worcester, MA 01604 Principal: Ishmael Tabales

Quick Facts

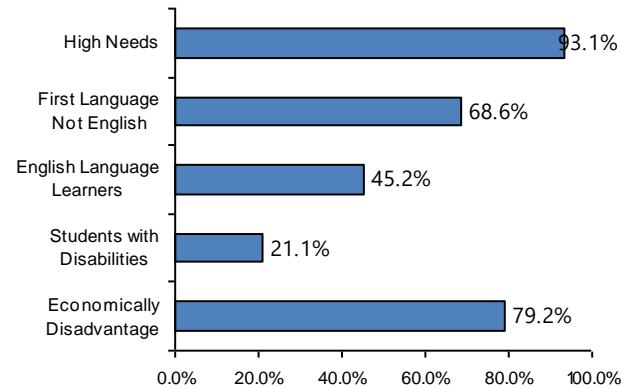
Quadrant	North	Enrollment	389
Grades	K to 6	Graduation Rates	N/A
Year Built	1922	Student Attendance	96.0%
Square Footage	43,216		



Student Race And Ethnicity

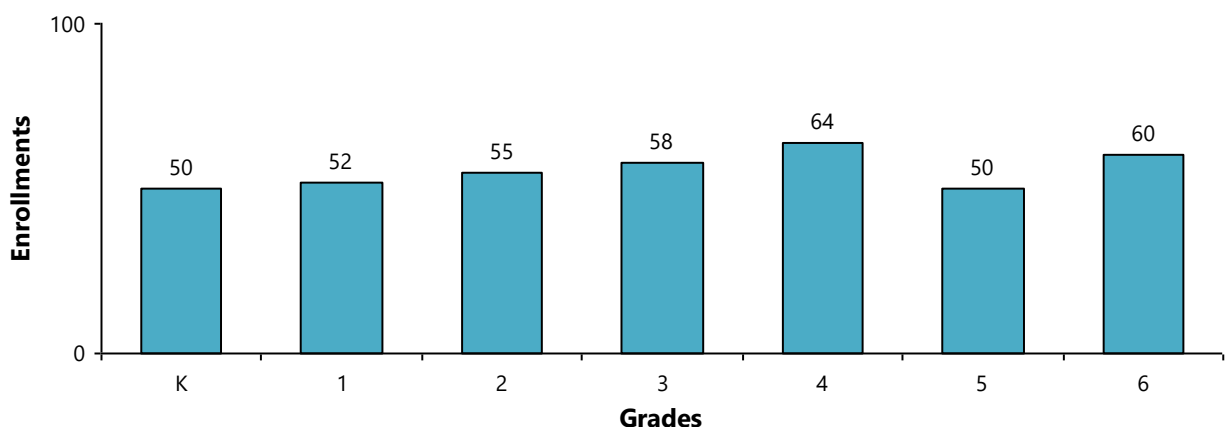


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Union Hill School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,588,096	\$2,718,289
500146-92000 Electricity	\$33,861	\$27,056
500146-92000 Natural Gas	\$19,187	\$23,656
500-92204 Instructional Materials	\$30,415	\$34,621
540103-92000 Student Transportation	\$27,481	\$0
Union Hill School Total Budget	\$2,699,039	\$2,803,622

Position Summary

Staffing	FY 2021	FY 2022
Union Hill School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	20.0	20.0
English Language Learner Teachers	3.0	3.0
Special Education Teachers	2.0	2.0
Elementary Lead Teachers	2.0	2.0
Instructional Assistant	3.0	3.0
School Nurse	1.0	1.0
Wraparound Coordinators	1.0	1.0
Custodian	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	2.0	2.0
Total	40.0	40.0



Vernon Hill School

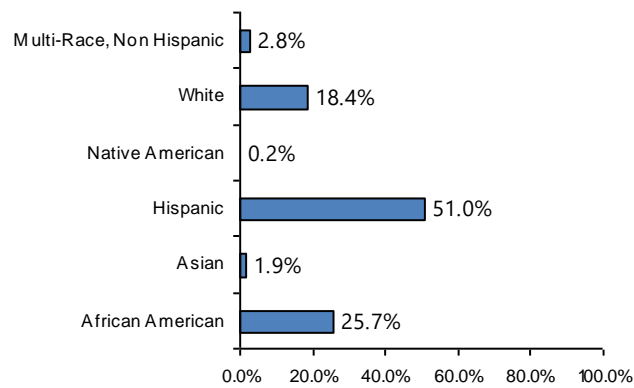
211 Providence Street Worcester, MA 01604 Principal: Craig Dottin

Quick Facts

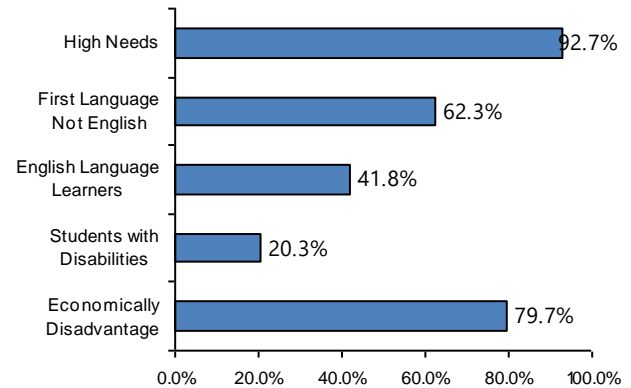
Quadrant	South	Enrollment	467
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1931	Student Attendance	94.0%
Square Footage	83,060		



Student Race And Ethnicity

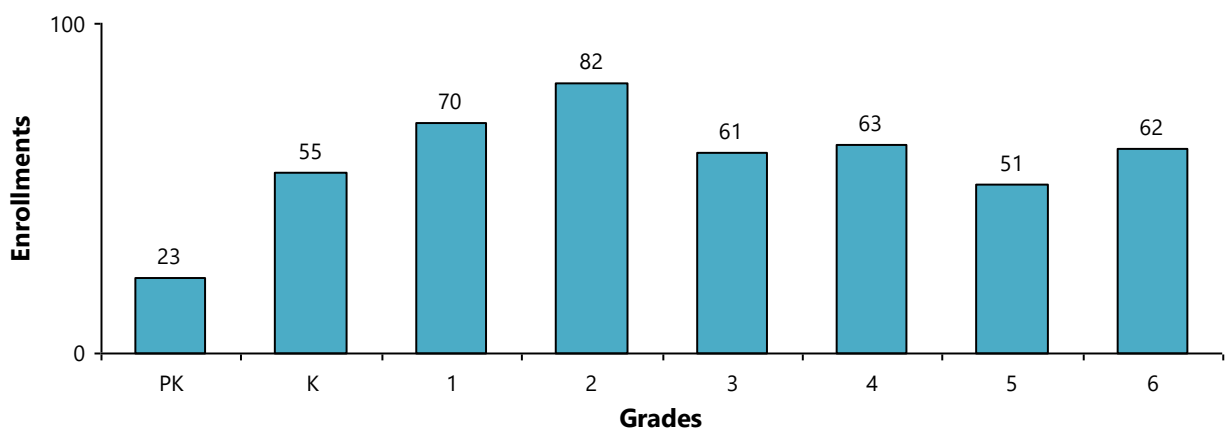


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Vernon Hill School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$3,477,292	\$3,649,804
500146-92000 Electricity	\$58,460	\$53,266
500146-92000 Natural Gas	\$43,789	\$52,464
500-92204 Instructional Materials	\$31,329	\$32,223
540103-92000 Student Transportation	\$164,885	\$162,059
Vernon Hill School Total Budget	\$3,775,756	\$3,949,816

Position Summary

Staffing	FY 2021	FY 2022
Vernon Hill School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	21.0	21.0
English Language Learner Teachers	4.0	4.0
Special Education Teachers	9.0	9.0
School Adjustment Counselors	1.0	1.0
Instructional Assistant	8.0	8.0
School Nurse	1.0	1.0
Custodian	3.0	3.0
School Clerical	1.5	1.5
School Nutrition Staff	8.0	8.0
Total	59.5	59.5



Wawecus Road School

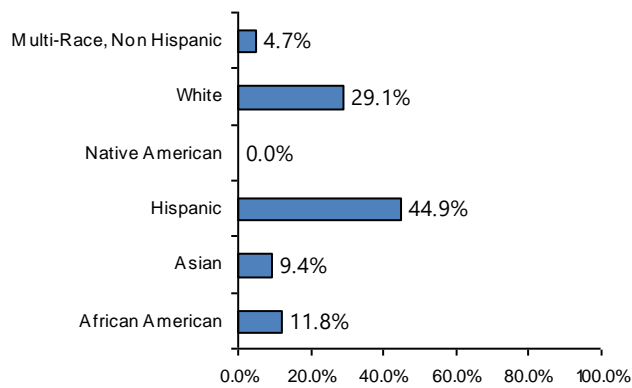
20 Wawecus Street Worcester, MA 01605 Principal: Joanna Loftus

Quick Facts

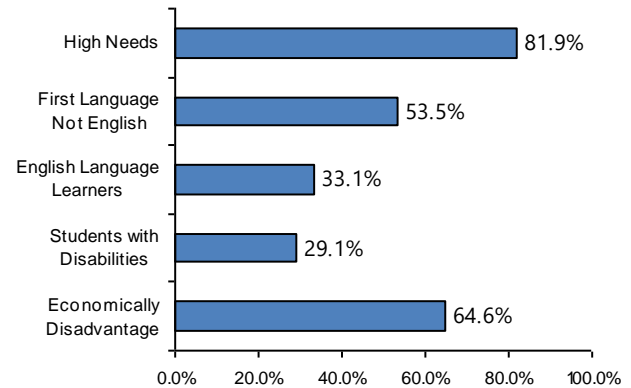
Quadrant	Burncoat	Enrollment	127
Grades	K to 6	Graduation Rates	N/A
Year Built	1963	Student Attendance	95.2%
Square Footage	22,974		



Student Race And Ethnicity

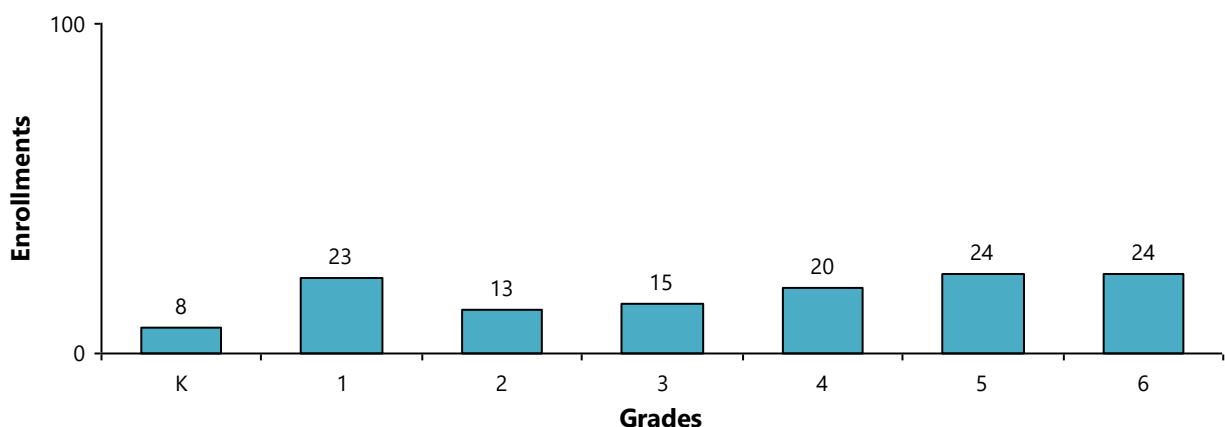


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Wawecus Road School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,320,956	\$1,393,305
500146-92000 Electricity	\$17,947	\$16,397
500146-92000 Natural Gas	\$9,227	\$13,559
500-92204 Instructional Materials	\$9,086	\$8,763
540103-92000 Student Transportation	\$137,405	\$135,049
Wawecus Road School Total Budget	\$1,494,621	\$1,567,074

Position Summary

Staffing	FY 2021	FY 2022
Wawecus Road School		
Elementary Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	7.0	7.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	4.0	4.0
Instructional Assistant	8.0	8.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	26.0	26.0



West Tatnuck School

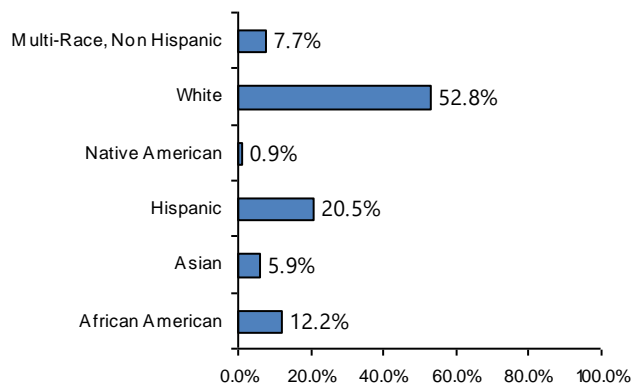
300 Mower Street Worcester, MA 01602 Principal: Jack Young

Quick Facts

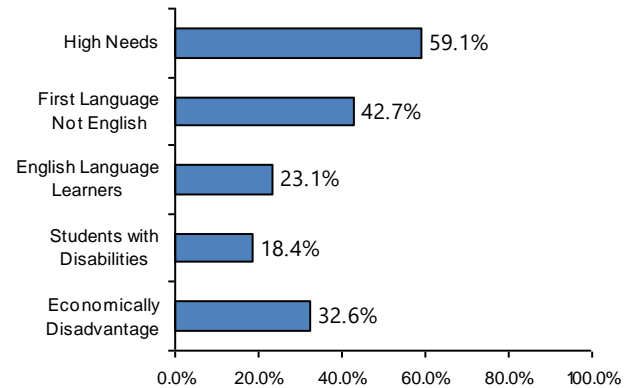
Quadrant	Doherty	Enrollment	337
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1961	Student Attendance	95.9%
Square Footage	37,544		



Student Race And Ethnicity

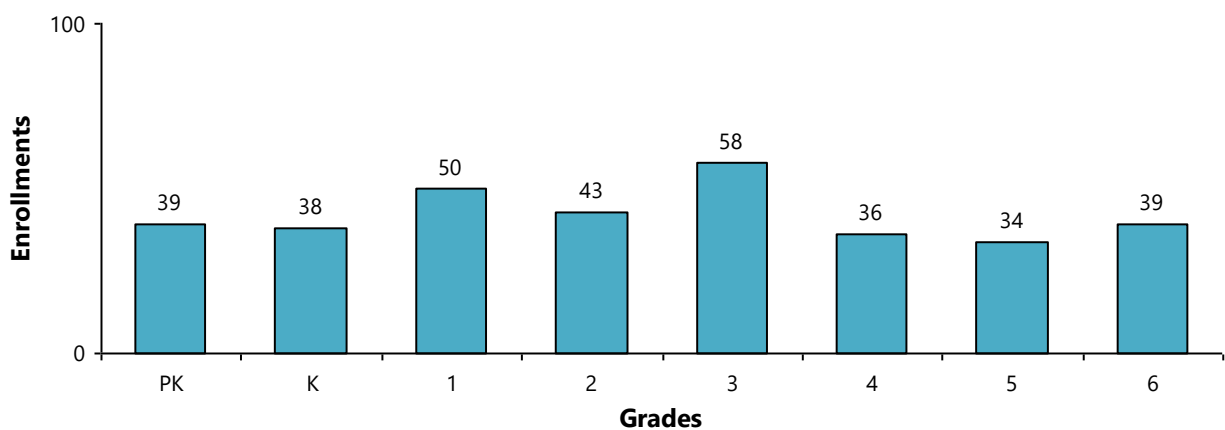


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





West Tatnuck School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,827,449	\$1,892,314
500146-92000 Electricity	\$30,017	\$27,474
500146-92000 Natural Gas	\$19,157	\$17,925
500-92204 Instructional Materials	\$20,768	\$23,253
540103-92000 Student Transportation	\$192,366	\$189,069
West Tatnuck School Total Budget	\$2,089,757	\$2,150,035

