# WORCESTER PUBLIC SCHOOLS

# ANNUAL BUDGET FISCAL YEAR 2024 July 1, 2023 - June 30, 2024



# From Here



10 Year Recipient

Dr. Rachel H. Monárrez Superintendent of Schools **Worcester Public Schools** 20 Irving Street Worcester, Massachusetts 01609



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Katelyn Nguyen Grade 5 Nelson Place School



# Worcester Public Schools Worcester, Massachusetts

# FISCAL YEAR 2023-2024 ANNUAL BUDGET

#### **Superintendent**

Dr. Rachel H. Monárrez



#### **Worcester School Committee**

Mayor Joseph M. Petty, Chairperson
Laura Clancey
Jermain L. Johnson, Vice-Chairperson
Jermoh V. Kamara
Susan M. Mailman
Molly O. McCullough
Tracy O'Connell Novick



#### **District Budget Administration**

Dr. Rachel H. Monárrez, Superintendent

Brian E. Allen, Deputy Superintendent, Chief Operating Officer & Chief Financial Officer Sara Consalvo, Budget Director

#### Finance and Operations & Budget Office Staff:

Mohammed Siddiqui, Financial Analyst
Ivanna Then, Financial Coordinator
Nancy Blomstrom, Financial Analyst
Akshay Guru Rajkumar, Financial Analyst
Liam Young, Financial Analyst
Stephanie Carrasco, Financial Analyst
Kate Ota, Finance and Operations Executive Administrative Assistant
Emma Kearney, Spring 2023 Intern

#### Special acknowledgments:

Marco Andrade, *Director of School and Student Performance* for completion of the Student Characteristics and Student Outcome sections of the Informational Section of this budget book.

#### Timmary Leary, Visual Arts Liaison

for assistance with selecting the student artwork on the cover of the 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, 2022. This is the tenth consecutive year the district has received this award.



This Meritorious Budget Award is presented to

#### **WORCESTER PUBLIC SCHOOLS**

for excellence in the preparation and issuance of its budget for the Fiscal Year 2022–2023.

The budget adheres to the principles and standards of ASBO International's Meritorious Budget Award criteria.

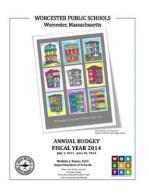


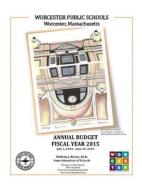
William A. Sutter President

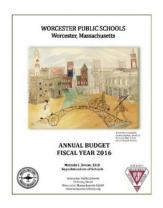
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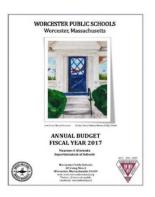
David J. Lewis Executive Director

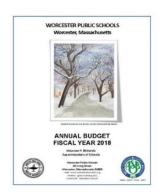
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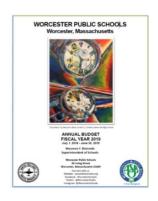


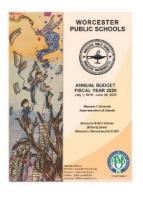


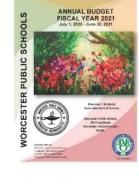


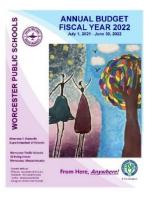














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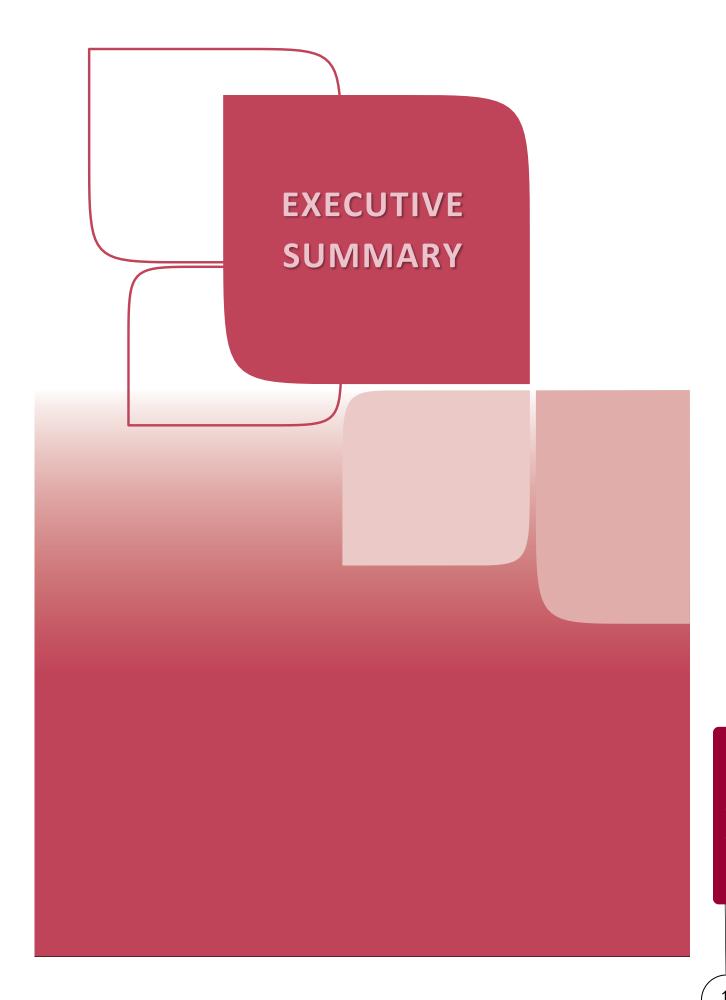
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#### **School Committee and District Administration**

#### **School Committee**

2022-2023 Term



Mayor Joseph M. Petty Chair of the School Committee



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



Jermaine L. Johnson Vice-Chair of the School Committee Chair, Standing Committee for School and Student Performance Member, Standing Committee on Governance and Employee Issues



Jermoh V. Kamara
Vice-Chair, Standing Committee on Finance and Operations
Member, Standing Committee on Teaching, Learning, and Student Supports



**Susan M. Mailman**Vice-Chair, Standing Committee on Teaching, Learning, and Student Supports
Member, Standing Committee on Finance and Operations



Molly O. McCullough Chair, Standing Committee on Teaching, Learning, and Student Supports Vice-Chair, Standing Committee on Governance and Employee Issues



**Tracy O'Connell Novick**Chair, Standing Committee on Finance and Operations
Member, Standing Committee for School and Student Performance



#### District Leadership



Dr. Rachel H. Monárrez Superintendent 508-799-3115



Brian E. Allen Deputy Superintendent Chief Operating Officer and Chief Financial Officer 508-799-3401



Dr. Marie Morse Assistant Superintendent, Teaching and Learning 508-799-3018



Dr. Yeu Kue Chief People Officer 508-799-3020



Annie Azarloza Chief Academic Support Officer



Ivonne Perez Chief Equity Officer 508-799-3115



Daniel O'Brien Chief Communications Officer



William Foley Executive Director **Burncoat Quadrant Schools** 



Ellen Kelley Executive Director Doherty Quadrant Schools



Dr. Kareem Tatum **Executive Director** North Quadrant Schools



Dr. Timothy Sippel **Executive Director** South Quadrant Schools



Dr. Helen A. Friel Assistant to the Superintendent & Clerk of the School Committee

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

#### Stay Connected with the Worcester Public Schools:











#### Superintendent's Message

#### Dr. Rachel H. Monárrez

As the district prepares for the 2023-24 school year through this FY24 Budget recommendation, using federal Elementary and Secondary School Emergency Relief (ESSER) funding and the state's phase-in of the Student Opportunity Act, we envision great hope, potential, and opportunity that is created for the 24,000 students of the Worcester Public Schools next year.



The FY24 budget aligns spending with the **Superintendent's Entry Themes** of modernized & safe facilities, acquire & retain talent, equitable resources & educational programs, wellness & mental health, communication & ongoing engagement, and student behavior & safety.

The federal government provides \$122.4 million in **ESSER** relief funds to support the district. These resources provide accelerated funds for Student Opportunity Act initiatives; opportunities for acceleration and remediation work with students; funds for purchasing district-operated school buses; and funds for building ventilation system replacement and building renovation projects.

The FY24 state budget provides the third-year phase-in of the **Student Opportunity Act** funding to provide new, higher foundation budget rates over six years. The Worcester Public Schools Administration has estimated that this new funding formula will provide the district with \$90 million in additional funds.

Using these new federal and state funds, this level of financial support will allow the district to focus on expanding learning opportunities, improving wraparound services for students' social-emotional and physical health, increasing and improving professional development, purchasing curriculum materials and equipment, investing in school facilities and school safety, and expanding early education and pre-kindergarten programs within the district.

The FY24 Budget reflects a new Spark Academy at Wawecus Road School that will be a hub of innovation where we will train, deliver, and monitor a future-ready school with elements of advanced technology and experiential project-based learning. The school will feature performance assessments such as student-led conferences and dynamic portfolios will be integrated to actualize the district's Vision of a Learner framework. The district will also pilot a transitional kindergarten model at Quinsigamond Elementary School next year for students aged four years old between September 1 and December 31. The district is also reallocating existing positions and resources in a quadrant-based support model for improved direct support to schools consisting of district-based support positions for special education, social-emotional learning, multilingual learners, and curriculum and staff development.



#### Superintendent's Message

The Massachusetts Association of School Business Officials is recognizing the district with the **2023 Operational and Cost Efficiency Award** for the success of moving student transportation to a district-operated model. Relatedly, the district is providing additional funds in the FY24 Budget for student transportation to support student extracurricular needs for field trips, performances, and other events next year using the district-operated buses. The FY24 Budget continues to expand district-operated transportation by reducing contracted services and adding 40 van drivers for out-of-district special education and homeless student transportation.

The district will soon begin the community-engaged process of updating the current strategic plan - *Defining Our Path: A Strategic Plan for Education in Worcester* to reflect the progress made during the past five years and provide a new path forward for student success. The current strategic plan has informed our resource allocations to date in pursuit of our goals with a particular focus on innovation, academic excellence, welcoming schools, investment in educators, and technology and operations.

The FY24 budget uses local, state, federal, and reallocated resources to enable high-quality instruction for all students. The budget includes 75 newly funded teacher positions. This includes 10 English Language Teachers, 31 teachers and professional staff to assist students with disabilities, 20 Wrap Around Coordinators, 14 teachers at the middle and high school levels to address enrollment increases and course offering needs, maintain 604 elementary classroom teachers providing a district-wide expected average class size of 19.7 to 1 next school year, school and district support staff positions, and investments in textbooks, building maintenance, school safety, and technology.

The FY24 budget development also reflects engaged collaboration with school and district leaders and the input from students, parent groups, and community and business leaders throughout this year and as part of my entry plan listening sessions. The collaboration of this budget recommendation extends to City Manager Eric Batista 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 supporting the Worcester Public Schools budget and the recent building construction projects.

As we strive to improve, we see our student scholars excelling academically, athletically, and artistically every day. Worcester's own Robert H. Goddard, credited as the father of modern rocket propulsion, once said, "it is difficult to say what is impossible, for the dream of yesterday is the hope of today and the reality of tomorrow." Each day, when our students and staff face a challenge, we are reminded that by working together, our capacity to take on the challenge is limitless.

From here, go anywhere...Together!

The FY24 budget aligns resources to support student achievement and prepare students for college and career readiness and postsecondary success. I look forward to seeing the district achieve these goals through our collective work in the future.

Dr. Rachel H. Monárrez Superintendent of Schools

Kupel A. Monanen





The fiscal year 2024 budget represents total spending for the Worcester Public Schools from all sources of **\$552,004,772**, a



\$28.4 million, or a 5.4% increase from the FY23 adopted budget level of \$523,631,299. Within this amount, the total general fund budget by the City Manager is \$462,693,121, representing an increase of \$44.9 million, or a 10.7% increase from the FY23 School Committee's adopted budget of \$417,802,152. The budget increase represents a \$46.5 million increase in Chapter 70 state aid and

charter school reimbursement, a \$5.2 million increase in city contribution, offset by a \$6.8 million net increase in charter school tuition, school choice, and state special education assessments.

Federal Elementary and Secondary School Emergency Relief (ESSER) Funds will provide \$122.4 million in additional funding to help with COVID-19 recovery efforts between FY21 and FY24. During FY24, this budget uses \$30.3 million, or 25% of the total ESSER allocation, to achieve targeted spending on initiatives and provide long-term fiscal sustainability. In addition, the district uses a portion of the federal ESSER funds (\$13.2 million annually) to provide bridge funding (spending one year in advance) on the district's Student Opportunity Act initiatives.

Other federal and state grants assume level funding pending actual annual grant awards. In addition, other special revenues are expected to increase based on additional state special education reimbursement funds. Finally, the School Nutrition funding is projected to increase over the FY23 funding 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 and the Superintendent's Entry Plan Themes*. This strategic plan informs our resource allocations to pursue our goals, focusing on innovation, academic excellence, welcoming schools, investment in educators, and technology and operations.
- Aligns spending with the Superintendent's Entry Themes of modernized & safe facilities, acquire & retain talent, equitable resources & educational programs, wellness & mental health, communication & ongoing engagement, and student behavior & safety.
- Implements spending initiatives of the state's new Student Opportunity Act 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.



- Uses federal Elementary and Secondary School Emergency Relief (ESSER) Funds to accelerate the phase-in of Student Opportunity Act initiatives during each of the following three fiscal years.
- Overall, the FY24 Budget uses federal ESSER funds to achieve the following:
  - Provide accelerated funds for Student Opportunity Act initiatives (\$13.2 million)
  - provide additional funds for building ventilation system maintenance, replacement, and building renovation projects (\$11.2 million)
  - provide summer school and afterschool recovery and acceleration programs and additional professional learning for staff (\$5 million)
  - provides funds for the purchase of student transportation vans (\$2 million)
  - support the district and sustain technology purchases (\$1.3 million)

#### This budget provides funds for the following programs, positions, and initiatives:

#### **Equitable Resources & Educational Programs**

- Reallocates existing positions and resources in a quadrant-based support model for improved direct support to schools consisting of district-based support positions from special education, social-emotional learning, multilingual learners, and curriculum and staff development.
- Reallocates existing resources within alternative programs administration to create a district-level Director of Alternative Programs that will provide leadership to responsibly meet the needs of all students, building functional, productive, and innovative learning approaches to re-engage students in alternative education.
- Adds 14 secondary teachers to address course offerings and contractual courseloads. Within this amount is an additional teacher to support the Dual Language program at Burncoat High School and Burncoat Middle School.
- Adds 10 ESL teachers to address increased multilingual learners within the district.
- Adds ten special education teachers to address programmatic needs and enrollment adjustments within the district. Also, 4 ABA Coordinator positions are added to support students with autism and related developmental disorders. The budget also provides an additional \$150,000 for instructional supplies and materials for special education services.
- Adds three Chapter 74 teachers to Doherty Memorial High School to prepare for the opening of the new school for the 2024-25 school year.
- Reallocated elementary teacher positions to provide equitable class size averages within the district. Adds one teacher for the dual language program (grade 3) at La Familia / Chandler Magnet School.
- Adds an Assistant Principal position to University Park Campus School. The budget also adds an Associate Principal for the Wawecus Road School (through reallocating the current building principal position).
- Adds six preschool teachers and 12 instructional assistants to address expected enrollment and programmatic needs of preschool students. The budget also includes \$100,000 for student furniture for these new classrooms.
- Provides funding for purchasing the elementary English language arts curriculum (through a combination of ESSER and general fund budget).



#### **Acquire & Retain Talent**

- Adds two Human Resources directors to focus on recruitment, retention, and professional development opportunities for instructional and non-instructional staff. Also, add 1 Administrative Clerical support position.
- Adds four focused instructional coaches to support diversity, equity, and inclusion in the new quadrant-based support model.
- Adds an integrated coaching model to support teachers in the new quadrant-based support model. The Integrated Coach will support the implementation of the WPS instructional framework for teachers across all grade levels, content areas, and schools within their respective quadrants. The Integrated Coach will work as a member of a quadrant team that serves to promote student achievement by identifying current, research-based instructional and assessment practices and strategies, modeling lessons for classroom teachers, providing feedback, and assisting teachers in standards-aligned lesson preparation and planning. The FY24 Budget adds six positions and reallocates two district-level instructional coach positions to support this model.
- Adds \$100,000 for professional development spending to strengthen staff's social and emotional competencies, restorative justice, positive behavioral intervention and supports, and leader in me evidence-based model.
- The budget provides ongoing funding for all new teachers and instructional assistants with a MacBook laptop to support their work.

#### **Wellness & Mental Health**

- Adds a Director of School Climate and Culture responsible for creating and implementing initiatives that promote a positive, welcoming, and inclusive learning environment for students and staff in a school district that supports student learning and success.
- Adds 20 Family and Community Engagement Wrap Around Coordinators within the Title 1 Budget to provide a position at all schools within the district.
- Adds three School Adjustment Counselors to achieve an approximate 250:1 student-to-counselor ratio throughout the district. Reallocates positions throughout the district to accomplish this workload at each school.
- Adds five school psychologist positions to assist with workload balances.
- Adds two school nurse positions and two CNA (certified nursing assistant) positions to provide additional support and coverage to schools.
- Adds ten middle school athletic coach positions to provide students with additional sports opportunities.
- Adds indoor and outdoor track coach positions at Burncoat High School, South High School, and Worcester Technical High School. Also, the budget adds one citywide wrestling assistant coach position.

#### **Student Behavior & Safety**

- Provides funds for four Dean of Students at Burncoat High School, Doherty Memorial High School, North High School, and South High School. This is in addition to the Dean of Students added to North High in the 2022-23 school year.
- Provides funds for eight Climate and Culture Specialists at Burncoat High School, Doherty Memorial High School, North High School, and South High School. This is in addition to the Climate and Culture specialists added this school year.



- Adds two coping room positions so secondary schools can provide structured, emotional, behavioral, and academic support for students experiencing difficulty, and dysregulation.
- Adds five Board Certified Behavioral Analyst (BCBA) positions to support ABA services and address students' behavioral issues.

#### **Communication & Ongoing Engagement:**

- Provides funding for a digital content specialist and a communications coordinator within the district's Communications Office.
- Provides funding for 20 additional elementary clerical positions to provide student attendance oversight to provide information to School Adjustment Counselors and school administrators.
- Reallocates funds for a new school-to-home communication system.
- Provides funds to support redesigning the district website to improve communications and ensure web accessibility (\$100,000).
- Increases funds for translations for Caregivers' technology (\$10,000)
- Provides administrative clerical support to Human Resources and the Office of College and Career Services.
- Provides a Research & Evaluation Specialist and an administrative clerical position for the Office of College and Career Services.
- Provides three Administrative Trainers and Support to assist schools with ongoing implementation and training (\$119,000) for WooEdu (the district's student information system) and Workday (the city's new financial management system).

#### **Modernized & Safe Facilities**

- Increases building repairs, maintenance, and environmental management funding by \$1.9 million.
- Increases funding for school safety to address recommendations in the school safety audit report by \$1.25 million.
- Adds two Information Technology Voice Over IP (VOIP) support technicians.
- Adds two Information Technology Network Administrator positions.
- Provides funds for the lease of space (\$225,000) to alleviate Lincoln Street School's overcrowding and provide space to expand the number of district preschool classrooms (4).

#### **Other District Support**

- Adds 1 Payroll Coordinator to support the new Workday (new financial management system) integration.
- Adds 1 Financial Analyst to support budgeting, forecasting, data analysis and reporting functions.
- Adds five school bus fueler positions (added within district-operated transportation savings).
- Adds 40 school bus van (7D) drivers (to be cost-neutral through reduction of contracted services).





**State Aid**: The Foundation Budget, the education perpupil funding formula, is 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, third-year phase-in formula components of the Student Opportunity Act (2019) within the foundation budget.

For FY24, the foundation budget growth for the district is \$47.4 million. This amount results from robust inflation rate growth, capped by state statute at 4.5% (and an uncapped 5.16% applied to employee benefits and fixed charges), increasing \$19.7 million. In addition, the third-year phase-in of the new funding components for low-income students, employee benefits, special education, English learners, and guidance and student support categories totals \$16.4 million. Also, an increase of 583 students and 687 English learner students and 719 low-income students increase the foundation budget funding by \$11.3 million.

Overall, the 24,318 student enrollment for Worcester from the previous year changed as follows:

- o 243 student increase (30%) in preschool enrollment
- o 260 student increase (2.1%) in kindergarten to Grade 6 enrollments
- o 106 student decrease (-3.0%) in Grades 7-8 enrollment
- o 186 student increase (2.5%) in Grades 9-12 enrollment

The overall state enrollment increased by 2,206 students from last year, from 911,529 students in 2021 to 913,735 students in 2022, with 194 of the 317 operating districts experiencing enrollment declines. As a result, the overall state's student enrollment is 35,093 students less than pre-pandemic levels (as of October 1, 2019). The state's other largest school districts (Boston, Springfield, Lynn, and Brockton) had a cumulative enrollment decline of 899 students from last year. Overall, state enrollment of kindergarten to grade 6 students increased by 1,999 students (0.4%) from last year. In comparison, prekindergarten enrollment increased by 3,210 students (12%) over last year's enrollment, and there was a decrease of 3,450 students in grades 7-12 (2.5%).

For Worcester, the total Chapter 70 State Aid increases from \$316,240,166 (including the amounts for charter schools and school choice tuition offset) to \$357,541,905, an 13.1% increase.

**City Contribution:** The City's contribution of \$138,539,441 increases by \$5.2 million over the FY23 adopted level of \$133,368,548. The total City contribution reflects the state's required spending and 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 \$141.9 million of local revenue directly supporting the Worcester Public Schools.







\$0.71 Municipal Services

\$0.26 budget

\$0.03 Worcester Public Worcester Public Schools operating Schools debt costs

Based on the FY24 budget, the Worcester Public Schools represent \$3.78 of the residential property tax rate of \$14.34. The city also funds school-related debt for construction and renovation projects, totaling approximately \$12.7 million. This amount equals \$0.37 of the residential tax bill. Therefore, the total tax impact of the Worcester Public Schools is \$1,494 of the average tax bill of \$5,162.



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

The Worcester Public Schools will receive an estimated \$122.4 million in these ESSER funds through the following awards to be used between FY21 and FY25 (by September 30, 2024):

| ESSER Funding   | <b>Award Amount</b> |
|---|---------------------|
| ESSER I funding through CARES Act:                                    | \$9,463,606         |
| ESSER II funding through Coronavirus Response and Relief Supplemental | \$34,815,950        |
| Appropriations Act, 2021 (CRRSA):                                     |                     |
| ESSER III funding through American Rescue Plan:                       | <u>\$78,169,220</u> |
| Total ESSER Funding   | \$122.448.776       |



The federal ESSER Funds will support the district's budget in FY24 to provide accelerated funds for Student Opportunity Act initiatives (\$13.2 million), provide additional funds for building ventilation system maintenance, replacement, building and renovation projects (\$11.2 million), provide robust summer school and afterschool recovery acceleration programs and additional professional learning for staff (\$5 million), to purchase 40 school vans for out-of-district transportation (\$2 million), and

funds to sustain technology purchases (\$1.25 million).

- Federal Grants: All federal grants use the FY23 award amounts until the award of FY24 amounts.
- State Grants: All state grants use the FY23 award amounts until the award of FY24 amounts.
- School Nutrition Revenue: The district plans school-based feeding programs during the 2032-24 school year using the USDA Community Eligibility Program (CEP), allowing all students to participate in breakfast, lunch, and snack programs at no cost to the students, along with summer programming. CEP allows the district to serve all students, regardless of income, and school nutrition meals at no charge. The FY24 Budget expects to collect \$15.6 million in reimbursement revenue next year.



- State Special Education Reimbursement: While the Circuit Breaker reimbursement assumes a 75% reimbursement rate for eligible students, the reimbursement totals \$3.4 million, an increase of \$300,000 from the amount included in the FY23 budget due to an increase in the number of students that were eligible for this reimbursement and the funding of transportation reimbursement (\$174,000).
- State Charter School Reimbursement: The budget reflects \$11.4 million for the Worcester Public Schools. This covers 100% of the facilities assessment portion of the charter school tuition reimbursement formula and 100% of the three-year transitional aid portion of the reimbursement formula. In addition, this reimbursement includes an estimated amount for the new Worcester Cultural Academy Charter School.
- Fees and User Charges: Revenue collected through athletic gate receipts, building use fees, and program revenue expect to remain the same as the FY23 budgeted revenue amount.

#### **Summary of Revenue Sources**



General Fund\*

State Funds

\$333,477,929



City Contribution

\$129,215,192





 Federal Funds
 Charges
 Total

 \$0
 \$0
 \$462,693,121

 \$66,480,560
 \$0
 \$68,433,653

 \$15,577,002
 \$0
 \$15,677,473

**Grant Funds** \$66,480,560 \$68,433,653 \$1,953,093 \$0 **Nutrition Fund** \$149,569 \$0 \$15,527,903 \$0 \$15,677,472 Other Special Revenue \$4,359,971 \$0 \$840,555 \$5,200,526 \$0 Total \$339,940,562 \$129,215,192 \$82,008,463 \$840,555 \$552,004,772

The budget reflects the following cost increases:

Contractual Salary Increases: The budget reflects anticipated and approved salary increases for all employees totaling \$11.3 million.



- New Positions: There are 228 new instructional and instructional support positions added to the budget from all sources, including ESSER totaling \$15.9 million. This includes 75 teacher positions, totaling \$6.3 million.
- Health Insurance Costs: The City of Worcester health insurance premium rates increase between 4.3% for all group plans, reflecting an increase of \$3.9 million.

<sup>\*</sup> WPS share only (does not include allocation for charter schools or school choice tuition assessments)



- Retirement Assessment: The increase in retirement account totaling \$2.4 million is the prorated share of the Worcester Public Schools assessment attributed to funding the City of Worcester contributory retirement and pension obligation bond cost increases.
- Tuition: The increase in tuition assessments, totaling \$374,574, is attributed to cost increases associated with the Central Massachusetts Collaborative, including the Recovery High School (\$484,548), a decrease of \$164,939 in other out-of-district special education tuitions, and an increase in state reimbursement for special education students (Circuit Breaker) (\$266,153).
- Building Utilities: The account reflects an \$822,614 increase (11.5%) based on an estimated increase in natural gas costs (\$815,329), a decrease in electricity costs (\$204,888), a reduction in fuel oil (\$30,200), and an increase in telephone and internet services (\$242,423) based on estimated usage and current market rates.
- School Safety Recommendations: The FY24 budget includes \$1.25 million to address anticipated school safety recommendations conducted by Guidepost Solutions during the 2022-23 school year around training, door locks, intercoms, cameras, access controls, and exterior lighting, among other areas. These recommendations are expected to be provided to the district before the end of the current school year.
- Facilities Maintenance: The increase of \$1.9 million in this account is attributed to \$1.7 million for school-based requested facilities repairs through the FY24 resource allocation process and \$171,816 for increased environmental health and safety expenses. This increase is entirely attributable to the district's phase-in of Student Opportunity Act funds.

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

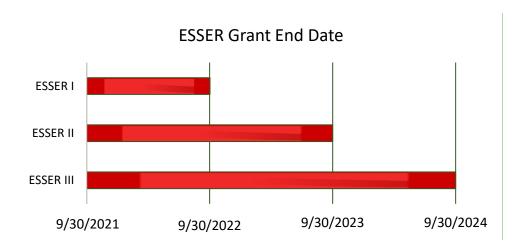


The Worcester Public Schools will receive an estimated \$122.4 million in these ESSER funds between FY21-FY24. For 2023-2024, approximately 25% of the total allocation (\$33.3 million) will be spent in the following direct expenditure categories:

- To advance funding to implement the state's Student Opportunity Act district initiatives (\$13.2 million).
- For ventilation system maintenance spending and ventilation system upgrades (\$11.2 million).
- Provide robust summer programs, implement recovery and acceleration opportunities during the school year, and provide additional professional learning opportunities for staff (\$5.0 million).
- For the purchase of school district vans for out-of-district special education and homeless transportation (\$2 million).
- © Continue investments in technology, computer applications, and internet connectivity (\$1.25 million).



#### **ESSER Grant End Dates:**



**ESSER Annual Spending Plan by Year (By Grant):** 

|  | FY21        | FY22         | FY23         | FY24         | Total         |
|--|-------------|--------------|--------------|--------------|---------------|
|  | Allocation  | Allocation   | Allocation   | Allocation   | 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  |             | \$23,638,146 | \$11,177,804 | \$0          | \$34,815,950  |
| Education Stabilization Fund - ESSER III |             | \$5,220,000  | \$39,640,716 | \$33,308,504 | \$78,169,220  |
| TOTAL ESSER FUNDS                        | \$2,550,426 | \$35,771,326 | \$50,818,520 | \$33,308,504 | \$122,448,776 |

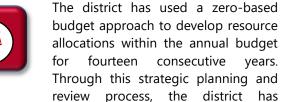
#### **ESSER Annual Spending Plan by Year (By Targeted Area):**

|  | FY21        | FY22         | FY23         | FY24         | Total         |
|--|-------------|--------------|--------------|--------------|---------------|
|  | Amount      | Amount       | Amount       | Amount       | 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         | \$5,585,106  | \$4,100,000  | \$0          | \$9,685,106   |
| Learning Loss Initiatives              | \$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  | \$8,544,672  | \$10,234,856 | \$22,842,843  |
| School Bus Purchase                    | \$0         | \$0          | \$16,500,000 | \$2,000,000  | \$18,500,000  |
| City of Worcester Indirect Costs       | \$51,009    | \$715,427    | \$1,016,370  | \$666,170    | \$2,448,976   |
| TOTAL ESSER FUNDS                      | \$2,550,426 | \$35,771,326 | \$50,818,520 | \$33,308,504 | \$122,448,776 |

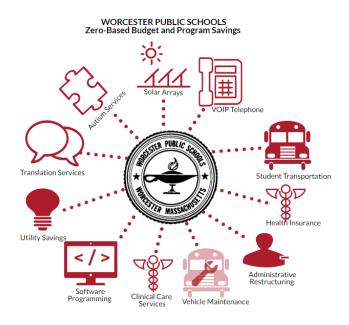
ESSER I ended September 30, 2022, ESSER II ends September 30, 2023, and ESSER III ends September 30, 2024



**Zero-Based Budget Strategies** 



identified 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 reallocating resources while improving schools' services. 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, reallocating the savings for direct instructional services within the budget.

- The transition of student transportation to a full district-operated model has been recognized by the Massachusetts Association of School Business Officials with the Donald Johnson Operational Cost Efficiency Award for 2023.
- Reallocates 18 elementary classroom positions based on school enrollment shifts. The budget maintains a reasonable overall average elementary class size of 19.7 students next year based on next year's anticipated student enrollment and 604

classroom teachers, consistent with previous years' class size averages. Individual schools are expected to have average class sizes (Kindergarten to Grade 6) ranging from 16.5 to 23.1, with the following breakdown of projected elementary class sizes for next year:

| Class Size Range       | Estimated Number of Classrooms |
|------------------------|--------------------------------|
| Fewer than 23 students | 470                            |
| 23-26 students         | 125                            |
| 27-30 students         | 9                              |
| 31 or more students    | <u>0</u>                       |
| Total                  | 604                            |

Reallocates existing positions and resources in a quadrant-based support model for improved direct support to schools consisting of district-based support positions from special education, social-emotional learning, multilingual learners, and curriculum and staff development.





New positions, programs, and initiatives in the FY24 budget include:

- © Creates a "Spark Academy" at Wawecus Road School that will be a hub of innovation where we will train, deliver, and monitor a future-ready school with elements of advanced technology and experiential project-based learning. The school will feature performance assessments such as student-led conferences and dynamic portfolios will be integrated to actualize the district's Vision of a Learner framework.
- Pilots a transitional full-day Kindergarten preparation classroom (called "Preppy K") at Quinsigamond Elementary School for students aged four years old between September 1 and December 31 to allow for a two-year kindergarten experience and better prepare younger students for future academic success without changing the kindergarten entry age in Worcester.
- Provides funding for the school safety recommendations (\$1.25 million).
- Provides funds so all schools have a wrap-around coordinator position. Adds three school adjustment counselors and five school psychologists to reduce caseloads for these positions.
- Reallocates existing positions and resources in a quadrant-based support model for improved direct support to schools consisting of district-based support positions from special education, social-emotional learning, multilingual learners, and curriculum and staff development.
- Reallocates existing resources within alternative programs administration to create a district-level Director of Alternative Programs that will provide leadership to responsibly meet the needs of all students, building functional, productive, and innovative learning approaches to re-engage students in alternative education.
- © Continues implementing the city's student information system (WooEdu) and the City's new enterprise resource planning (ERP) system to manage better and integrate payroll, purchasing, finance, human resources, and other city functions with additional support positions and trainers.
- © Creates a Chief Equity Officer position, provides funds for Dean of Student positions at the five largest high schools (also a leadership pipeline opportunity), and adds DEI (diversity, equity, and inclusion) coach positions for each quadrant to support schools and programs.
- Provides \$6 million (through ESSER funds) for a new elementary English Language Arts curriculum during the 2023-24 school year.
- Provides funds to support all student groups' transportation field trips, performances, or other events using district-operated school buses (subject to availability).
- Provides funds to expand the district's communication efforts and improve the district website to improve communication to parents, caregivers, and stakeholders and ensure accessibility for all users of the website. It also adds 20 clerical support positions to ensure all schools have at least



two clerical positions to support parent communication, school attendance tracking, and school support.

Adds three Chapter 74 teachers to Doherty High School to begin planning for these new programs in the new school for the 2024-25 school year.

# Executive Summary Areas of Future Budget Watch

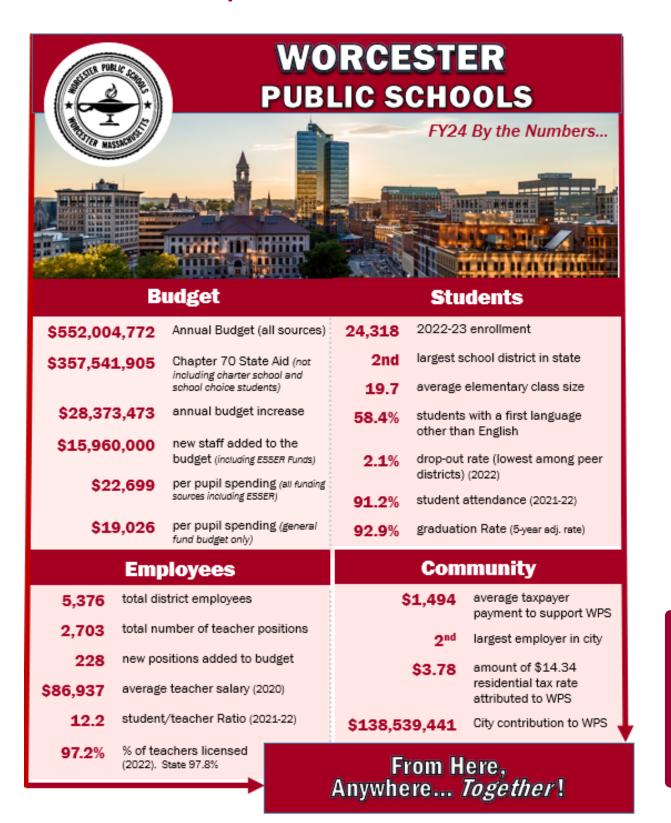
The following are areas that need close attention and may result in significant budget impact in future years:

- Student Enrollment: Worcester's enrollment of 24,318, although increased by 583 students from last year, is still lower by 1,100 students, or 4.3% since 2018, from 25,415 students. Enrollment projections indicate gradual increases over the next three years but not near prior levels.
- ESSER Funds: The district is using \$122.4 million over four years, allocating significant funding for school bus purchases for full district-operated student transportation that began in the 2022-23 school year, to advance funding to implement the state's Student Opportunity Act district initiatives, to provide robust summer programs, implement recovery and acceleration opportunities during the school year, and provide additional professional learning opportunities for staff, support the district's operating budget during the FY22 and FY23 enrollment declines, mainly attributed to the COVID-19 pandemic, and to continue investments in technology, computer applications, and internet connectivity. As these funds end in September 2024, the district has carefully managed the spending to avoid a "fiscal cliff" and negatively impact the FY25 budget.
- Labor Market: While the U.S. labor market continues to be strong by every economic measure, the district continues to experience shortages in teachers, instructional assistants, building custodians, school nutrition workers, and bus drivers.
- lnflation: As of May 2023, inflation remains a primary economic hardship impacting the U.S. economy and the Worcester Public Schools. The leading surge was oil prices, but the federal COVID stimulus, low-interest rates, and the restart of the economy after the COVID shutdowns also impact the inflation rate. In addition, the state's foundation budget is adjusted annually by a national inflation index. Still, the formula sets an inflation cap at 4.5%, while the actual inflation rate was 9.3% in the index used in the foundation budget formula.
- Federal Budget: President Joe Biden's budget for FY24 proposes historic investments in schools located in high-poverty communities, such as Worcester, expands access to high-quality preschool for underserved children, prioritizes the health and well-being of students, increases support for children with disabilities, supports multilingual learners, among other new funding levels. How these budget proposals become adopted levels and subsequently support programs for Worcester will be determined over the next several months.



- Ventilation Systems Maintenance and Upgrades: 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 upgrading school ventilation systems to spend \$23 million by September 2024. Additional funding (approximately \$1 million annually) will be needed within the general fund budget to maintain these systems, including the new ionization equipment and filters.
- Health Insurance & OPEB: The annual increases in health insurance premiums have generally continued to exceed the foundation budget inflation growth. Each year employee benefits and fixed charges assessments exceed the associated revenue growth reducing available funding for the district on other foundation budget categories. The district underfunds non-special education teachers, instructional supplies and materials, building maintenance, and professional learning compared to the amounts provided in the state's foundation budget for these categories. In addition, the Worcester Public Schools' share of retired employee health insurance costs or other post-employment benefits (OPEB) is estimated at almost \$750 million, which may have a significant future impact on the budget of the Worcester Public Schools.
- Instructional Technology Support, Maintenance, and Training: As part of the COVID-19 pandemic response, the district quickly became a 1:1 district for student Chromebooks to support remote learning. 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. Therefore, the district must transition these devices to a lease program in the general fund budget to maintain a 1:1 student-to-device ratio in the next several years. The district maintains 30,000 Chromebooks, 6,000 iPads, 1,000 desktop computers, 500 document cameras, 150 interactive whiteboards, wireless access points, and network servers supporting student assessment, student information, human resources, and school security information. These devices require proper school district-based support, maintenance, training, and appropriate funding for replacement.

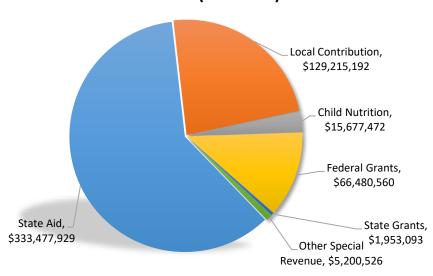






**Executive Summary District Financial Overview**  The chart below summarizes the total FY24 revenues from all funds:

#### **FY24 Revenues (All Funds)**



| Source:               |        | FY2024        | % of total |
|-----------------------|--------|---------------|------------|
| State Aid*            |        | \$333,477,929 | 60.4%      |
| Local Contribution*   |        | \$129,215,192 | 23.4%      |
| Federal Grants        |        | \$66,480,560  | 12.0%      |
| Child Nutrition       |        | \$15,677,472  | 2.8%       |
| State Grants          |        | \$1,953,093   | 0.4%       |
| Other Special Revenue |        | \$5,200,526   | 0.9%       |
|                       | Total: | \$552,004,772 | 100.0%     |

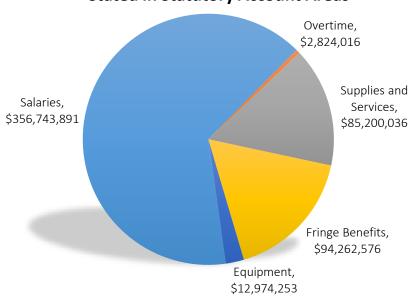
\*WPS funds only. Amounts are reduced by the charter school and school choice tuition offsets based on pro-rated costs. These two items equal the WPS FY24 general fund budget.

Two main categories of funds are available to the district: the general fund and various special revenue funds. The general fund primarily comprises Chapter 70 State Aid and the City's Local Contribution. Special revenue funds mainly consist of entitlement/allocation, competitive state and federal grants, the Child Nutrition revolving fund, and other special revenue funds. Included in the FY24 budget is the use of 25% of all federal ESSER funds totaling \$33.3 million. In total, the district's FY24 budget is \$552,004,772.



The chart below summarizes the total FY24 expenditures from all funds:





| Cost Account                | FY2024        | % of total |
|-----------------------------|---------------|------------|
| Salaries (91000)            | \$356,743,891 | 64.6%      |
| Supplies & Services (92000) | \$85,200,036  | 15.4%      |
| Equipment (93000)           | \$12,974,253  | 2.4%       |
| Fringe Benefits (96000)     | \$94,262,576  | 17.1%      |
| Overtime (97000)            | \$2,824,016   | 0.5%       |
| Total Spending:             | \$552,004,772 | 100.0%     |

Overall expenditures can be broken into three major categories. Most of the district's expenditures (63.8%) are salaries and overtime. With fringe benefits, 82.2% of the budget reflects employee costs. Another major category is supplies and services (15.4%), including the supplies allocated to schools and contracted services purchased by the district, special education tuition, and all maintenance services, among the most significant cost centers. Finally, capital equipment purchases represent 2.4% of the spending, including ESSER-related purchases of building renovations, technology, and school nutrition equipment purchases.



## Summary of Revenue and Expenditures\* FY23 to FY24 Budgets (All Funds)

|                                 | FY23                | FY24          | Compar           | son         |  |
|---------------------------------|---------------------|---------------|------------------|-------------|--|
| Categories                      | Adopted             | Budget        | \$ Change        | % Change    |  |
| Revenues:                       |                     |               |                  |             |  |
| State Aid**                     | \$293,868,463       | \$333,477,929 | \$39,609,466     | 13.5%       |  |
| Local Contribution**            | \$123,933,689       | \$129,215,192 | \$5,281,503      | 4.3%        |  |
| Federal Grants                  | \$83,720,834        | \$66,480,560  | -\$17,240,274    | -20.6%      |  |
| Child Nutrition Programs        | \$15,220,847        | \$15,677,472  | \$456,625        | 3.0%        |  |
| State Grants                    | \$1,953,093         | \$1,953,093   | \$0              | 0.0%        |  |
| Other Special Revenue           | \$4,934,37 <u>3</u> | \$5,200,526   | <u>\$266,153</u> | <u>5.4%</u> |  |
| Total Revenues                  | \$523,631,299       | \$552,004,772 | \$28,373,473     | 5.4%        |  |
|                                 |                     |               |                  |             |  |
| Expenditures:                   |                     |               |                  |             |  |
| Administration (1000)           | \$6,299,164         | \$8,099,355   | \$1,800,191      | 28.6%       |  |
| Instruction (2000)              | \$281,820,001       | \$307,091,003 | \$25,271,002     | 9.0%        |  |
| Other School Services (3000)    | \$59,442,152        | \$60,909,845  | \$1,467,693      | 2.5%        |  |
| Operations & Maintenance (4000) | \$24,152,154        | \$30,659,245  | \$6,507,091      | 26.9%       |  |
| Fixed Charges (5000)            | \$99,448,001        | \$104,778,357 | \$5,330,356      | 5.4%        |  |
| Community Services (6000)       | \$891,812           | \$867,223     | -\$24,589        | -2.8%       |  |
| Fixed Assets (7000)             | \$27,843,284        | \$15,192,869  | -\$12,650,415    | -45.4%      |  |
| Debt Service (8000)             | \$0                 | \$0           | \$0              | 0.0%        |  |
| Tuition Programs (9000)         | \$23,766,148        | \$24,406,875  | \$640,727        | 2.7%        |  |
| Total Expenditures              | \$523,662,716       | \$552,004,772 | \$28,342,056     | 5.4%        |  |

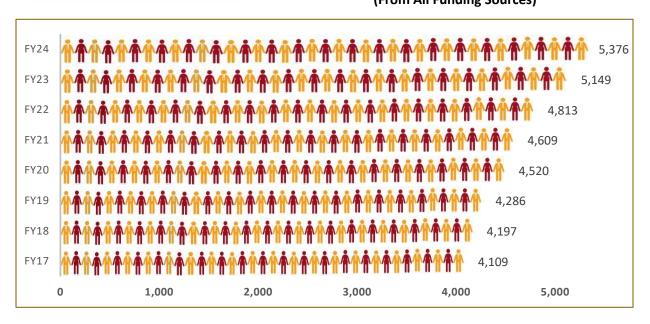
<sup>\*</sup> Expenditures presented in DESE chart of account format. The categories of this format are described in more detail in the Informational Section.

<sup>\*\*</sup> 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.





Number of Employees
Full-Time Equivalent Positions
FY17-FY24
(From All Funding Sources)



| All Positions / All Funding<br>Sources | FY17       | FY18       | FY19       | FY20       | FY21       | FY22       | FY23       | FY24       | Change from<br>Prior Year |       |
|--|------------|------------|------------|------------|------------|------------|------------|------------|---------------------------|-------|
| District Administrators                | 24         | 26         | 24         | 27         | 27         | 36         | 39         | 51         | 12                        | 30.8% |
| School Administrators                  | 79         | 81         | 82         | 88         | 88         | 89         | 88         | 94         | 6                         | 6.8%  |
| Teachers                               | 2,142      | 2,213      | 2,250      | 2,388      | 2,451      | 2,565      | 2,629      | 2,703      | 75                        | 2.8%  |
| Instructional Assistants               | 599        | 589        | 598        | 622        | 641        | 664        | 674        | 699        | 25                        | 3.7%  |
| Teacher Substitutes                    | 97         | 97         | 97         | 105        | 105        | 111        | 111        | 111        | 0                         | 0.0%  |
| Crossing Guards                        | 106        | 106        | 106        | 109        | 109        | 110        | 110        | 110        | 0                         | 0.0%  |
| Educational Support                    | 106        | 105        | 107        | 130        | 98         | 113        | 119        | 141        | 22                        | 18.5% |
| Custodial Services                     | 153        | 154        | 154        | 154        | 154        | 160        | 162        | 162        | 0                         | 0.0%  |
| Maintenance Services                   | 33         | 33         | 31         | 30         | 32         | 27         | 30         | 31         | 1                         | 3.3%  |
| Full Year Clerical                     | 65         | 63         | 63         | 66         | 68         | 71         | 72         | 92         | 20                        | 27.8% |
| School Year Clerical                   | 68         | 70         | 71         | 71         | 74         | 77         | 77         | 76         | -1                        | -1.3% |
| School Nurses                          | 56         | 59         | 89         | 97         | 103        | 110        | 110        | 114        | 4                         | 3.6%  |
| District Support                       | 53         | 52         | 52         | 56         | 55         | 66         | 73         | 88         | 15                        | 20.5% |
| Student Transportation                 | 82         | 82         | 103        | 103        | 126        | 133        | 365        | 414        | 49                        | 13.4% |
| Child Nutrition                        | 294        | 321        | 313        | 319        | 312        | 315        | 324        | 324        | 0                         | 0.0%  |
| Head Start                             | <u>152</u> | <u>146</u> | <u>146</u> | <u>155</u> | <u>166</u> | <u>166</u> | <u>166</u> | <u>166</u> | <u>0</u>                  | 0.0%  |
| Totals                                 | 4,109      | 4,197      | 4,286      | 4,520      | 4,609      | 4,813      | 5,149      | 5,376      | 228                       | 5.3%  |



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



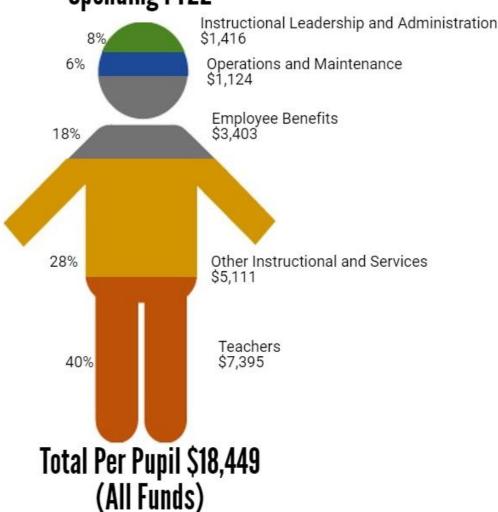
|            | Category   | Worcester | Springfield | Boston    | Lynn     | Lowell   |
|------------|--|-----------|-------------|-----------|----------|----------|
| MAN        | Student Enrollment 2022-<br>23   | 24,318    | 23,721      | 46,001    | 15,433   | 14,130   |
| HHH        | Students first language<br>not English 2022-23                                 | 58.4%     | 28.4%       | 49.1%     | 67.4%    | 43.1%    |
| NNN        | Low income students<br>2022-23   | 72.5%     | 86.0%       | 69.1%     | 74.2%    | 73.4%    |
| 1          | Student mobility rate<br>2022  | 18.2%     | 22.7%       | 21.8%     | 14.7%    | 17.9%    |
| 更          | 5-year adjusted<br>graduation rate 2021  | 92.9%     | 86.2%       | 87.0%     | 90.4%    | 85.4%    |
|            | Student drop-out rate<br>2021-22   | 2.1%      | 3.9%        | 3.7%      | 4.3%     | 5.5%     |
|            | Mass Core completion rate 2021-22  | 97.7%     | 100%        | 40.9%     | 25.7%    | 17.5%    |
| 888888<br> | Student Attendance Rate<br>2021-22   | 91.2%     | 88.3%       | 88.0%     | 88.4%    | 89.7%    |
| = 8        | 2022 Grade 10 meeting or<br>exceeding expectations in<br>English Language Arts | 39%       | 33%         | 47%       | 33%      | 42%      |
| = 0        | 2022 Grade 10 meeting or<br>exceeding expectations in<br>Math                  | 27%       | 19%         | 41%       | 18%      | 30%      |
|            | Student-to-Teacher Ratios<br>2021-22   | 12.2      | 10.6        | 10.8      | 13.1     | 12.8     |
|            | Average Class Size 2021-<br>22   | 15.0      | 15.9        | 15.7      | 19.2     | 18.7     |
| \$         | Per Pupil Spending - All<br>Funds – FY22                                       | \$18,449  | \$21,375    | \$30,107  | \$17,443 | \$18,234 |
|            | Average Teacher Salary<br>2020   | \$86,937  | \$70,854    | \$105,235 | \$79,555 | \$78,200 |

Data Sources: Massachusetts Department of Elementary and Secondary Education, School and District Profiles





### Worcester's Per Pupil Spending FY22



**Notes**: FY22 is the most recent data from the Massachusetts Department of Elementary and Secondary Education. Instructional Leadership includes building principals and school and district curriculum leaders. Administration consists of 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 FY22 for Instructional Leadership is \$921 per pupil, and the amount for Administration is \$495 per pupil. Other Instructional include paraprofessionals, substitutes, medical/therapeutic services, librarians, professional development, instructional materials and equipment, guidance, and pupil services (including transportation, athletics, and security).

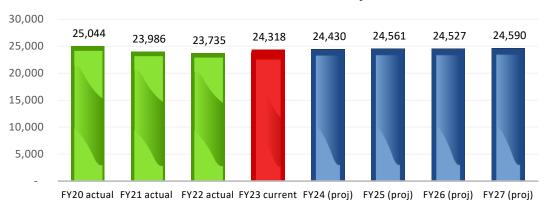


#### **Trends and Projections**

The Worcester Public Schools receives most of the district's funds based on enrollment and demographic categories. The district also uses enrollment data for school-based staffing assignments each year. The following summarizes the district's overall enrollment from FY20 through the projected levels in FY27.



#### **Enrollment Trends and Projections**



The enrollment of the Worcester Public Schools had increased or remained relatively stable before the COVID-19 pandemic in 2020. However, during the 2020-2021 school year, the district experienced an unprecedented enrollment decline of 1,058 students (-4.2%) and an additional 251 student decline (-1.0%) in 2021-22. Most notably, in 2021-22, the entire decline was at the kindergarten to Grade 6 level. Head Start pre-kindergarten enrollment continues to decline and has decreased by 63% since 2018. Elementary enrollment is 9.6% lower than in 2018, middle school (grades 7-8) has decreased by 1.8% during that same period, and high school (grades 9-12) has increased by 1%.

The kindergarten enrollment in 2020-21 was 63% of the birth rate in 2015, and in 2021-22 and 2022-23, it was much higher at 77% of the 2016 and 2017 birth rates, respectively, but still slightly lower than the historical average of 80% of the city birth rate from five years previous. Therefore, based on the current year trend, the enrollment projection for the 2023-24 school year assumes a return to more normal birth rate-kindergarten enrollment patterns.

The projected enrollment will increase by 1.1% over the next four years compared to the 2022-23 school year. Within this projection, the elementary level will decrease by 2.2% from 12,988 in 2022-23 to 12,697 in 2026-27. The projected middle school enrollment will increase by 3.7% from 3,176 in 2022-23 to 3,293 in 2026-27. The projected high school enrollment will increase by 5.8% from 7,747 in 2022-23 to 8,199 in 2026-27. 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 different from the state average. In Worcester, 30.4% of students are English learners, compared to 12.1% of the state average. The number of students with a first language, not English is 58.4%, compared to the state average of 25.0%. The number of low-income students is 72.5%, compared to the state average of 42.3%. 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 is 82.9%, compared to the state average of 55.1%.



# **Trends and Projections**

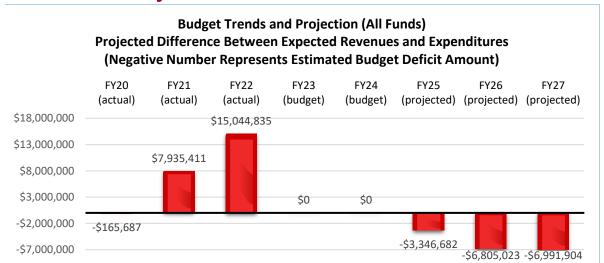


Budget Trends and Projections: (All Funds)
Dollar Amounts Expressed in Thousands

|                                  | Actual          |                 |                 | Adopted<br>Budget | Budget          | Projected       |                 |                 |
|----------------------------------|-----------------|-----------------|-----------------|-------------------|-----------------|-----------------|-----------------|-----------------|
| Revenues:                        | FY20            | FY21            | FY22            | FY23              | FY24            | FY25            | FY26            | FY27            |
| State Aid                        | \$256,821       | \$258,795       | \$272,043       | \$293,868         | \$333,478       | \$355,452       | \$374,592       | \$394,143       |
| Local Contribution               | \$112,714       | \$113,604       | \$116,429       | \$123,934         | \$129,215       | \$133,738       | \$138,419       | \$143,263       |
| Federal Grants                   | \$30,677        | \$33,938        | \$70,634        | \$83,721          | \$66,481        | \$33,401        | \$33,632        | \$33,864        |
| Child Nutrition                  | \$11,014        | \$6,954         | \$14,063        | \$15,221          | \$15,677        | \$16,070        | \$16,473        | \$16,885        |
| State Grants                     | \$3,131         | \$1,761         | \$1,900         | \$1,953           | \$1,953         | \$1,953         | \$1,953         | \$1,953         |
| Other Special Rev.               | <u>\$7,089</u>  | <u>\$4,630</u>  | <u>\$4,455</u>  | <u>\$4,934</u>    | <u>\$5,201</u>  | <u>\$5,200</u>  | <u>\$5,200</u>  | <u>\$5,200</u>  |
| Total Revenues                   | \$421,445       | \$419,680       | \$479,523       | \$523,631         | \$552,005       | \$545,814       | \$570,268       | \$595,309       |
|                                  |                 |                 |                 |                   |                 |                 |                 |                 |
| Expenditures (by object)         |                 |                 |                 |                   |                 |                 |                 |                 |
| Employee Salaries (91000)        | \$272,881       | \$269,734       | \$292,551       | \$331,924         | \$356,744       | \$365,097       | \$386,700       | \$404,819       |
| Supplies and Services (92000)    | \$72,596        | \$63,646        | \$85,885        | \$74,706          | \$85,200        | \$79,381        | \$82,252        | \$85,289        |
| Capital Equipment (93000)        | \$1,285         | \$434           | \$1,393         | \$25,770          | \$12,974        | \$1,350         | \$1,379         | \$1,409         |
| Fringe Benefits (96000)          | \$72,969        | \$76,278        | \$81,282        | \$88,512          | \$94,263        | \$100,436       | \$103,762       | \$107,718       |
| Employee Overtime (97000)        | <u>\$1,879</u>  | <u>\$1,654</u>  | <u>\$3,366</u>  | <u>\$2,720</u>    | <u>\$2,824</u>  | <u>\$2,897</u>  | <u>\$2,980</u>  | <u>\$3,066</u>  |
| Total Expenditures (by object)   | \$421,611       | \$411,745       | \$464,478       | \$523,631         | \$552,005       | \$549,161       | \$577,073       | \$602,301       |
| Difference from Total Revenue    | <u>-\$166</u>   | <u>\$7,935</u>  | <u>\$15,045</u> | <u>\$0</u>        | <u>\$0</u>      | <u>-\$3,347</u> | <u>-\$6,805</u> | <u>-\$6,992</u> |
|                                  |                 |                 |                 |                   |                 |                 |                 |                 |
| Expenditures (by function):      |                 |                 |                 |                   |                 |                 |                 |                 |
| Administration (1000)            | \$5,157         | \$5,517         | \$5,505         | \$6,421           | \$8,099         | \$8,330         | \$8,574         | \$8,825         |
| Instruction (2000)               | \$248,916       | \$244,566       | \$272,006       | \$281,561         | \$307,091       | \$319,791       | \$339,297       | \$357,039       |
| Other School Services (3000)     | \$43,281        | \$34,640        | \$45,967        | \$59,503          | \$60,910        | \$55,311        | \$57,058        | \$58,795        |
| Operations & Maintenance (4000)  | \$25,058        | \$24,463        | \$28,697        | \$24,152          | \$30,659        | \$27,491        | \$29,011        | \$30,606        |
| Fixed Charges (5000)             | \$75,691        | \$78,281        | \$86,786        | \$99,422          | \$104,778       | \$109,351       | \$113,283       | \$116,184       |
| Community Services (6000)        | \$749           | \$594           | \$1,110         | \$962             | \$867           | \$803           | \$810           | \$818           |
| Fixed Assets (7000)              | \$600           | \$763           | \$1,434         | \$27,843          | \$15,193        | \$3,047         | \$3,138         | \$3,232         |
| Debt Service (8000)              | \$0             | \$0             | \$0             | \$0               | \$0             | \$0             | \$0             | \$0             |
| Tuition Programs (9000)          | <u>\$22,159</u> | <u>\$22,920</u> | <u>\$22,973</u> | <u>\$23,766</u>   | <u>\$24,407</u> | <u>\$25,037</u> | \$25,902        | \$26,802        |
| Total Expenditures (by function) | \$421,611       | \$411,745       | \$464,478       | \$523,631         | \$552,005       | \$549,161       | \$577,073       | \$602,301       |
| Difference from Total Revenue    | <u>-\$166</u>   | <u>\$7,935</u>  | \$15,045        | <u>\$0</u>        | <u>\$0</u>      | <u>-\$3,347</u> | <u>-\$6,805</u> | <u>-\$6,992</u> |



# **Trends and Projections**



The two most significant factors influencing the four years of funding are 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 \$122 million through September 2024. These two funding sources are projected to provide overall budget stability and program and service expansion for students.