Position Summary

Staffing	FY 2021	FY 2022
West Tatnuck School		
Elementary Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	14.0	14.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	5.0	5.0
Other Teachers	0.0	1.0
Instructional Assistant	9.0	9.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	35.0	36.0



Woodland Academy

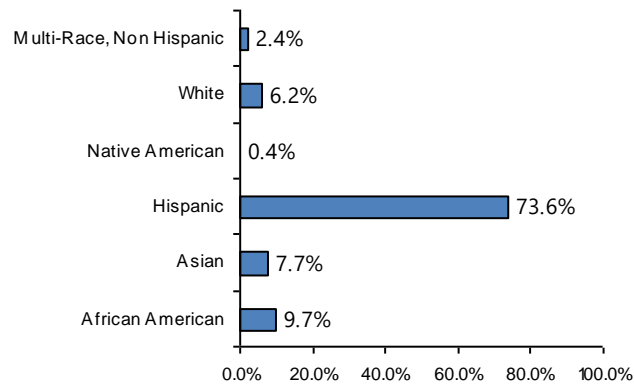
93 Woodland Street Worcester, MA 01610 Principal: Patricia Padilla

Quick Facts

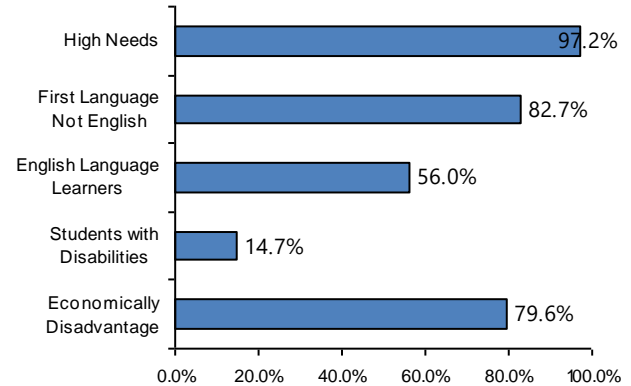
Quadrant	South	Enrollment	504
Grades	K to 6	Graduation Rates	N/A
Year Built	1999	Student Attendance	95.7%
Square Footage	71,127		



Student Race And Ethnicity

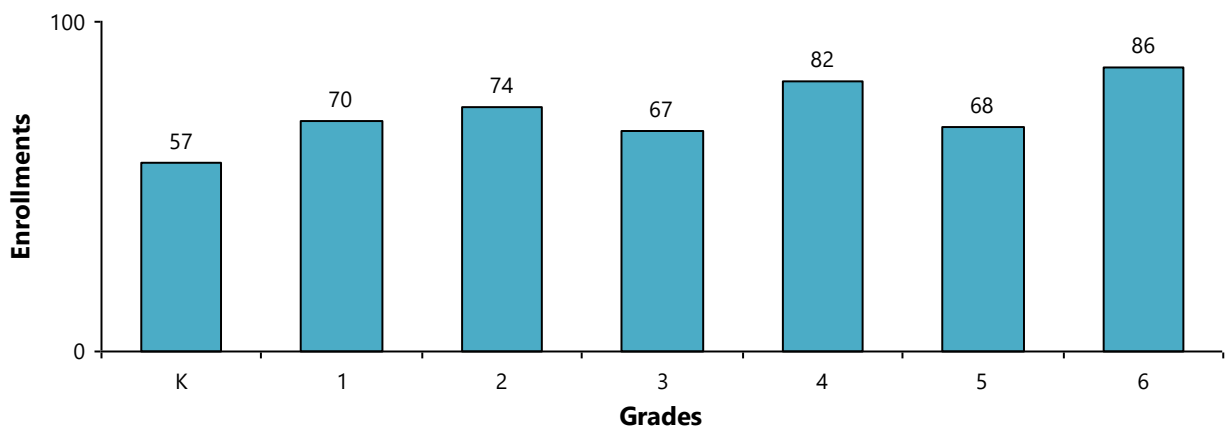


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Woodland Academy

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$3,876,546	\$4,067,554
500146-92000 Electricity	\$104,235	\$74,227
500146-92000 Natural Gas	\$35,042	\$26,481
500-92204 Instructional Materials	\$35,400	\$34,776
540103-92000 Student Transportation	\$27,481	\$27,010
Woodland Academy Total Budget	\$4,078,703	\$4,230,048

Position Summary

Staffing	FY 2021	FY 2022
Woodland Academy		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	2.0	2.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	27.0	27.0
Science Teachers	1.0	1.0
English Language Learner Teachers	6.0	6.0
Special Education Teachers	5.0	5.0
Physical Education Teachers	1.0	1.0
Art Teachers	1.0	1.0
Music Teachers	1.0	1.0
Instructional Assistant	4.0	4.0
School Nurse	1.0	1.0
Wraparound Coordinators	1.0	1.0
Custodian	2.5	2.5
School Clerical	1.0	1.0
School Nutrition Staff	8.0	8.0
Total	63.5	63.5



Worcester Arts Magnet School

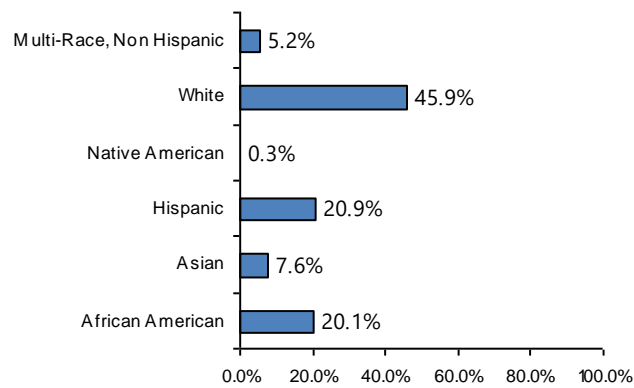
315 St. Nicholas Avenue Worcester, MA 01608 Principal: Mary Ellen Scanlon

Quick Facts

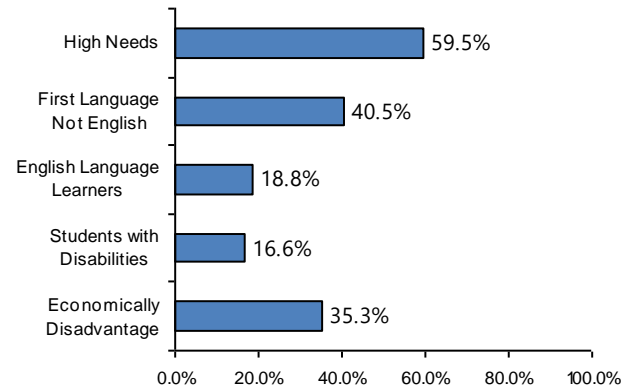
Quadrant	Burncoat	Enrollment	368
Grades	Pre-K to 6	Graduation Rates	N/A
Year Built	1961	Student Attendance	96.9%
Square Footage	56,657		



Student Race And Ethnicity

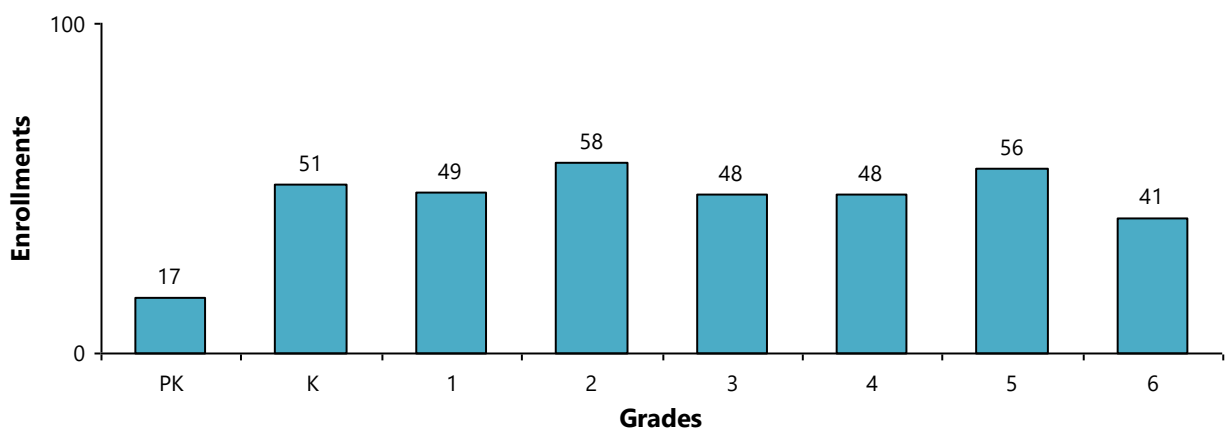


Student Demographics



Enrollment By Grades:

The following chart represents the student counts by each grade as of October 1, 2020.





Worcester Arts Magnet School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,280,913	\$2,416,688
500130-92000 Arts Consultants	\$26,842	\$27,930
500146-92000 Electricity	\$35,786	\$24,643
500146-92000 Natural Gas	\$24,556	\$26,629
500-92204 Instructional Materials	\$24,190	\$25,392
540103-92000 Student Transportation	\$164,885	\$162,059
Worcester Arts Magnet School Total Budget	\$2,557,172	\$2,683,342

Position Summary

Staffing	FY 2021	FY 2022
Worcester Arts Magnet School		
Elementary Principal	1.0	1.0
Elementary Assistant Principal	1.0	1.0
Elementary Focus Instructional Coach	1.0	1.0
Elementary Classroom Teachers	16.0	16.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	2.0	3.0
School Adjustment Counselors	1.0	1.0
Art Teachers	1.0	1.0
Music Teachers	1.0	1.0
Theater Teachers	1.0	1.0
Instructional Assistant	3.0	3.0
School Nurse	1.0	1.0
Custodian	2.0	2.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	34.0	35.0



Alternative School @ St. Casimir's

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,959,450	\$2,115,464
500136-92000 Building & Parking Rentals	\$60,904	\$0
500146-92000 Electricity	\$10,476	\$10,347
500146-92000 Heating Oil	\$28,306	\$21,310
500-91000 Supplemental Salaries	\$18,000	\$18,000
500-92204 Instructional Materials	\$5,580	\$5,580
540103-92000 Student Transportation	\$164,885	\$243,089
Alternative School @ St. Casimir's Total Budget	\$2,247,602	\$2,413,789

Position Summary

Staffing	FY 2021	FY 2022
Alternative School @ St. Casimir's		
Coordinator of Alternative Education Programs	1.0	1.0
Mathematic Teachers	1.0	1.0
World Language Teachers	1.0	1.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	9.0	9.0
School Adjustment Counselors	3.0	3.0
Occupational Art Teachers	3.0	3.0
Library Media Teachers	0.5	0.5
Music Teachers	1.0	1.0
Instructional Assistant	5.0	5.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	29.5	29.5



New Citizens Center

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,364,412	\$1,453,730
500136-92000 Fees and Licenses	\$444	\$3,809
500146-92000 Electricity	\$17,021	\$13,883
500146-92000 Natural Gas	\$5,637	\$6,779
500-92204 Instructional Materials	\$16,800	\$16,800
540103-92000 Student Transportation	\$82,443	\$108,040
New Citizens Center Total Budget	\$1,486,757	\$1,603,040

Position Summary

Staffing	FY 2021	FY 2022
New Citizens Center		
New Citizen Center Principal	1.0	1.0
Mathematic Teachers	1.0	1.0
Science Teachers	1.0	1.0
English Language Learner Teachers	11.0	11.0
Guidance Counselors	1.0	1.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	19.0	19.0



The Gerald Creamer Center

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,349,163	\$2,542,061
500130-92000 Security Guard Services	\$7,983	\$13,320
500146-92000 Electricity	\$13,344	\$10,498
500146-92000 Natural Gas	\$13,555	\$15,281
Gerald Creamer Center Programs	\$300,757	\$0
500-91000 Supplemental Salaries	\$2,000	\$2,000
500-92204 Instructional Materials	\$20,925	\$20,925
540103-92000 Student Transportation	\$27,481	\$162,059
The Gerald Creamer Center Total Budget	\$2,735,208	\$2,766,146

Position Summary

Staffing	FY 2021	FY 2022
The Gerald Creamer Center		
Coordinator of Alternative Education Programs	2.0	2.0
English Language Arts Teachers	5.0	5.0
Mathematic Teachers	5.0	5.0
History & Social Studies Teacher	4.0	4.0
Science Teachers	4.0	4.0
World Language Teachers	2.0	2.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
Guidance Counselors	2.0	2.0
Library Media Teachers	0.5	0.5
Instructional Assistant	1.0	1.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	31.5	31.5



Challenge and Reach Academies

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,623,082	\$1,732,222
500136-92000 Building & Parking Rentals	\$15,000	\$15,000
500146-92000 Electricity	\$13,166	\$10,744
500146-92000 Natural Gas	\$0	\$27,924
500146-92000 Heating Oil	\$39,382	\$0
500-92204 Instructional Materials	\$10,000	\$10,000
540103-92000 Student Transportation	\$329,771	\$324,119
Challenge and Reach Academies Total Budget	\$2,030,401	\$2,120,009

Position Summary

Staffing	FY 2021	FY 2022
Challenge and Reach Academies		
Coordinator of Alternative Education Programs	1.0	1.0
Focus Instructional Coach	1.0	1.0
English Language Arts Teachers	3.0	3.0
Mathematic Teachers	3.0	3.0
History & Social Studies Teacher	2.0	2.0
Science Teachers	2.0	2.0
World Language Teachers	2.0	2.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	1.0	1.0
School Adjustment Counselors	1.0	1.0
Instructional Assistant	4.0	4.0
School Nurse	1.0	1.0
Custodian	1.0	1.0
School Clerical	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	25.0	25.0



Academic Center for Transition & Assessment

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,770,418	\$1,849,901
500-92204 Instructional Materials	\$5,100	\$5,100
540103-92000 Student Transportation	\$247,328	\$270,099
Academic Center for Transition & Assessment Total Budget	\$2,022,847	\$2,125,100

Position Summary

Staffing	FY 2021	FY 2022
Academic Center for Transition & Assessment		
Coordinator of Special Education Programs	1.0	1.0
English Language Learner Teachers	1.0	1.0
Special Education Teachers	12.0	12.0
School Adjustment Counselors	1.0	1.0
Instructional Assistant	17.0	17.0
School Nurse	1.0	1.0
School Clerical	1.0	1.0
Total	34.0	34.0



Dual Language School

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$0	\$65,000
Dual Language School Total Budget	\$0	\$65,000

Position Summary

Staffing	FY 2021	FY 2022
Dual Language School		
Elementary Principal	0.0	1.0
English Language Learner Focus Instructional Coach	0.0	1.0
English Language Learner Teachers	0.0	11.0
Instructional Assistant	0.0	1.0
School Nurse	0.0	1.0
Custodian	0.0	1.0
School Clerical	0.0	1.0
School Nutrition Staff	0.0	1.0
Total	0.0	18.0



Virtual Academy

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$0	\$0
Virtual Academy Total Budget	\$0	\$0

Position Summary

Staffing	FY 2021	FY 2022
Virtual Academy		
Secondary Principal	0.0	1.0
Virtual Academy Teachers	0.0	7.0
Total	0.0	8.0



Durkin Administration Building

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$7,693,761	\$7,976,543
500130-92000 Automated Services	\$97,970	\$101,014
500130-92000 Security Guard Services	\$33,975	\$39,313
500136-92000 Building & Parking Rentals	\$42,600	\$80,520
500136-92000 Office Services & Supplies	\$84,256	\$85,436
500146-92000 Electricity	\$95,931	\$160,279
500146-92000 Natural Gas	\$16,967	\$15,829
500-91000 Supplemental Salaries	\$63,000	\$0
Durkin Administration Building Total Budget	\$8,128,459	\$8,458,933

Position Summary

Staffing	FY 2021	FY 2022
Office of Superintendent		
Superintendent	1.0	1.0
Chief Diversity Officer	1.0	1.0
Administrative Clerical	3.0	3.0
Office of School Committee		
Assistant to Superintendent/Clerk to School Committee	1.0	1.0
Administrative Clerical	2.0	2.0
Office of Deputy Superintendent		
Deputy Superintendent	1.0	1.0
Coordinator - Parent & Family Connections	1.0	1.0
Administrative Clerical	1.0	1.0
Office of Instruction & School Leadership		
Manager of Instruction & School Leadership - Elementary	2.0	2.0
Manager of Instruction & School Leadership - Secondary	1.0	1.0
School Turnaround Manager	1.0	1.0
Administrative Clerical	2.0	2.0
Office of Special Education & Intervention Services		
Manager of Special Education & Intervention Services	1.0	1.0
Assistant Director of Special Education & Intervention Services	2.0	2.0
Supervisor of Special Education	1.0	1.0
Data Analyst	2.0	2.0
Instructional Assistant	1.0	1.0
Administrative Clerical	11.0	11.0
Office of School & Student Performance		
Manager of School and Student Performance	1.0	1.0
Testing and Evaluation Specialist	1.0	1.0
Data Specialist	1.0	1.0
Program Evaluation Specialist	1.0	0.0
Administrative Clerical	1.0	1.0
Office of Curriculum & Professional Learning		
Manager of Curriculum & Professional Learning	1.0	1.0
Assistant Manager of Curriculum & Professional Learning	0.0	1.0
Specialist - Community Resources	1.0	1.0
Translation Coordinator	1.0	1.0
Staff Assistant	1.0	1.0



Position Summary

Staffing	FY 2021	FY 2022
Office of English Learners & Community Outreach		
Manager of English Language Learners & Community Engagement	1.0	1.0
Assistant Manager of English Language Learners & Community Engagement	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
Assistant Manager of Instructional Technology & Digital Learning	0.0	1.0
Grants Management		
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	2.0	3.0
Administrative Clerical	1.0	0.0
Office of Human Resources		
Chief Human Resources Officer	1.0	1.0
Director of Human Resources	1.0	1.0
Instructional Assistant	1.0	1.0
Administrative Clerical	5.0	5.0
Office of Finance & Operation		
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, Procurement & Accounts Payable		
Director of Payroll, Procurement & Accounts Payable	1.0	1.0
Payroll Coordinator	1.0	1.0
Account Clerical	7.0	8.0
Information Technology Administration		
Information Technology Officer	1.0	1.0
Senior Software Developer	1.0	1.0
Senior Systems Analyst	1.0	1.0
Software Quality Assurance Analyst	1.0	1.0
Web Application/Analyst	2.0	2.0
Technology Support Specialist	2.0	2.0
Online Media Specialist	1.0	1.0
Media Application Specialist	1.0	1.0
Software Project Manager	0.5	0.0
Mailroom Clerk	1.0	1.0
Facilities Department		
Custodian	2.0	2.0
Office of School Safety		
Director of School Safety	1.0	1.0
Administrative Clerical	1.0	1.0
Office of Social & Emotional Learning		
Manager of Social Emotional Learning	1.0	1.0
Supervisor of Child Study	2.0	2.0
Administrative Clerical	2.0	2.0
School Nutrition Staff		
School Nutrition Director	1.0	1.0
Assistant Director of Compliance & Training	1.0	1.0
Assistant Director of Finance & Operation	1.0	1.0
Financial Analyst	1.0	1.0



Position Summary

Staffing	FY 2021	FY 2022
School Nutrition Staff		
Coordinator of Support & Marketing	1.0	1.0
Supervisors	3.0	3.0
Food Procurement Manager	1.0	1.0
Total	108.5	110.0



Foley Stadium & Athletics

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$173,212	\$179,690
500146-92000 Electricity	\$80,737	\$55,746
500146-92000 Natural Gas	\$5,970	\$7,467
500146-92000 Heating Oil	\$6,154	\$4,633
500122-92000 Athletic OM	\$465,819	\$457,707
500-91000 Athletics Coaches Salaries	\$712,702	\$712,702
Foley Stadium & Athletics Total Budget	\$1,444,595	\$1,417,944

Position Summary

Staffing	FY 2021	FY 2022
Foley Stadium & Athletic Department		
Director of Athletics	1.0	1.0
Administrative Clerical	1.0	1.0
Total	2.0	2.0



Fanning Building

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$1,070,612	\$1,134,378
500130-92000 Security Guard Services	\$9,648	\$14,985
500146-92000 Electricity	\$33,679	\$21,262
500146-92000 Natural Gas	\$31,664	\$35,349
500-91000 Supplemental Salaries	\$95,585	\$195,585
500-92204 Instructional Materials	\$13,060	\$13,060
540103-92000 Student Transportation	\$82,443	\$81,030
Fanning Building Total Budget	\$1,336,690	\$1,495,649

Position Summary

Staffing	FY 2021	FY 2022
Facilities Department		
Custodian	2.0	2.0
Adult Education		
Administrative Clerical	1.0	0.0
School Clerical	0.0	1.0
New Citizen Center - Young Adult Program		
Coordinator of Alternative Education Programs	1.0	1.0
Transitions Program		
Coordinator of Special Education Programs	1.0	1.0
Instructional Assistant	20.0	20.0
School Clerical	1.0	1.0
Fanning Building		
Other Teachers	2.0	2.0
School Nurse	1.0	1.0
School Nutrition Staff	1.0	1.0
Total	30.0	30.0



James L. Garvey Parent Information Center

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$485,435	\$411,236
500146-92000 Electricity	\$9,731	\$10,052
500146-92000 Natural Gas	\$3,498	\$4,238
James L. Garvey Parent Information Center Total Budget	\$498,664	\$425,526

Position Summary

Staffing	FY 2021	FY 2022
James L. Garvey Parent Information Center		
School Choice Coordinator	1.0	1.0
EPL Testers	3.0	3.0
Informatics/CQI Nurse & Vaccine Manager	1.0	1.0
Parent Liaison	5.0	5.0
Custodian	1.0	1.0
Administrative Clerical	1.0	1.0
Total	12.0	12.0



Facilities Department

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$2,433,664	\$2,683,041
500136-92000 Building & Parking Rentals	\$0	\$370,000
500152-92000 Trash Removal	\$554,571	\$641,746
500152-92000 Facility Maintenance	\$2,971,315	\$3,012,913
500152-92000 Environmental Management Systems	\$608,494	\$708,494
500152-92000 Vehicle Maintenance	\$109,786	\$111,323
500152-93000 Capital Equipment	\$102,000	\$103,428
500-97000 Custodial Overtime Salaries	\$1,100,050	\$0
500-97000 Maintenance Overtime Salaries	\$158,458	\$164,860
Facilities Department Total Budget	\$8,038,338	\$7,795,805

Position Summary

Staffing	FY 2021	FY 2022
Facilities Department		
Director of Facilities	1.0	1.0
Coordinator of Building & Grounds	1.0	1.0
Custodial Supervisor	1.0	1.0
Facilities Supervisor	1.0	1.0
Coordinator of Building Assessments	1.0	1.0
Environmental Health & Safety Coordinator	1.0	1.0
CAD/Draftsman	1.0	1.0
Coordinator	1.0	1.0
Building Automation System Controls Coordinator	0.0	1.0
Custodian	0.5	0.5
Administrative Clerical	2.0	2.0
Laborer	1.0	0.0
Plumber	3.0	2.0
Painter	2.0	2.0
Locksmith	1.0	1.0
HVAC Technician	5.0	5.0
Electrician	5.0	2.0
Carpenter	6.0	5.0
Shop Foreman	1.0	1.0
Work Order Specialist	0.0	1.0
Utility Crew	5.0	5.0
Glazier	1.0	1.0
Total	40.5	36.5



Transportation Department

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$4,248,171	\$4,598,303
500130-92000 Contractual Employee Reimbursements	\$4,600	\$8,755
500136-92000 Building & Parking Rentals	\$259,947	\$730,000
540103-92000 District Operated Transportation	\$1,214,378	\$1,294,376
540103-92000 District Systemwide Transportation	\$2,500,762	\$2,295,841
540103-92000 Mandated McKinney-Vento	\$864,000	\$864,000
540103-92000 Out of City - Special Education	\$1,440,818	\$1,265,278
540103-92000 Special Education Summer School	\$261,822	\$0
540103-92000 Transition Program Vehicles	\$453,600	\$453,600
500-97000 Transportation Overtime Salaries	\$686,000	\$713,714
Transportation Department Total Budget	\$11,934,098	\$12,223,867

Position Summary

Staffing	FY 2021	FY 2022
Transportation Department		
Director of Transportation	1.0	1.0
Assistant Director of 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	1.0	1.0
Transportation Liaisons	3.0	3.0
Bus Drivers - Mid Size	49.0	49.0
Bus Monitors	48.0	48.0
Bus Drivers - Full Size	18.0	18.0
Custodian	0.0	0.5
Total	126.0	126.5



Systemwide

Financial Summary

Category	FY 2021 Adopted	FY 2022 Recommended
Total Salaries	\$38,160,003	\$35,737,494
500101-96000 Retirement	\$19,683,751	\$21,731,307
500123-96000 Health Insurance	\$51,245,115	\$53,647,839
500125-92000 Other Insurance Programs	\$63,086	\$66,030
500129-91000 Workers Compensation	\$1,967,646	\$1,983,982
500130-92000 Advanced Placement Program	\$193,180	\$0
500130-92000 Automated Services	\$41,856	\$56,292
500130-92000 Graduation Expenses	\$57,736	\$95,236
500130-92000 Collaboration of Medical Pipeline	\$40,000	\$40,000
500130-92000 Contractual Employee Reimbursements	\$28,000	\$28,000
500130-92000 Employee Assistance Program	\$29,287	\$31,662
500130-92000 Legal Consultation & Settlements	\$495,000	\$495,000
500130-92000 New England Association of Schools & Colleges Evaluation	\$15,000	\$15,000
500130-92000 Physician Consultations	\$20,000	\$22,360
500130-92000 Special Education Services	\$233,333	\$233,333
500130-92000 Professional Development	\$313,150	\$313,150
500130-92000 Translation Services	\$455,000	\$461,374
500132-92000 Central Massachusetts Collaborative	\$14,918,342	\$14,941,849
500132-92000 Special Education Out of District Tuition Programs	\$5,080,149	\$5,429,221
500132-92000 Alternative Educational Out of District Programs	\$70,062	\$70,062
500133-92000 Printing & Postage	\$317,272	\$317,459
500136-92000 Audit Fees	\$22,938	\$23,478
500136-92000 Dues and Memberships	\$75,415	\$75,560
500136-92000 Employee Recruitment	\$31,600	\$31,600
500136-92000 Meetings, Receptions & Food	\$8,000	\$8,000
500136-92000 Instructional Technology	\$2,180,389	\$1,138,168
500136-92000 Moving Expenses	\$10,000	\$10,000
500136-92000 School Nurses Medical Supplies	\$140,350	\$169,410
500136-92000 School Safety Equipment	\$125,000	\$97,000
500136-92000 Worcester Future Teacher Program	\$6,400	\$6,400
500136-92000 Fees and Licenses	\$354,268	\$378,513
500136-92000 Travel - In State	\$54,500	\$59,500
500136-92000 Travel - Out of State	\$5,000	\$5,000
500136-92000 Instructional Technology Equipment	\$250,000	\$250,000
500137-96000 Unemployment Compensation	\$732,000	\$522,637
500146-92000 Telephone & Data Service	\$708,796	\$912,589
500-91000 Advanced Placement Program	\$77,000	\$0
500-91000 AVID Program	\$36,160	\$0
500-91000 School Committee Member	\$98,628	\$99,626
500-91000 Supplemental Salaries	\$969,964	\$844,964
500-91000 Teacher Substitute Salaries	\$2,115,197	\$1,583,050
500-92204 Instructional Materials	\$2,114,749	\$185,000
500-97000 Support Overtime Salaries	\$72,333	\$75,255
Systemwide Total Budget	\$143,615,655	\$142,192,400



Position Summary

Staffing	FY 2021	FY 2022
Office of Deputy Superintendent		
College & Career Guidance - Liaison	1.0	1.0
Office of Instruction & School Leadership		
Director of Innovative Pathways	1.0	1.0
Director of Technical Education	2.0	2.0
Elementary Classroom Teachers	4.0	10.0
Guidance Counselors	1.0	1.0
Early Literacy Intervention Specialists	0.0	13.0
Literacy Tutors	34.0	34.0
Instructional Assistant - Kindergarten	73.0	73.0
Office of Special Education & Intervention Services		
ABA Coordinators	0.0	3.0
Special Education Teachers	147.0	147.0
Certified Occupational Therapy Assistants	15.4	15.4
Speech Assistants	3.0	4.0
Interpreters	7.0	8.0
Instructional Assistant	112.0	127.0
Office of Curriculum & Professional Learning		
Focus Instructional Coach	3.0	3.0
English Language Arts Teachers - Liaison	1.0	1.0
Mathematic Teachers - Liaison	1.0	1.0
History & Social Studies Teacher - Liaison	1.0	1.0
World Language Teachers - Liaison	1.0	1.0
Health & Safety Teachers	6.0	6.0
Physical Education Teachers	22.0	22.0
Physical Education Teachers - Liaison	1.0	1.0
Art Teachers	18.0	19.0
Art Teachers - Liaison	1.0	1.0
AVID Teachers - Liaison	1.0	1.0
Music Teachers	20.0	21.0
Music Teachers - Liaison	1.0	1.0
Office of English Learners & Community Outreach		
English Language Learner Focus Instructional Coach	8.0	9.0
English Language Learner Teachers	13.0	33.0
ESL Tutors	5.0	5.0
Office of Instructional Technology & Digital Learning		
Technology Integration Specialist	8.0	7.0
Elementary Additional Preparation Teachers	15.0	16.0
Information Technology Administration		
Computer Technician	8.0	10.0
Student Database Trainer	2.0	2.0
Network Administrator	3.0	3.0
Network Technician	1.0	1.0
Television Producer	1.0	1.0
Production Assistant	3.0	3.0
Facilities Department		
Custodian	1.0	1.0
Office of School Safety		
Crossing Guards	109.0	110.0
Office of Social & Emotional Learning		
School Adjustment Counselors	52.0	56.0
Housing Stability Advocate	1.0	1.0
Behavioral Health Specialists	7.0	7.0
Psychologists	29.0	29.0



Position Summary

Staffing	FY 2021	FY 2022
Nursing Department		
Coordinator of Nursing Services	1.0	1.0
Supervisor of Nursing Services	2.0	2.0
Clinical Care Coordinator	1.0	1.0
Case Manager	1.0	1.0
Licensed Practical Nurse	8.0	13.0
Certified Nursing Assistant	24.0	26.0
School Nurse	3.0	3.0
Administrative Clerical	1.0	1.0
School Clerical	0.0	1.0
School Nutrition Staff		
Assistant Director of Culinary Operations	1.0	1.0
Production Chef	1.0	1.0
Supervisor - Culinary Compliance	1.0	1.0
Lead Chef Trainer	1.0	1.0
Lead Baker Trainer	1.0	1.0
MEO Driver	6.0	6.0
Computer Technician	1.0	1.0
Systemwide - Location to Be Determined	87.0	87.0
Total	883.4	960.4



**Our teacher
became a U.S.
President**

John Adams

**Our student was
the father of
modern rocketry**

Robert H. Goddard



From here...