Overall, the general fund revenue is projected to grow over the next three years based on enrollment, demographic changes, and anticipated inflation growth as measured by the national price deflator index for state and local government purchases. The overall enrollment is projected to increase by 1.1% over the next three years, but the full return to pre-COVID-19 enrollment levels remains uncertain. Other than the ESSER funds, all other federal grant revenue projects slight increases based on recent enrollment and student demographic trends. These projections do not include additional funds as presented in President Biden's recent federal budget proposals for education, which would provide a significant increase in these federal funds if enacted. The remaining state grants are projected to be level funded. Nutrition funds is projected to increase annually based on student participation rates and federal reimbursement rates under the Community Eligibility Program. Finally, other special revenue primarily depends on school choice revenue and special education reimbursement from the state. School choice revenue is projected to remain constant, and circuit breaker reimbursement is expected to remain relatively level through the next three years.

All expenditure line items are projected to increase based on student enrollment, contractual increases for employees or services, and increases to specific cost centers based on recent history and expected utilization of services. Health insurance, tuition, and utilities continue to exceed inflation. The projected deficit reflects the phase-out of ESSER funds in FY24 and the cost of existing employee salaries and health insurance from state and federal grants exceeding the annual funding rates.

The funding from federal ESSER grants will provide accelerated funds for Student Opportunity Act initiatives, and provide funding for current technology spending and summer and afterschool programs. Also, ESSER funds will be used through FY24 to purchase school buses for the full district-operated student transportation services that began in 2022-23 and funding for building ventilation system maintenance and replacement projects.



### **Student Performance**

With Governor Baker's November 2019 signing of the Student Opportunity Act (SOA), funding supporting the state's Every Student Succeeds Act (ESSA) equity priorities and the Worcester Public Schools Strategic Plan has become available. The Student Opportunity



Act allocates funding resources to support evidence-based programs and other efforts that close opportunity and achievement gaps among student subgroups. English learners, students receiving special education services, and low-income students are the focus of the district's efforts to close achievement gaps and support the success of all students in accordance with school and district accountability under the state's ESSA plan, the SOA plan, as well as the Worcester Public Schools Strategic Plan.

This and future budgets are responsible for ensuring the requisite allocation of funds necessary to realize an appropriate academic return on investment. The Worcester Public Schools' plan for the Student Opportunity Act funds begins this budgeting and planning 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; and
- 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 10<sup>th</sup> percent
- Academic Excellence
  - Measured by the percentage of students meeting or exceeding third-grade reading and math proficiency
  - Measured by the percentage of students with digital experiences through a course or skillbuilding
- Welcoming Schools
  - Measured by the percentage of students chronically absent (10% or more days)
  - o Measured by the percentage of schools with an active representative site council
  - Measured by the percentage of students disciplined or suspended for non-violent, noncriminal, 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 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's 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 learning English and for the lowest-performing students than in the past.

This shift in focus ensures that 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. Some notable highlights from the Massachusetts' school and district accountability system include:

- Districts and schools with English learners have student achievement on ACCESS testing count for 10% of the normative component of their measures,
- 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, and
- Successful completion of a broad and challenging curriculum, including advanced coursework.



South High Students participate in WGBH's High School Quiz Show in 2023 (Telegram & Gazette)

The foundation of the state's revised accountability system includes student achievement, growth, and high school completion data, emphasizing closing gaps for historically low-performing subgroups. This system was implemented from 2017 through 2019, but with the pandemic, there was a pause in the classification of schools based on their overall results in 2020 and 2021. For School Year 2022, the state accountability system resumed with some modifications. The Massachusetts Department of Elementary and Secondary Education state accountability system resumed in full for School Year 2022-2023.



# **Student Performance**

The following is a snapshot of student performance data for 2022:







### **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 entire community's support, Worcester Public Schools will make transformational changes to ensure all students receive a high-quality education preparing them for their goals. We believe that

implementing 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. As a result, Worcester will be ready to enter and thrive in its next renaissance with an educated, talented, and skilled youth population.

#### 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



Doherty Memorial High School Graduation (2022) (Source: Telegram & Gazette)











The district is currently updating the Strategic Plan for 2023-2028 which is expected to be completed before the 2023-24 school year.



### **District Guiding Documents**

The FY24 Budget closely aligns available resources to support and achieve the following Strategic Plan Goals:

#### **District Goals**



### Culture of Innovation



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

#### Academic Excellence



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

#### Welcoming Schools



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

### Investing in Educators



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

#### Technology and Operations



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



# **District Guiding Documents**

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

Our Vision for 2023



If: We embrace a student-centered approach that:

- fosters innovation in schools;
- provides vital support 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 FY24 budget reflects district priorities that have emerged through input from the School Committee, students, parents, staff, business leaders, community and civic leaders, and interested citizens as part of the Superintendent's Entry **Plan.** Budget recommendations follow these district priorities:

**District Priorities** 









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



Massachusetts Senator Elizabeth Warren speaks at Worcester Technical High School Graduation (2022) Source: Telegram & Gazette

Between January and April of each year, the Administration works collaboratively with building principals and instructional leadership teams to develop school resource allocation needs. 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. The work can continue to engage each school community in the budget decision-making process in the coming years.

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 requested that the district prioritize small class size ratios and maintain course offerings. Business leaders have requested 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. Finally, concerned citizens have requested that the district seek spending reforms and use tax dollars wisely.

The School Committee will hold an informational session on 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 Superintendent's recommended budget, make any changes, and ultimately adopt a final budget for the upcoming year.



### **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 costs associated with the Worcester Public Schools in this budget. However, certain sections within the Executive Summary and Information Sections of this budget book estimate 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. Therefore, the annual budget process for the Worcester Public Schools generally starts in October for the upcoming fiscal year that begins on July 1.



In October, the district submits student enrollment data to the state to determine the state's foundation budget for the upcoming school/fiscal year. The state's foundation budget is a formula determined by the number of students enrolled in the district as of October 1 of the previous year. This perpupil funding formula uses differentiated rates based on the student's grade or program and 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. Then, 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, or within a new term, five weeks later, the Governor releases their state budget recommendations for the upcoming year, including the funding for each school district based on the foundation budget. The state budget includes the total level of educational state aid for each community and the amount 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. Approximately 72% of the Worcester Public Schools' funding for the foundation budget comes from state aid.

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





Using these budget recommendations, the district begins meetings with school and district administrators using a "zero-based budget approach"; a budget-building method where each school/department starts 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 at zero, prompting scrutiny and prioritization of costs annually.



The City Manager of Worcester recommends 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 city budget. Nearly 84% 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 on 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, the Massachusetts Senate will release its state budget recommendations in May. 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 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 until the City of Worcester completes the tax rate certification process with the Massachusetts Department of Revenue, usually in late November or December. Then, the Administration presents any adjustments to the annual budget to the School Committee for review and adoption.





This document presents the annual budget for the Worcester Public Schools. It serves as a guide to help administrators, staff, elected officials, parents, 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:** 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 on a 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 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 essential methods governments use to communicate their priorities and activities to the public.

### **Budget Document Format**



The fiscal year 2024 budget document of the Worcester

Public Schools continues to be aligned with the criteria of the Association of School Business Officials International (ASBO) Meritorious Budget Award (MBA) format. It is divided into four 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 ten consecutive years, from 2014 to 2023.





This **Executive Summary** section introduces the fiscal year budget document. In addition, this section contains a high-level synopsis that highlights the major points contained in the document.



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

It includes an introduction to Worcester Public Schools, its organizational chart, mission statement, goals, and the budgeting process. It also highlights the district's budgetary management and controls.



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. The Line Item

Budget provides the School Committee's appropriation level of detail of the Worcester Public Schools budget within the Financial Section. 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 provides each school's salary and non-salary cost 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 and the recommended budget level.



The **Informational** section includes important statistical data to understand the district's performance, budget, staffing, and historical and projected enrollment information. This section also includes a

glossary of budget terms; a school staffing allocation formula; an 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.



# Our teacher became a U.S. President

John Adams

# Our student was the father of modern rocketry

Robert H. Goddard









# In this Section

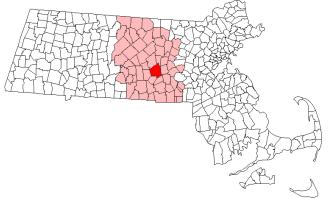
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Worcester City Hall and Worcester Common

orcester, Massachusetts, is in Central Massachusetts and is located 39 miles west of Boston, MA, 37 miles north of Providence, RI, and 39 miles east of Springfield, MA. According to the U.S. Census Bureau (2020), Worcester's population is 206,518, making it the 113<sup>th</sup> largest city in the United States and the 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.



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 schoolhouse be built in the center of the town; this would be the "proper grammar school" required by the Massachusetts Bay Colony law for 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.



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 that 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 and 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 the 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, which opened in 1911, north and south of City Hall along Main Street, also served students 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 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 the High School.



of Commerce, a school to prepare students for the working world. These were joined by David Hale Fanning Trade School for Girls in 1921. By the Great Depression, Commerce had students enrolled in triple sessions to meet the community's needs.

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 debate team star during his time at North, Justice Garrity was best known for the *Morgan v. Hennigan* decision, which mandated the 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, closing 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 the late actor Eddie Mekka, filmmaker Matt Aselton, chef Geoffrey Zakarian, and the late New England Patriots player Ron Brace. The comprehensive high schools are intended to serve all students largely assigned by 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 decree overseeing services for English learners in the school system. As a result, the city's expanding dual-language program in Spanish now runs from kindergarten through the first year of 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 during the school day and after-school opportunities.

In 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 created University Park Campus School. The district has also made strides to increase access for English learners and students with disabilities and develop 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



oday, 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,



several citywide magnet programs, or an in-district school choice program. Students attend schools



arranged geographically into four district quadrants: Burncoat, Doherty, North, and South (see school maps on following 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 grade 7-12 schools in the district's South Quadrant, and students mostly come from a specific neighborhood zone. Many schools have 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



As of January 1, 2021<sup>1</sup>, 27,272 school-aged children (Kindergarten to Grade 12) resided in the City of Worcester. Of this amount, 22,825 students, or about 83.8%, attend the Worcester Public Schools. As of October 1, 2022, including 1,065 preschool-aged students, the district enrollment is 24,318 students within 45 schools and five alternative pathway programs. With 5,376 employees, including 2,703 teachers, the district is the second-largest school district in the Commonwealth (behind Boston with 46,001 students) and the second-largest employer in the City of Worcester behind UMass Memorial Health Care.

Additionally, the city provides per-pupil funding to charter schools that enroll approximately 1,950 students and other neighboring school districts with about 500 students who reside in Worcester but attend schools in other districts under the School Choice Program.

Worcester's Peer Districts (by Enrollment)\* Boston 46,001 Worcester 24,318 Springfield 23,721 Lynn 15,433 Brockton 14,906 Lowell 14,130 Lawrence 12,867 New Bedford 12,522 Fall River 10,447 Pre-Kindergarten to Grade 12

Source: MA DESE School and District Profiles



At 5,376 employees, the Worcester Public Schools is the City of Worcester's secondlargest employer.

The student demographics in Worcester include 45% Hispanic, 28% White, 17% African American, 6% Asian, and 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 83% 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, 73% of students are categorized as low-income (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). The district is expected to serve nearly 4.6 million school meals annually, 8,700 breakfasts, 15,600 lunches daily, and afternoon snacks/dinner and summer meals. Also, approximately 12,200 students, including parochial and private school students, are provided daily transportation to and from school, with about 230 buses and pupil vans traveling over 11,850 miles daily.

<sup>&</sup>lt;sup>1</sup> Latest information available on school attending status from the Department of Elementary and Secondary Education (DESE) website. The official count of students by DESE is on October 1 annually. On October 1, 2021, the district enrollment was 24,318 students.

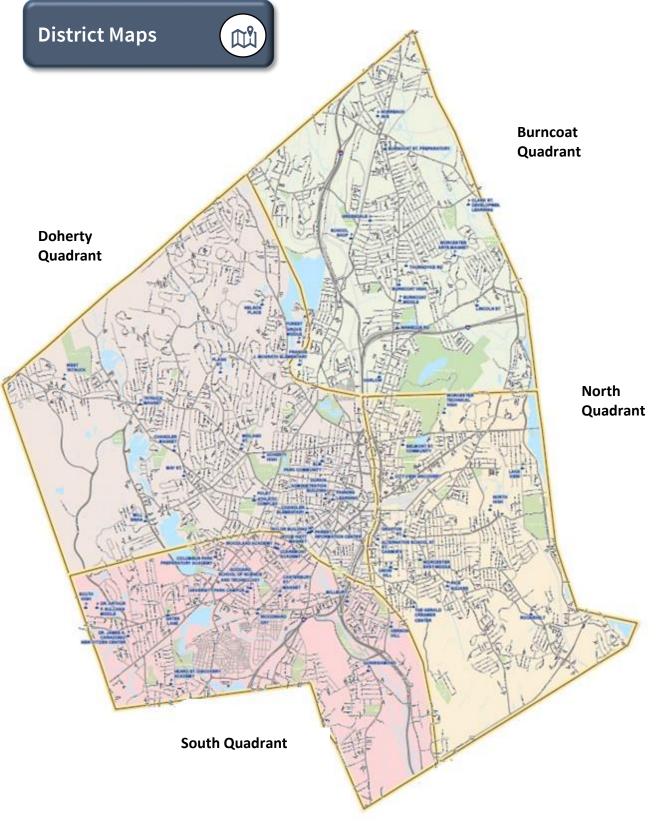


| School Name                 | Grades<br>Served | 10/1/22<br>Enrollment | School Name              | Grades<br>Served | 10/1/22<br>Enrollment |
|-----------------------------|------------------|-----------------------|--------------------------|------------------|-----------------------|
| High Schools                |                  |                       | Middle Schools           |                  |                       |
| Burncoat High               | 9-12             | 1,179                 | Burncoat Middle          | 7-8              | 712                   |
| Doherty Memorial            | 9-12             | 1,344                 | Forest Grove Middle      | 7-8              | 897                   |
| North High                  | 9-12             | 1,377                 | Sullivan Middle          | 6-8*             | 827                   |
| South High                  | 9-12             | 1,666                 | Worcester East Middle    | 7-8              | 740                   |
| Worcester Technical High    | 9-12             | 1,469                 |                          |                  |                       |
| Claremont Academy           | 7-12             | 488                   |                          |                  |                       |
| University Park Campus      | 7-12             | <u>224</u>            |                          |                  |                       |
| Total High Schools          |                  | 7,747                 | Total Middle Schools     |                  | 3,176                 |
| Elementary Schools          |                  |                       |                          |                  |                       |
| Belmont Street Community    | PK-6             | 585                   | May Street               | K-6              | 295                   |
| Burncoat Street Preparatory | K-6              | 240                   | McGrath Elementary       | K-6              | 208                   |
| Canterbury Street Magnet    | PK-6             | 294                   | Midland Street           | K-6              | 206                   |
| Chandler Elementary         | K-6              | 426                   | Nelson Place             | PK-6             | 575                   |
| Chandler Magnet             | PK-6             | 402                   | Norrback Avenue          | PK-6             | 507                   |
| City View Discovery         | PK-6             | 430                   | Quinsigamond Elementary  | PK-6             | 713                   |
| Clark Street                | PK-6             | 268                   | Rice Square              | K-6              | 458                   |
| Columbus Park Preparatory   | PK-6             | 386                   | Roosevelt Elementary     | PK-6             | 566                   |
| Elm Park Community          | K-6              | 415                   | Tatnuck Magnet           | PK-6             | 385                   |
| Flagg Street                | K-6              | 359                   | Thorndyke Road           | K-6              | 363                   |
| Gates Lane                  | PK-6             | 544                   | Union Hill               | K-6              | 390                   |
| Goddard                     | PK-6             | 380                   | Vernon Hill              | PK-6             | 474                   |
| Grafton Street              | K-6              | 427                   | Wawecus Road             | K-6              | 133                   |
| Heard Street                | K-6              | 246                   | West Tatnuck Elementary  | PK-6             | 364                   |
| Jacob Hiatt Magnet          | PK-6             | 372                   | Woodland Academy         | K-6              | 487                   |
| La Familia Dual Language    | PK-6             | 172                   | Worcester Arts Magnet    | PK-6             | 368                   |
| Lake View                   | K-6              | 308                   | Head Start Program       | PK               | 407                   |
| Lincoln Street              | K-6              | 242                   |                          |                  |                       |
|                             |                  |                       | Total Elementary Schools |                  | 13,395                |
| Total District Enrollment   |                  |                       |                          |                  | 24,318                |

<sup>\*</sup> Sullivan Middle School has an innovation academy that includes 6<sup>th</sup>-grade students.

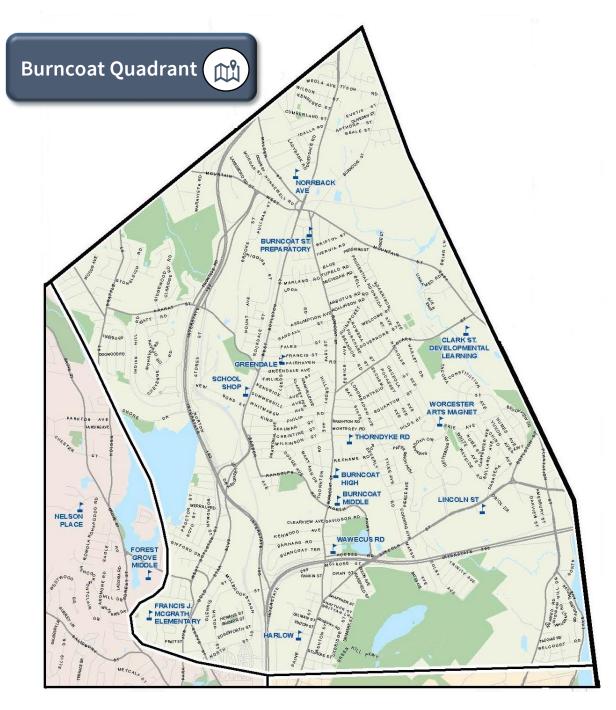
PK = indicates schools with Pre-Kindergarten (Preschool) Programs

K = Kindergarten



Organizational





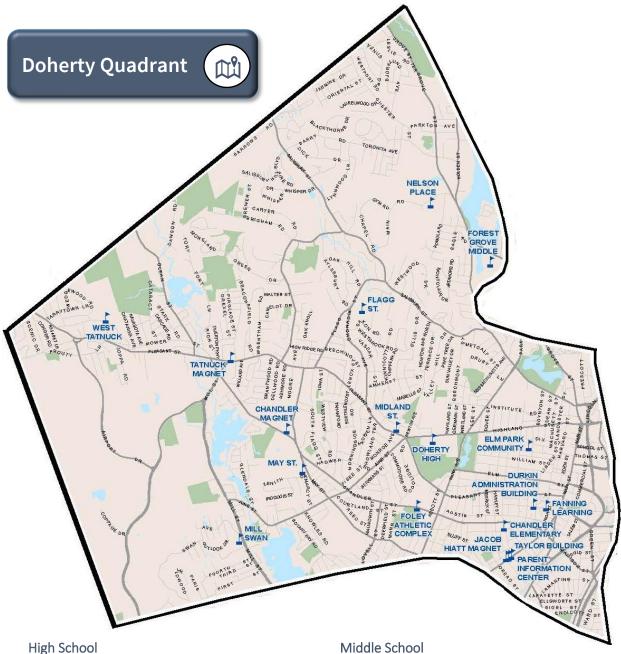
High School
Burncoat High School
Elementary Schools
Burncoat Street Preparatory
Clark Street
Lincoln Street

McGrath Elementary

Middle School
Burncoat Middle School

Norrback Avenue Thorndyke Road Wawecus Road Worcester Arts Magnet





**High School** 

Doherty Memorial High School

#### **Elementary Schools**

**Chandler Elementary** Chandler Magnet Elm Park Community Flagg Street

Jacob Hiatt Magnet

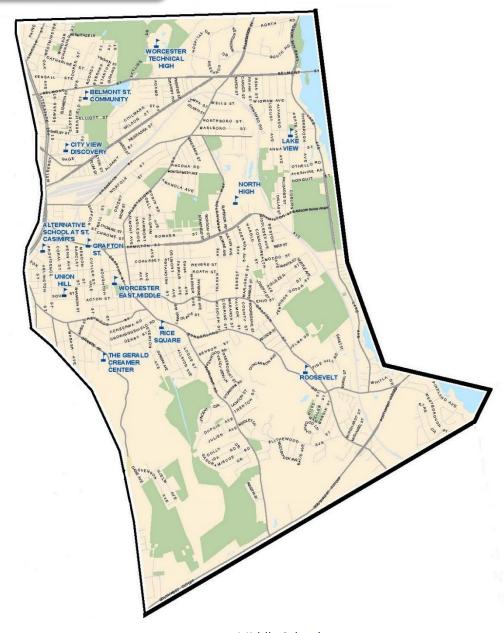
Forest Grove Middle School

May Street Midland Street Nelson Place Tatnuck Magnet West Tatnuck



# North Quadrant





#### **High Schools**

North High School

(Quadrant also includes Worcester Technical High

School)

**Elementary Schools** 

Belmont Street

City View

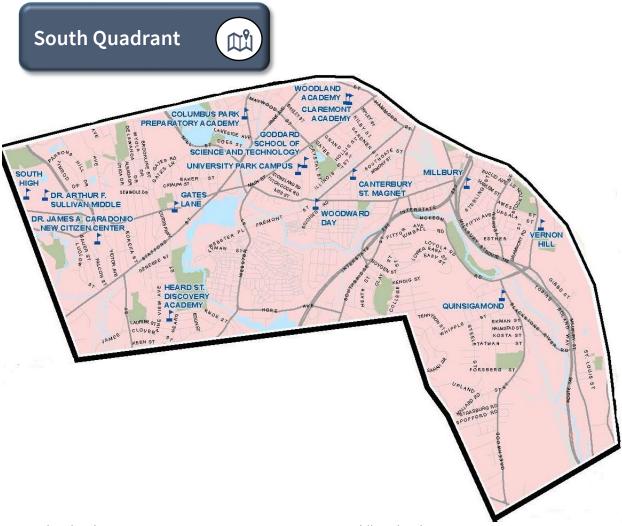
Grafton Street

#### Middle School

Worcester East Middle School

Lake View Rice Square Roosevelt Union Hill





#### **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 comprised of the Mayor as chairman and six members elected directly by the public. In 2024, there will be eight members of the School Committee, six of them elected by newly formed

districts and two elected on an at-large basis. Article 4 of the City of Worcester Home Rule Charter establishes the composition, term of office, and powers of the School Committee. In addition, 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 and evaluating the effectiveness of their implementation. To ensure their goals are achieved, the Committee is also empowered to hire a Superintendent to implement the policies and adopt an annual budget aligning with the goals and objectives.

School Committee members are elected simultaneously for two-year terms and, as of the most recent election, are all selected on an at-large basis. The 2022-2023 term School Committee members are Mayor Joseph Petty, Laura Clancey, Jermain Johnson, Jermoh Kamara, Sue Mailman, Molly O. McCullough, and Tracy O'Connell Novick.

The School Committee has four standing sub-committees that meet to discuss the details of various issues and report 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. Accordingly, on April 28, 2022, the School Committee appointed Dr. Rachel H. Monárrez as Superintendent of the Worcester Public Schools from July 1, 2022, to June 30, 2025.

The Superintendent has structured the organization into the following divisions: Teaching and Learning,

# Administrative Structure

Finance and Operations, Human Resources, Diversity, Academic Support, and Communications. The division leaders report directly to the Superintendent, the Assistant to the Superintendent/Clerk to the School Committee, and Strategic Administrative Support Liaison. The following pages illustrate the district's organizational structure by these divisions.



### **Worcester School Committee**



Mayor Joseph M. Petty Chair of the School Committee



Laura Clancey

Chair, Standing Committee on Governance and Employee Issues

Vice-Chair, Standing Committee for School and Student Performance



Susan M. Mailman

Vice- Chair, Standing Committee on Teaching, Learning and Student Supports

Member, Standing Committee on Finance and Operations



Jermaine L Johnson Vice-Chairperson

Chair, Standing Committee for School and Student Performance

Member, Standing Committee on Governance and Employee Issues



Molly O. McCullough

Chair, Standing Committee on Teaching, Learning and Student Supports

Vice-Chair, Standing Committee on Governance and Employee Issues



Jermoh V. Kamara

Vice-Chair, Standing Committee on Finance and Operations

Member, Standing Committee on Teaching, Learning and Student Supports



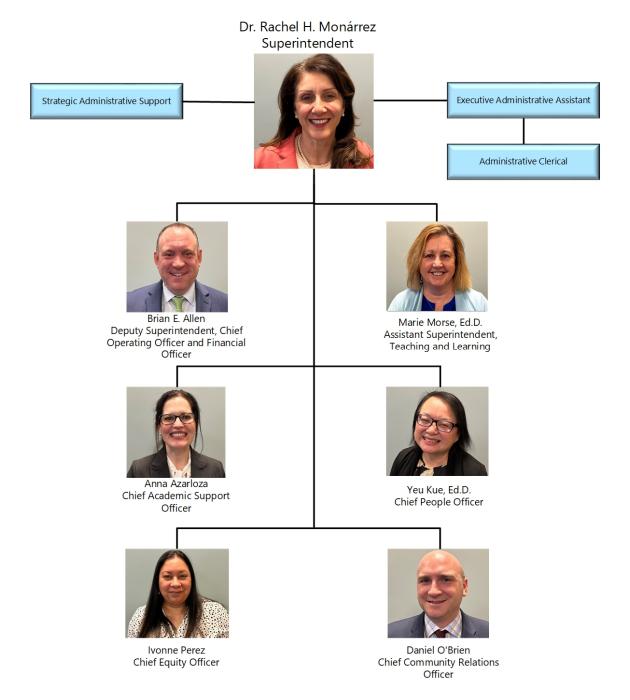
Tracy O'Connell Novick

Chair, Standing Committee on Finance and Operations

Member, Standing Committee for School and Student Performance



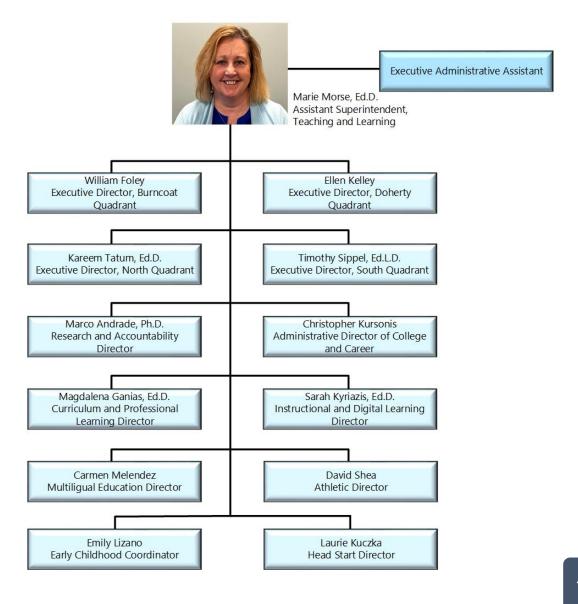
# **Division: Superintendent**





# **Division: Teaching and Learning**

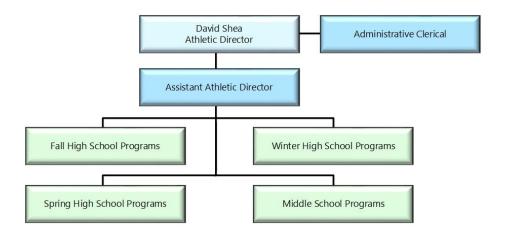
# **Division: Instruction and School Leadership**





# **Division: Teaching and Learning**

### **Department: Athletics**



### **Department: College and Career Readiness**



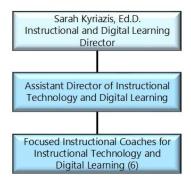
### **Department: Curriculum and Professional Learning**



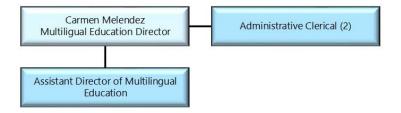


# **Division: Teaching and Learning**

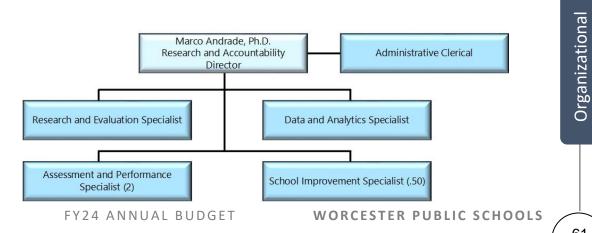
### **Department: Instructional and Digital Learning**