Anywhere!



INFORMATIONAL

Informational



In this Section



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Budget Forecast

Budget Forecast



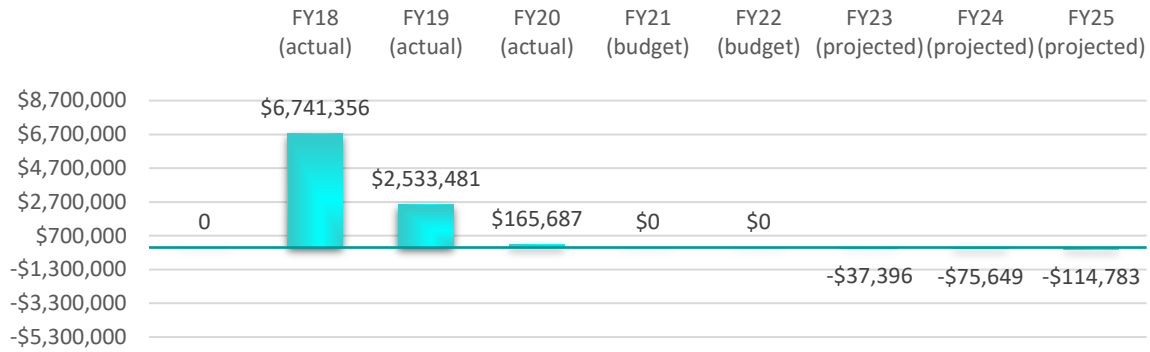
FY18-FY20 Actual Revenue and Expenditures
 FY21 Adopted Revenue and Expenditure Budget Amounts
 FY22 Revenue and Expenditure Budget Amounts
 FY23-FY25 Projected Revenue and Expenditure Amounts
 (Dollars expressed in Thousands)

	Actual			Adopted Budget	Budget	Projected		
Revenues:	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
State Aid	\$227,091	\$235,854	\$256,821	\$258,795	\$269,786	\$286,353	\$302,611	\$319,120
Local Contribution	\$108,030	\$109,204	\$112,714	\$113,604	\$116,429	\$118,758	\$121,727	\$124,770
Federal Grants	\$30,524	\$30,560	\$30,677	\$33,938	\$70,848	\$79,776	\$62,577	\$31,520
Child Nutrition	\$16,004	\$15,208	\$11,014	\$15,147	\$14,063	\$15,508	\$15,896	\$16,294
State Grants	\$3,705	\$3,418	\$3,131	\$1,761	\$1,761	\$1,761	\$1,761	\$1,761
Other Special Rev.	\$5,078	\$7,412	\$7,089	\$5,280	\$4,455	\$4,530	\$4,530	\$4,530
Total Revenues	\$390,431	\$401,657	\$421,445	\$428,523	\$477,341	\$506,685	\$509,102	\$497,995
Expenditures (by object)								
Employee Salaries (91000)	\$245,925	\$257,209	\$272,881	\$276,745	\$298,910	\$303,625	\$317,207	\$319,116
Supplies and Services (92000)	\$71,046	\$69,922	\$72,596	\$68,260	\$84,167	\$84,295	\$85,696	\$80,671
Capital Equipment (93000)	\$596	\$892	\$1,285	\$615	\$6,532	\$27,851	\$11,059	\$841
Fringe Benefits (96000)	\$63,735	\$68,430	\$72,969	\$80,698	\$85,447	\$89,789	\$94,031	\$96,275
Employee Overtime (97000)	\$2,389	\$2,669	\$1,879	\$2,204	\$2,286	\$1,163	\$1,184	\$1,206
Total Expenditures (by object)	\$383,690	\$399,123	\$421,611	\$428,523	\$477,341	\$506,723	\$509,177	\$498,110
Difference from Total Revenue	\$6,741	\$2,533	-\$166	\$0	\$0	-\$37	-\$76	-\$115
Expenditures (by function):								
Administration (1000)	\$5,134	\$4,902	\$5,157	\$5,679	\$5,372	\$5,252	\$5,357	\$5,214
Instruction (2000)	\$219,938	\$227,681	\$248,916	\$244,336	\$255,978	\$269,702	\$284,516	\$285,210
Other School Services (3000)	\$45,101	\$47,507	\$43,281	\$47,843	\$69,845	\$61,788	\$61,382	\$57,366
Operations & Maintenance (4000)	\$22,716	\$17,632	\$25,058	\$24,094	\$19,768	\$18,932	\$19,312	\$18,350
Fixed Charges (5000)	\$65,792	\$77,086	\$75,691	\$81,680	\$95,211	\$99,121	\$102,618	\$104,304
Community Services (6000)	\$1,341	\$1,188	\$749	\$633	\$723	\$729	\$735	\$740
Fixed Assets (7000)	\$530	\$576	\$600	\$631	\$7,329	\$27,336	\$10,552	\$1,343
Debt Service (8000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition Programs (9000)	\$23,138	\$22,551	\$22,159	\$23,627	\$23,114	\$23,863	\$24,706	\$25,581
Total Expenditures (by function)	\$383,690	\$399,123	\$421,611	\$428,523	\$477,341	\$506,723	\$509,177	\$498,110
Difference from Total Revenue	\$6,741	\$2,533	-\$166	\$0	\$0	-\$37	-\$76	-\$115



Budget Forecast

Budget Trends and Projection (All Funds) Projected Difference Between Expected Revenues and Expenditures (Negative Number Represents Estimated Budget Deficit Amount)



The two largest factors influencing the next three (or more) years of funding is the phase-in incorporating the new formula components of the Student Opportunity Act (2019) until FY27 (providing more than \$90 million in additional funding) and the recent COVID-19 assistance funding from the federal Elementary and Secondary School Emergency Relief Fund (ESSER) totaling \$120 million through FY24. These two funding sources are projected to provide overall budget stability, as well as program and service expansion for students.

Overall, the general fund revenue is also expected to grow over the next three years based on enrollment and demographic changes and anticipated inflation growth as measured by the national price deflator index for state and local government purchases. The overall enrollment is expected to slightly increase over the next three years after a pandemic-related, unprecedented decline. Other than the ESSER funds, all other federal grant revenue is expected to slightly increase based on recent enrollment and student demographic trends. These projections do not include additional funds as presented in President Biden's 2021 federal budget proposals for education, which if enacted, would provide an increase in these federal funds. The 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 the circuit breaker reimbursement is expected to remain fairly level through the next three years.

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 inflation are health insurance, tuition, and student transportation.

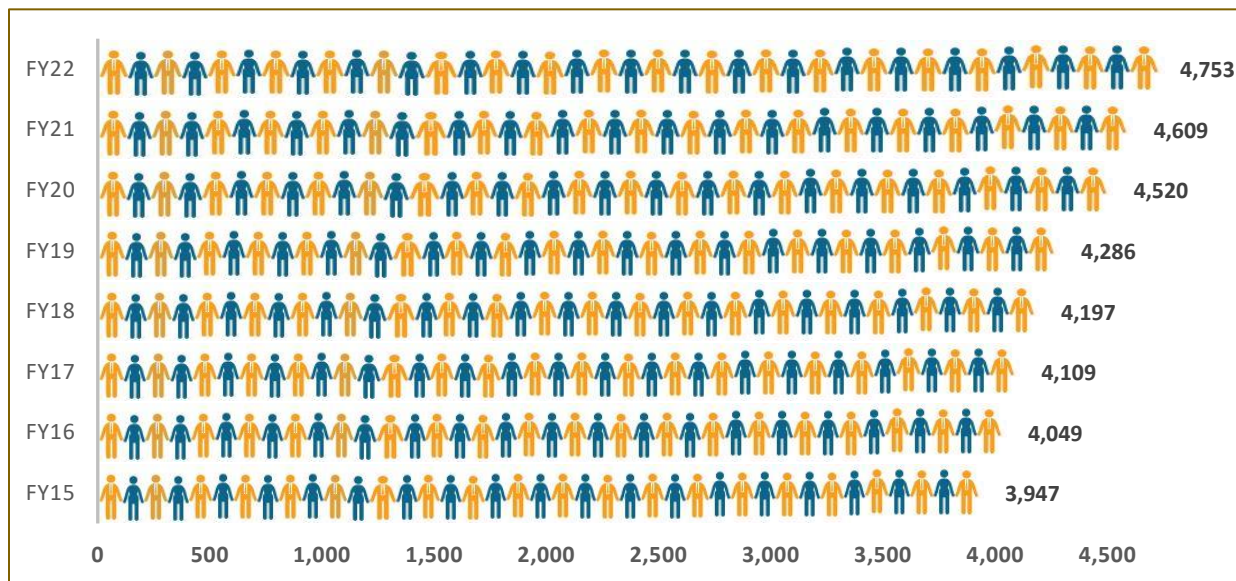
The funding from federal ESSER grants will support the district to sustain technology and safety purchases, provide bridge funding to support the expected enrollment increase, provide accelerated funds for Student Opportunity Act initiatives, and provide additional funds for building ventilation system replacement and building renovation projects. The Student Opportunity Act funding 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.



Human Capital

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

Human Capital



All Positions / All Funding Sources	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Change from Prior Year	
District Administrators	23	23	24	26	24	27	27	29	2	7.4%
School Administrators	79	79	79	81	82	88	88	91	3	3.4%
Teachers	2,086	2,139	2,142	2,213	2,250	2,388	2,451	2,546	95	3.9%
Instructional Assistants	591	601	599	589	598	622	641	659	18	2.8%
Teacher Substitutes	97	97	97	97	97	105	105	111	6	5.7%
Crossing Guards	106	106	106	106	106	109	109	110	1	0.9%
Educational Support	83	107	106	105	107	130	98	104	6	6.1%
Custodial Services	150	153	153	154	154	154	154	158	4	2.6%
Maintenance Services	33	33	33	33	31	30	32	28	-4	-12.5%
Full Year Clerical	64	64	65	63	63	66	68	67	-1	-1.5%
School Year Clerical	68	68	68	70	71	71	74	77	3	4.1%
School Nurses	54	55	56	59	89	97	103	110	7	6.8%
District Support	50	52	53	52	52	56	55	56	2	2.8%
Student Transportation	81	81	82	82	103	103	126	126	0	0.0%
Child Nutrition	237	239	294	321	313	319	312	315	3	1.0%
Head Start	145	152	152	146	146	155	166	166	0	0.0%
Totals	3,947	4,049	4,109	4,197	4,286	4,520	4,609	4,753	145	3.4%



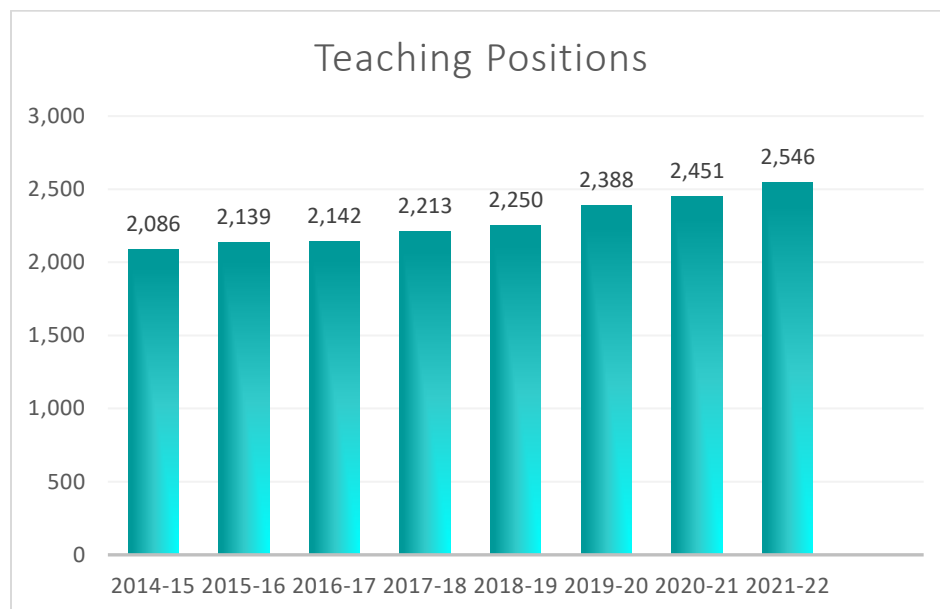
Human Capital

Teachers and Administration

Salaries and personnel costs comprise a substantial portion of the budget for the Worcester Public Schools. In FY22, nearly \$200.3 million (42.0%), of the district's \$477.3 million budget is for teacher salaries. Another \$5.4 million (1.0%) is appropriated to district administration (using the DESE chart of account method).

For 2021-22, there are 2,546 teaching positions planned in the district. As indicated in the following table, this is an increase of 460, or 22.0%, in teaching positions from 2014-15.

Number of FTE teaching positions in the Worcester Public Schools: 2014 - 2022



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 15.6 to 1 in 2012-13 to 13.3 to 1 in 2019-2020.



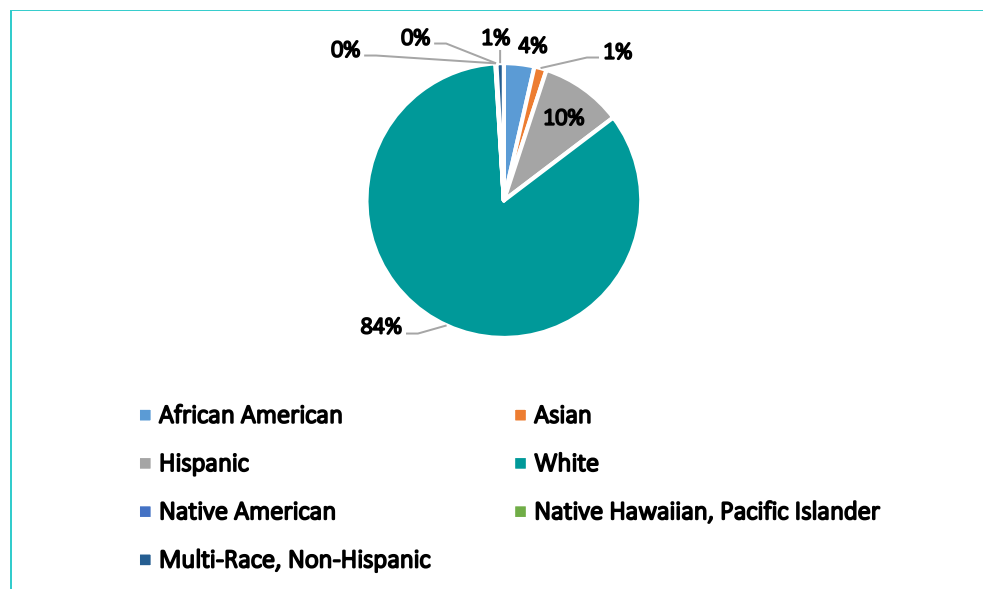
Human Capital

Student to teacher ratio in the Worcester Public Schools compared to statewide, FY 2012-2020¹

Student: Teacher Ratio	WPS	State
2019-20	13.3 to 1	12.6 to 1
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

Compared to the racial breakdown of students, a look at FY20 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. This is a multi-year trend.

Full-time equivalent teaching positions in the Worcester Public Schools by race/ethnicity 2019-20¹ (shown as a percentage)



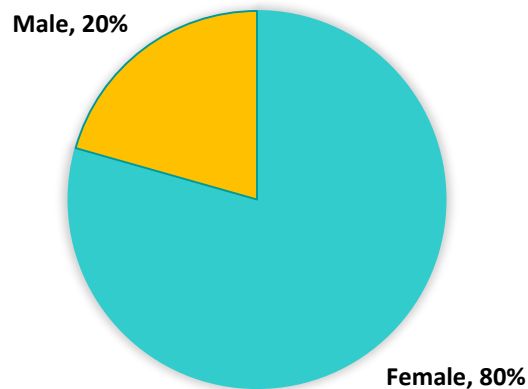
¹ Lastest information available on Massachusetts Department of Elementary and Secondary Education website.



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 2019-20, 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, 2019-2020¹



The next table shows the age distribution of teachers in FY20 by age for the Worcester Public Schools compared to the state. This data shows that teacher positions in the WPS are more likely to be filled by older teachers when viewed against statewide information. In the WPS, 42.2 percent of teachers are aged 49 or over compared to 38.1 percent across the state.

Distribution of full-time equivalent teachers by age: Worcester Public Schools compared to statewide, 2019-2020 (shown as a percentage of staff)¹

Age Range	WPS	State
Under 26	5.3	5.5
26-32	15.0	16.0
33-40	17.8	20.0
41-48	19.5	20.5
49-56	22.9	20.4
57-64	14.8	14.3
Over 64	4.5	3.4

¹ Lastest information available on Massachusetts Department of Elementary and Secondary Education website



Human Capital

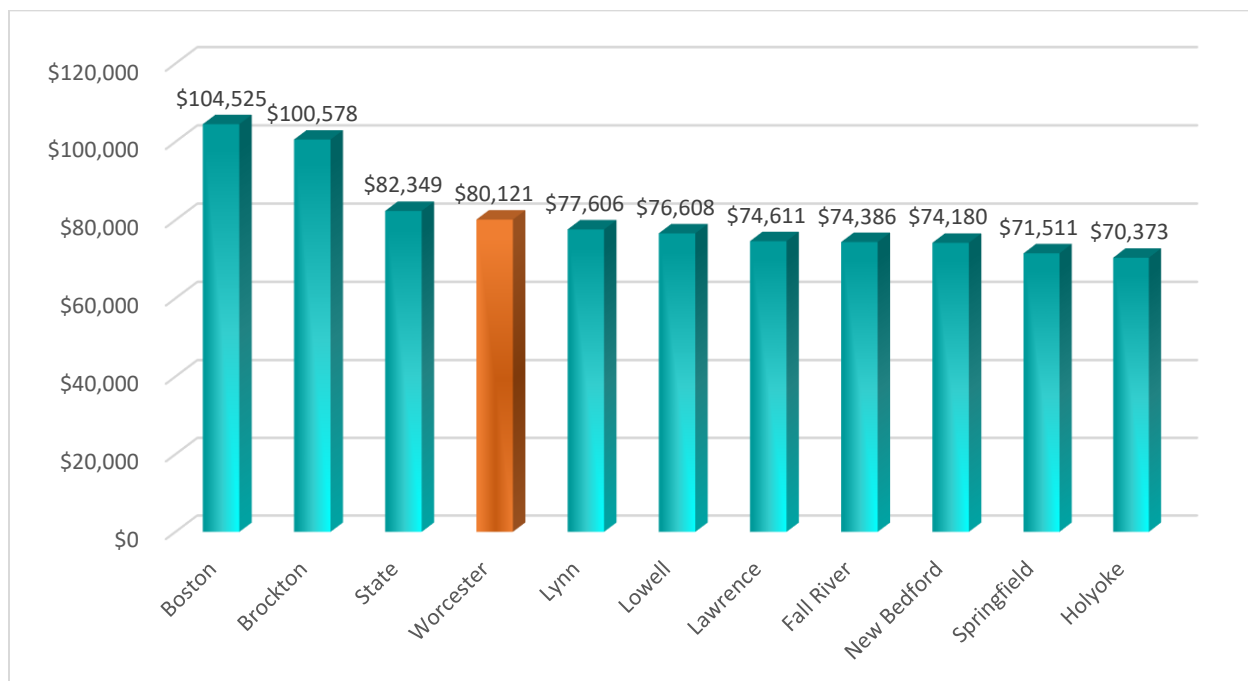
Teachers in the Worcester Public Schools had an average salary of \$80,121 compared to the statewide average of \$82,349 in FY 19¹.

Average Teaching Salary in the Worcester Public Schools compared to statewide, 2011-12 to 2018-19

Fiscal Year	WPS Average Teaching Salary	State Average Teaching Salary
2018-19	\$80,121	\$82,349
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 2018-19 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 2018-19¹



¹ Lastest information available on Massachusetts Department of Elementary and Secondary Education website



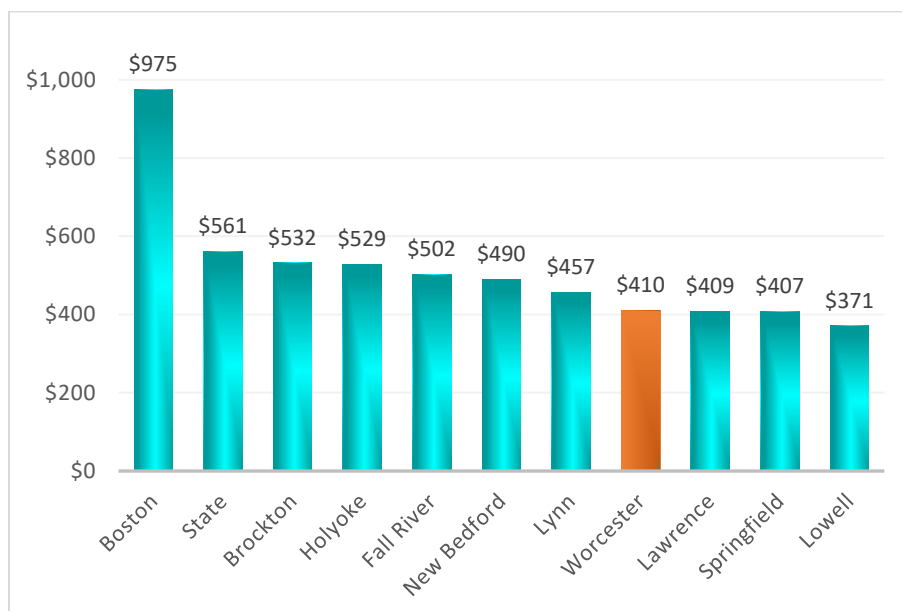
Human Capital

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 each 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 largest urban districts, the Worcester Public Schools spends less per pupil (\$410/student) on Administration than six of the comparable urban communities. The Worcester Public Schools falls well below the statewide average of \$561 per pupil.

Comparison of per-pupil expenditures on District Administration between the Worcester Public Schools and urban peer districts, 2019-20



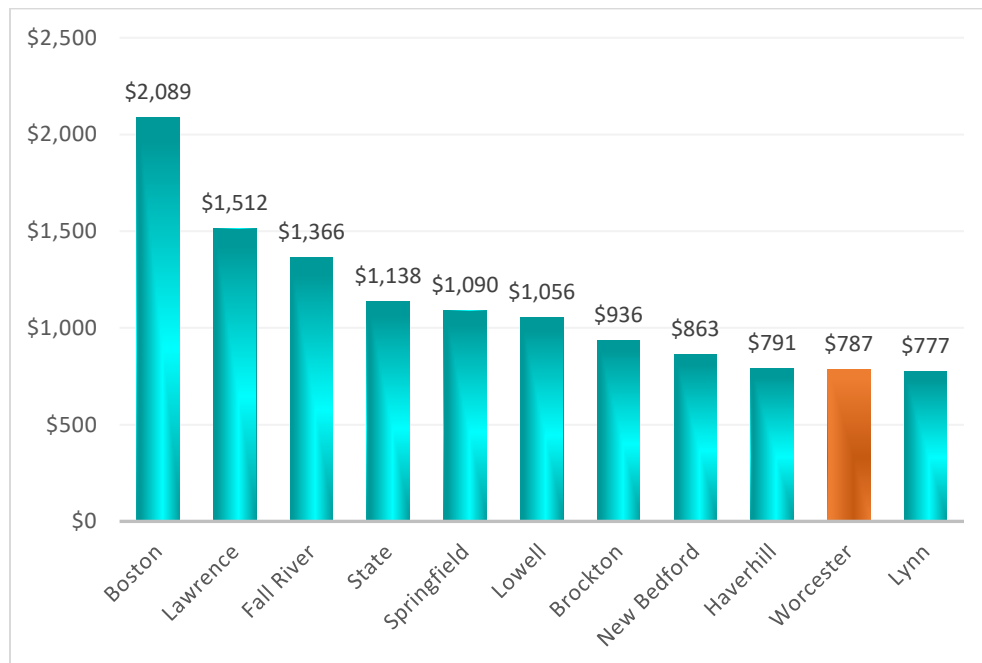
¹ The DESE Administration budgetary category includes the following sub-categories: School Committee; Superintendent; Assistant Superintendents; Other District-Wide Administration; Business and Finance; Human Resources and Benefits; Legal Service for School Committee, Legal Settlements, District-wide 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 \$787 per pupil in the Worcester Public Schools. The statewide average for FY20 was \$1,138. Compared to the other largest urban districts in the Commonwealth, Worcester had a relatively lower per-pupil expenditure in this category, falling below the expenditures of Boston, Lawrence, Fall River, Springfield, Lowell, Brockton, New Bedford, Haverhill, and the state average.

Comparison of per-pupil expenditures on Instructional Leadership between the Worcester Public Schools and urban peer districts, FY20





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 the 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 is calculated according to the formula. Allocating staff and per pupil, instructional funds using formulas based on enrollment (differentiated for Chapter 74 vocational-technical programs, special education, and English learner 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 the need is otherwise demonstrated through student data.</p>	All schools will have two non-teaching assistant principals unless the need is otherwise demonstrated through student data.	<p>Schools with a student enrollment of 1300 or more will have 4 assistant principals.</p> <p>Schools with a 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 needs.		
Classroom Teachers	Classroom Allocation: Enrollment (per grade) Number of Teachers Up to 27 1 28-54 2 55-81 3 82-108 4 Greater than 108 5 or as appropriate	Identify all courses that will be offered next year based on student needs. For each core discipline, the number of sections needed should be the total enrollment divided by 125. No section should be scheduled with fewer than 17 students unless justified and approved by the Manager for Instruction & School Leadership through the budget process. The total number of sections within a content area divided by 5 will determine the number of teachers needed per academic area.	
	No split classrooms should be used unless justified and approved by the Manager for Instruction & School Leadership.		
	There must be an available classroom to accommodate these allocations. If co-teaching or other model is necessary, Manager for Instruction & School Leadership approval is needed.		



School Staffing Allocation Formula

Category	Elementary	Middle School	High School
Physical Education, Art, Music, and Enrichment	<p>Assignment of elementary physical education, art and music teachers are completed by the curriculum liaisons with input from principals based on the number of K-6 classes in a school. Employ the following criteria as you develop your schedule: Technology Enrichment assignments are made by the Office of Technology and Digital Learning and Human Resources.</p> <p>All students Grades K – 6 must participate (except Technology, K, 1, 2, 3, ½ year 4, ½ year 5)</p> <p>One - 40 minute class per week</p> <p>Four – 40 minute preparation periods per week</p> <p>30-minute duty-free lunch daily (please ensure enough time is given for transition between lunch)</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>Employ the following criteria as you develop your schedule:</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>All students must complete at least a .25 traditional Physical Education course or Physical Education options each year for the 4 years of their high school career.</p>
		<p>Art and Music:</p> <p>All schools must offer art and music. High School students must earn at least one credit in the arts as part of Mass Core Graduation requirements.</p>	



School Staffing Allocation Formula

Category	Elementary	Middle School	High School
Health Education	<p>Please consider the following criteria as you develop your schedule and your staffing needs:</p> <p>Grades 4 – 5 (.5 year, once a week)</p> <p>Grades 6 (full year, once a week)</p>	All grade 7 students must be scheduled for health	.5 credit needed to graduate
Foreign Language		<p>Each middle school should ensure that there are course options available to students which provide students the option of gaining high school credit for a Foreign Language. Toward this end please ensure that Part 1 and Part 2 sections of at least one Foreign Language is offered.</p> <p>Please note that a Foreign Language class should not be considered as an enrichment therefore should only be offered as a yearlong course.</p>	Students must earn at least 2 credits in the same Foreign Language as part of Mass Core Graduation requirements. All schools must offer multiple sections of Foreign Language.
Mathematics		<p>Grade 8 Algebra</p> <p>Each middle school should ensure that there are course options available to students which provide students the option of gaining high school credit for Algebra. Toward this end please ensure that Pre-Algebra and Algebra courses are offered.</p>	Four Math credits are required to graduate. Effective with the graduating class of 2019, three of the four courses must include Algebra I and II, Geometry, or Trigonometry.
Guidance		The American School Counselor Association recommends caseloads for guidance counselors be 250:1. As a district, we hope to move toward this ratio over the next few years as budget resources improve. However, as you prepare your budget proposal this year, consider your current student: counselor ratio and consider the district focus on college and career readiness.	



School Staffing Allocation Formula

Category	Elementary	Middle School	High School
College and Career Readiness			All 9th and 10th graders should be scheduled for .25 credits of College and Career Readiness.
Dual Enrollment Scheduling			Plan schedules and staffing to allow for juniors and seniors to participate in Dual Enrollment classes at the school's first and second periods and the colleges for sixth and seventh periods.
School Adjustment Counselors and School Psychologists	Assigned to schools based on student needs		
Librarian	Determined through innovation plans or state targeted intervention and 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	<p>½ day programs:</p> <p>8 Peer Partners/ typically developing children</p> <p>7 students with disabilities (SWD)</p>	Facility check to insure the safety of children based on the location of the classroom
Inclusion/ Resource	<p>All Inclusion classrooms must include ratios that promote optimal learning: The number of regular education students should be greater than the number of students with disabilities. Effective inclusion models should include a general education teacher and a certified special educator.</p> <p>Overall – Special Needs Teacher caseloads average up to 36 students</p>	
Resource / Learning Center	<p>The calculation for Resource Room and Inclusion staffing needs:</p> <p>= ALL SWD</p> <ul style="list-style-type: none"> - minus related services only - minus sub-separate programs (i.e. life skills/STEP/SAIL/COAST) <p>Regulation 603CMR 28.06(6)(f)</p> <p>48 Month Rule: The age of the youngest and oldest student in any instructional grouping shall not exceed more than 48 months.</p> <p>DOB for instructional groups must NOT exceed 48 months</p>	<p>Secondary Level special education staff must be highly qualified in the content area(s) being taught</p> <p>Staff to student ratios must be considered when determining the staffing needs/caseloads</p> <p>A teacher of record's caseload may exceed 48 months but the instructional groupings must not.</p> <p>Other considerations:</p> <ul style="list-style-type: none"> • School enrollment • Elementary level needs vs. Secondary level needs • IEP level of need
<p>Substantially/Separate Special Needs Programs</p> <p>Primarily for students with complex special needs.</p> <p>Students with Disabilities (SWD)</p>	<p>Regulations 603CMR28.06(6)© and (d)</p> <p>Instructional Groupings Ratios:</p> <p>8 SWD + (1) Certified Special Educator</p> <p>9 – 12 SWD + (1) Certified Special Educator is assisted by + (1) IA Instructional Assistant</p> <p>16 SWD + (1) Certified Special Educator is assisted by + (2) I A's Instructional Assistants</p> <p>Regulation 603CMR 28.06(6)(f)</p> <p>48 Month Rule: The age of the youngest and oldest student in any instructional grouping shall not exceed more than 48 months.</p>	



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, 2021, 27,582 school-aged children were residing in the City of Worcester (as submitted to Massachusetts Department of Education, for School Attending Children Report, 2021). As indicated below, 84.6% of these children

were enrolled in the Worcester Public Schools in grades K-12. Also, 5.6% of school-aged children were enrolled in private or parochial schools while 7.1% were enrolled in charter schools. Smaller proportions of students were enrolled at an educational collaborative, in an out-of-district public school, or home schooled.