# **Department: Multilingual Education**



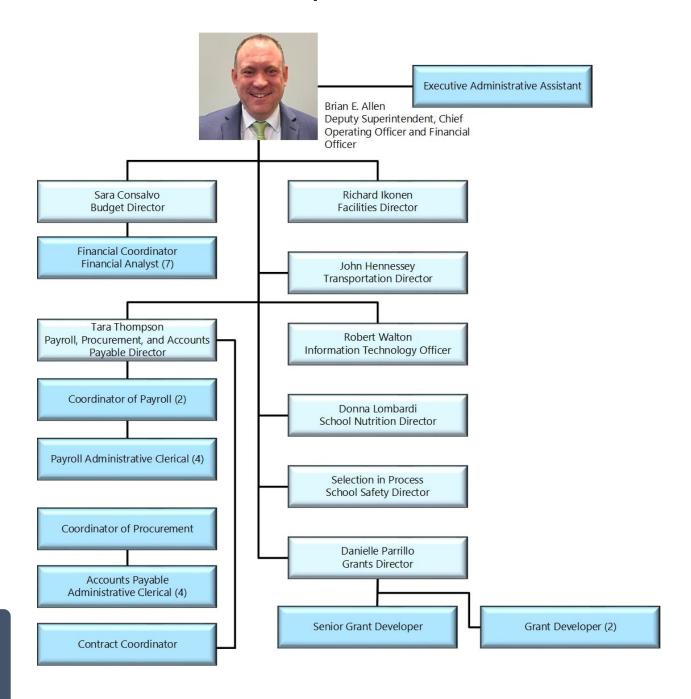
### **Department: Research and Accountability**



61



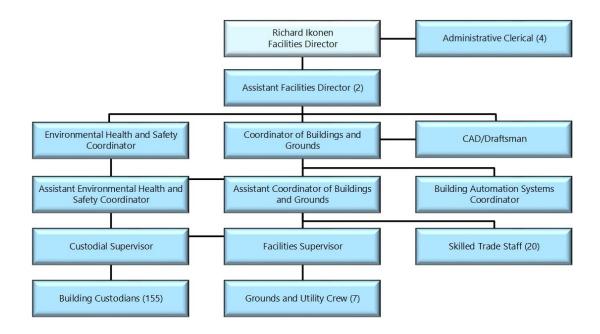
# **Division: Finance and Operations**



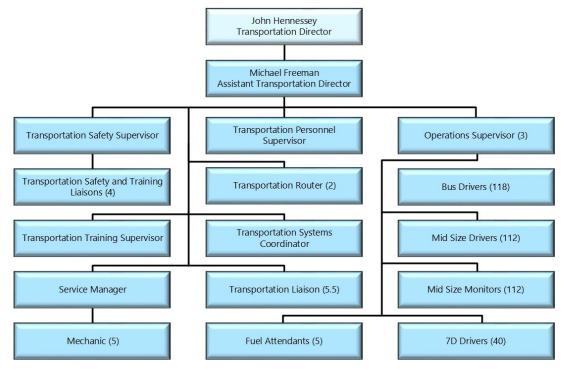


# **Division: Finance and Operations**

### **Department: Facilities Department**



### **Department: Student Transportation Department**

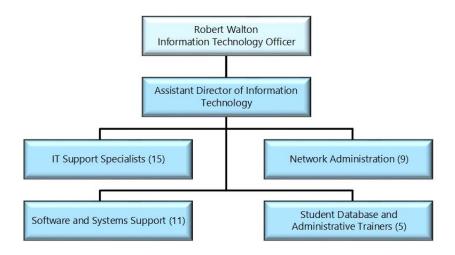


Organizational

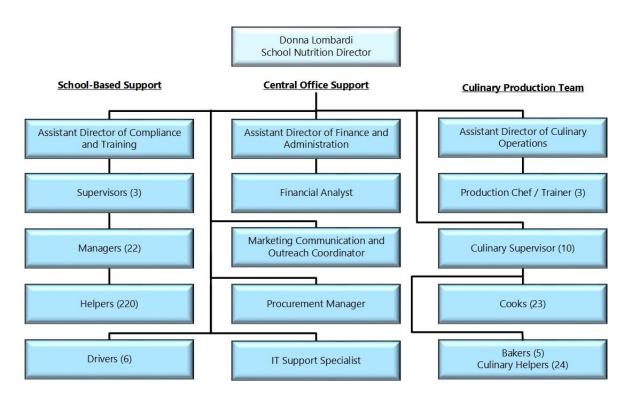


# **Division: Finance and Operations**

### **Department: Information Technology Department**

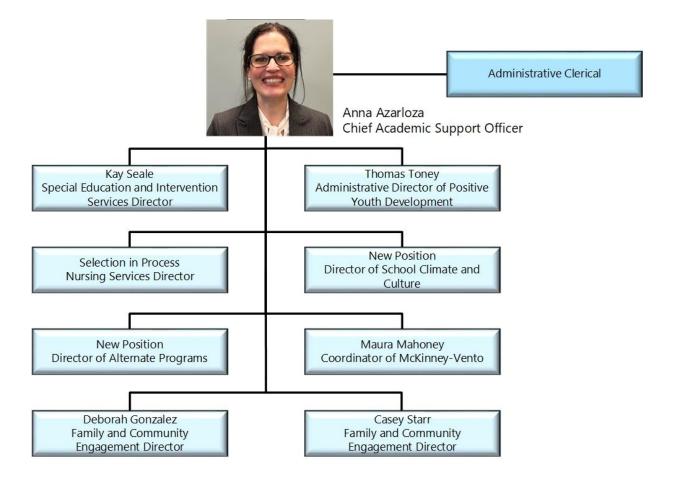


### **Department: School Nutrition Department**





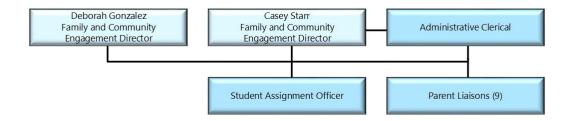
# **Division: Academic Supports**



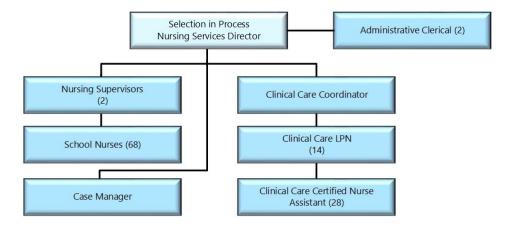


# **Division: Academic Supports**

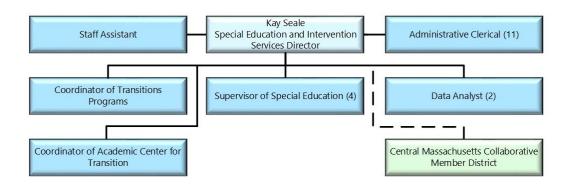
#### **Department: Family and Community Engagement**



#### **Department: Nursing Services**

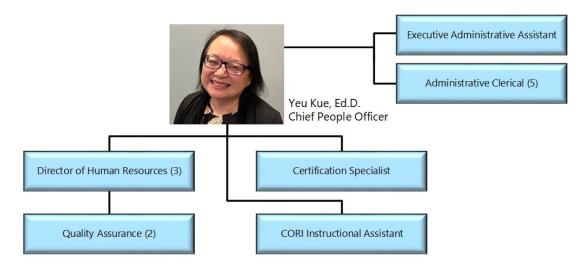


### **Department: Special Education and Intervention Services**

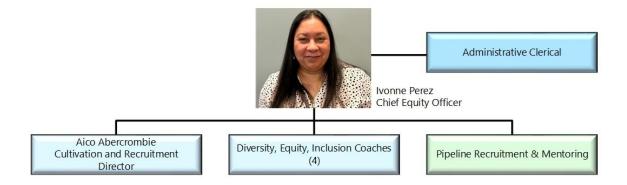




# **Division: Human Resources**

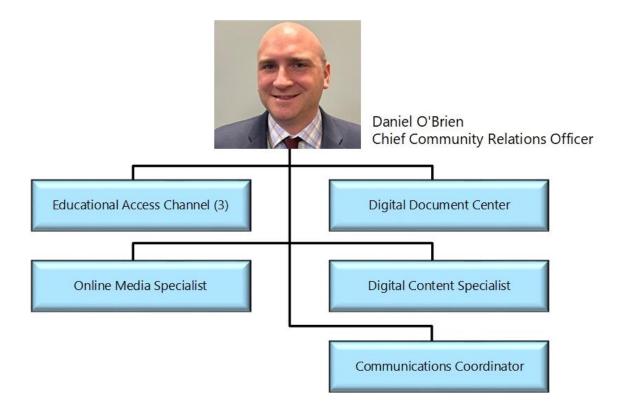


# **Division: Equity**





# **Division: Communications**





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.

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.



**Theory of Change** 

#### If:

We embrace a student-centered approach that:

- fosters innovation in schools;
- provides vital support 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;

#### 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



Worcester Technical High School Graduation at DCU Center (2022). Photo: Telegram and Gazette



The signing into law of the Student Opportunity Act in November 2019 has brought additional resources into the district and additional accountability for allocating 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.



While the final FY21 state budget delayed the implementation of the new funding, the investments made in the district budget are aligned with Student Opportunity Act initiatives. The FY22 state budget restarted the funding of the new formula and continues into the FY23 Budget with a six-year phase-in schedule. As part of new state funding acceptance, every district must 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 monthslong public input process, the plan focuses on district performance gaps and meeting students' needs.

#### **Initiatives Funded to Support Program:**

Following each section, any new funding included in the FY21- FY24 budgets, by year, 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:



### **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. In addition, the district aims to expand research-based early literacy programming through comprehensive preschool-grade 3 professional development for teachers and literacy intervention materials.

| <u>Year</u> | Initiatives to Support Objective                    | <u>Amount</u> |
|-------------|---|---------------|
| 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   |
|             |   |               |
| <u>Year</u> | Initiatives to Support Objective                    | <u>Amount</u> |
| 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        | 2 Pre-School Teachers                               | \$154,098     |
| FY22        | Read Write literacy support                         | \$44,803      |
| FY22        | Bilingual literacy tutor - Woodland Academy         | \$23,193      |
|             | Total FY22 Funding to Support Objective             | \$802,689     |
| <b>V</b>    |   |               |
|             | Initiatives to Support Objective                    | Amount        |
|             | 2 Special Education Preschool Teachers              | \$178,222     |
|             | Learning Ally literacy support                      | \$135,000     |
|             | iPads for preschool and kindergarten                | \$100,000     |
| FY23        | Dual Language Instructional Coach                   | \$99,347      |
|             | Total FY23 Funding to Support Objective             | \$512,569     |
| Year        | Initiatives to Support Objective                    | Amount        |
|             | 6 Preschool Teachers- NEW                           | \$533,613     |
| FY24        | 12 Preschool Instructional Assistants               | \$446,681     |
| FY24        | Preschool Classroom Furniture                       | \$100,000     |
|             | Total FY24 Funding to Support Objective             | \$1,080,294   |
|             |   |               |
|             | TOTAL INVESTMENTS MADE TO DATE                      | \$3,780,636   |



### **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.

| Year Initiatives to Support Objective                        | <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     |
|  |               |
| Year Initiatives to Support Objective                        | <u>Amount</u> |
| FY22 Innovation Pathways teacher-Claremont 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     |
|  |               |
| Year Initiatives to Support Objective                        | <u>Amount</u> |
| FY23 2 Innovation Pathways Specialist (CAP teachers)         | \$178,222     |
| FY23 Innovation Pathways curriculum, supplies, and materials | \$40,000      |
| FY23 Innovation Pathways teacher after-school program        | \$37,452      |
| Total FY23 Funding to Support Objective                      | \$255,674     |
|  |               |
| Year Initiatives to Support Objective                        | <u>Amount</u> |
| FY24 3 Chapter 74 Teachers for Doherty program expansion     | \$266,807     |
| FY24 Administrative Clerical Support Staff                   | \$63,743      |
| FY24 Research & Evaluation Specialist                        | \$48,000      |
| Total FY24 Funding to Support Objective                      | \$378,550     |
|  |               |
| TOTAL INVESTMENTS MADE TO DATE                               | \$1,082,341   |



#### **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 equity issues 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.

| Year Initiatives to Support Objective                      | <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     |
|  |               |
| Year Initiatives to Support Objective                      | <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     |
|  |               |
| Year Initiatives to Support Objective                      | <u>Amount</u> |
| FY23 Director of Recruitment and Cultivation               | \$95,000      |
| FY23 administrative clerical support staff                 | \$61,766      |
| FY23 course vouchers for Instructional Assistants          | \$38,490      |
| FY23 MTEL test vouchers for Instructional Assistants       | \$11,370      |
| FY23 Diversity Office supplies                             | \$6,000       |
| FY23 Diversity recruitment fairs                           | \$5,000       |
| Total FY23 Funding to Support Objective                    | \$217,626     |
|  |               |
| Year Initiatives to Support Objective                      | <u>Amount</u> |
| FY24 4 DEI Coaches - to lead the DEI work in each quadrant | \$368,550     |
| FY24 Communications Coordinator                            | \$85,000      |
| Total FY24 Funding to Support Objective                    | \$453,550     |
|  |               |
| TOTAL INVESTMENTS MADE TO DATE                             | \$1,241,353   |



### **Student Opportunity Act**

#### Social-emotional learning supports

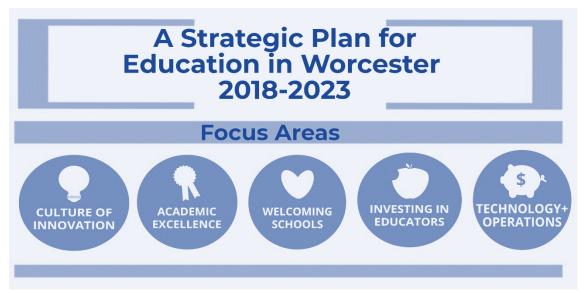
The district's Student Opportunity Act plan supports additional social-emotional learning and staffing within the district, supporting students who may have experienced trauma. In addition, the Worcester Public Schools aims to expand research-based social-emotional programming to ensure all students 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> | <b>Initiatives to Support Objective</b>  | <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                             |
|             |  |   |
|             | Initiatives to Support Objective   | <u>Amount</u>                           |
|             | 12 School Adjustment Counselors  | \$924,588                               |
|             | 8 high school Health teachers  | \$461,048                               |
| FY22        | 1 Wrap Around Coordinator  | \$60,000                                |
|             | Total FY22 Funding to Support Objective  | \$1,445,636                             |
|             |  |   |
|             | Initiatives to Support Objective   | <u>Amount</u>                           |
|             | 12 Wraparound Coordinator positions  | \$916,721                               |
|             | 4 School Adjustment Counselors   | \$356,444                               |
| FY23        | 2 Special Education Behavior Specialist  | \$178,222                               |
|             | Total FY23 Funding to Support Objective  | \$1,451,387                             |
| V           | Life the Comment Objection   | A                                       |
|             | <u>Initiatives to Support Objective</u> Director of School Climate and Culture | Amount                                  |
|             | 5 School Psychologists   | \$150,000<br>\$444,678                  |
|             | 5 Special Education BCBA   | \$444,678<br>\$444,678                  |
|             | 3 FTC SAC 250:1  | \$180,000                               |
|             | 2 Coping Room Teachers   | \$180,000                               |
|             | 8 Climate and Culture Specialists  | \$120,000                               |
|             | 20 Wrap/FACE Liaisons  | \$1,000,000                             |
| 1124        | Total FY24 Funding to Support Objective  | \$2,637,143                             |
|             |  | ,_,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |
|             | TOTAL INVESTMENTS MADE TO DATE   | \$6,759,842                             |



**Defining Our Path: A Strategic Plan for Education in Worcester** 





Through a commitment to the shared vision outlined in this plan and with the entire community's support, Worcester Public Schools will make transformational changes to ensure all students receive a high-quality education preparing them for their goals. We believe that implementing 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. As a result, Worcester will be ready to enter and thrive in its next renaissance with an educated, talented, and skilled youth population.

#### **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.

The district is updating the Strategic Plan for 2023-2028, which is expected to be completed before the 2023-24 school year.



#### **Strategic Plan Goals**

In addition to the above investments outlined within the Student Opportunity Act plan, the Worcester Public Schools' budget continues to pursue further the district Strategic Plan, adopted in 2018. The Strategic Plan addresses persistent challenges in the district and offers support to schools to create an environment for teaching and learning that fosters student success. The district's priority 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-FY24 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 Plan Goals: Culture of Innovation

The achievement gap is a persistent and critical obstacle to ensuring today's youth's future personal, academic, and career success. Worcester's gap exists primarily for students with disabilities and those from low-income, Latino, and 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. First, however, structures must be established to see system-wide change 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.



### Strategic Plan 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 support 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

| Year New Initiatives to Support Objective                     | <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       |
| V. N. Littistica of Communication                             | •               |
| Year New Initiatives to Support Objective                     | Amount          |
| FY21 Institute for Strategic Leadership and Learning contract | \$150,000       |
| FY21 Program evaluation specialist                            | \$40,000        |
| Total FY21 Funding to Support Objective                       | \$190,000       |
| Year New Initiatives to Support Objective                     | Amount          |
| FY22 Learning Loss Summer School & School Year Programs       | \$8,000,000     |
| Total FY22 Funding to Support Objective                       | \$8,000,000     |
| Year New Initiatives to Support Objective                     | Amount          |
| FY23 Learning Loss Summer School & School Year Programs       | \$5,000,000     |
| Total FY23 Funding to Support Objective                       | \$5,000,000     |
| Year New Initiatives to Support Objective                     | Amount          |
| FY24 Chief Academic Support                                   | \$150,000       |
| FY24 4 Quadrant Dean of Students - Secondary Level            | \$516,028       |
| FY24 Early College Research & Evaluation Specialist           | \$48,000        |
| Total FY24 Funding to Support Objective                       | \$48,000        |
| - Clare - 2 - Fanaing to support objective                    | <b>4150,000</b> |
| Total Funding to date to Support Objective                    | \$13,444,000    |



### Strategic Plan 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:
- CULTURE OF INNOVATION
- 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 Support 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

| Year New Initiatives to Support Objective                        | <u>Amount</u> |
|--|---------------|
| FY20 3 assistant principals                                      | \$317,000     |
| Total FY20 Funding to Support Objective                          | \$317,000     |
|  |               |
| Year New Initiatives to Support Objective                        | <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     |
|  |               |
| Year New Initiatives to Support Objective                        | <u>Amount</u> |
| FY23 1 elementary assistant principal                            | \$112,182     |
| Total FY23 Funding to Support Objective                          | \$112,182     |
|  |               |
| Year New Initiatives to Support Objective                        | <u>Amount</u> |
| FY24 1 Assistant Principal                                       | \$130,454     |
| FY24 Director of Human Resources: PD for non instructional staff | \$150,000     |
| Total FY24 Funding to Support Objective                          | \$130,454     |
|  |               |
| Total Funding to date to Support Objective                       | \$1,223,516   |



#### Strategic Plan Goals: Culture of Innovation

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



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

| Year        | New Initiatives to Support Objective                | <u>Amoun</u> |
|-------------|---|--------------|
| FY20        | Literacy instructional materials                    | \$225,000    |
| FY20        | English language learner literacy course            | \$12,50      |
| FY20        | Imagination Learning                                | \$9,40       |
| FY20        | Seal of Biliteracy assessments                      | \$4,20       |
|             | Total FY20 Funding to Support Objective             | \$251,100    |
|             |   |              |
| <u>Year</u> | New Initiatives to Support Objective                | <u>Amoun</u> |
| 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                  | \$300,00     |
| FY21        | 3 speech and language pathologists                  | \$204,25     |
| FY21        | Speech and language pathology materials             | \$203,63     |
| FY21        | Lexia license                                       | \$100,000    |
| FY21        | Fountas & Pinnell literacy training                 | \$100,000    |
| FY21        | Dual language preschool teacher                     | \$68,08      |
| FY21        | Special education preschool teacher                 | \$68,08      |
| FY21        | Speech and language pathologist assistant           | \$61,89      |
| FY21        | Special education preschool materials               | \$60,90      |
| FY21        | Dual language preschool instructional assistant     | \$38,93      |
| FY21        | Special education preschool instructional assistant | \$38,93      |
| FY21        | Mathematics graphic materials                       | \$23,550     |
| FY21        | Collect, interpret, apply ELA materials             | \$10,000     |
| FY21        | 30 headsets for translation for students            | \$3,77       |
| FY21        | Continuums materials                                | \$2,100      |
|             | Total FY21 Funding to Support Objective             | \$4,265,772  |

| <u>Year</u> | New Initiatives to Support Objective                 | <u>Amount</u> |
|-------------|--|---------------|
| FY22        | 13 class size reduction teachers                     | \$1,001,637   |
| 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        | 4 speech and language pathologists                   | \$308,196     |
| FY22        | Math textbooks and instructional materials           | \$174,500     |
| FY22        | 2 Project Lead the Way (elementary science) teachers | \$154,098     |
| FY22        | 3 speech and language assistants                     | \$150,000     |
| FY22        | Reading Recovery training for literacy specialists   | \$119,600     |
| FY22        | Dual language teacher - Woodland Academy             | \$77,409      |
| FY22        | 1 preschool teacher                                  | \$77,409      |
| FY22        | Special education teacher to address dyslexia        | \$77,049      |
| FY22        | WIDA resource materials for ESL teachers/coaches     | \$12,000      |
|             | Total FY22 Funding to Support Objective              | \$3,632,903   |
| Voar        | New Initiatives to Support Objective                 | Amount        |
|             | 4 speech and language pathologists                   | \$356,444     |
|             | 4 speech and language assistants                     | \$275,856     |
|             | 2 preschool teachers                                 | \$178,222     |
|             | 2 Dual language teachers                             | \$178,222     |
| 1123        | Total FY23 Funding to Support Objective              | \$988,744     |
|             | Total F125 Fullding to Support Objective             | ¥300,144      |
| Year        | New Initiatives to Support Objective                 | Amount        |
| FY24        | 6 Preschool Teachers                                 | \$533,613     |
| FY24        | 12 Preschool Instructional Assistants                | \$446,681     |
| FY24        | Preschool Classroom Furniture                        | \$100,000     |
|             | Total FY24 Funding to Support Objective              | \$546,681     |
|             |  |               |



#### Strategic Plan Goals: Academic Excellence

As the second-largest school district in the state, Worcester Public Schools makes an essential 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 its diverse population's learning needs



and interests, ensuring that all students can chart a path to a meaningful post-secondary 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 support for 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 prepare students better 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



# **Strategic Plan Goals: Academic Excellence**



| <u>Year</u> | New Initiatives to Support Objective        | <u>Amount</u> |
|-------------|---|---------------|
| FY20        | 23.4 secondary content teachers             | \$2,046,600   |
| FY20        | 9 guidance counselors                       | \$787,150     |
| FY20        | 6 elementary fine arts teachers             | \$524,800     |
| FY20        | Literacy instructional materials            | \$225,000     |
| FY20        | 6 English as a second language tutors       | \$127,000     |
| FY20        | 1 AVID teacher                              | \$87,400      |
| FY20        | Instructional materials                     | \$20,000      |
| FY20        | AVID site licenses                          | \$13,000      |
|             | Total FY20 Funding to Support Objective     | \$3,830,950   |
|             |   |               |
| <u>Year</u> | New Initiatives to Support Objective        | <u>Amount</u> |
| 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     |
|             |   |               |
| <u>Year</u> | New Initiatives to Support Objective        | <u>Amount</u> |
| FY22        | 1 science teacher                           | \$77,049      |
| FY22        | 5 high school health teachers               | \$288,155     |
|             | Total FY22 Funding to Support Objective     | \$365,204     |
|             |   |               |
| <u>Year</u> | New Initiatives to Support Objective        | <u>Amount</u> |
|             | 14 high school content teachers             | \$1,247,554   |
| FY23        | High School English Language Arts textbooks | \$500,000     |
| FY23        | 1 elementary health teacher                 | \$89,111      |
|             | Total FY23 Funding to Support Objective     | \$1,836,665   |
|             |   |               |
|             | New Initiatives to Support Objective        | <u>Amount</u> |
|             | Teacher Media Arts Magnet                   | \$88,936      |
| FY24        | ELA Curriculum                              | \$1,000,000   |
|             | Total FY24 Funding to Support Objective     | \$1,088,936   |
|             |   |               |
|             | Total Funding to date to Support Objective  | \$7,985,480   |



#### **Strategic Plan Goals: Academic Excellence**

- 2. Develop students' technology fluency and ensure access to digital learning and computer science (DLCS) curricula
- ACADEMIC EXCELLENCE
  - 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> | New Initiatives to Support Objective                  | <u>Amount</u> |
|-------------|---|---------------|
| FY20        | Additional Chromebooks                                | \$19,300      |
|             | Total FY20 Funding to Support Objective               | \$19,300      |
|             |   |               |
| <u>Year</u> | New Initiatives to Support Objective                  | <u>Amount</u> |
| FY21        | 3,300 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   |
|             |   |               |
| Year        | New Initiatives to Support Objective                  | <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        | Nearpods 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   |

| <u>Year</u> | New Initiatives to Support Objective             | Amount        |
|-------------|--|---------------|
| FY23        | Lexia Learning                                   | \$376,000     |
| FY23        | Learning Ally                                    | \$135,000     |
| FY23        | Learning.com                                     | \$115,000     |
| FY23        | New teacher laptops                              | \$100,000     |
| FY23        | New student iPads (lease cost)                   | \$100,000     |
| FY23        | Remind 101                                       | \$55,000      |
| FY23        | BrightBytes                                      | \$50,000      |
| FY23        | Text Help Read Write                             | \$44,000      |
| FY23        | Know B 4   | \$30,000      |
| FY23        | Student Help desk curriculum                     | \$15,000      |
|             | Total FY23 Funding to Support Objective          | \$1,020,000   |
|             |  |               |
| <u>Year</u> | New Initiatives to Support Objective             | <u>Amount</u> |
| FY24        | Custom Computer Specialist LLC (Infinite Campus) | \$120,000     |
| FY24        | Panarama   | \$90,961      |
| FY24        | Laptops for new positions                        | \$82,500      |
|             | Total FY24 Funding to Support Objective          | \$293,461     |
|             |  |               |
|             | Total Funding to date to Support Objective       | \$4,490,968   |



#### **Strategic Plan Goals: Academic Excellence**

- 3. Increase career awareness and exploration at all grade levels through integrated coursework and a tiered career learning program.
- ACADEMIC EXCELLENCE
  - 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 the 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 to 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



# **Strategic Plan Goals: Academic Excellence**



| Year New Initiatives to Support Objective             | <u>Amount</u>      |
|---|--------------------|
| FY20 9 guidance counselors                            | \$787,150          |
| FY20 Innovation Pathways Coordinator                  | \$87,400           |
| FY20 Community service internship coordinator         | \$87,400           |
| Total FY20 Funding to Support Objective               | \$961,950          |
|   |                    |
| Year New Initiatives to Support Objective             | Amount             |
| FY21 Innovation Pathways Director                     | \$136,244          |
| FY21 Innovation Pathways teacher after-school prog    |                    |
| FY21 Innovation Pathways curriculum                   | \$17,000           |
| FY21 Guidance counselor                               | \$68,085           |
| Total FY21 Funding to Support Objective               | \$241,329          |
|   |                    |
| Year New Initiatives to Support Objective             | Amount             |
| FY22 3 Chapter 74 early childhood teachers - South    |                    |
| FY22 2 Chapter 74 early childhood instructional assis | -                  |
| FY22 Innovation Pathways teacher-Claremont Acade      |                    |
| FY22 1 college & career instructor-South High         | \$77,049           |
| FY22 1 Chapter 74 diesel instructor-South High        | \$77,049           |
| FY23 1 Chapter 74 culinary arts teacher - 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 Chapter 74 health sciences program costs for N   |                    |
| FY22 Chapter 74 business technology costs for Nortl   |                    |
| FY22 Innovation Pathways program costs                | \$15,190           |
| FY22 Additional districtwide AP art history teacher a | WAM \$12,500       |
| Total FY22 Funding to Support Objective               | \$779,457          |
|   |                    |
| Year New Initiatives to Support Objective             | Amount             |
| FY23 2 Innovation Pathways: CAP teachers              | \$178,222          |
| FY23 1 Chapter 74 environmental technology teacher    | r at WTHS \$89,111 |
| FY23 Innovation Pathways program costs and mater      | ials \$40,000      |
| FY23 Innovation Pathways teacher after-school prog    |                    |
| Total FY23 Funding to Support Objective               | \$344,785          |
|   |                    |
| Year New Initiatives to Support Objective             | Amount             |
| FY24 3 Chapter 74 Teachers-Doherty                    | \$266,807          |
| Total FY23 Funding to Support Objective               | \$266,807          |
|   |                    |
| Total Funding to date to Support Objective            | \$2,594,328        |



#### **Strategic Plan 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 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 support.
- Collaborate with Community Leaders for Comprehensive Student Support: 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 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 which leverages Worcester's distinct community, STEM and civic assets.



#### **Strategic Plan 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



challenges that extend beyond the schools but impact students' learning ability. 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, 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. In addition, 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 Respond to Student Needs Proactively**: 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 the 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.



# **Strategic Plan Goals: Welcoming Schools**



| <u>Year</u> | New Initiatives to Support Objective            | Amount      |
|-------------|---|-------------|
| FY20        | 14 instructional assistants                     | \$542,200   |
| FY20        | 6 special education teachers                    | \$524,800   |
| FY20        | 3 autism program teachers                       | \$262,200   |
| FY20        | 3 elementary special education teachers         | \$262,200   |
| 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        | 1 Bilingual special education teacher           | \$87,400    |
| FY20        | 1 secondary special education teacher           | \$87,400    |
| FY20        | 1 wrap around coordinator                       | \$69,700    |
|             | Total FY20 Funding to Support Objective         | \$2,700,400 |
| Year        | New Initiatives to Support Objective            | Amount      |
|             | 10 special education instructional assistants   | \$389,350   |
| FY21        | 5 behavioral specialists                        | \$340,425   |
| FY21        | 4 school nurses                                 | \$240,000   |
| FY21        | 3 adjustment counselors                         | \$204,255   |
| 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        | Board certified behavior 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         | \$2,493,589 |

| <u>Year</u> | New Initiatives to Support Objective             | <u>Amount</u> |
|-------------|--|---------------|
| FY22        | 24 special education teachers                    | \$1,849,176   |
| FY22        | 21 special education instructional assistants    | \$614,649     |
| FY22        | 4 BCBA positions                                 | \$308,196     |
| FY22        | Special education supplies and materials         | \$259,056     |
| FY22        | 5 licensed practical nurse positions             | \$204,960     |
| FY22        | 3 ABA coordinators                               | \$150,000     |
| FY22        | Deaf and hard of hearing teacher                 | \$77,049      |
| FY22        | 1 occupational therapist                         | \$77,049      |
| FY22        | 1 wrap around coordinator                        | \$60,000      |
| FY22        | ASL interpreter                                  | \$57,631      |
| FY22        | 2 certified nursing assistants                   | \$52,704      |
|             | Total FY22 Funding to Support Objective          | \$3,710,470   |
|             |  |               |
| <u>Year</u> | New Initiatives to Support Objective             | Amount        |
| FY23        | 22 special education teachers                    | \$1,960,442   |
| FY23        | 12 wrap around coordinators                      | \$916,721     |
| FY23        | 10 special education instructional assistants    | \$385,553     |
| FY23        | special education testing materials and supplies | \$228,381     |
| FY23        | 2 special education behavioral specialist        | \$178,222     |
|             | Total FY23 Funding to Support Objective          | \$3,669,319   |
|             |  |               |
| <u>Year</u> | New Initiatives to Support Objective             | <u>Amount</u> |
| FY24        | 10 Special Education Teachers                    | \$889,356     |
| FY24        | 5 School Psychologists                           | \$444,678     |
| FY24        | 5 BCBA positions                                 | \$44,678      |
| FY24        | 2 Coping Room Teachers                           | \$120,000     |
| FY24        | 20 WRAP/FACE Liaisons                            | \$1,000,000   |
|             | Total FY24 Funding to Support Objective          | \$2,498,712   |
|             |  |               |
|             | Total Funding to date to Support Objective       | \$15,072,490  |
| _           |  |               |



#### **Strategic Plan Goals: Welcoming Schools**

2. 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.

| Year New Initiatives to Support Objective             | <u>Amount</u> |
|---|---------------|
| FY20 4 school adjustment counselors                   | \$349,900     |
| Total FY20 Funding to Support Objective               | \$349,900     |
|   |               |
| Year New Initiatives to Support Objective             | <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     |
|   |               |
| Year New Initiatives to Support Objective             | <u>Amount</u> |
| FY22 8 school adjustment counselors                   | \$924,588     |
| Total FY22 Funding to Support Objective               | \$924,588     |
|   |               |
| Year New Initiatives to Support Objective             | <u>Amount</u> |
| FY23 4 school adjustment counselors                   | \$356,444     |
| FY23 SEL professional development                     | \$14,300      |
| Total FY23 Funding to Support Objective               | \$370,744     |
|   |               |
| Year New Initiatives to Support Objective             | <u>Amount</u> |
| FY24 Director of School Climate and Culture           | \$150,000     |
| FY24 8 Secondary Climate and Culture Specialists      | \$297,787     |
| Total FY24 Funding to Support Objective               | \$447,787     |
|   |               |
| Total Funding to date to Support Objective            | \$2,324,189   |



WELCOMING

## **District Guiding Documents**

#### **Strategic Plan Goals: Welcoming Schools**

- 3. Foster and monitor a positive school climate through articulating shared values/ goals and implementing 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 provided 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 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-training for parents and teachers on collaborating 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 schoollevel decision-making.



# **Strategic Plan Goals: Welcoming Schools**



| <u>Year</u> | New Initiatives to Support Objective              | <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      |
|             | <b>Total FY20 Funding to Support Objective</b>    | \$232,300     |
|             |   |               |
| <u>Year</u> | New Initiatives to Support Objective              | <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> | New Initiatives to Support Objective              | <u>Amount</u> |
| FY22        | Google Voice                                      | \$246,168     |
| FY22        | Adult Ed classes                                  | \$100,000     |
| FY22        | SMORE communication tool                          | \$1,000       |
|             | <b>Total FY22 Funding to Support Objective</b>    | \$347,168     |
|             |   |               |
| <u>Year</u> | New Initiatives to Support Objective              | <u>Amount</u> |
| FY23        | Culture & Climate Surveys (and MTSS/EWS)          | \$175,000     |
| FY23        | Woo Edu business intelligence software            | \$119,376     |
| FY23        | Google Meet and Google Voice                      | \$109,873     |
| FY23        | 1 Parent Liaison                                  | \$54,775      |
| FY23        | Caregivers translation services                   | \$30,000      |
| FY23        | Woo Edu Family Onboarding Materials               | \$20,000      |
|             | Total FY23 Funding to Support Objective           | \$509,024     |
|             |   |               |
|             | New Initiatives to Support Objective              | <u>Amount</u> |
|             | Caregivers Technology - Translations              | \$10,000      |
|             | Family Engagement/PIC Supplies                    | \$25,000      |
| FY24        | Website Redevelopment                             | \$100,000     |
|             | Total FY24 Funding to Support Objective           | \$135,000     |
|             |   |               |
|             | <b>Total Funding to date to Support Objective</b> | \$1,301,887   |



#### **Strategic Plan Goals: Investing in Educators**

Educators are the life force of schools. In considering how to support students best, we must also reflect on support for educators, including classroom teachers, aides, specialists, and service providers. Worcester students have various 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 various life experiences to



inspire and support students. Therefore, 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 approaches and implement strategies to 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
    nationwide and partner with local organizations to increase the community's awareness of
    opportunities.
  - **Provide Support 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 and encourages students to pursue the teaching profession.



# **Strategic Plan Goals: Investing in Educators**



| Year        | New Initiatives to Support Objective            | Amount        |
|-------------|---|---------------|
| FY21        | Diverse paraprofessional pipeline cohorts       | \$28,000      |
|             | Total FY21 Funding to Support Objective         | \$28,000      |
|             |   |               |
| <u>Year</u> | New Initiatives to Support Objective            | <u>Amount</u> |
| FY22        | New teachers/professional staff mentoring       | \$17,330      |
| FY22        | Director of Recruitment and Cultivation         | \$95,000      |
|             | Total FY22 Funding to Support Objective         | \$112,330     |
|             |   |               |
| <u>Year</u> | New Initiatives to Support Objective            | <u>Amount</u> |
| FY23        | Fulltime school-based building substitutes      | \$2,677,137   |
| FY23        | Generation Teach                                | \$175,000     |
| FY23        | Human Resources staff assistant                 | \$87,164      |
| FY23        | course vouchers for instructional assistants    | \$38,490      |
| FY23        | MTEL test vouchers for instructional assistants | \$11,370      |
| FY23        | Diversity Office Supplies                       | \$6,000       |
| FY23        | Diversity Recruitment Fairs                     | \$5,000       |
|             | Total FY23 Funding to Support Objective         | \$3,000,161   |
|             |   |               |
| <u>Year</u> | New Initiatives to Support Objective            | <u>Amount</u> |
| FY24        | 4 DEI Coaches, quadrant based                   | \$368,550     |
|             | Total FY24 Funding to Support Objective         | \$368,550     |
|             |   |               |
|             | Total Funding to date to Support Objective      | \$7,107,601   |

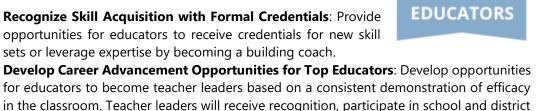


#### **Strategic Plan Goals: Investing in Educators**

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

decision-making, and support their colleagues.

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.



**INVESTING IN** 

- 3. Increase educator capacity to provide high-quality instruction and address student needs by offering diverse professional development opportunities and positive supports
  - Provide Training in High-Need Content Areas: Provide district-level training opportunities in emerging content areas, including but not limited to social-emotional learning, trauma-sensitive practices, and cultural sensitivity.
  - Ensure Peer Learning Opportunities District-wide: Establish district expectations and opportunities for peer learning that can be implemented in schools.
  - Encourage Existing Peer Sharing Initiatives in Schools: Support and encourage the development of existing communities of practice for educators.
  - Create Inclusive General Education Classrooms for English Language Learners: Implement staff training in co-teaching models for general education classes with English language learners beginning with elementary educators.
  - Provide 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 reenergize educators to cultivate renewed enthusiasm and reduce non-health-related absences.



# **Strategic Plan Goals: Investing in Educators**



| <u>Year</u> | New Initiatives to Support Objective                     | <u>Amount</u> |
|-------------|--|---------------|
| FY20        | 8 English as a second language teachers                  | \$699,700     |
| FY20        | 2 English language learner coaches                       | \$180,600     |
| FY20        | 6 English as a second language tutors                    | \$127,000     |
| FY20        | 1 English language arts content coach                    | \$90,300      |
| FY20        | 1 math content coach                                     | \$90,300      |
| FY20        | Confratute training                                      | \$27,300      |
| FY20        | English proficiency level tester                         | \$17,400      |
| FY20        | 2 bilingual interventionists                             | \$14,900      |
| FY20        | Grants Department training                               | \$3,000       |
|             | Total FY20 Funding to Support Objective                  | \$1,250,500   |
|             |  |               |
|             | New Initiatives to Support Objective                     | Amoun         |
|             | 3 English as a Second Language teachers                  | \$204,25      |
|             | Dual language coach                                      | \$68,08       |
| FY21        | English Language instructional assistant                 | \$38,93       |
|             | Total FY21 Funding to Support Objective                  | \$311,275     |
|             |  |               |
|             | New Initiatives to Support Objective                     | Amoun         |
|             | 20 ESL teachers  | \$1,548,180   |
|             | English learner instructional materials                  | \$864,712     |
|             | 5 school-based focused instructional coaches             | \$385,24      |
|             | 2 special education focused instructional coaches        | \$159,780     |
|             | Assistant Director of Curriculum & Professional Learning | \$110,000     |
|             | Dual language coach                                      | \$79,890      |
| FY22        | 1 ESL focused instructional coach                        | \$77,049      |
| FY22        | 1 ESL instructional coach                                | \$77,049      |
| FY22        | 2 ESL math intervention tutors                           | \$46,386      |
| FY22        | ESL licensure pathway                                    | \$25,000      |
|             | Bilingual literacy tutor - Woodland Academy              | \$23,193      |
| FY22        | billingual literacy tutor - woodland Academy             | ΨΕ3,13.       |

| <u>Year</u>  | New Initiatives to Support Objective  | <u>Amount</u>                       |
|--------------|---|-------------------------------------|
| FY23         | 10 ESL teachers   | \$891,110                           |
| FY23         | Imagine Learning  | \$292,000                           |
| FY23         | 2 school-based focused instructional coaches  | \$178,222                           |
| FY23         | 2 special education focused instructional coaches   | \$178,222                           |
| FY23         | ARC curriculum and professional development   | \$127,000                           |
| FY23         | ESL curricular materials  | \$100,000                           |
| FY23         | 2 ESL focused instructional coach   | \$178,222                           |
| FY23         | 1 bilingual literacy specialist - Woodland Academy  | \$89,111                            |
| FY23         | guidance counselor professional development   | \$7,105                             |
|              | Total FY23 Funding to Support Objective   | \$2,040,992                         |
|              |   |                                     |
|              |   |                                     |
| <u>Year</u>  | New Initiatives to Support Objective  | <u>Amount</u>                       |
|              | New Initiatives to Support Objective 6 Integrated Focused Instructional Coaches           | <u>Amount</u><br>\$552,825          |
| FY24         |   |                                     |
| FY24<br>FY24 | 6 Integrated Focused Instructional Coaches  | \$552,825                           |
| FY24<br>FY24 | 6 Integrated Focused Instructional Coaches<br>10 ESL Teachers                             | \$552,825<br>\$889,356              |
| FY24<br>FY24 | 6 Integrated Focused Instructional Coaches<br>10 ESL Teachers<br>Professional Development | \$552,825<br>\$889,356<br>\$100,000 |



#### **Strategic Plan Goals: Investing in Educators**

4. Prioritize and provide support 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 technological resources for internal and external communication are available and that all staff are trained.
- **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 six educators with advanced technology and instruction skills to serve as master coaches who provide peer learning sessions 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 and strategies to maximize the impact of technology-integrated instruction.
- **Provide Variety in Continued Learning Opportunities**: Offer self-paced and diverse professional learning for teachers.

| Year New Initiatives to Support Objective          | <u>Amount</u> |
|--|---------------|
| FY20 Instructional technology coach                | \$90,300      |
| Total FY20 Funding to Support Objective            | \$90,300      |
|  |               |
| Year New Initiatives to Support Objective          | <u>Amount</u> |
| FY21 4 instructional technology coaches            | \$319,560     |
| Total FY21 Funding to Support Objective            | \$319,560     |
|  |               |
| Year New Initiatives to Support Objective          | <u>Amount</u> |
| FY22 Assistant Manager of Instructional Technology | \$110,000     |
| Total FY22 Funding to Support Objective            | \$110,000     |
|  |               |
| Year New Initiatives to Support Objective          | <u>Amount</u> |
| FY24 Instructional Tech Educational Applications   | \$1,283,033   |
| Total FY24 Funding to Support Objective            | \$1,283,033   |
|  |               |
| Total Funding to date to Support Objective         | \$1,802,893   |



#### **Strategic Plan 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 profoundly 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 supporting excellence in education.

#### **OBJECTIVES AND STRATEGIES**

1. Coordinate and align school administration, governance, and municipal processes with prioritizing and supporting educational improvements for the success of all students.

The community will:

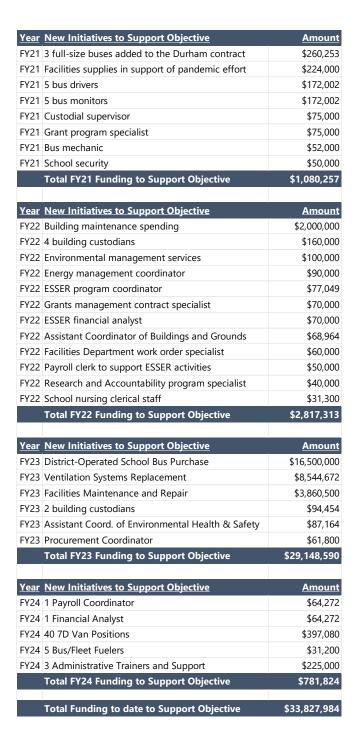
- Review and Improve Governance Operations for Efficiency: Review governance
  procedures and identify strategies to enhance the district's efficiency and foster continuous
  improvement.
- Increase Opportunities for the Community to Engage in Policy Discussions: Expand School Committee planning and 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 the Current Budget: Conduct 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 a 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!



### **Strategic Plan Goals: Technology and Operations**





**TECHNOLOGY** 

+ OPERATIONS



# **District Guiding Documents**

#### **Strategic Plan Goals: Technology and Operations**

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





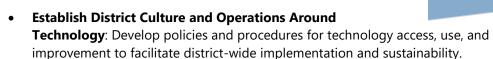
TECHNOLOGY

+ OPERATIONS

# **District Guiding Documents**

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

With support from the community, we will:



- **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 acquiring and supporting 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 districtwide 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 afterschool access to technology and the internet to support student learning.

| <u>Year</u> | New Initiatives to Support Objective         | <u>Amount</u> |
|-------------|--|---------------|
| 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     |
|             |  |               |
| <u>Year</u> | New Initiatives to Support Objective         | <u>Amount</u> |
| FY22        | Student information system                   | \$229,000     |
| FY22        | 4 IT support specialists                     | \$200,000     |
|             | Total FY22 Funding to Support Objective      | \$429,000     |
|             |  |               |
| <u>Year</u> | New Initiatives to Support Objective         | <u>Amount</u> |
| FY23        | 4 IT support specialists                     | \$275,856     |
| FY23        | 2 IT network support staff                   | \$137,928     |
| FY23        | Information Technology assistant director    | \$115,000     |
| FY23        | 1 IT data analyst                            | \$68,964      |
| FY23        | Student Information System Train the Trainer | \$56,000      |
|             | Total FY23 Funding to Support Objective      | \$653,748     |

| <u>Year</u> | New Initiatives to Support Objective         | <u>Amount</u> |
|-------------|--|---------------|
| FY24        | Data Quality Support Specialist              | \$75,000      |
| FY24        | Infinite Campus offers the Data Suite        | \$54,000      |
| FY24        | Custom Computer to write custom reports      | \$35,000      |
| FY24        | Custom Computer to provide targeted training | \$30,000      |
| FY24        | 2 Voice over IP Administrators               | \$15,000      |
| FY24        | 2 Network Administrators                     | \$15,000      |
|             | Total FY24 Funding to Support Objective      | \$224,000     |
|             |  |               |
|             | Total Funding to date to Support Objective   | \$2,262,748   |

Organizational



Seven Point Plan for Student Achievement And Program Sustainability

As the district uses strong instructional practices as our promise to the community to deliver high expectations and outstanding results for all students, the district also follows strong financial practices around allocating 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 <u>School Committee Financial Policy DA</u>: <u>Fiscal Management Goals</u>. The following seven points become the financial guiding document for the allocation of resources and budget planning:

#### **Seven Point Plan Elements**

#### 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. In addition, the budget document will include three years of actual student enrollment, five years of projected student enrollment (in total and by school), and a five-year history and projection of revenues and expenditures. This will allow the public to look at enrollment and spending trends and provide the community with budget trends that eliminate budget status surprises when done only annually. Long-term budget planning also allows for strategically allocating resources over a multiyear period.

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. Then, each year the process begins at zero again, prompting scrutiny and prioritization of costs. This process allows the district to meet the current and emerging needs of students and enables the district to reallocate resources in a timely manner.

#### 2023-2024 Budget Adherence to Plan

The district received the Meritorious Budget Award in 2023 for the <u>tenth consecutive year.</u>

This FY24 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.

The district has utilized a "Zero-Based" budget development and resource allocation process for the fourteenth consecutive year. As a result, the FY24 Budget recommendations increase spending in specific areas; in others, cost savings have been based on scrutiny and prioritization of costs.



# **District Guiding Documents**

### Seven Point Plan for Advancing Student Achievement and Program Sustainability

### **Seven Point Plan Elements**

### 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. Transparency ensures fairness in funding across the city while recognizing differentiated school funding based on their needs. The budget will continue to show budgeted expenses by school or location in detail. 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.

### 4. Quarterly Financial Reporting

The ongoing public review of current-year spending and expenditure trends is essential to 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's 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.

### 2023-2024 Budget Adherence to Plan

The Administration provided budget presentations to various stakeholders before the release of the budget document, including the School Committee, community organizations, and a community budget hearing.

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. In addition, the staffing resource allocation guidelines used by building principals are included in this document. The calculation of compliance with state spending level requirements is also included. Finally, detailed spending by location is included as additional budget transparency information.

The Standing Committee on Finance and Operations meets quarterly to review current-year spending and operating budget transfers.



# **District Guiding Documents**

### Seven Point Plan for Advancing Student Achievement and Program Sustainability

### **Seven Point Plan Elements**

# 5. Supplemental & Sustainable Programs

The district will predominantly utilize state and federal grant funds to provide supplemental academic support to students and high-quality staff development opportunities. Any new programs or initiatives developed, supported, or otherwise funded by the district will include a multi-year budget and a stated funding source to ensure program sustainability in future years.

### 2023-2024 Budget Adherence to Plan

All new grants are submitted to the School Committee for acceptance to allow the grants to be considered as they relate to the future impact on the district's budget. For example, the Elementary and Secondary School Emergency Relief (ESSER) Fund spending plan considers one-time spending and the long-term sustainability of programs and positions through Student Opportunity Act Funds.

### 6. Cap Administrative Spending

The state's education funding formula calculates a "foundation budget" (a minimum spending level) for school districts using a differentiated per-

pupil amount based on student grade or program. It provides additional funds for low-income and English language learners. The per-pupil formula comprises allocations for adequate levels of teachers, professional development, instructional equipment, guidance and student support, operations and maintenance, employee benefits, special education tuition. instructional leadership, and administration. funding formula indicates that 4% of the district's operating budget is allocated District Administration. The district will continue demonstrate a commitment to spend as many dollars as possible for direct instructional services. Still, 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. As a result, the district will spend 63% less on district administration than the funding administration by the state's funding formula.

The FY24 foundation budget allocation for Administration is \$18,536,811. The spending on Administration (as defined by the DESE chart of accounts) from the district's general fund budget in the FY24 budget is \$6,908,504. It remains below the self-imposed administrative spending cap of 1.5% of the total foundation budget by more than \$261,000.



# **District Guiding Documents**

### Seven Point Plan for Advancing Student Achievement and Program Sustainability

### **Seven Point Plan Elements**

### 7. Target 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 new spending will only be achieved by reallocating existing funds or cost savings identified through operational or programmatic efficiencies

### 2023-2024 Budget Adherence to Plan

The FY24 General Fund budget increases by \$44.9 million over the prior year's adopted budget amount.

A level service budget requires \$27.6 million annually for inflation costs. The FY24 budget must also absorb \$17.3 million of Student Opportunity Bridge funds and hold harmless funding from ESSER funding.

Using federal ESSER funds totaling \$13.2 million and reallocating the general fund budget, new, targeted spending provides 228 new instructional and instructional support positions and new educational supplies and materials. Of these total new positions, there are 75 new teacher positions, 25 new instructional assistant positions, 20 school-based clerical positions, 20 wrap-around coordinators, 49 transportation employees, and six school nurse and certified nurse assistant positions.

New spending meets this target on the new revenue policy.



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 directly committed 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. In addition, the budget process continues to evolve each year through increasing budget transparency and organization-wide collaboration. These changes will significantly improve the district's ability to allocate resources to improve student achievement.

**Zero-Based-Budgeting:** The district uses a zero-based budget approach to develop the recommended budget submitted to the School Committee for consideration. A zero-based budget approach requires each building principal, program leader, and support staff to engage in the budget process actively. For each budget cycle, staffing



and resource allocations start at a base of zero funds and are allocated based on enrollment, program needs, and justification. The staffing levels for next year are based solely on the future (enrollment and programs) and do not build upon existing staffing 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 identified 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 to support schools based on available resources and 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.



The following items represent the most important factors affecting this year's 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 Deflator for Gross Domestic Product (also known as the foundation budget

inflation index or inflation index).



The inflation index of 4.5% (and 5.16% 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 \$19.7 million. The Governor's Budget recommendation reflects the third year of a planned six-year phase-in of the Student Opportunity Act enacted in November 2019 (after initially 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 FY24 increase for these categories provides a \$16.4 million increase.

There was an increase in the student enrollment of 583 students along with increases in the number of English learners and low-income students for a total enrollment-related increase of \$11.3 million in the foundation budget. Overall, with inflation and new funding rate changes, with the enrollment increase, the foundation budget increases to \$478.0 million, a \$47.4 million, or 11.0%, increase above the FY23 level of \$430.6 million. In addition, the total Chapter 70 State Aid increases from \$316,240,166 (including the amounts for charter schools and school choice tuition offset) to \$357,541,905, an 13.1% increase.

The total city contribution increases by \$5.2 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. Elementary and Secondary School Emergency Relief Funds (ESSER) funding is allocated on a multi-year use plan as detailed in this budget document. School Nutrition Revenue is based on a return to pre-pandemic meal service and reimbursement rates (adjusted for inflation). 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 \$27.6 million for inflationary cost increases, including contractual cost increases next year of \$20.6 million in employee salaries, \$4.3 million in employee benefits, \$1.0 million in building utility costs, \$0.4 million in out-of-district student special education tuition assessments, and \$1.3 million for all other areas of the budget. In addition, the district will continue new spending for instructional and support positions, facilities maintenance, technology, and instructional supplies through federal ESSER funds as part of the district's Student Opportunity Bridge funding initiative.



# Budget Planning Phase



### **Operating Budget**

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

Starting in October, the Finance and Operations Division will create a budget calendar, listing activities, and key dates necessary to develop the budget. The budget calendar is an essential part of the budgeting process. It communicates the timeline and critical deadlines 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 and identify significant opportunities and challenges facing the district. The objectives identified during these meetings chart the district's path.

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 the Administration an early look at potential challenges in the coming months.



### **Capital Budget**

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

The City's Capital Investment Program typically provides \$4 million annually for school renovation projects. During the past fifteen years, projects have concentrated on boiler replacements and other essential building upgrades, such as roof replacements, window replacements, high school science lab installations, and environmental compliance projects.

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

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



## Budget Development Phase



### **Operating Budget**

The budget development phase aligns the Strategic Plan with the resources necessary to attain them. During this phase, departments submit staffing and funding requests through the Superintendent's budget committee using a zero-based budget approach. In addition, departments must provide specific data supporting the staffing or resources needed for each area. Concurrently, building principals develop their schools' staffing and other financial resource needs and submit them to the districtlevel administration. As the Budget Office compiles departmental and school-based requests and other district-wide costs and forecasted revenues, a budget projection that identifies the district's budget status is formed. Using the expected available resources, the district's budget committee develops recommendations that will significantly impact 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 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 adopt the fiscal year budget.

Any changes to the state budget or other revenue amounts from the original recommendations occur during this time. If the district's expenditure assumptions change, the Administration will make necessary adjustments to the proposed spending plan.

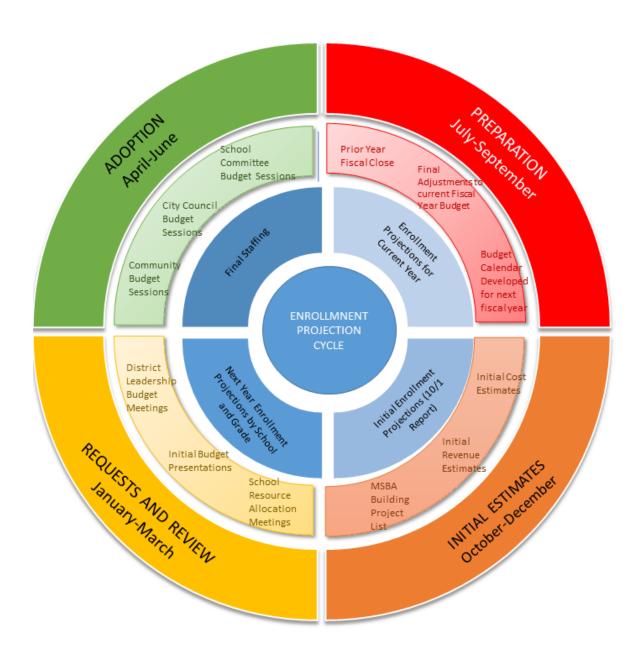
### **Capital Budget**

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

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



# **Budget Development Process**Worcester Public Schools Budget Cycle





Developed October 2022

|   | DUDCET DEVELOPMENT CALENDAD  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| BUDGET DEVELOPMENT CALENDAR  OCTOBER 2022 |  |  |  |  |  |  |
| 1   | Student Enrollment based on this date will be used as the basis of next year's funding.            |  |  |  |  |  |
| 19  | FY24 Budget Calendar Developed   |  |  |  |  |  |
|   | NOVEMBER 2022  |  |  |  |  |  |
|   | 17 From Here Anywherethe High School Experience  |  |  |  |  |  |
| 28  | Initial budget planning estimates are determined using enrollment and cost center data.            |  |  |  |  |  |
| DECEMBER 2                                |  |  |  |  |  |  |
| 16  | The Facilities Department prepares the building assessment updates to the five-year building plan. |  |  |  |  |  |
| 10  | The radiates beparential prepares the banding assessment apaates to the five year banding plan.    |  |  |  |  |  |
| JANUARY 202                               | 23   |  |  |  |  |  |
| 10  | Presentation to Citywide Parent Planning Advisory Committee  |  |  |  |  |  |
| 30  | Individual school-based resources allocation meetings begin. Individual Site Council meetings to   |  |  |  |  |  |
| 30  | review school resource allocation requests completed by this date (School Committee vote 10/21/21) |  |  |  |  |  |
| FEBRUARY 20                               |  |  |  |  |  |  |
| 18  | Capital equipment plans are developed.   |  |  |  |  |  |
| MARCH 2023                                |  |  |  |  |  |  |
| 1   | Governor's Proposed State Budget is released to the public. (Date for new term Governor)           |  |  |  |  |  |
| 7   | District-level resource allocation meetings begin.   |  |  |  |  |  |
| 16  | The Superintendent provides a Preliminary Budget presentation to the School Committee.             |  |  |  |  |  |
| 24**                                      | Projects submitted to Massachusetts School Building Authority for Accelerated Repair Projects      |  |  |  |  |  |
| APRIL 2023                                | Trojecto submitted to massachasetto sonoon sahanig radnonty tor reservitated hepair risjecto       |  |  |  |  |  |
| 12  | Massachusetts House Ways and Means Budget released to the public (expected date)                   |  |  |  |  |  |
| 14  | Projects submitted to Massachusetts School Building Authority for Major Renovation or Repair       |  |  |  |  |  |
|   | Projects   |  |  |  |  |  |
| 21  | Worcester Public Schools submits budget information to the City of Worcester.                      |  |  |  |  |  |
|   | Update about Elementary Curriculum Selection   |  |  |  |  |  |
| MAY 2023                                  |  |  |  |  |  |  |
| 12  | Superintendent's Annual Budget Recommendations released  |  |  |  |  |  |
| 17  | Senate Ways and Means Budget released to the public (expected date)                                |  |  |  |  |  |
| 22  | Joint Meeting of City Council Education Committee and School Committee Finance and Operations      |  |  |  |  |  |
|   | Committee  |  |  |  |  |  |
| 24  | School Committee Holds Public Budget Hearing (expected date)                                       |  |  |  |  |  |
| 30*                                       | Budget Session with the Worcester City Council (expected date)                                     |  |  |  |  |  |
| JUNE 2023                                 |  |  |  |  |  |  |
| 1   | School Committee Budget Session (4-6 pm, Worcester City Hall)                                      |  |  |  |  |  |
| 15  | School Committee Budget Session (4-6 pm, Worcester City Hall)                                      |  |  |  |  |  |
| 30  | Final State Budget adopted*  |  |  |  |  |  |
| JULY 2023                                 |  |  |  |  |  |  |
| 1   | First day of the fiscal year   |  |  |  |  |  |
| 7   | Final adjustments to the FY23 fiscal year; FY24 budget loaded into city financial system           |  |  |  |  |  |
| 20  | Adjustments to budget based on final state budget submitted to School Committee (as necessary)     |  |  |  |  |  |
|   |  |  |  |  |  |  |

Reference: School Committee Policy - DBC Budget Deadlines and Schedules

<sup>\*</sup> These dates and events are subject to change

<sup>\*\*</sup> The MSBA paused Accelerated Repair Projects for 2023



Several policies, regulations, and statutes define the Worcester Public Schools' budget development and administration process. 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 📥

By state statute and city charter, the Worcester Public Schools is organized as a department of the City of Worcester. Because it is not an independent entity, the district has no 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 must follow the City's budget administration and fiscal management policies.