An examination of this data shows that enrollment patterns vary by grade level. The proportion of city children attending school in the WPS is fairly consistent through grades K to 12 with each grade within 2.9 percentage points away from the overall average of 84.6% of school-aged children attending the Worcester Public Schools.

Student Enrollment



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	83.5%	9.9%	0.5%	1.6%	4.5%	1,809
Gr. 1	84.8%	8.3%	0.4%	3.0%	3.6%	2,194
Gr. 2	85.4%	8.3%	0.5%	2.3%	3.4%	2,149
Gr. 3	85.2%	8.4%	0.7%	1.8%	4.0%	2,093
Gr. 4	85.4%	8.8%	0.6%	1.5%	3.8%	2,072
Gr. 5	83.7%	8.6%	0.7%	1.7%	5.4%	2,093
Gr. 6	85.1%	8.0%	1.0%	0.9%	5.0%	2,181
Gr. 7	82.8%	8.2%	1.5%	0.8%	6.7%	2,142
Gr. 8	81.7%	8.1%	1.9%	1.0%	7.4%	2,160
Gr. 9	86.5%	4.0%	2.7%	0.7%	6.1%	2,281
Gr. 10	85.4%	4.2%	3.1%	0.3%	6.9%	2,235
Gr. 11	84.4%	4.7%	3.2%	0.2%	7.5%	2,066
Gr. 12	85.4%	3.8%	2.7%	0.3%	7.8%	2,107
Total	84.6%	7.1%	1.5%	1.2%	5.6%	27,582



Student Enrollment

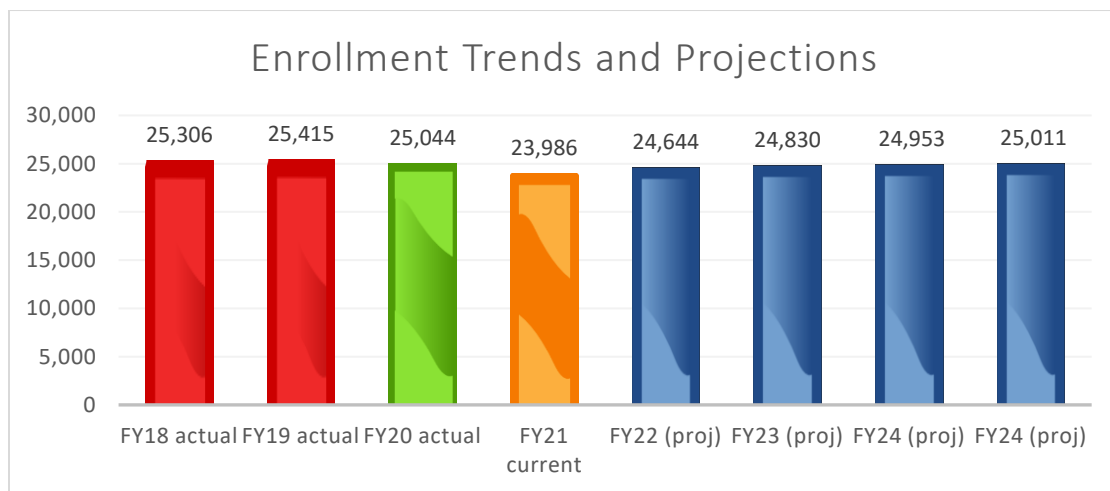
Trends and Projections



The enrollment of the Worcester Public Schools has increased or remained relatively stable over the last several years until the current year. During the 2020-2021 school year, the district experienced an unprecedented enrollment decline of 1,058 students (-4.2%) attributed to the COVID-19 pandemic. Most notably, 70% of the enrollment decline was at the Pre-School and Kindergarten levels. These two grade levels had an overall 24% decline in enrolment from the previous year.

The enrollment projection for 2021-22 school assumes the return of these Pre-School and Kindergarten students. With this adjustment, and using the 2019-2020 enrollments as a better baseline, the overall enrollment is projected to slightly decrease 0.1% over the next four years compared to the 2019-2020 school year. Within this projection, the elementary level is projected to decrease 1.0% from 13,819 in 2019-2020 to 13,675 in FY25. The middle school enrollment is projected to decrease 0.5% from 3,298 in 2019-2020 to 3,282 in FY25. The high school enrollment is projected to increase 1.6% from 7,534 in 2019-2020 to 7,654 in FY25. 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 FY18-FY21 and projected enrollments for FY22-FY25. 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.



Student Enrollment

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) 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.

Enrollment Trends and Projections by School: Elementary Schools

School Name	Actual			Current	Projected			
	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25
Belmont Street	581	609	621	576	621	623	641	639
Burncoat St Prep	293	309	282	260	263	257	247	241
Canterbury St	376	365	359	300	317	304	298	299
Chandler Elementary	500	507	493	453	469	461	451	468
Chandler Magnet	434	471	513	475	476	476	491	492
City View	474	473	477	462	473	458	449	440
Clark Street	260	274	265	239	280	272	280	285
Columbus Park Prep	507	465	427	383	388	407	410	406
Elm Park Community	477	456	426	401	429	422	445	464
Flagg Street	409	388	385	345	358	348	357	368
Gates Lane	569	553	561	516	584	588	589	587
Goddard School	465	407	374	356	370	354	346	344
Grafton Street	387	402	369	377	364	355	356	362
Heard Street	296	285	263	248	245	245	243	233
Jacob Hiatt Magnet	403	410	412	383	419	421	422	425
Lake View	285	329	326	319	337	337	334	333
Lincoln Street	270	255	229	249	245	241	251	254
May Street	339	332	313	283	295	302	297	304
McGrath Elementary	237	245	237	224	224	227	233	234
Midland Street	230	230	222	210	213	221	229	230
Nelson Place	522	549	571	532	571	607	625	625
Norrback Avenue	564	579	563	518	569	574	581	582
Quinsigamond	745	745	744	696	703	710	711	708
Rice Square	427	476	477	465	504	528	549	560
Roosevelt	673	688	697	626	653	669	673	686
Tatnuck Magnet	392	410	425	397	432	441	446	462
Thorndyke Road	381	372	354	346	343	333	320	314
Union Hill	454	415	385	389	366	362	349	343
Vernon Hill	536	517	532	467	528	529	553	578
Wawecus Road	152	144	154	127	132	128	129	136
West Tatnuck	370	371	352	337	350	364	374	365
Woodland Academy	606	600	601	504	522	533	522	526
Worcester Arts Magnet	404	406	410	368	383	378	381	385
Total Elementary	14,018	14,037	13,819	12,831	13,425	13,477	13,582	13,675



Student Enrollment

Enrollment Trends and Projections by School: Secondary Schools & Head Start and Enrollment Totals

School Name	Actual			Current	Projected			
	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25
High Schools								
Burncoat High	1,034	1,081	1,111	1,153	1,151	1,205	1,253	1,235
Doherty Memorial High	1,559	1,529	1,499	1,439	1,442	1,402	1,388	1,364
North High	1,292	1,279	1,253	1,299	1,281	1,308	1,307	1,305
South High	1,407	1,397	1,379	1,425	1,380	1,430	1,467	1,479
Worcester Technical High	1,389	1,426	1,466	1,481	1,484	1,482	1,469	1,452
Claremont Academy	552	546	581	546	548	565	560	567
University Park Campus	<u>239</u>	<u>240</u>	<u>245</u>	<u>233</u>	<u>232</u>	<u>238</u>	<u>245</u>	<u>250</u>
Total High Schools	7,472	7,498	7,534	7,576	7,517	7,630	7,689	7,654
Middle Schools								
Burncoat Middle	623	685	720	688	704	694	692	692
Forest Grove	978	976	938	905	938	952	952	952
Worc East Middle	821	766	728	736	733	754	740	740
Sullivan Middle	<u>865</u>	<u>902</u>	<u>912</u>	<u>931</u>	<u>927</u>	<u>923</u>	<u>898</u>	<u>898</u>
Total Middle School	3,287	3,329	3,298	3,260	3,302	3,323	3,282	3,282
Head Start	529	551	393	319	400	400	400	400
Enrollment Totals	25,306	25,415	25,044	23,986	24,644	24,830	24,953	25,011



Student Characteristics

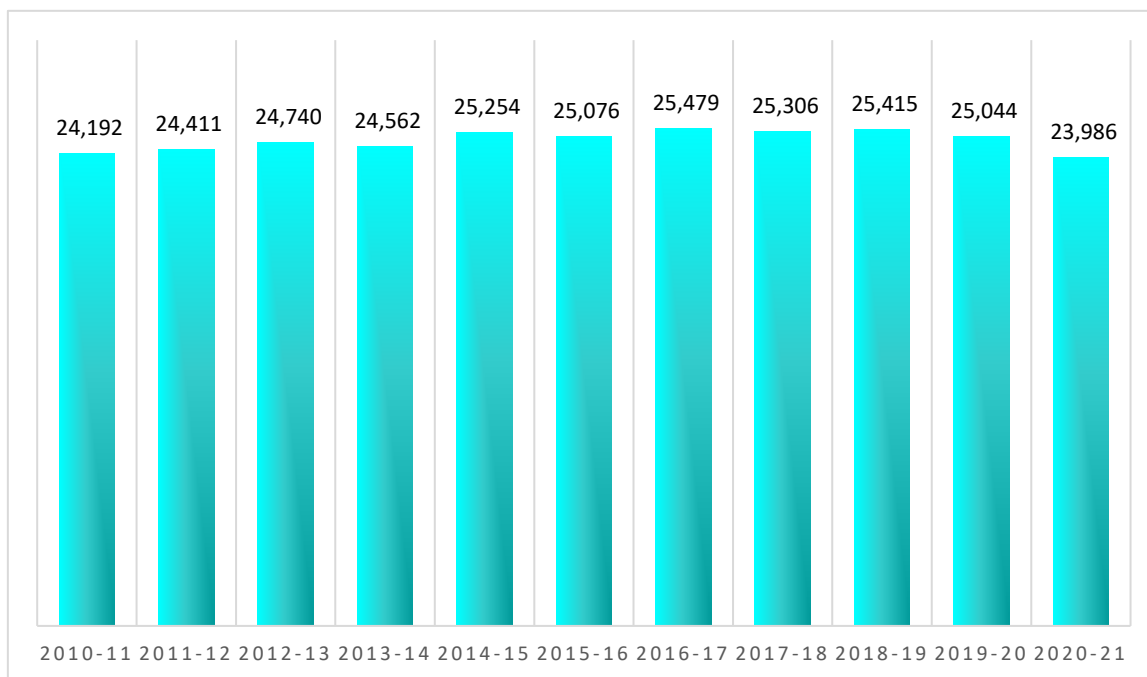
As of October 1, 2020, 23,986 pre-kindergarten to grade 12 students were enrolled in the Worcester Public Schools. A comparison of enrollment figures from over 10 years shows that enrollment across the district has been near or exceeded 25,000

students over the past several years, except the current year enrollment of 23,986 attributed to an unprecedented decline due to the COVID-19 pandemic.

Student Characteristics



Student enrollment in the Worcester Public Schools: 2010-11 to 2020-2021

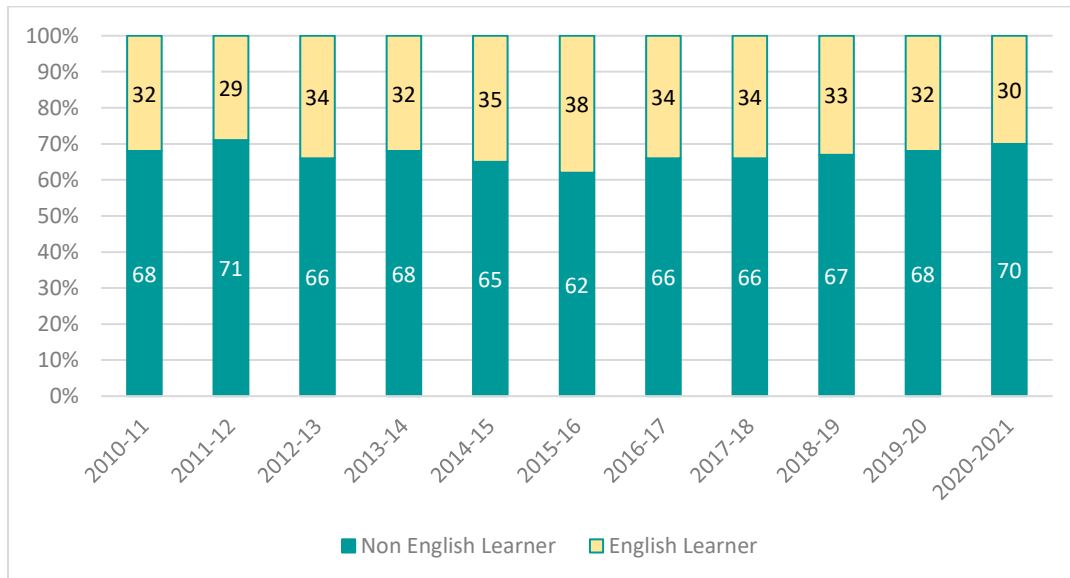


An examination of demographic data over time demonstrates that the profile of students attending the Worcester Public Schools has changed during the past decade. The following chart displays the proportion of enrollment in the Worcester Public Schools by the status of students as English Learners (EL). A decade ago, only 17 percent of students were classified as EL students. In 2020-21, 30.2% of students across the district are EL students. Also, there are two schools in the district in which the majority of students are English Learners: Chandler Magnet School (60%), and Woodland Academy (56%).



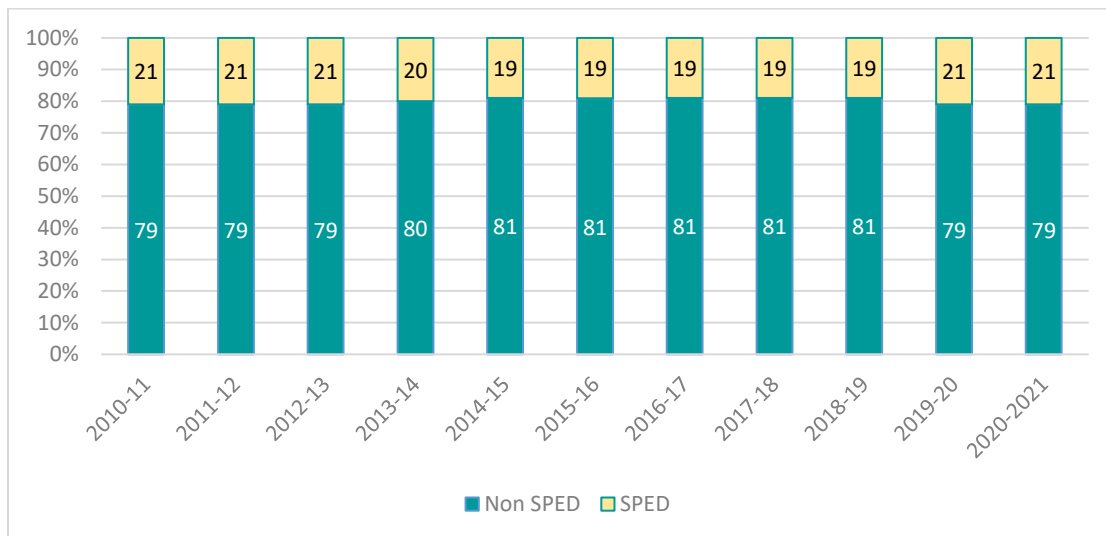
Student Characteristics

Student enrollment in the Worcester Public Schools by English learner status: 2010-11– 2020-21



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.