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 in addition to that 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."



Article 5 of the City of Worcester Home Rule Charter and MGL Chapter 44, Section 32 govern 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 them 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 must 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, 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 is not included under (a), and Proposed expenditures for capital equipment with an estimated cost exceeding 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



The City Manager shall not increase any amount in or the total of the annual budget nor add 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 submitted to the Worcester School Committee by 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."

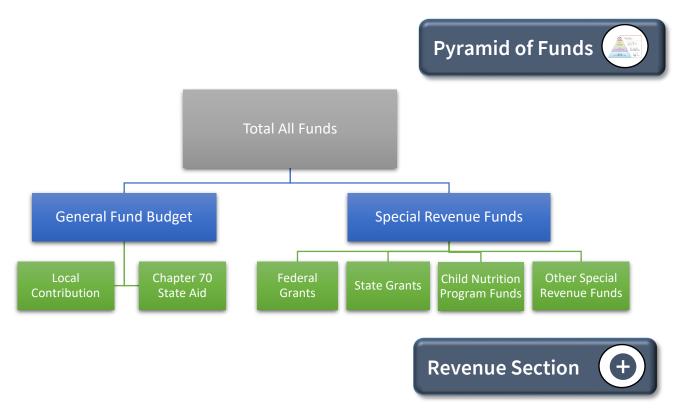
For this section, a quorum shall consist of a majority of the members of the said school committee.

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. It approves line items or adjusts the recommendations, subject to a majority vote of the Committee.

Reference: School Committee Policy - DB Annual Budget





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 the City Manager recommends, and the School Committee adopts the individual line items.

The *Special Revenue Section* includes state and federal grants, school nutrition programs, athletics receipts, school choice revenue, building use, 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. Therefore, the Child Nutrition budget is fully self-funded for all expenses, including salaries, food costs, other supplies and services, and employee health insurance. The School Committee approves all fees collected through the School Nutrition Program and the annual budget.



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

**Instruction (2000):** Instructional activities involving teaching students, supervising staff, and 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 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 the following:

| 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          | <b>540</b> -91124 School Crossing Guards   |
| 500-91115 Instructional Assistants        | 500-91133 School Nurse Salaries            |
| 500-91116 Athletic Coaches                | 500-91134 Educational Support              |
| <b>540</b> -91117 Transportation Salaries | <b>540</b> -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                            |
|-------------------------------------|---|
| <b>540</b> 103-92000 Transportation | 500135-92000 Instructional Supplies & Materials |
| 500122-92000 Athletics              | 500136-92000 Miscellaneous Education OM         |
| 500123-96000 Health Insurance       | 500137-96000 Unemployment Compensation          |
| 500129-96000 Workers Compensation   | 500146-92000 Building Utilities                 |
| 500130-92000 Personal Services      | 500152-92000 Facilities Department OM           |

Accounts beginning with **540** designate the accounts that do not count towards the state's annual spending required.

Account detail for 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 maintains budgetary and position control systems, which help manage 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 occur 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 their department's budget (salaries and non-salaries). 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 on 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 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. The Administration provides a narrative report explaining projected or actual variances within accounts and any recommended financial transfers. After this committee reviews the quarterly report, the report is provided at the next full School Committee meeting. A majority vote of the entire School Committee approves all financial transfers. (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:** 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 follows auditing standards generally accepted in the United States of America and those applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States. In addition, this audit considers the City's internal control over financial reporting. The auditors generally recommend strengthening internal controls and operating efficiency as part of this review.



**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 individual funds. It requires complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires presenting a narrative statement analyzing the government's financial performance, trends, and prospects for the future.



**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. This federal law establishes audit guidelines for the various federal agencies from which grants have been received.



**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 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 (DESE). Each city, town, and regional school district must 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 different other occasions, the financial records of the Worcester Public Schools are audited by federal or state entities related to 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 is routinely engaged in program audits by state and federal agencies. (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, 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 the Massachusetts Department of Revenue defines 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.



### Anywhere...Together!

# Our teacher became a U.S. President

John Adams

# Our student was the father of modern rocketry

Robert H. Goddard







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| Burncoat High School  | 274 276 278 280 282 284 286     |
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| Burncoat High School  Claremont Academy  Doherty Memorial High School  North High School  South High School  University Park Campus School  Worcester Technical High School  Burncoat Middle School  Arthur Sullivan Middle School  Forest Grove Middle School  | 274 276 280 282 284 286 288     |
| Burncoat High School  | 274 276 280 282 284 286 288     |
| Burncoat High School  Claremont Academy  Doherty Memorial High School  North High School  South High School  University Park Campus School  Worcester Technical High School  Burncoat Middle School  Arthur Sullivan Middle School  Forest Grove Middle School  | 274 276 280 282 284 286 288     |
| Burncoat High School  Claremont Academy  Doherty Memorial High School  North High School  South High School  University Park Campus School  Worcester Technical High School  Burncoat Middle School  Arthur Sullivan Middle School  Forest Grove Middle School  Worcester East Middle School  |                                 |
| Burncoat High School  Claremont Academy  Doherty Memorial High School  North High School  South High School  University Park Campus School  Worcester Technical High School  Burncoat Middle School  Arthur Sullivan Middle School  Worcester East Middle School  Worcester East Middle School  |                                 |
| Burncoat High School  Claremont Academy  Doherty Memorial High School  North High School  South High School  University Park Campus School  Worcester Technical High School  Burncoat Middle School  Arthur Sullivan Middle School  Forest Grove Middle School  Worcester East Middle School  Elementary Schools  Belmont Street Community School   |                                 |
| Burncoat High School  Claremont Academy  Doherty Memorial High School  North High School  South High School  University Park Campus School  Worcester Technical High School  Burncoat Middle School  Arthur Sullivan Middle School  Forest Grove Middle School  Worcester East Middle School  Elementary Schools  Belmont Street Community School  Burncoat Street Preparatory School   |                                 |
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| Burncoat High School  Claremont Academy  Doherty Memorial High School  North High School  South High School  University Park Campus School  Worcester Technical High School  Burncoat Middle School  Arthur Sullivan Middle School  Worcester East Middle School  Worcester East Middle School  Canterbury School  Canterbury Street Magnet School  Chandler Elementary School  |                                 |
| Burncoat High School  Claremont Academy  Doherty Memorial High School  North High School  South High School  University Park Campus School  Worcester Technical High School  Burncoat Middle School  Arthur Sullivan Middle School  Worcester East Middle School  Worcester East Middle School  Canterbury School  Canterbury Street Magnet School  Chandler Elementary School  Chandler Magnet School  Chandler Magnet School  |                                 |
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| New Citizens Center                           |    |
| The Gerald Creamer Center                     |    |
| Challenge and Reach Academies                 |    |
| Academic Center for Transition & Assessment36 |    |
| Durkin Administration Building                |    |
| Foley Stadium & Athletics                     |    |
| Fanning Building37                            |    |
| James L. Garvey Parent Information Center37   |    |
| Facilities Department                         |    |
| Transportation Department37                   |    |
| Nutrition Department                          | 4  |
| Systemwide37                                  | ′5 |

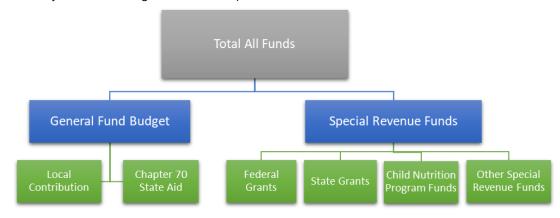


## **Description of Budget Accounts**



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 funding source is used to support the school district's operation, 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 the City Manager recommends, and the School Committee adopts the individual line items.

**Grants Fund** 

Grants Funds consist primarily 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

are intended to provide supplemental programs to the school district. The School Committee must approve all grant budgets based on a recommendation from the Superintendent.

Child Nutrition **Fund** 

Child Nutrition Program Fund supports the breakfast, lunch, 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 entirely self-funded for all expenses, including salaries, food costs, other supplies and services, and

employee health insurance.

Other Special Revenue Fund Other Special Revenue Fund programs consist of School Choice Revenue (payments from the state to provide funds by allowing non-resident students to attend the school district on a space-available basis), Special Education Reimbursement (a state reimbursement program 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).

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## **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 systemwide and not confined to one school, subject, or narrow phase of school activity. Includes all costs associated with the School Committee, District Administration, and all Finance and Administrative Services.

**Instruction (2000):** Instructional activities involving teaching students, supervising 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, food services, athletic services, other student activities, and school security.

**Operations & Maintenance (4000):** 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 facilities, 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 outstanding BANs exist. Costs directly related to a school construction project supported through local appropriation.

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



# **Description of Budget Accounts**

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 the following:

| 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             | <b>540</b> -91124 School Crossing Guards   |
| 500-91115 Instructional Assistants        | 500-91133 School Nurse Salaries            |
| 500-91116 Athletic Coaches                | 500-91134 Educational Support              |
| <b>540</b> -91117 Transportation Salaries | <b>540</b> -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                            |  |
|-------------------------------------|---|--|
| <b>540</b> 103-92000 Transportation | 500135-92000 Instructional Supplies & Materials |  |
| 500122-92000 Athletics              | 500136-92000 Miscellaneous Education OM         |  |
| 500123-96000 Health Insurance       | 500137-96000 Unemployment Compensation          |  |
| 500129-96000 Workers Compensation   | 500146-92000 Building Utilities                 |  |
| 500130-92000 Personal Services      | 500152-92000 Facilities Department OM           |  |

Accounts beginning with **540** designate the accounts that do not count towards the state's annual spending required.

Account details within these spending areas are included in this budget book. The School Committee reviews and approves the line-item spending levels for the fiscal year.

### **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 funds and special revenue funds.

### **General Fund**

The **General fund** is the main budgetary fund for the district; the City Council establishes the total appropriation. The School Committee determines the individual line-item budget to support the district's operations with few restrictions. All

general fund revenues must be spent in the fiscal year 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. Therefore, 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 state and federal grants, child nutrition program revolving funds, and other revolving funds authorized under state statute 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 period of the grant or in accordance with state or federal law. Funds not expended in the allowable period of the grant or in accordance with state or federal law are returned to the state or federal funding agency. Revolving funds can carry unexpended revenue from one fiscal year to another. Still, 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 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 reducing available revenue. Funding for most grant programs, including the most extensive programs like Title I and IDEA, is not usually known when 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.



### **Revenues and Expenditures**

### FY20-FY22 Actual Revenue and Expenditures FY23 Adopted Budget

|                                      | FY20               | FY21               | FY22                | FY23               |
|--------------------------------------|--------------------|--------------------|---------------------|--------------------|
|                                      | Actual             | Actual             | Actual              | Adopted            |
| Revenues:                            |                    |                    |                     |                    |
| State Education Aid*                 | \$256,820,851      | \$258,795,063      | \$272,043,066       | \$293,868,463      |
| Local Contribution**                 | \$112,714,478      | \$113,603,606      | \$116,429,022       | \$123,933,689      |
| Federal Grants                       | \$30,676,811       | \$33,937,533       | \$70,633,666        | \$83,720,834       |
| Nutrition Program                    | \$11,013,786       | \$6,953,529        | \$14,062,779        | \$15,220,847       |
| State Grants                         | \$3,131,056        | \$1,760,514        | \$1,899,872         | \$1,953,093        |
| Other Special Revenue                | <u>\$7,088,513</u> | <u>\$4,629,667</u> | <u>\$4,454,591</u>  | <u>\$4,934,373</u> |
| Total Revenues                       | \$421,445,495      | \$419,679,912      | \$479,522,996       | \$523,631,299      |
|                                      |                    |                    |                     |                    |
| Expenditures (by object):            |                    |                    |                     |                    |
| Employee Salaries (91000)            | \$272,881,415      | \$269,733,684      | \$292,551,463       | \$331,923,703      |
| Supplies and Services (92000)        | \$72,596,021       | \$63,645,514       | \$85,885,243        | \$74,705,820       |
| Capital Equipment (93000)            | \$1,285,140        | \$434,124          | \$1,393,449         | \$25,770,100       |
| Fringe Benefits (96000)              | \$72,969,408       | \$76,277,558       | \$81,281,799        | \$88,511,828       |
| Employee Overtime (97000)            | \$1,879,199        | \$1,653,621        | \$3,366,207         | \$2,719,848        |
| Total Expenditures (by object)       | \$421,611,183      | \$411,744,501      | \$464,478,162       | \$523,631,299      |
| <u>Difference from Total Revenue</u> | <u>-\$165,688</u>  | <u>\$7,935,411</u> | <u>\$15,044,835</u> | <u>\$0</u>         |
|                                      |                    |                    |                     |                    |
| Expenditures (by function):          |                    |                    |                     |                    |
| Administration (1000)                | \$5,157,408        | \$5,516,743        | \$5,504,731         | \$6,420,759        |
| Instruction (2000)                   | \$248,915,612      | \$244,566,010      | \$272,006,305       | \$281,561,348      |
| Other School Services (3000)         | \$43,281,321       | \$34,639,732       | \$45,966,999        | \$59,502,899       |
| Operations & Maint. (4000)           | \$25,058,310       | \$24,463,480       | \$28,696,990        | \$24,152,154       |
| Fixed Charges (5000)                 | \$75,690,676       | \$78,281,072       | \$86,785,870        | \$99,422,438       |
| Community Services (6000)            | \$748,551          | \$594,347          | \$1,110,336         | \$962,269          |
| Fixed Assets (7000)                  | \$600,171          | \$762,815          | \$1,434,273         | \$27,843,284       |
| Debt Service (8000)                  | \$0                | \$0                | \$0                 | \$0                |
| Tuition Programs (9000)              | \$22,159,133       | \$22,920,301       | \$22,972,657        | \$23,766,148       |
| Total Expenditures                   | \$421,611,182      | \$411,744,501      | \$464,478,161       | \$523,631,299      |
| <u>Difference from Total Revenue</u> | <u>-\$165,687</u>  | <u>\$7,935,411</u> | \$15,044,835        | <u>\$0</u>         |

<sup>\*</sup> 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)

The fiscal year 2024 budget represents total spending for the Worcester Public Schools from all sources of **\$552,004,772**, a \$28.4 million, or a 5.4% increase from the FY23 adopted budget level of \$523,631,299. Within this amount, the total general fund budget by the City Manager is \$462,693,121, which represents an increase of \$44.9 million, or a 10.7% increase from the FY23 School Committee's adopted budget of \$417,802,152. The budget increase represents a \$46.5 million increase in Chapter 70 state aid and charter

<sup>\*\*</sup> 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.



### **Revenues and Expenditures**

# FY24 Budget & Three-Year Budget Forecast Projected Revenues and Expenditures

|                                      | FY24               | FY25                | FY26                | FY27                |
|--------------------------------------|--------------------|---------------------|---------------------|---------------------|
|                                      | Budget             | Projected           | Projected           | Projected           |
| Revenues:                            |                    |                     |                     |                     |
| State Education Aid*                 | \$333,477,929      | \$355,451,992       | \$374,592,209       | \$394,142,805       |
| Local Contribution**                 | \$129,215,192      | \$133,737,724       | \$138,418,544       | \$143,263,193       |
| Federal Grants                       | \$66,480,560       | \$33,401,072        | \$33,631,878        | \$33,864,489        |
| Nutrition Program                    | \$15,677,472       | \$16,070,138        | \$16,472,642        | \$16,885,230        |
| State Grants                         | \$1,953,093        | \$1,953,093         | \$1,953,093         | \$1,953,093         |
| Other Special Revenue                | <u>\$5,200,526</u> | <u>\$5,199,971</u>  | <u>\$5,199,971</u>  | <u>\$5,199,971</u>  |
| Total Revenues                       | \$552,004,772      | \$545,813,989       | \$570,268,337       | \$595,308,781       |
|                                      |                    |                     |                     |                     |
| Expenditures (by object):            |                    |                     |                     |                     |
| Employee Salaries (91000)            | \$356,743,891      | \$365,097,249       | \$386,700,178       | \$404,819,011       |
| Supplies and Services (92000)        | \$85,200,037       | \$79,380,569        | \$82,251,664        | \$85,288,511        |
| Capital Equipment (93000)            | \$12,974,253       | \$1,349,834         | \$1,379,205         | \$1,409,231         |
| Fringe Benefits (96000)              | \$94,262,576       | \$100,435,957       | \$103,761,916       | \$107,717,714       |
| Employee Overtime (97000)            | \$2,824,016        | \$2,897,063         | \$2,980,398         | \$3,066,219         |
| Total Expenditures (by object)       | \$552,004,772      | \$549,160,671       | \$577,073,361       | \$602,300,686       |
| <u>Difference from Total Revenue</u> | <u>\$0</u>         | <u>-\$3,346,682</u> | <u>-\$6,805,024</u> | <u>-\$6,991,905</u> |
|                                      |                    |                     |                     |                     |
| Expenditures (by function):          |                    |                     |                     |                     |
| Administration (1000)                | \$8,099,355        | \$8,330,428         | \$8,574,268         | \$8,825,271         |
| Instruction (2000)                   | \$307,091,004      | \$319,790,798       | \$339,297,085       | \$357,039,320       |
| Other School Services (3000)         | \$60,909,845       | \$55,311,001        | \$57,058,129        | \$58,794,787        |
| Operations & Maint. (4000)           | \$30,659,245       | \$27,491,450        | \$29,010,751        | \$30,606,159        |
| Fixed Charges (5000)                 | \$104,778,357      | \$109,350,547       | \$113,282,894       | \$116,183,638       |
| Community Services (6000)            | \$867,223          | \$802,911           | \$810,223           | \$817,680           |
| Fixed Assets (7000)                  | \$15,192,869       | \$3,046,753         | \$3,138,156         | \$3,232,301         |
| Debt Service (8000)                  | \$0                | \$0                 | \$0                 | \$0                 |
| Tuition Programs (9000)              | \$24,406,874       | \$25,036,782        | <u>\$25,901,855</u> | <u>\$26,801,530</u> |
| Total Expenditures                   | \$552,004,772      | \$549,160,671       | \$577,073,360       | \$602,300,685       |
| <u>Difference from Total Revenue</u> | <u>\$0</u>         | <u>-\$3,346,682</u> | <u>-\$6,805,023</u> | <u>-\$6,991,904</u> |

school reimbursement, a \$5.2 million increase in city contribution, offset by a \$6.8 million net increase in charter school tuition, school choice, and state special education assessments. Federal Elementary and Secondary School Emergency Relief (ESSER) Funds will provide \$122.4 million in additional funding to help with COVID-19 recovery efforts between FY21 and FY24. During FY24, the budget uses \$30.3 million, or 25% of the total ESSER allocation, to achieve targeted spending on initiatives and long-term fiscal sustainability. Other federal and state grants assume level funding until actual grant awards are known. Other special revenues are expected to increase based on state special education reimbursement funds. Finally, the School Nutrition funding is expected to increase from the FY23 adopted budget based on expected meal participation levels.



### **Revenues and Expenditures**

The two largest factors influencing the FY24 funding are 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 \$122.4 million through September 2024. These two funding sources are projected to provide overall budget stability and 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 specific cost centers based on recent history and expected utilization of services. Health insurance costs increases continue to exceed the inflation factor used in the state's foundation budget formula for employee benefits.

### **SUMMARY OF REVENUES (ALL FUNDS)**

|                |               | Spec         |              |                  |               |  |
|----------------|---------------|--------------|--------------|------------------|---------------|--|
| Funding Source | General Fund  | Grants       | Nutrition    | Other Special    | Total         |  |
|                |               |              |              | Revenue          |               |  |
| Local Funds*   | \$129,215,192 | \$0          | \$0          | \$0              | \$129,215,192 |  |
| State Funds*   | \$333,477,929 | \$1,953,093  | \$149,569    | \$4,359,971      | \$339,940,562 |  |
| Federal Funds  | \$0           | \$66,480,560 | \$15,527,903 | \$0              | \$82,008,463  |  |
| Other          | <u>\$0</u>    | <u>\$0</u>   | <u>\$0</u>   | <u>\$840,555</u> | \$840,555     |  |
| Total          | \$462,693,121 | \$68,433,653 | \$15,677,472 | \$5,200,526      | \$552,004,772 |  |

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

### **SUMMARY OF EXPENDITURES (ALL FUNDS)**

As Stated in the DESE Chart of Account Format

|                              |               | Spe          |              |                          |               |  |
|------------------------------|---------------|--------------|--------------|--------------------------|---------------|--|
| Funding Source               | General Fund  | Grants       | Nutrition    | Other Special<br>Revenue | Total         |  |
| Administration (1000)        | \$6,908,504   | \$1,190,852  | \$0          | \$0                      | \$8,099,356   |  |
| Instruction (2000)           | \$277,427,552 | \$28,932,517 | \$0          | \$730,933                | \$307,091,002 |  |
| Other School Services (3000) | \$34,058,323  | \$13,037,525 | \$13,221,087 | \$592,910                | \$60,909,845  |  |
| Operations & Maint. (4000)   | \$24,802,265  | \$5,020,236  | \$750,502    | \$86,242                 | \$30,659,245  |  |
| Fixed Charges (5000)         | \$95,183,156  | \$7,889,317  | \$1,705,883  | \$0                      | \$104,778,357 |  |
| Community Services (6000)    | \$358,404     | \$128,349    | \$0          | \$380,470                | \$867,223     |  |
| Fixed Assets (7000)          | \$2,958,013   | \$12,234,856 | \$0          | \$0                      | \$15,192,869  |  |
| Debt Service (8000)          | \$0           | \$0          | \$0          | \$0                      | \$0           |  |
| Tuition Programs (9000)      | \$20,996,904  | <u>\$0</u>   | <u>\$0</u>   | <u>\$3,409,971</u>       | \$24,406,875  |  |
| Total Expenditures           | \$462,693,121 | \$68,433,652 | \$15,677,472 | \$5,200,526              | \$552,004,772 |  |



### **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.



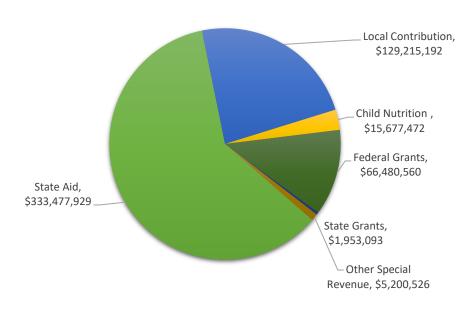
<sup>\*</sup> Excludes fees and user charges collected by the district

### **Expenditures Overview (All Funds)**



The following pages describe each expenditure category by each funding source in greater detail. The chart below summarizes the total FY24 revenues from all funding sources:

### Source of Revenues (All Funds)



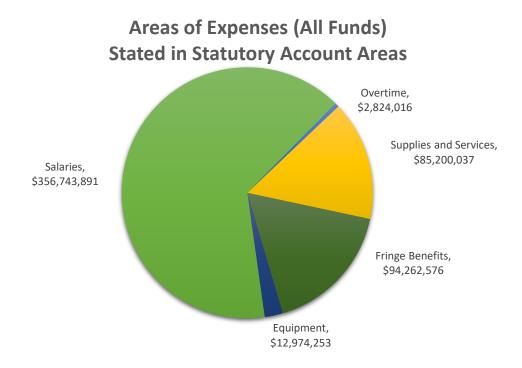
| Source                      | Amount        | % Funding |
|-----------------------------|---------------|-----------|
| State Aid*                  | \$333,477,929 | 60.4%     |
| Local Contribution*         | \$129,215,192 | 23.4%     |
| Federal Grants              | \$66,480,560  | 12.0%     |
| Child Nutrition             | \$15,677,472  | 2.8%      |
| State Grants                | \$1,953,093   | 0.4%      |
| Other Special Revenue Funds | \$5,200,526   | 0.9%      |
| Total                       | \$552,004,772 | 100.0%    |

<sup>\*</sup> 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.



The chart below summarizes the total recommended FY24 expenditures from all funding sources:



| Cost Account                | FY2024        | % Funding |
|-----------------------------|---------------|-----------|
| Salaries (91000)            | \$356,743,891 | 64.6%     |
| Supplies & Services (92000) | \$85,200,037  | 15.4%     |
| Equipment (93000)           | \$12,974,253  | 2.4%      |
| Fringe Benefits (96000)     | \$94,262,576  | 17.1%     |
| Overtime (97000)            | \$2,824,016   | 0.5%      |
| Total                       | \$552,004,772 | 100.0%    |

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

### **Summary of the FY24 Budget Highlights**





10 English Learner Teachers





\$3.1 million in facilities maintenance and school safety spending





Accelerates Student Opportunity Act initiatives (\$13.2 million)





31 teachers and education service professionals to support students with disabilities





20 Wraparound Coordinators





Reallocates district and systemwide positions to a new quadrant-based





14 Secondary Teacher Positions to Support **Enrollment Shifts and Course** Selections



adds



3 School Adjustment Counselors and 5 School **Psychologists** 







Funds for Summer and School Year Recovery and Acceleration Services



adds



Creates a Chief Equity Officer and adds 4 Diversity, Equity, and Inclusion coaches



604 elementary classroom teachers







40 new school vans for district-operated out-ofdistrict transportation



adds



\$6.0 million new spending for Elementary English Language Arts Curricular Materials



adds



Athletic opportunities for students



adds



34 School and District Administrative and Support Positions and 6 Instructional Coach Positions





Creates a new Spark Academy and a Transitional K program



adds



**Building Ventilation System** Replacement and Renovation Projects Funding (\$11.2 million)

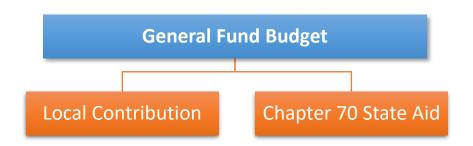


All programs, services, and positions included in FY23 Budget (unless otherwise noted for reallocation)

Financial







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 on the recommendation of the City Manager to the City Council. The City Council sets the 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 mainly 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:                                   | FY23<br>Budget      | FY24<br>Budget       | \$ Change          | % Change     |  |  |  |
|--|---------------------|----------------------|--------------------|--------------|--|--|--|
| Chapter 70 State Aid & Reimbursement:      |                     |                      |                    |              |  |  |  |
| Chapter 70 State Aid (Total)               | \$316,240,166       | \$357,541,905        | \$41,301,739       | 13.1%        |  |  |  |
| Charter School Reimbursement               | \$6,149,202         | <u>\$11,354,756</u>  | \$5,205,554        | 84.7%        |  |  |  |
| Total Chapter 70 State Aid & Reimbursement | \$322,389,368       | \$368,896,661        | \$46,507,293       | 14.4%        |  |  |  |
| City Contribution                          |                     |                      |                    |              |  |  |  |
| Amount towards Required Spending           | \$108,245,228       | \$113,765,038        | \$5,519,810        | 5.1%         |  |  |  |
| Amount for Non-Net School Spending Items   | \$25,123,320        | \$24,774,403         | -\$348,917         | -1.4%        |  |  |  |
| City Contribution                          | \$133,368,548       | <u>\$138,539,441</u> | \$5,170,893        | <u>3.9%</u>  |  |  |  |
| Total General Fund Revenues                | \$455,757,916       | \$507,436,102        | \$51,678,186       | 11.3%        |  |  |  |
| Less Tuition Assessments:                  |                     |                      |                    |              |  |  |  |
| Charter School Tuition Assessment          | \$33,819,645        | \$40,746,354         | \$6,926,709        | 20.5%        |  |  |  |
| School Choice Tuition Assessment           | \$3,912,636         | \$3,779,998          | -\$132,638         | -3.4%        |  |  |  |
| Special Education Revenue Offset           | <u>\$223,483</u>    | <u>\$216,629</u>     | <u>-\$6,854</u>    | <u>-3.1%</u> |  |  |  |
| Total Tuition Assessments                  | <u>\$37,955,764</u> | <u>\$44,742,981</u>  | <u>\$6,787,217</u> | <u>17.9%</u> |  |  |  |
| TOTAL GENERAL FUND REVENUE:                | \$417,802,152       | \$462,693,121        | \$44,890,969       | 10.7%        |  |  |  |

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



# FY20-FY22 Actual Revenue and Expenditures FY23 Adopted Budget

|   | FY20<br>Actual   | FY21<br>Actual   | FY22<br>Actual  | FY23<br>Adopted   |
|---|--|--|---|---|
| Revenues:   | Actual   | Actual   | Actual  | Adopted   |
| State Education Aid*  | \$256,820,851  | \$258,795,063  | \$272,043,066   | \$293,868,463   |
| Local Contribution**  | \$112,714,478  | \$113,603,606  | \$116,429,022   | \$123,933,689   |
| Total Revenues  | \$369,535,329  | \$372,398,669  | \$388,472,088   | \$417,802,152   |
| Expenditures (by object):   |  |  |   |   |
| Employee Salaries (91000)   | \$238,718,100  | \$246,353,793  | \$252,025,318   | \$281,550,059   |
| Supplies and Services (92000)   | \$59,515,771   | \$51,861,262   | \$60,885,549  | \$52,925,578  |
| Capital Equipment (93000)   | \$1,117,772  | \$360,528  | \$1,057,083   | \$603,428   |
| Fringe Benefits (96000)   | \$68,503,834   | \$72,397,663   | \$73,307,149  | \$80,215,739  |
| Employee Overtime (97000)   | \$1,679,850  | \$1,425,419  | \$1,196,987   | \$2,507,348   |
| Total Expenditures (by object)  | \$369,535,327  | \$372,398,665  | \$388,472,087   | \$417,802,152   |
| Difference from Total Revenue   | \$2  | ĊΛ   | \$1   | ĊO  |
| 5 St. St. St. II of II Total Neverlac   | ېد   | <u>\$4</u>   | <u>\$1</u>  | <u>\$0</u>  |
| 5 SSE ITOTIT I STAT MEVELIAC  | <u>52</u>  | <u> 54</u>   | <u>51</u>   | <u>\$0</u>  |
| Expenditures (by function):   | ŞZ.  | 54   | <u>21</u>   | <u> 50</u>  |
|   | \$4,678,179  | \$4,791,125  | \$5,142,074   | \$5,159,060   |
| Expenditures (by function):   |  |  |   |   |
| Expenditures (by function): Administration (1000)   | \$4,678,179  | \$4,791,125  | \$5,142,074   | \$5,159,060   |
| Expenditures (by function): Administration (1000) Instruction (2000)  | \$4,678,179<br>\$222,335,374   | \$4,791,125<br>\$228,522,095   | \$5,142,074<br>\$232,687,545  | \$5,159,060<br>\$246,174,484  |
| Expenditures (by function): Administration (1000) Instruction (2000) Other School Services (3000)   | \$4,678,179<br>\$222,335,374<br>\$28,274,179   | \$4,791,125<br>\$228,522,095<br>\$21,323,720   | \$5,142,074<br>\$232,687,545<br>\$24,530,077  | \$5,159,060<br>\$246,174,484<br>\$31,347,206  |
| Expenditures (by function): Administration (1000) Instruction (2000) Other School Services (3000) Operations & Maint. (4000)  | \$4,678,179<br>\$222,335,374<br>\$28,274,179<br>\$24,406,154   | \$4,791,125<br>\$228,522,095<br>\$21,323,720<br>\$23,704,466   | \$5,142,074<br>\$232,687,545<br>\$24,530,077<br>\$25,740,581  | \$5,159,060<br>\$246,174,484<br>\$31,347,206<br>\$21,818,312  |
| Expenditures (by function): Administration (1000) Instruction (2000) Other School Services (3000) Operations & Maint. (4000) Fixed Charges (5000)   | \$4,678,179<br>\$222,335,374<br>\$28,274,179<br>\$24,406,154<br>\$70,574,046                                 | \$4,791,125<br>\$228,522,095<br>\$21,323,720<br>\$23,704,466<br>\$73,908,816                                 | \$5,142,074<br>\$232,687,545<br>\$24,530,077<br>\$25,740,581<br>\$78,525,761                                    | \$5,159,060<br>\$246,174,484<br>\$31,347,206<br>\$21,818,312<br>\$89,428,698                                    |
| Expenditures (by function): Administration (1000) Instruction (2000) Other School Services (3000) Operations & Maint. (4000) Fixed Charges (5000) Community Services (6000)   | \$4,678,179<br>\$222,335,374<br>\$28,274,179<br>\$24,406,154<br>\$70,574,046<br>\$90,575                     | \$4,791,125<br>\$228,522,095<br>\$21,323,720<br>\$23,704,466<br>\$73,908,816<br>\$47,810                     | \$5,142,074<br>\$232,687,545<br>\$24,530,077<br>\$25,740,581<br>\$78,525,761<br>\$112,291                       | \$5,159,060<br>\$246,174,484<br>\$31,347,206<br>\$21,818,312<br>\$89,428,698<br>\$453,450                       |
| Expenditures (by function): Administration (1000) Instruction (2000) Other School Services (3000) Operations & Maint. (4000) Fixed Charges (5000) Community Services (6000) Fixed Assets (7000)                     | \$4,678,179<br>\$222,335,374<br>\$28,274,179<br>\$24,406,154<br>\$70,574,046<br>\$90,575<br>\$600,171        | \$4,791,125<br>\$228,522,095<br>\$21,323,720<br>\$23,704,466<br>\$73,908,816<br>\$47,810<br>\$762,815        | \$5,142,074<br>\$232,687,545<br>\$24,530,077<br>\$25,740,581<br>\$78,525,761<br>\$112,291<br>\$1,434,273        | \$5,159,060<br>\$246,174,484<br>\$31,347,206<br>\$21,818,312<br>\$89,428,698<br>\$453,450<br>\$2,798,612        |
| Expenditures (by function): Administration (1000) Instruction (2000) Other School Services (3000) Operations & Maint. (4000) Fixed Charges (5000) Community Services (6000) Fixed Assets (7000) Debt Service (8000) | \$4,678,179<br>\$222,335,374<br>\$28,274,179<br>\$24,406,154<br>\$70,574,046<br>\$90,575<br>\$600,171<br>\$0 | \$4,791,125<br>\$228,522,095<br>\$21,323,720<br>\$23,704,466<br>\$73,908,816<br>\$47,810<br>\$762,815<br>\$0 | \$5,142,074<br>\$232,687,545<br>\$24,530,077<br>\$25,740,581<br>\$78,525,761<br>\$112,291<br>\$1,434,273<br>\$0 | \$5,159,060<br>\$246,174,484<br>\$31,347,206<br>\$21,818,312<br>\$89,428,698<br>\$453,450<br>\$2,798,612<br>\$0 |

<sup>\*</sup> 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)

Overall, the FY24 General Fund budget will increase by \$44.9 million through an increase in the state's foundation budget formula and the required city contribution. The budget reflects contractual obligations, student enrollment needs and adjustments, and program improvements.

The three-year projection assumes an approximate 7.8% annual 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 by 3% annually, for the following assumptions:

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



### FY24 Budget & Three-Year Budget Forecast **Projected Revenues and Expenditures**

|                                      | FY24                 | FY25                | FY26                | FY27                |
|--------------------------------------|----------------------|---------------------|---------------------|---------------------|
|                                      | Budget               | Projected           | Projected           | Projected           |
| Revenues:                            |                      |                     |                     |                     |
| State Education Aid                  | \$333,477,929        | \$355,451,992       | \$374,592,209       | \$394,142,805       |
| Local Contribution                   | <u>\$129,215,192</u> | \$133,737,724       | \$138,418,544       | \$143,263,193       |
| Total Revenues                       | \$462,693,121        | \$489,189,716       | \$513,010,753       | \$537,405,998       |
|                                      |                      |                     |                     |                     |
| Expenditures (by object):            |                      |                     |                     |                     |
| Employee Salaries (91000)            | \$314,182,932        | \$332,681,578       | \$350,758,411       | \$368,422,453       |
| Supplies and Services (92000)        | \$59,273,746         | \$62,724,330        | \$65,279,926        | \$67,965,668        |
| Capital Equipment (93000)            | \$612,582            | \$799,834           | \$815,830           | \$832,147           |
| Fringe Benefits (96000)              | \$86,020,220         | \$91,781,483        | \$97,077,036        | \$101,714,727       |
| Employee Overtime (97000)            | \$2,603,641          | \$2,681,750         | \$2,762,203         | \$2,845,069         |
| Total Expenditures (by object)       | \$462,693,121        | \$490,668,975       | \$516,693,407       | \$541,780,064       |
| <u>Difference from Total Revenue</u> | <u>\$0</u>           | <u>-\$1,479,259</u> | <u>-\$3,682,653</u> | <u>-\$4,374,066</u> |
|                                      |                      |                     |                     |                     |
| Expenditures (by function):          |                      |                     |                     |                     |
| Administration (1000)                | \$6,908,504          | \$7,115,759         | \$7,329,232         | \$7,549,109         |
| Instruction (2000)                   | \$277,427,552        | \$297,279,023       | \$314,593,198       | \$331,616,954       |
| Other School Services (3000)         | \$34,058,323         | \$35,250,364        | \$36,484,127        | \$37,761,072        |
| Operations & Maint. (4000)           | \$24,802,265         | \$26,042,378        | \$27,344,497        | \$28,711,722        |
| Fixed Charges (5000)                 | \$95,183,156         | \$99,942,314        | \$104,939,429       | \$109,137,007       |
| Community Services (6000)            | \$358,404            | \$365,572           | \$372,884           | \$380,341           |
| Fixed Assets (7000)                  | \$2,958,013          | \$3,046,753         | \$3,138,156         | \$3,232,301         |
| Debt Service (8000)                  | \$0                  | \$0                 | \$0                 | \$0                 |
| Tuition Programs (9000)              | <u>\$20,996,904</u>  | \$21,626,811        | \$22,491,884        | \$23,391,559        |
| Total Expenditures                   | \$462,693,121        | \$490,668,975       | \$516,693,407       | \$541,780,064       |
| Difference from Total Revenue        | <u>\$0</u>           | -\$1,479,259        | -\$3,682,653        | -\$4,374,066        |

- 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 is reflected in several line items above.
- The phase-out of the federal ESSER grant will end by September 2024.

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





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 funding levels for specific enrollment categories. This establishes a "foundation budget" for each community.

### **FY24 Foundation Budget Calculation**

|  |    |              | Foundation              | Т  | otal Foundation |
|--|----|--------------|-------------------------|----|-----------------|
| Enrollment Category                            | Pe | r Pupil Rate | Enrollment <sup>1</sup> |    | Amount          |
| Pre-School, Kindergarten (Half)                | \$ | 4,726.02     | 1,069                   | \$ | 5,052,115       |
| Kindergarten (Full Day)                        | \$ | 9,452.26     | 2,073                   | \$ | 19,594,535      |
| Elementary (Grades 1-5)                        | \$ | 9,505.29     | 9,807                   | \$ | 93,218,379      |
| Middle School (Grades 6-8)                     | \$ | 9,131.57     | 5,846                   | \$ | 53,383,158      |
| High School                                    | \$ | 11,042.59    | 6,244                   | \$ | 68,949,932      |
| Vocational                                     | \$ | 16,490.76    | 2,047                   | \$ | 33,756,586      |
| Special Education In-District <sup>2</sup>     | \$ | 30,771.12    | 1,035                   | \$ | 31,848,109      |
| Special Education Out-of-District <sup>3</sup> | \$ | 37,115.41    | 240                     | \$ | 8,907,698       |
| English Learner PK-5 <sup>4</sup>              | \$ | 2,724.17     | 4,687                   | \$ | 12,768,185      |
| English Learner Junior/Middle <sup>4</sup>     | \$ | 2,887.50     | 1,341                   | \$ | 3,872,138       |
| English Learner High School <sup>4</sup>       | \$ | 2,899.89     | 1,719                   | \$ | 4,984,911       |
| Low Income <sup>5</sup>                        | \$ | 7,077.71     | 20,012                  | \$ | 141,639,133     |
| TOTAL <sup>6</sup>                             |    |              | 26,552                  | \$ | 477,974,879     |

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 \$33.4 million in FY24. The foundation budget does not include student transportation, crossing guards, building rentals, and adult education programs totaling \$24.8 million in FY24.

<sup>&</sup>lt;sup>1</sup> Foundation Enrollment: Includes resident students attending Worcester Public Schools, charter schools, or other school districts through school choice.

<sup>&</sup>lt;sup>2</sup> Special Education In-District: Foundation Budget calculation assumes 3.86% of enrollment for in-district special education total. This amount is not based on actual number of special education students.

<sup>&</sup>lt;sup>3</sup> 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.

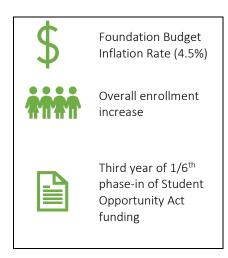
<sup>&</sup>lt;sup>4</sup> English Learner: Incremental funding above the base rate.

<sup>&</sup>lt;sup>5</sup>Low Income Students: Incremental funding applied to student enrollment category.

<sup>&</sup>lt;sup>6</sup> 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.



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

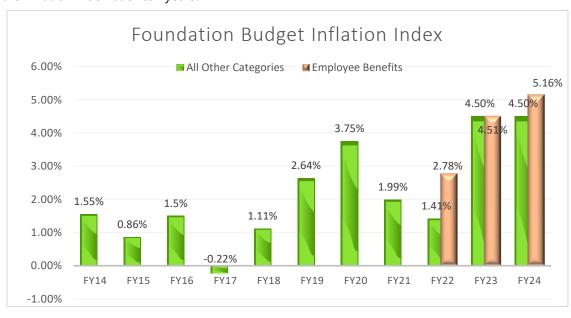


The inflation factor of 4.5% provides an increase of \$19.7 million. Overall, there is an increase in the student enrollment of 583 students, for a funding increase of \$3.7 million. In addition, an increase in the number of English learners and low-income students provides an additional \$7.5 million. Finally, the third-year phase-in of the Student Opportunity Act provides \$16.4 million in the following formula components:

| Low Income Rate Change:        | \$1 | 10.6 million |
|--------------------------------|-----|--------------|
| Employee Benefits:             | \$  | 3.9 million  |
| Guidance and Student Support:  | \$  | 0.7 million  |
| English Learner Rate:          | \$  | 0.6 million  |
| Special Education Rate Change: | \$  | 0.6 million  |

Total Chapter 70 State Aid increases from \$316,240,166 (including the amounts for charter schools and school choice tuition offset) to \$357,541,905 an \$41.3 million, or 13.0% increase, primarily attributable to the inflation, enrollment increases, and the third-year phase-in of the state's Student Opportunity Act funding.

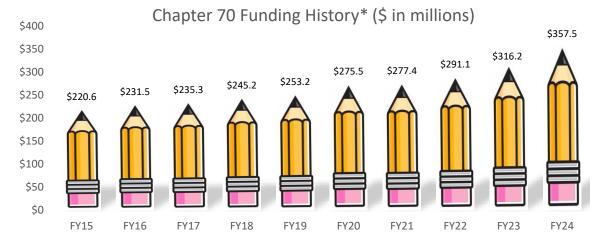
The inflation factor used to determine the annual change in the foundation budget is the Implicit Price Deflators for Gross Domestic Product, State, and Local Government purchases. The following is the history of the inflation index back ten years.





Once a district's foundation budget is determined, the state's funding formula calculates the amounts funded from both Chapter 70 state aid and the local required contribution. Chapter 70 State Aid represents the largest funding source for the Worcester Public Schools, representing nearly 72% of the general fund budget. For

FY24, based on the Governor's proposed state budget, the total Chapter 70 State Aid is **\$357,541,905**, an increase of \$41.3 million over the FY23 level of \$316,240,166.



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



The state reimburses 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 \$11.4 million in FY24 is based on the expected increase of 200 students for the newly approved charter school in the city, and 100% of the Facilities Tuition Assessment (\$2.3 million) and of the transition tuition reimbursement (\$9.0 million).

# City Contribution

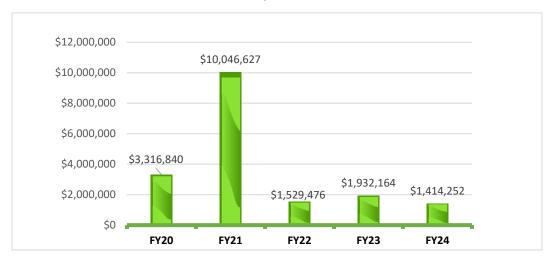
Under the state's foundation budget funding formula, each municipality has a target required contribution amount for education as determined by a formula that measures a community's ability to pay based on property and income wealth. This amount is determined

annually by the state based on each community's updated property and income values. 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 measures 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 amount to cover certain budget items 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 on the revenue estimates contained in the City Manager's FY24 budget, the city contribution will increase by \$5.1 million. It is estimated that the city's contribution will meet the FY24 minimum spending requirement by approximately \$1.4 million, or 0.3% above required spending.

# Annual Net School Spending Amount in Relation to the Required Local Contribution FY20-FY24



FY21 net school spending amount is due primarily to the district's full remote model of instruction from September 2020 through March 2021 due to the COVID-19 pandemic. As a result, the district had limited student transportation expenses during this time. These funds were reallocated to fund Student Opportunity Act initiatives.

Also, the City provides capital equipment and building replacement/renovation funds to the Worcester Public Schools with annual debt services costs totaling **\$12.7 million** associated with the school district, or \$520 per student of debt-associated expenses.



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.

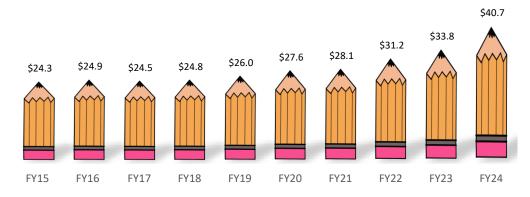
The enrollment in the FY24 foundation budget is based upon the enrollment of the Worcester Public Schools as of October 1, 2022. The total enrollment used by the state to calculate the district's foundation budget is 26,552 students. These enrollments include all Worcester students attending charter 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.



The FY24 Charter School Tuition Assessment is \$40.7 million. The total amount projected for tuition assessment reflects an increase of \$6.9 million, or 20.5%, from the FY23 amount based on an estimated 200 student enrollment at a newly

approved charter school by the Board of Elementary and Secondary Education, as well as enrollment reports provided to the Massachusetts Department of Elementary and Secondary Education from existing charter schools. The following is a chart of the charter school tuition for the most recent ten-year period:

# Charter School Tuition Payments (\$ in millions)



The tuition formula provides differentiated funding based on student grade level or program plus an additional assessment for a community's spending above the minimum requirement (if applicable), a transportation assessment (if applicable), and a charter school facilities payment (to be 100% reimbursed by the Commonwealth). The charter school tuition formula is as follows:

(Foundation budget rate per student + Amount above minimum spending per student (if applicable) + transportation assessment (if applicable) + state-wide average facilities payment per student) x total enrollment from sending district

= Tuition Assessment



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.

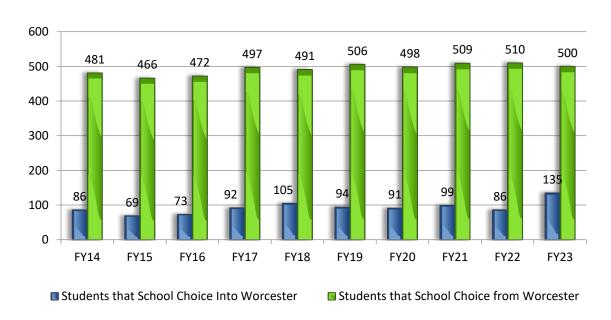


The tuition assessment to other school districts for students that participate in school choice is \$3.8 million in FY24, estimated to decrease by \$0.1 million from the FY23 amount based on estimated enrollments.

Unlike the charter school tuition assessment, the school choice formula recognizes that removing 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) or \$9,259 for students attending Commonwealth virtual schools.

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 during the most recent ten-year period.

#### Number of Students Participating in School Choice Program by Year



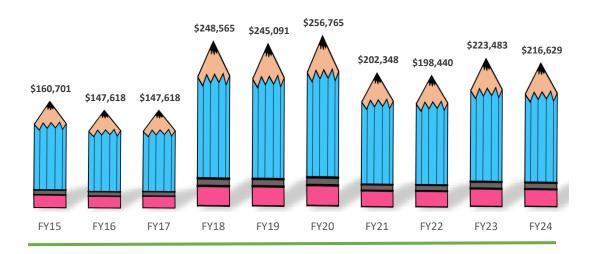
# Special Education Tuition

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 for the Worcester Public Schools during the most recent ten-year period.

#### **Special Education Tuition Assessment**



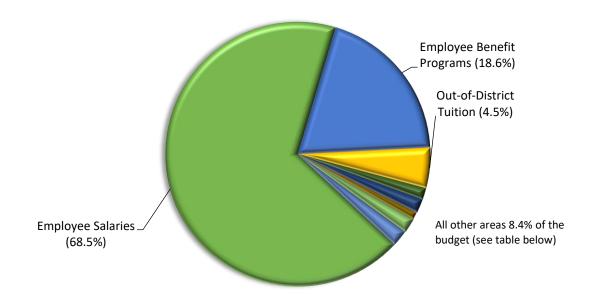
#### **Revenue Offset Summary**

Overall, the FY24 budget reflects the total revenue offset of the charter school, school choice, and special education tuition assessments of \$44,742,981, representing a \$6,787,217 or 17.9% increase from the previous year.

#### **General Fund Expenditure Summary**

Below is how the general operating budget is distributed among the major cost centers for FY24:

#### Stated In the School Committee Chart of Account Summary Format

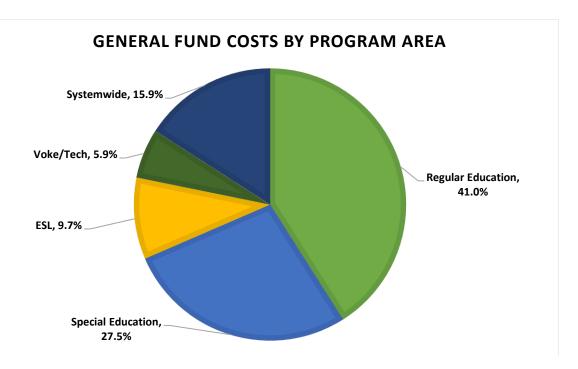


|           | General Fund Expenditures                 | FY24 Budget   | % of<br>Budget |
|-----------|---|---------------|----------------|
| 91000     | Employee Salaries                         | \$316,786,572 | 68.5%          |
| 96000     | Employee Benefit Programs                 | \$86,020,220  | 18.6%          |
| 92000     | Out-of-District Tuition                   | \$20,996,904  | 4.5%           |
| 92000     | Student Transportation Supplies & Service | \$5,030,725   | 1.1%           |
| 92000     | Building Utilities                        | \$7,986,266   | 1.7%           |
| 92000     | Instructional Supplies & Materials        | \$4,183,962   | 0.9%           |
| 92000     | Building Maintenance                      | \$9,287,232   | 2.0%           |
| 92000     | All Other Supply and Services Accounts    | \$12,401,239  | <u>2.7%</u>    |
| Total Gen | eral Fund Expenditures                    | \$462,693,121 | 100%           |

The general fund budget is comprised of 87.1% salary and employee benefit programs (health insurance, employee retirement costs, workers compensation, and unemployment compensation), 4.5% for out-ofdistrict tuition assessments (includes regular education and special education), 1.1% for student transportation supplies and contracted service, 1.7% on building utilities, 0.9% on instructional supplies, 2.0% on building maintenance, and the remaining 2.7% for all other cost centers of the budget (including athletics, staff development, special education contracted services, and other non-salary expenses). Other than the salaries for positions, there are limited funds within the budget for discretionary spending.

#### **General Fund Costs by Program Area**

|              | <u>Regular</u> | Special Ed    | <u>ESL</u>   | <u>Voke/Tech</u> | <u>Systemwide</u> | <u>Total</u>  |
|--------------|----------------|---------------|--------------|------------------|-------------------|---------------|
| Salaries     | \$153,141,543  | \$83,312,083  | \$20,162,174 | \$17,209,605     | \$42,961,168      | \$316,786,573 |
| Non-Salaries | \$36,476,637   | \$43,771,964  | \$24,804,113 | \$10,213,458     | \$30,640,376      | \$145,906,548 |
| Total        | \$189,618,180  | \$127,084,047 | \$44,966,287 | \$27,423,063     | \$73,601,544      | \$462,693,121 |



The budget allocates 40.9% of spending on direct instructional programs not classified as special education, ESL, or vocational/technical programs. More than 27.6% of the budget is allocated to special education programs, while 9.7% is spent on ESL and 5.9% on vocational/technical programs. The remaining 15.9% of the budget is spent on cost centers that impact all four areas and support <u>all</u> students (building maintenance, building utilities, building principals, and environmental management, among others.)



The following summarizes 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 significant forces driving the district's budget. As described below, each area impacts the budget differently each year, depending on the variables that influence the account. Given the amount of ESSER funding used in the FY24 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.

#### **Employee Salaries**

| FY23 Budget   | FY24 Budget   | \$ Change    | % Change |
|---------------|---------------|--------------|----------|
| \$282,798,569 | \$316,786,572 | \$33,988,003 | 12.0%    |

Approximately 87% of the Worcester Public Schools workforce is covered by a collective bargaining agreement. The majority of the general fund budget, over 68%, is for employee compensation, reflecting 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)





Overall, the general fund budget for employee salaries increases by 10.7%, primarily reflecting contractual salary increases, positions added last year through ESSER funds, and new positions added this year. Overall, the budget adds 228 positions, 94 through ESSER funds and 134 through the General Fund Budget. The following is a summary of changes to staffing and personnel allocations included in the FY24 budget:

| Account                    | Description of Change  |  |  |
|----------------------------|--|--|--|
| 500-91110 Administration   | Assistant Principals (2), and a Dean of Students (5); one position was added during FY23. The following positions were added during FY23; Chief Academic Officer, Chief Communications Officer, Administrative Director of Positive Youth Development, Family & Community Engagement Directors (2 Administrative Director of College & Career Readiness, and Early College Director. This account includes the reallocation of Director of Payroll, Procurement & Accounts Payable, Coordinator of McKinney Vento Services, and Director of School Safety to this line item.  The FY24 budget eliminates the following positions: Manager of Soci  |  |  |
|                            | Emotional Learning, Assistant Director of Special Education & Intervention Services (2), Supervisor of Translation, School Turnaround Manager, Coordinator of Alternative Education Program, and the Principal for the Dual Language.  |  |  |
| 500-91111 Teacher Salaries | Elementary: The FY24 budget maintains elementary classroom positions from FY23, although reallocations are expected due to individual school enrollment trends. The FY24 budget also reallocates one non-teaching Assistant Principal, two focused instructional coaches, and one health & safety teacher to the general fund from ESSER funds. The FY24 budget includes the addition of 2 dual language teachers (one at Chandler Magnet and one at Woodland Academy). The FY24 budget reflects the reallocation of all elementary dual language teachers from the English Language Learner Line E.  Secondary: The FY24 budget reallocates the following FY23 additions of 3 English language arts, three history, two mathematics, one science, two theater, one world language, two innovation pathway coordinators, one marketing, 1 chapter 74, and 1 focus instructional coach to the general fund from ESSER funds. In addition, the FY24 budget includes the addition of the following teachers: 10 content teachers, 1 English language arts, two mathematics, one media arts, one social studies for dual language, two student support, and 3 chapter 74 teachers. Except for the 10 content teachers, all new positions will be initially funded through ESSER. |  |  |



| Account                                    | Description of Change   |
|--|---|
| 500-91111<br>Teacher Salaries              | <b>Student Support:</b> The FY24 budget reallocates the FY23 addition of 12 school adjustment counselors to the general fund from ESSER. The FY24 budget includes the addition of 3 school adjustment counselors and five school psychologists. These new positions will be initially funded through ESSER.   |
|  | <b>Special Education:</b> The FY24 budget reallocates the FY23 addition of the addition of 6 focused instructional coaches and 47 additional school-based teaching positions to the general fund from ESSER. The FY24 budget includes 10 additional school-based teaching positions to address student needs, six preschool teachers, and five board-certified behavioral analysts (BCBA). Except for the 10 school-based teachers, all new positions will be initially funded through ESSER. |
|  | <b>English Learners:</b> The FY24 budget reallocates the FY23 addition of 1 focused instructional coach and 12 teaching positions to the general fund from ESSER. The FY24 budget includes 10 new school-based teaching positions. The FY23 budget also reallocates elementary dual language teaching staff to Elementary Teachers Line A.  |
| 500-91112<br>School Committee              | This account provides the salaries of six selected members of the Worcester School Committee (and eight members elected January 1, 2024). There are currently six members, however, the next election, will include two additional members going forward.   |
| 500-91114  Teacher Substitutes             | The FY24 budget includes six long-term substitutes to cover classrooms for existing staff to participate in the administrator diversity pipeline program. The FY24 budget restores the day-by-day substitute position and continues the 70 full-time building substitute positions that began in FY22. In addition, the FY24 budget reallocates from ESSER hold harmless funds to the general fund budget for the building substitute positions.  |
| 500-91115<br>Instructional<br>Assistants   | The FY24 budget includes the addition of 13 Climate & Culture instructional assistants to assist in the development of a positive school culture and ensure the safety of students, staff, and visitors.  |
|  | Kindergarten instructional assistants provide support to 73 classrooms throughout the district. The FY24 budget reallocates from ESSER hold harmless funds to the general fund budget for the building substitute positions.  |
| 500-91116<br>Athletic Coaches'<br>Salaries | The FY24 budget includes the addition of coaches; 3 indoor track, three outdoor track, one wrestling, and 10 middle school coaches.   |
| 500-91117<br>Transportation<br>Salaries    | The transportation salary account funds all district-operated transportation, including administration, operations, bus drivers, and bus monitors. In addition, the FY24 budget reflects the addition of an operations supervisor, safety & training liaison, and transportation liaisons that were added during FY23 for expanded customer service, as well as fuel attendants (5) and 7D van drivers (40) for FY24.   |



| Account                                     | Description of Change  |
|---|--|
| 500-91119<br>Custodian Salaries             | This salary account supports district custodians assigned to school buildings and other public school facilities within the district, including utility crew custodians that maintain athletic facilities, perform winter storm activities, complete lawn maintenance at larger schools, and provide coverage at single custodial buildings when necessary.  |
| 500-91120 Maintenance Services              | The FY24 budget reflects the addition of two Assistant Directors, one specifically for capital projects, and eliminating the Shop Foreman position.  |
| 500-91121<br>Administrative<br>Clerical     | The FY24 budget includes the addition of 20 support positions to focus on attendance monitoring in the elementary schools in the schools, along with a position added for the Office of College & Career Readiness and Chief Academic Officer during FY23.   |
| 500-91122<br>School Clerical                | The FY24 budget reflects the reallocation of the translation position to the Office of Family & Engagement.  |
| 500-91123<br>Non-Instructional<br>Support   | The FY24 budget includes the addition of a Payroll Coordinator, Financial Analyst, 4 Administrative Trainers for Woo Edu & Workday, 2 Network Administrators, 2 Voice Over IP Administrators, and 1 Data Quality Support Specialist, new Strategic Administrative Support for the Office of Superintendent, reallocation of Executive Administrative Assistants (4) from the Administrative Clerical Salaries Account (500-91121), Communications and Digital Content Coordinator, and Research & Evaluation Specialist. |
| 540-91124                                   | This line item reflects the same positions as included in the FY23 budget.   |
| 500-91133 School Nurses & Clinical Salaries | The FY24 budget includes the addition of two school-based nurse positions and two Certified Nursing Assistants.  |
| 500-91134 Educational Support               | The FY24 budget reflects the addition of 20 wrap-around coordinator positions. These positions will be funded by Title I. In addition, the FY24 budget includes four additional ABA Coordinators.  The FY24 budget reallocates from ESSER hold harmless funds to the general fund budget for literacy and MCAS tutors.   |
| 540-97201<br>Transportation<br>Overtime     | The account reflects actual anticipated expenditures.  |
| 500-97203 Custodial Overtime                | The account reflects actual anticipated expenditures.  |
| 500-97204<br>Maintenance<br>Overtime        | The account reflects actual anticipated expenditures.  |
| 500-97205 Support Overtime                  | The account reflects actual anticipated expenditures.  |



#### 500101-96000 Retirement Assessments

| FY23 Budget  | FY24 Budget  | \$ Change   | % Change |
|--------------|--------------|-------------|----------|
| \$21,595,715 | \$23,973,501 | \$2,377,786 | 11.0%    |

This account funds the Public Schools' share of the City of Worcester's 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. In addition, supplemental contractual pension-related costs for certain employees of the Laborers' International Union of North America are included in this account.

| Description   | <u>Amount</u>     |
|---|-------------------|
| City of Worcester Contributory Retirement Assessment Calculation for WPS: |                   |
| Annualized Salaries (non-MTRS employees)(All city employees)              | \$199,001,670     |
| WPS Annualized Salaries (non-MTRS employees)                              | \$61,609,277      |
| WPS Salaries as % of Total  | 31.0%             |
| A. Total contributory retirement assessment to be raised:                 | \$61,302,991      |
| B. Worcester Public Schools share (at 31.0%)                              | \$18,993,901      |
| C. Less reimbursement from grant sources:                                 | <u>-\$814,392</u> |
| D. Total contributory pension payment:                                    | \$18,179,509      |
| And the following assessments and charges:                                |                   |
| E. Pension Obligation Bond payment:                                       | \$5,151,897       |
| F. Custodial pension fund:  | \$546,000         |
| G. Educational Secretaries pension fund:                                  | <u>\$96,096</u>   |
| Total General Fund Budget:  | \$23,973,502      |

#### 540103-92000 Student Transportation

| FY23 Budget | FY24 Budget | \$ Change  | % Change |
|-------------|-------------|------------|----------|
| \$5,938,697 | \$5,130,725 | -\$807,972 | -13.6%   |

The FY24 Budget reflects \$2.8 million for non-salary costs associated with district-operated transportation, including the lease of the existing fleet of school buses (30 mid-size school buses), vehicle maintenance and repair, fuel, employee safety equipment, and uniforms, and technology fees. The decrease in this account reflects the reallocation of vehicle insurance to account Miscellaneous Educational OM (500136-92000).