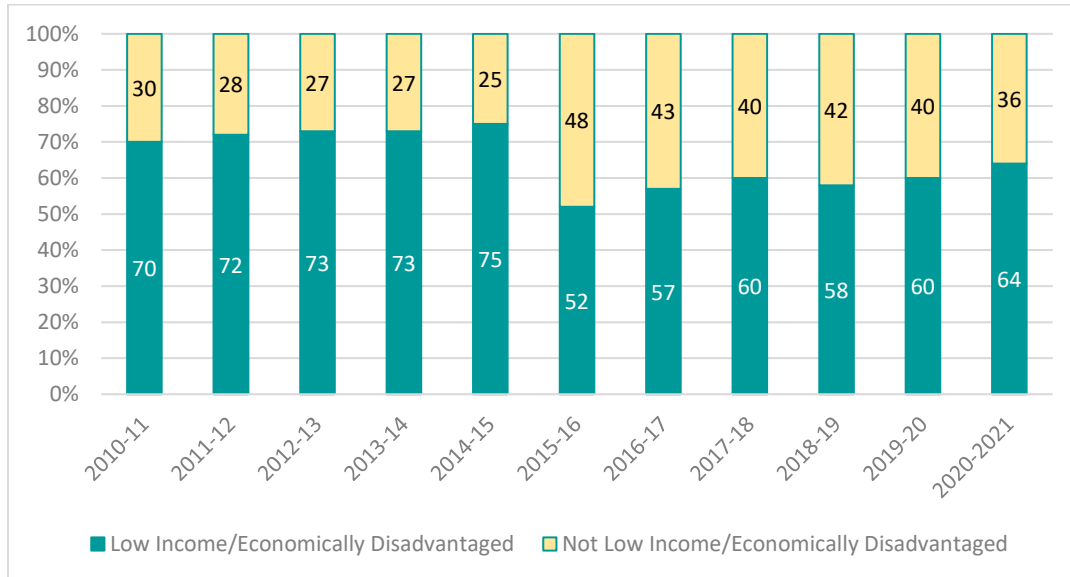
Proportion of student enrollment by special education status, 2010-11 to 2020-21





Student Outcomes

Student enrollment in the Worcester Public Schools by student socio-economic status*: 2010-11 to 2020-21



** Because Low-income and Economically Disadvantaged are separate valid measures, the percent of Economically Disadvantaged students 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 FY22 budget.

Beginning in 2018-19, the district transitioned to the Renaissance STAR Early Literacy assessment. 2020-21 is the third year of administering STAR Early Literacy. STAR Early Literacy is administered online.

Early Literacy Skill Development

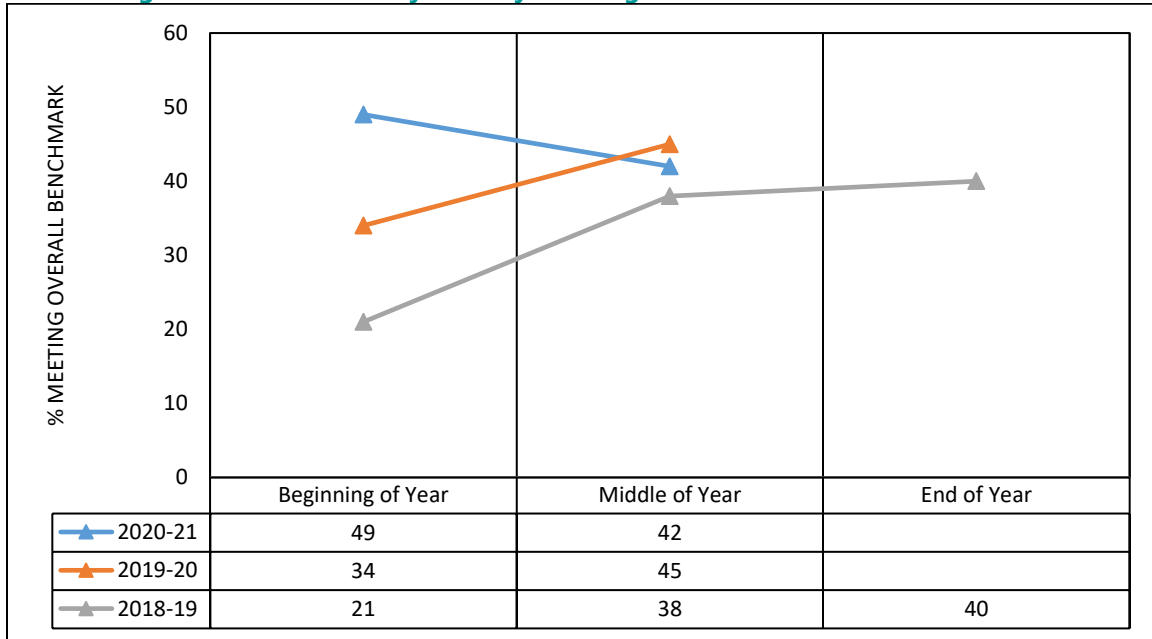


The following graph summarizes first grade performance for important foundational reading skills based on beginning, middle, and end of year measures collected during the 2018-2021 School Years. Spring 2020 data was unable to be collected due to the pause on in-person learning due to the coronavirus outbreak. STAR Early Literacy assessments were conducted remotely during the Fall and Winter of the 2020-21 school year. Due to this unique assessment environment, years cannot be compared to inform discussion on changes in early literacy achievement across the year.



Student Outcomes

2018-19 through 2020-21 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 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 grades 5, 8, and high school in science. 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, the test retains the former Advanced—Proficient--Needs Improvement--Warning/Failing.

MCAS assessments were not administered in spring 2020 due to coronavirus closures. The most recent MCAS assessments were administered in spring 2019. 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 grades 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 who 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 the 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 grades 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 up 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 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. During the 2019-20 school year, AP exams were administered remotely. Additionally, students in AP classes were not required to participate in the AP exam to earn AP credit. As a result, AP participation was low during the 2019-20 school year and cannot be compared to the prior year.

Score		2012	2013	2014	2015	2016	2017	2018	2019	2020
1	%	35.9%	32.2%	35.3%	42.6%	40.4%	38.0%	38.9%	37.2%	29.2%
	#	607	582	732	974	907	900	1,098	969	547
2	%	26.2%	29.7%	30.1%	26.3%	27.8%	29.4%	28.1%	25.5%	23.6%
	#	444	536	624	601	623	696	794	666	442
3	%	21.6%	23.0%	18.7%	19.2%	18.0%	19.7%	19.7%	20.3%	24.4%
	#	365	415	387	438	404	465	536	529	457
4	%	10.9%	9.5%	11.1%	8.5%	9.4%	8.4%	9.2%	11.7%	14.9%
	#	185	172	230	195	210	199	261	305	278
5	%	5.4%	5.6%	5.1%	3.5%	4.5%	3.3%	5.1%	5.3%	7.9%
	#	92	101	105	79	101	77	136	138	148
3 or above	%	37.9%	38.1%	34.8%	25.9%	31.9%	31.3%	33.0%	37.3%	77.2%
	#	642	688	722	593	715	741	933	972	1,446
Total # of Exams		1,693	1,806	2,071	2,287	2,245	2,366	2,825	2,607	1,872
Total # of Test Takers		1,067	1,135	1,270	1,379	1,364	1,422	1,675	1,568	1,266



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 2016-2020

	2016	2017	2018	2019	2020
# Test Takers	855	1782	1891	1967	498
Average Math	505	490	481	469	496
Average Evidence Based Reading and Writing	497	484	478	468	498
Average Total Score	1003	973	958	936	993

Participation in the SAT among WPS students fluctuated from 2011 through 2019 but significantly increased in 2017 due to district initiatives to expand testing opportunities. SAT participation was low in 2020 due to the impact of coronavirus and changes in higher education admissions policies.



Student Outcomes

In 2020, for the thirteenth 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 2020, 87.3 percent graduated within four years. District-wide, the graduation rates have risen by 15 percent since 2012, increasing from 72.3 to 87.3 percent over these 8 years. 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 2020 was 89.0 percent, slightly improved from 88.0 percent in 2019.

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 decreased this year to 1.7 percent from 2.6 percent in 2019. Statewide, the dropout rate has decreased slightly from 1.8 percent in 2019 to 1.6 percent in 2020.

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
2020	87.3	89.0	1.7	1.6
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 following 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, following 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	FY22 Per Pupil Allotment	Comment
Pre-School, Kindergarten Half	\$4,212.67	
Kindergarten-Full	\$8,425.49	
Elementary	\$4,474.08	Grades 1-5
Junior/Middle	\$8,127.04	Grades 6-8
High School	\$9,933.97	
Vocational	\$14,942.95	
Special Ed-In School	\$28,148.55	Not actual headcount: assumed at 3.82% of enrollment
Special Ed-Tuitioned Out	\$31,473.41	Not actual headcount: assumed at 1% of enrollment
English Learners PK-Grade 5	\$2,392.51	Increment funding to student grade above.
English Learners Junior/Middle	\$2,512.49	Increment funding to student grade above.
English Learners High School	\$2,129.82	Increment funding to student grade above.
Low Income (70.00-79.99%)	\$5,108.63	Increment funding to student grade above (amount based on 12 low income concentration categories)
Worcester’s Average Foundation Budget Per Pupil Rate	\$14,994	Foundation Budget \$397,940,445 divided by 26,540 pupils.

Using this state formula per pupil allocation, the foundation budget for the Worcester Public Schools is \$397.9 million.

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). The City’s calculated minimum local contribution amount is \$108.9 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.” This amount is \$289.0 million.



Massachusetts Department of Education

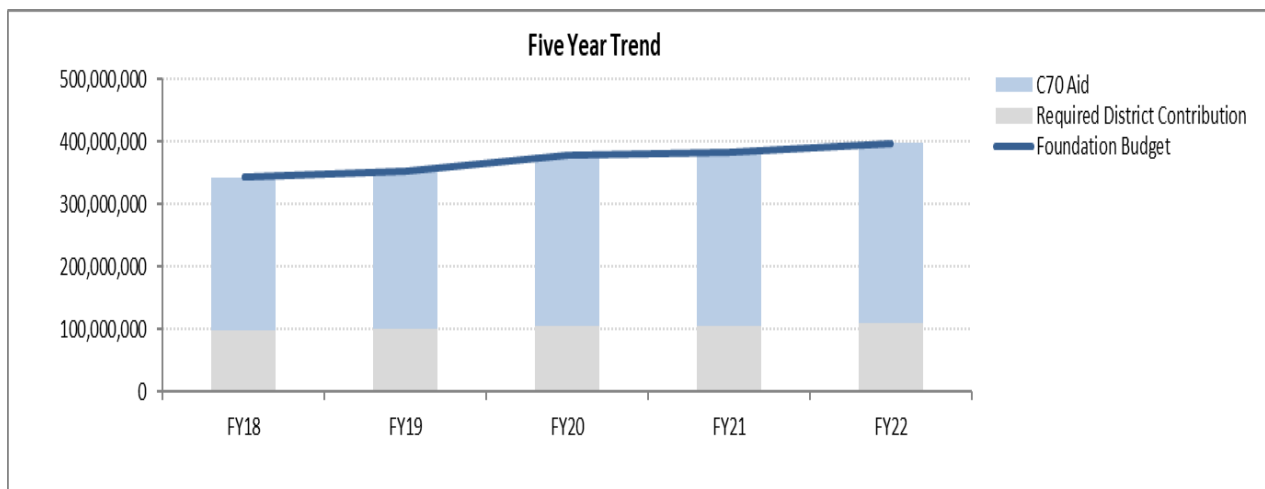
Foundation Budget Formula

The following is the preliminary net school spending (NSS) requirement. Final numbers are determined upon approval of the State budget and submittal to the DESE for official calculation.

FY21 to FY22 Comparison (Governor's Version of State Budget for FY22)

	FY21	FY22	Change	Pct. Chg.
Foundation budget	\$382,606,984	\$397,940,445	\$15,333,461	4.01%
Required district contribution	\$105,210,987	\$108,935,456	\$3,724,469	3.54%
Chapter 70 aid	\$277,395,997	\$289,004,989	\$11,608,992	4.18%
Required net school spending (NSS)	\$382,606,984	\$397,940,445	\$15,333,461	4.01%
Target state aid share of budget	72.18%	71.37%		
Chapter 70 aid % of foundation	72.50%	72.63%		
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 FY22

Effort Goal

1) 2020 equalized valuation	15,426,121,200
2) Uniform property percentage	0.003310857
3) Local effort from property wealth	51,073,683
4) 2018 income	4,447,781,000
5) Uniform income percentage	0.014134795
6) Local effort from income	62,868,473
7) Combined effort yield (3 + 6)	113,942,156
8) FY22 Foundation budget	397,940,445
9) Maximum local contribution (82.5% * 8)	328,300,867
10) Target local contribution (lesser of 7 or 9)	113,942,156
11) Target local share (10 as % of 8)	28.6%
12) Target aid share (100% minus 11)	71.4%

FY22 Increments Toward Goal

13) FY21 required local contribution	105,210,987
14) Municipal revenue growth factor (DOR)	3.54%
15) FY22 preliminary contribution (13 raised by 14)	108,935,456
16) Preliminary contribution pct of foundation (15 / 8)	27.37%

If preliminary contribution is above the target share:

17) Excess local effort (15 - 10)	
18) 100% reduction toward target (17 x 100%)	
19) FY22 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)	5,006,700
22) Shortfall percentage (11 - 16)	1.26%
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)	5,006,700
26) FY22 required local contribution (15 + 23 + 24)	108,935,456
27) Contribution as percentage of foundation (26 / 8)	27.37%

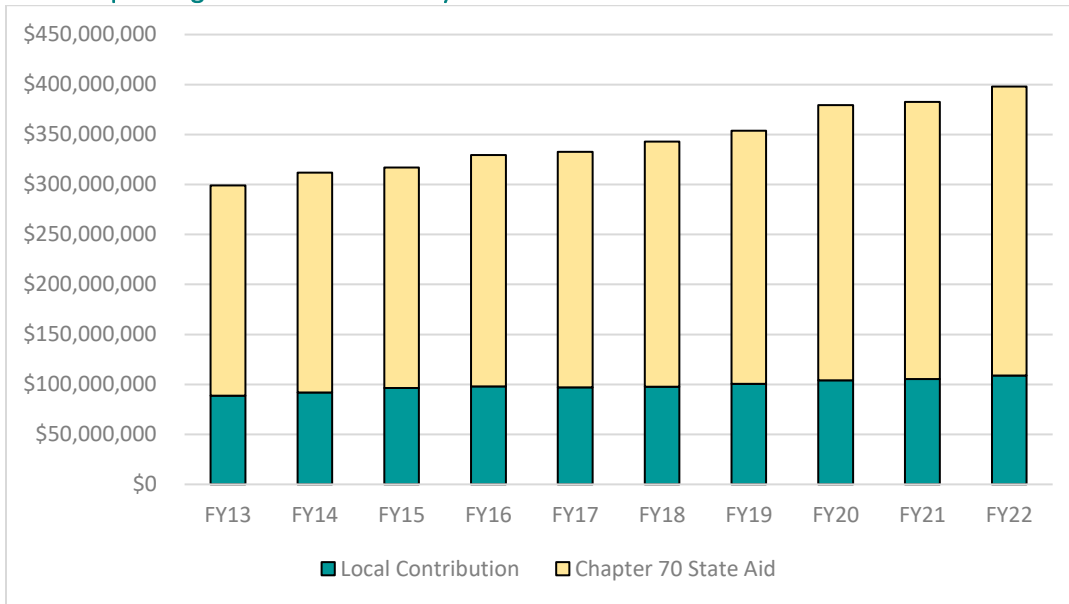


Massachusetts Department of Education

Foundation Budget Formula

The following is a ten-year revenue trend for both Chapter 70 state aid and the required local contribution:

Required Local Spending and State Aid History

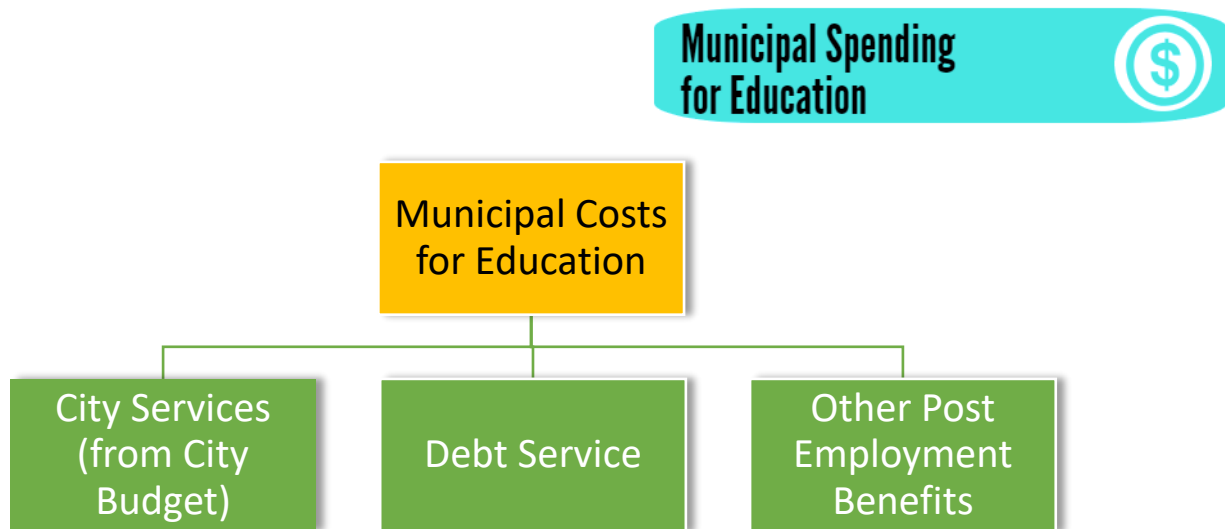


Fiscal Year	Required Local Spending	Chapter 70 State Aid	Total Required Spending
FY13	\$88,586,175	\$210,364,137	\$298,950,312
FY14	\$91,934,732	\$219,897,733	\$311,832,465
FY15	\$96,374,700	\$220,569,583	\$319,944,283
FY16	\$97,927,769	\$231,540,738	\$329,468,507
FY17	\$97,188,059	\$235,402,233	\$332,590,292
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	\$277,395,997	\$382,606,984
FY22	\$108,935,456	\$289,004,989	\$397,940,445

There are several items contained within the school district budget that do not qualify for the community's required spending level. Per 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 FY22, these costs total \$25.1 million.

Also, 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 FY21, the city’s debt costs associated with Worcester Public Schools were \$15.7 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 2022 Budget,
Actual Spending for 2018-2020

State Spending Compliance Net School Spending Calculation



	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022
Calculation of Required Contribution:					
1 Foundation budget	342,886,581	353,662,082	379,530,589	382,606,984	397,940,445
Less:					
2 Chapter 70 aid	245,207,183	253,211,785	275,454,036	277,395,997	289,004,989
3 Required Contribution	97,679,398	100,450,297	104,076,553	105,210,987	108,935,456
Calculation of Actual Contribution:					
School expenditures:					
4 School budget	335,117,124	345,056,362	369,535,327	372,398,668	386,215,142
Add state charges:					
Charter schools	25,003,001	26,009,299	25,963,176	28,085,167	31,203,984
School Choice	2,828,329	3,088,858	3,207,796	3,045,212	3,397,816
Special Education	232,338	252,888	194,565	202,348	186,620
5 Total	363,180,792	374,407,407	398,900,864	403,731,395	421,003,562
Less School Local Aid:					
Chapter 70 aid	245,207,183	253,211,785	275,454,036	277,395,997	289,004,989
Charter school tuition reimbursement	1,794,838	2,468,797	2,763,726	3,007,423	4,946,129
6 Total School Local Aid	247,002,021	255,680,582	278,217,762	280,403,420	293,951,118
7 Actual contribution	116,178,771	118,726,825	120,683,102	123,327,975	127,052,444
8 Required contribution	97,679,398	100,450,297	104,076,553	105,210,987	108,935,456
9 Excess contribution	18,499,373	18,276,528	16,606,549	18,116,988	18,116,988
Calculations of total excess contributions:					
Excess contribution from above schedule	18,499,373	18,276,528	16,606,549	18,116,988	18,116,988
Additional contributions (city services):					
City Administration (1)	4,667,044	4,850,969	5,480,156	5,480,156	5,671,961
Police(1)	812,646	765,156	727,543	727,543	742,094
Water/Sewer	530,079	580,457	594,567	594,567	606,458
10 Total excess contributions	24,509,142	24,473,110	23,408,815	24,919,254	25,137,502
School expenditures not eligible for net school spending:					
Transportation	18,979,198	19,989,020	18,914,505	21,537,289	23,178,807
Crossing Guards	472,626	486,621	518,774	183,838	483,239
Building Rentals	530,064	576,327	600,171	660,542	1,265,689
Adult Education	148,742	132,636	24,812	95,585	195,585
Recreation Worcester	35,607	63,477	33,713	100,000	0
Capital Expenses	0	131,694	0	0	0
Prior year unexpended encumbrances	0	0	0	0	0
11 Total Non Educational Expenditures	20,166,237	21,379,775	20,091,975	22,577,254	25,123,320
12 Excess (deficient) contribution	4,342,905	3,093,335	3,316,840	2,342,000	14,182
13 Required Spending Shortfall Prior Year					
14 Funding (Deficiency)	4,342,905	3,093,335	3,316,840	2,342,000	14,182



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 to determine 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 benefits cost for the time 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 for 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.



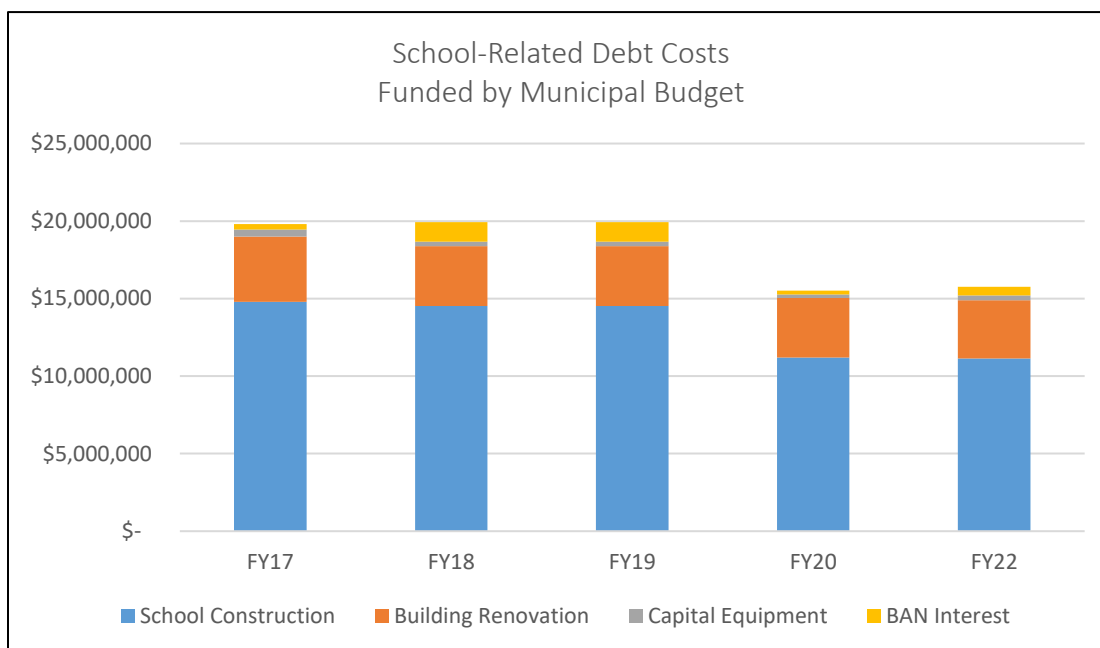
Municipal Spending for Education

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	FY17	FY18	FY19	FY20	FY21
School Construction	\$14,793,371	\$14,522,175	\$12,849,968	\$11,193,115	\$11,145,886
Building Renovations	\$4,214,093	\$3,853,724	\$3,752,085	\$3,844,727	\$3,750,009
Capital Equipment	\$437,415	\$293,443	\$231,446	\$218,185	\$315,889
BAN Interest	\$360,424	\$1,264,186	\$631,969	\$249,848	\$551,449
TOTAL	\$19,805,303	\$19,933,528	\$17,465,468	\$15,505,875	\$15,763,234





Municipal Spending for Education

In accordance with GASB Statement No. 75, Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions (GASB 75). The following information is adapted from a report provided to the City of Worcester by Lewis & Ellis Actuaries and Consultants in June 2020 to highlight the costs of the OPEB for school district employees.

School Share of OPEB Liability



Summary of Member Data	
Active Members	4,044
Retired Members & Survivors	2,691
Total	6,735
Balance as of 6/30/2019	\$585,175,493
Changes for the Current Year	
Service Cost	\$23,604,422
Interest	\$18,837,006
Difference between expected and actual	\$13,839,192
Change in Assumptions / Inputs	\$4,032,151
Contributions by Employer	-\$11,961,694
Contributions for Benefits Due	-\$13,917,285
Net Investment Income	-\$409,664
Net Benefit Change	\$34,024,128
Balance as of 6/30/2020	619,199,621
Service Cost	\$23,604,422
Interest on the Total OPEB Liability	\$18,837,006
Projected earnings on plan investment	-\$101,973
Expensed portion of current-period difference between expected and actual experience in	
Total OPEB Liability	<u>\$15,187,034</u>
Total OPEB Expense	\$57,526,489



Municipal Spending for Education

Based upon the City of Worcester's estimated FY22 general fund budget and the Department of Revenue and Department of Elementary and Secondary Education calculations, the City is required to contribute 26.3% 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	\$443,145,977	\$316,093,533	\$116,429,022	\$10,623,422

* 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.

	FY22 Budget
TOTAL CITY BASE REVENUE ¹ (Not Including Educational State Aid)	\$443,145,977
City Contribution to Worcester Public Schools (Less Pro-Rated City Costs for Resident Charter School and School Choice Assessment)	\$116,429,022
Total City Revenue Contribution to Education	26.3%

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 FY22, the Worcester Public Schools account for 91.6% of all education spending from local and state resources, while tuition assessments for charter schools and school choice equal 8.4%. 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 FY21 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	\$16.28	\$12.00	\$3.92	\$0.36
Commercial, Industrial, and Personal Property	\$36.20	\$26.69	\$8.72	\$0.80

With an average median home value of \$304,802, the annual property tax bill of \$4,962 results in **\$1,194** of the payment to the Worcester Public Schools. The city also funds school-related debt for construction and renovation projects, totaling approximately \$15.8 million. This amount equals \$0.58 of the residential tax bill and \$1.29 of the commercial, industrial, and personal property tax bill. This equals \$176 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 carry 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 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. (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 above \$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 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 the 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 under 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 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 continuously.

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. The 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.

Elementary and Secondary School Emergency Relief Fund (ESSER): Federal funds allotted to the Education Stabilization Fund through the CARES Act. The funds are awarded to State educational agencies to provide local educational agencies, with emergency relief funds to address the impact that COVID-19 has had, and continues to have, on elementary and secondary schools across the Nation.

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 outlined 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 their 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 based on 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 a 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



Glossary of Terms

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 education for all students. The foundation budget is determined by the sum of the 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, or National Price Deflator Index.

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 to carry on identified activities or attain 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 post-employment 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.



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Heating, Ventilation, and Air Conditioning (HVAC):

A program of study at Worcester Technical School and a set of employees of the Worcester Public Schools specializing in the installation and maintenance of systems that provide heating and cooling services to buildings.

High School Equivalency Test (HiSET): Used for educational testing services designed to provide a high school equivalency credential.

Inflation Factor 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 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 experiences 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 include 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): 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.



Glossary of Terms

Massachusetts Teachers Retirement System (MTRS): The state board that administers the teachers' retirement system authorized under Massachusetts General Laws Chapter 15, Section 16. See <https://mtrs.state.ma.us>

MassCore: 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 that 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 post-employment 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)



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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 an 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 several 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). Also, 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 services 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.



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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 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 is 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 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

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, a 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



Acronyms

program, the student will be supported by a Special Education teacher and a BCBA (Board Certified Behavior Analyst) if needed. The student's placement and IEP services could range from inclusion to a substantially separate classroom. IEP services may also vary based on IEP Team recommendations.

COLA: Cost of Living Adjustment

It is often used in municipal contracts that provide for annual or periodic increases in salaries and wages for employees throughout 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 oversees Kindergarten through Grade 12 education in the state. The 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 include 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 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 outlined in state law, state regulations, and guidelines published by the DESE.

EPL: English Proficiency Level

Refers to the degree to which the student exhibits control over the use of language, including the measurement of expressive and receptive language skills in the areas of phonology, syntax, vocabulary, and semantics and including the areas of pragmatics or language use within various domains or social circumstances.



Acronyms

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 their 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.

ESSER: Elementary and Secondary School Emergency Relief Fund): Federal funds allotted to the Education Stabilization Fund through the CARES Act. The funds are awarded to State educational agencies to provide local educational agencies, with emergency relief funds to address the impact that COVID-19 has had, and continues to have, on elementary and secondary schools across the Nation.

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 is 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.

GAASB: 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.



Acronyms

IDEA: Individuals with Disabilities in Education Act

Federal law that makes available a free appropriate public education to eligible children with disabilities throughout the nation and ensures special education and related services to those children. The federal government provides formula grants (passed through state Departments of Education to school districts) for meeting the excess costs of providing special education and related services to children with disabilities.

IEP: Individualized Education Program

A legal plan individualized for each qualifying student lays out the program of special education instruction, supports, and services for students 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 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 is 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 that 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 post-employment benefits is a pension. Postemployment benefits other than pensions



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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)

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 is 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 the 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



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behaviors that individuals need to make successful choices" (Collaborative for Academic, Social, and Emotional Learning (CASEL)). The five core Social Emotional Learning competencies addressed in this program are self-regulation, social awareness, responsible decision-making, relationship skills, and self-awareness. Students are instructed on how to accurately identify and regulate their own emotions, thoughts, and behaviors. They also learn therapeutic strategies to take on the perspective of others, establish and maintain healthy relationships, and make positive and appropriate choices involving their social interactions and personal behavior.

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 because 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 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 services 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.



From Here,
Anywhere!

Our teacher
became a U.S.
President

John Adams

Our student was
the father of
modern rocketry

Robert H. Goddard