The out-of-city transportation line item fluctuates throughout the year based on the number of students with disabilities attending out of district placements (\$1.7 million) and students that receive transportation in accordance with the McKinney-Vento Homeless Assistance Act, to maintain the students' educational stability to enhance their academic and social growth (\$630,000). As part of the district-operated student transportation plan as approved by the School Committee, the district will take over a portion of these outof-district transportation services by purchasing school vans using ESSER funds for the 2023-24 school year based on vehicle availability and driver recruitment.

Financial



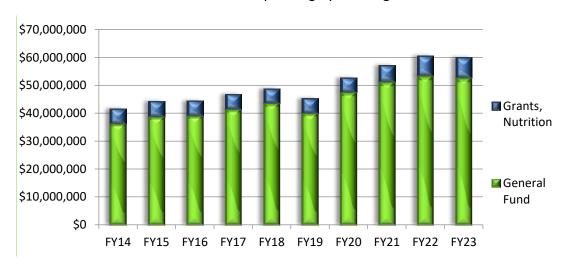
#### 500123-96000 Health Insurance (Active and Retired Employees)

| FY23 Budget  | FY24 Budget  | \$ Change   | % Change |
|--------------|--------------|-------------|----------|
| \$57,513,385 | \$59,254,371 | \$1,740,986 | 3.0%     |

Under collective bargaining agreements, individual employment contracts, or City Manager actions for non-represented employees and retirees, the Worcester Public Schools cover 75% of the cost of employee healthcare premiums.

In addition to changes in premium rates increase, change within this account is also impacted by any personnel changes such as an increase in 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



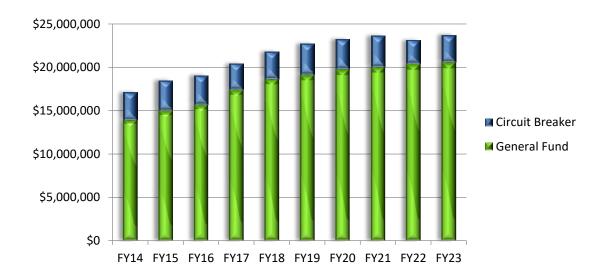
This line provides the employer's share based on the premium rates, which will become effective July 1, 2023, and includes the increase in premium rates of 4.3% for City plans including Blue Care Elect, Blue Care Select, Network Blue New England, and the Harvard Pilgrim plans. Enrollment is comprised of active employees, retirees, and surviving spouses; these categories are estimated to total approximately 6,088 members during FY24 (2,775 active employees and 3,196 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.

#### 500132-92000 Out of District Tuition

| FY23 Budget  | FY24 Budget  | \$ Change | % Change |
|--------------|--------------|-----------|----------|
| \$20,622,330 | \$20,996,904 | \$374,574 | 1.8%     |

Federal (Individuals with Disabilities Education Act, IDEA) and state (603 CMR Section 28.00) special education laws and regulations require that a full continuum of services be available to meet the needs of students with disabilities. This line item supports the 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 payments to the Central Massachusetts Collaborative for approximately 460 and 80 students annually. The account is supplemented with \$3.4 million in special education reimbursement from the state through the commonly named "circuit breaker" funding. The FY24 budget reflects the anticipated 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 was 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 are 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.

The FY24 budget for special education tuition is \$24.4 million, with \$3.4 million funded through state special education reimbursement ("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 the State Legislature) for the most recent years.

|             | % of          | # of     |
|-------------|---------------|----------|
| Fiscal Year | Reimbursement | 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       |
| FY22        | 75%           | 142      |
| FY23        | 75%           | 118      |

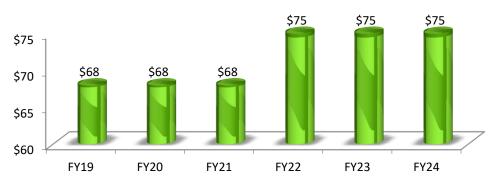
#### 500-92204 Instructional Supplies & Materials

| FY23 Budget | FY24 Budget | \$ Change | % Change |
|-------------|-------------|-----------|----------|
| \$3,666,774 | \$4,183,962 | \$517,188 | 14.1%    |

This account provides for the district and individual schools' instructional materials and improvement needs. A large portion of these funds was in the district's ESSER hold harmless enrollment bridge funding last year. The budget maintains \$75 per pupil for instructional supplies and materials, the same amount as last year. Schools use these funds to provide instructional supplies and materials within the school.

The following chart illustrates the amount (excluding non-recurring funds) that has been allocated per pupil for the most recent years:

#### **Per Pupil Instructional Supply Budget**





#### 500146-92000 Building Utilities

| FY23 Budget | FY24 Budget | \$ Change | % Change |
|-------------|-------------|-----------|----------|
| \$7,163,652 | \$7,986,266 | \$822,614 | 11.5%    |

The budget reflects a \$822,614 increase in the account, most notably from an increase in natural gas. The account assumes \$1.5 million in solar net metering credits. This account relies on \$1.2 million in federal E-Rate reimbursement to provide internet service and internal connections to schools.

#### 500152-92000 Facilities Maintenance (Supplies and Materials)

| FY23 Budge | t FY24 Budget | \$ Change   | % Change |
|------------|---------------|-------------|----------|
| \$7,621,18 | \$9,499,814   | \$1,878,627 | 24.7%    |

This account provides cleaning, maintaining, and repairing school buildings at \$9.5 million in FY24, an increase of \$1.8 million, or 25%, over the FY23 budget amount. This line provides for the maintenance and repair of all district buildings, including exterior and grounds and 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 outside contractors perform. This account also represents necessary supplies and leases associated with the maintenance and repair of all district buildings. The FY24 budget includes \$1.2 million in specific school-based building requests, an increase of \$1.2 million for building maintenance, reflecting actual current expenditures, and an additional \$300,000 for environmental management initiatives.

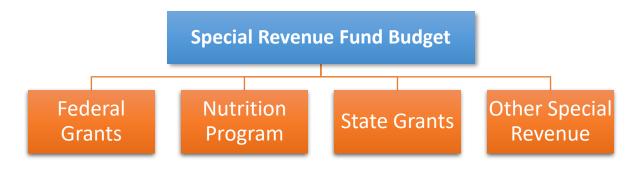
#### All Other Supply and Services Accounts: This line item includes the following accounts:

| Account      | Account Title                    | FY24 Budget  |
|--------------|----------------------------------|--------------|
| 500122-92000 | Athletics OM                     | \$481,058    |
| 500129-92000 | Workers Compensation             | \$2,288,929  |
| 500130-92000 | Personal Services                | \$2,806,962  |
| 500136-92000 | Miscellaneous OM                 | \$8,827,565  |
| 500137-96000 | <b>Unemployment Compensation</b> | \$476,491    |
|              | Total                            | \$14,881,005 |

The specific explanation of each of these accounts can be found in the FY24 line item budget section.



# **Special Revenue Funds Summary**



FY20-FY22 Actual Revenue and Expenditures
FY23 Adopted Budget

|                                      | FY20              | FY21         | FY22               | FY23          |
|--------------------------------------|-------------------|--------------|--------------------|---------------|
|                                      | Actual            | Actual       | Actual             | Adopted       |
| Revenues:                            |                   |              |                    |               |
| Federal Grants                       | \$30,676,811      | \$33,937,533 | \$70,633,666       | \$83,720,834  |
| Nutrition Program                    | \$11,013,786      | \$6,953,529  | \$14,062,779       | \$15,220,847  |
| State Grants                         | \$3,131,056       | \$1,760,514  | \$1,899,872        | \$1,953,093   |
| Other Special Revenue                | \$7,088,513       | \$4,629,667  | <u>\$4,454,591</u> | \$4,934,373   |
| Total Revenue                        | \$51,910,166      | \$47,281,243 | \$91,050,908       | \$105,829,147 |
|                                      |                   |              |                    |               |
| Expenditures (by object):            |                   |              |                    |               |
| Employee Salaries (91000)            | \$34,163,315      | \$23,379,891 | \$40,526,145       | \$50,373,644  |
| Supplies and Services (92000)        | \$13,080,250      | \$11,784,252 | \$24,999,694       | \$21,780,242  |
| Capital Equipment (93000)            | \$167,368         | \$73,596     | \$336,366          | \$25,166,672  |
| Fringe Benefits (96000)              | \$4,465,574       | \$3,879,895  | \$7,974,650        | \$8,296,089   |
| Employee Overtime (97000)            | \$199,349         | \$228,202    | \$2,169,220        | \$212,500     |
| Total Expenditures (by object)       | \$52,075,856      | \$39,345,836 | \$76,006,075       | \$105,829,147 |
| <u>Difference from Total Revenue</u> | <u>-\$165,690</u> | \$7,935,407  | \$15,044,833       | <u>\$0</u>    |
|                                      |                   |              |                    |               |
| Expenditures (by function):          |                   |              |                    |               |
| Administration (1000)                | \$479,229         | \$725,618    | \$362,657          | \$1,261,699   |
| Instruction (2000)                   | \$26,580,238      | \$16,043,915 | \$39,318,760       | \$35,386,864  |
| Other School Services (3000)         | \$15,007,142      | \$13,316,012 | \$21,436,923       | \$28,155,693  |
| Operations & Maint. (4000)           | \$652,156         | \$759,014    | \$2,956,409        | \$2,333,842   |
| Fixed Charges (5000)                 | \$5,116,630       | \$4,372,256  | \$8,260,109        | \$9,993,740   |
| Community Services (6000)            | \$657,976         | \$546,537    | \$998,045          | \$508,819     |
| Fixed Assets (7000)                  | \$0               | \$0          | \$0                | \$25,044,672  |
| Debt Service (8000)                  | \$0               | \$0          | \$0                | \$0           |
| Tuition Programs (9000)              | \$3,582,484       | \$3,582,484  | \$2,673,172        | \$3,143,818   |
| Total Expenditures                   | \$52,075,855      | \$39,345,836 | \$76,006,075       | \$105,829,147 |
| Difference from Total Revenue        | <u>-\$165,689</u> | \$7,935,407  | \$15,044,834       | \$0           |

The following pages are details of significant 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.

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.

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.

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.

#### FY24 Budget & Three-Year Budget Forecast Projected Revenues and Expenditures

|                                      | FY24               | FY25               | FY26               | FY27               |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
|                                      | Budget             | Projected          | Projected          | Projected          |
| Revenues:                            |                    |                    |                    |                    |
| Federal Grants                       | \$66,480,560       | \$33,401,072       | \$33,631,878       | \$33,864,489       |
| Nutrition Program                    | \$15,677,472       | \$16,070,138       | \$16,472,642       | \$16,885,230       |
| State Grants                         | \$1,953,093        | \$1,953,093        | \$1,953,093        | \$1,953,093        |
| Other Special Revenue                | <u>\$5,200,526</u> | <u>\$5,199,971</u> | <u>\$5,199,971</u> | <u>\$5,199,971</u> |
| Total Revenue                        | \$89,311,651       | \$56,624,273       | \$57,257,583       | \$57,902,783       |
|                                      |                    |                    |                    |                    |
| Expenditures (by object):            |                    |                    |                    |                    |
| Employee Salaries (91000)            | \$42,560,959       | \$32,415,671       | \$35,941,766       | \$36,396,557       |
| Supplies and Services (92000)        | \$25,926,291       | \$16,656,238       | \$16,971,738       | \$17,322,843       |
| Capital Equipment (93000)            | \$12,361,671       | \$550,000          | \$563,375          | \$577,084          |
| Fringe Benefits (96000)              | \$8,242,356        | \$8,654,474        | \$6,684,880        | \$6,002,987        |
| Employee Overtime (97000)            | \$220,375          | \$215,313          | \$218,195          | \$221,150          |
| Total Expenditures (by object)       | \$89,311,651       | \$58,491,696       | \$60,379,954       | \$60,520,622       |
| <u>Difference from Total Revenue</u> | \$0                | -\$1,867,422       | -\$3,122,371       | -\$2,617,839       |
|                                      |                    |                    |                    |                    |
| Expenditures (by function):          |                    |                    |                    |                    |
| Administration (1000)                | \$1,190,852        | \$1,214,669        | \$1,245,036        | \$1,276,162        |
| Instruction (2000)                   | \$29,663,451       | \$22,511,775       | \$24,703,887       | \$25,422,366       |
| Other School Services (3000)         | \$26,851,522       | \$20,060,637       | \$20,574,002       | \$21,033,716       |
| Operations & Maint. (4000)           | \$5,856,980        | \$1,449,071        | \$1,666,254        | \$1,894,436        |
| Fixed Charges (5000)                 | \$9,595,201        | \$9,408,234        | \$8,343,464        | \$7,046,632        |
| Community Services (6000)            | \$508,819          | \$437,339          | \$437,339          | \$437,339          |
| Fixed Assets (7000)                  | \$12,234,856       | \$0                | \$0                | \$0                |
| Debt Service (8000)                  | \$0                | \$0                | \$0                | \$0                |
| Tuition Programs (9000)              | <u>\$3,409,970</u> | <u>\$3,409,971</u> | <u>\$3,409,971</u> | <u>\$3,409,971</u> |
| Total Expenditures                   | \$89,311,651       | \$58,491,696       | \$60,379,953       | \$60,520,622       |
| <u>Difference from Total Revenue</u> | \$0                | -\$1,867,422       | -\$3,122,370       | -\$2,617,838       |

# **Federal Grants**

FY20-FY22 Actual Revenue and Expenditures
FY23 Adopted Budget

|   | FY20   | FY21  | FY22   | FY23   |
|---|--|---|--|--|
|   | Actual   | Actual  | Actual   | Adopted  |
| Federal Grant Revenue:  | Accedi   | Accedi  | /teradi  | Maoptea  |
| Education Stabilization Fund - ESSER III  | \$0  | \$0   | \$5,220,000  | \$39,640,716   |
| Title I   | \$11,570,634   | \$11,055,835  | \$13,035,972   | \$12,889,750   |
| IDEA  | \$7,827,865  | \$7,920,349   | \$7,978,530  | \$8,067,937  |
| Head Start  | \$6,316,901  | \$7,394,918   | \$6,900,724  | \$6,900,724  |
| Title III   | \$1,228,563  | \$1,193,397   | \$1,142,698  | \$1,210,123  |
| Title IIA   | \$1,120,151  | \$1,122,757   | \$1,269,520  | \$1,116,459  |
| Title IV  | \$789,078  | \$837,290   | \$748,170  | \$933,096  |
| Adult Education: Community Centers  | \$537,172  | \$625,360   | \$608,947  | \$682,142  |
| Perkins   | \$474,016  | \$456,639   | \$556,051  | \$531,717  |
| Pre-school - Special Education  | \$297,431  | \$299,312   | \$300,090  | \$311,866  |
| McKinney-Vento  | \$140,000  | \$140,000   | \$65,000   | \$140,000  |
| Adult Education: English Literacy   | \$50,000   | \$50,000  | \$50,000   | \$118,500  |
| Education Stabilization Fund - ESSER II   | \$0  | \$0   | \$23,638,146   | \$11,177,804   |
| 21st Century Continuation   | \$150,000  | \$291,250   | \$331,250  | \$0  |
| Education Stabilization Fund - ESSER I  | \$0  | \$2,550,426   | \$6,913,180  | \$0  |
| IDEA - ARP  | \$0  | \$0   | \$1,722,266  | \$0  |
| Pre-school - Special Education - ARP  | \$0  | \$0   | \$153,122  | \$0  |
| 21st Century Community Learning Center  | \$175,000  | \$0   | \$0  | \$0  |
| Special Education MA Urban  | \$0  | \$0   | \$0  | \$0  |
| Early Childhood Special Ed.   | \$0  | \$0   | \$0  | \$0  |
| Total Federal Grants  | \$30,676,811   | \$33,937,533  | \$70,633,666   | \$83,720,834   |
|   |  |   |  |  |
| Expenditures (by object):   |  |   |  |  |
| Employee Salaries (91000)   | \$23,334,770   | \$18,586,340  | \$33,440,108   | \$41,265,697   |
| Supplies and Services (92000)   | \$3,769,699  | \$4,278,235   | \$15,920,482   | \$10,818,586   |
| Capital Equipment (93000)   | \$103,179  | \$0   | \$193,099  |  |
| Fringe Benefits (96000)   |  |   |  | \$25,044,672   |
|   | \$4,232,809  | \$3,794,900   | \$6,521,920  | \$6,591,879  |
| Employee Overtime (97000)   | \$39,823   | \$0   | \$6,521,920<br>\$1,865,254   | \$6,591,879<br>\$0   |
| Employee Overtime (97000) Total Expenditures (by object)  | \$39,823<br>\$31,480,280   | \$0<br>\$26,659,475   | \$6,521,920<br>\$1,865,254<br>\$57,940,863   | \$6,591,879<br>\$0<br>\$83,720,834   |
| Employee Overtime (97000)   | \$39,823   | \$0   | \$6,521,920<br>\$1,865,254   | \$6,591,879<br>\$0   |
| Employee Overtime (97000) Total Expenditures (by object) Difference from Total Revenue  | \$39,823<br>\$31,480,280   | \$0<br>\$26,659,475   | \$6,521,920<br>\$1,865,254<br>\$57,940,863   | \$6,591,879<br>\$0<br>\$83,720,834   |
| Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):   | \$39,823<br>\$31,480,280<br>-\$803,469   | \$0<br>\$26,659,475<br>\$7,278,058  | \$6,521,920<br>\$1,865,254<br>\$57,940,863<br>\$12,692,803   | \$6,591,879<br>\$0<br>\$83,720,834<br>\$0  |
| Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  | \$39,823<br>\$31,480,280<br>-\$803,469<br>\$321,637  | \$0<br>\$26,659,475<br>\$7,278,058<br>\$725,618   | \$6,521,920<br>\$1,865,254<br>\$57,940,863<br>\$12,692,803<br>\$362,657  | \$6,591,879<br>\$0<br>\$83,720,834<br>\$0<br>\$1,261,699   |
| Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  Instruction (2000)  | \$39,823<br>\$31,480,280<br>-\$803,469<br>\$321,637<br>\$22,005,828  | \$0<br>\$26,659,475<br>\$7,278,058<br>\$725,618<br>\$15,800,870   | \$6,521,920<br>\$1,865,254<br>\$57,940,863<br>\$12,692,803<br>\$362,657<br>\$38,545,328  | \$6,591,879<br>\$0<br>\$83,720,834<br>\$0<br>\$1,261,699<br>\$33,287,805   |
| Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  Instruction (2000)  Other School Services (3000)  | \$39,823<br>\$31,480,280<br>-\$803,469<br>\$321,637<br>\$22,005,828<br>\$4,268,956   | \$0<br>\$26,659,475<br>\$7,278,058<br>\$725,618<br>\$15,800,870<br>\$5,766,732  | \$6,521,920<br>\$1,865,254<br>\$57,940,863<br>\$12,692,803<br>\$362,657<br>\$38,545,328<br>\$8,907,555   | \$6,591,879<br>\$0<br>\$83,720,834<br>\$0<br>\$1,261,699<br>\$33,287,805<br>\$14,221,671   |
| Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  Instruction (2000)  Other School Services (3000)  Operations & Maint. (4000)  | \$39,823<br>\$31,480,280<br>-\$803,469<br>\$321,637<br>\$22,005,828<br>\$4,268,956<br>\$0  | \$0<br>\$26,659,475<br>\$7,278,058<br>\$7,278,058<br>\$725,618<br>\$15,800,870<br>\$5,766,732<br>\$168,153  | \$6,521,920<br>\$1,865,254<br>\$57,940,863<br>\$12,692,803<br>\$362,657<br>\$38,545,328<br>\$8,907,555<br>\$2,590,778  | \$6,591,879<br>\$0<br>\$83,720,834<br>\$0<br>\$1,261,699<br>\$33,287,805<br>\$14,221,671<br>\$1,529,416  |
| Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  Instruction (2000)  Other School Services (3000)  Operations & Maint. (4000)  Fixed Charges (5000)  | \$39,823<br>\$31,480,280<br>-\$803,469<br>\$321,637<br>\$22,005,828<br>\$4,268,956<br>\$0<br>\$4,833,858                           | \$0<br>\$26,659,475<br>\$7,278,058<br>\$7,278,058<br>\$725,618<br>\$15,800,870<br>\$5,766,732<br>\$168,153<br>\$4,160,253                           | \$6,521,920<br>\$1,865,254<br>\$57,940,863<br>\$12,692,803<br>\$362,657<br>\$38,545,328<br>\$8,907,555<br>\$2,590,778<br>\$6,787,813                                   | \$6,591,879<br>\$0<br>\$83,720,834<br>\$0<br>\$1,261,699<br>\$33,287,805<br>\$14,221,671<br>\$1,529,416<br>\$8,257,071                                     |
| Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  Instruction (2000)  Other School Services (3000)  Operations & Maint. (4000)  Fixed Charges (5000)  Community Services (6000)   | \$39,823<br>\$31,480,280<br>-\$803,469<br>\$321,637<br>\$22,005,828<br>\$4,268,956<br>\$0<br>\$4,833,858<br>\$50,000               | \$0<br>\$26,659,475<br>\$7,278,058<br>\$7,278,058<br>\$725,618<br>\$15,800,870<br>\$5,766,732<br>\$168,153<br>\$4,160,253<br>\$37,849               | \$6,521,920<br>\$1,865,254<br>\$57,940,863<br>\$12,692,803<br>\$362,657<br>\$38,545,328<br>\$8,907,555<br>\$2,590,778<br>\$6,787,813<br>\$746,732                      | \$6,591,879<br>\$0<br>\$83,720,834<br>\$0<br>\$1,261,699<br>\$33,287,805<br>\$14,221,671<br>\$1,529,416<br>\$8,257,071<br>\$118,500                        |
| Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  Instruction (2000)  Other School Services (3000)  Operations & Maint. (4000)  Fixed Charges (5000)  Community Services (6000)  Fixed Assets (7000)                      | \$39,823<br>\$31,480,280<br>-\$803,469<br>\$321,637<br>\$22,005,828<br>\$4,268,956<br>\$0<br>\$4,833,858<br>\$50,000<br>\$0        | \$0<br>\$26,659,475<br>\$7,278,058<br>\$7,278,058<br>\$725,618<br>\$15,800,870<br>\$5,766,732<br>\$168,153<br>\$4,160,253<br>\$37,849<br>\$0        | \$6,521,920<br>\$1,865,254<br><b>\$57,940,863</b><br>\$12,692,803<br>\$362,657<br>\$38,545,328<br>\$8,907,555<br>\$2,590,778<br>\$6,787,813<br>\$746,732<br>\$0        | \$6,591,879<br>\$0<br>\$83,720,834<br>\$0<br>\$1,261,699<br>\$33,287,805<br>\$14,221,671<br>\$1,529,416<br>\$8,257,071<br>\$118,500<br>\$25,044,672        |
| Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  Instruction (2000)  Other School Services (3000)  Operations & Maint. (4000)  Fixed Charges (5000)  Community Services (6000)  Fixed Assets (7000)  Debt Service (8000) | \$39,823<br>\$31,480,280<br>-\$803,469<br>\$321,637<br>\$22,005,828<br>\$4,268,956<br>\$0<br>\$4,833,858<br>\$50,000<br>\$0<br>\$0 | \$0<br>\$26,659,475<br>\$7,278,058<br>\$7,278,058<br>\$725,618<br>\$15,800,870<br>\$5,766,732<br>\$168,153<br>\$4,160,253<br>\$37,849<br>\$0<br>\$0 | \$6,521,920<br>\$1,865,254<br><b>\$57,940,863</b><br>\$12,692,803<br>\$362,657<br>\$38,545,328<br>\$8,907,555<br>\$2,590,778<br>\$6,787,813<br>\$746,732<br>\$0<br>\$0 | \$6,591,879<br>\$0<br>\$83,720,834<br>\$0<br>\$1,261,699<br>\$33,287,805<br>\$14,221,671<br>\$1,529,416<br>\$8,257,071<br>\$118,500<br>\$25,044,672<br>\$0 |
| Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  Instruction (2000)  Other School Services (3000)  Operations & Maint. (4000)  Fixed Charges (5000)  Community Services (6000)  Fixed Assets (7000)                      | \$39,823<br>\$31,480,280<br>-\$803,469<br>\$321,637<br>\$22,005,828<br>\$4,268,956<br>\$0<br>\$4,833,858<br>\$50,000<br>\$0        | \$0<br>\$26,659,475<br>\$7,278,058<br>\$7,278,058<br>\$725,618<br>\$15,800,870<br>\$5,766,732<br>\$168,153<br>\$4,160,253<br>\$37,849<br>\$0        | \$6,521,920<br>\$1,865,254<br><b>\$57,940,863</b><br>\$12,692,803<br>\$362,657<br>\$38,545,328<br>\$8,907,555<br>\$2,590,778<br>\$6,787,813<br>\$746,732<br>\$0        | \$6,591,879<br>\$0<br>\$83,720,834<br>\$0<br>\$1,261,699<br>\$33,287,805<br>\$14,221,671<br>\$1,529,416<br>\$8,257,071<br>\$118,500<br>\$25,044,672        |



# **Federal Grants**

FY24 Budget & Three-Year Budget Forecast **Projected Revenues and Expenditures** 

| 0   | FY24   | FY25   | FY26   | FY27  |
|---|--|--|--|---|
|   | Budget   | Projected  | Projected  | Projected   |
| Federal Grant Revenue:  |  |  |  |   |
| Education Stabilization Fund - ESSER III  | \$33,308,505   | \$0  | \$0  | \$0   |
| Title I   | \$12,889,750   | \$13,018,648   | \$13,148,834   | \$13,280,322  |
| IDEA  | \$8,067,937  | \$8,108,277  | \$8,148,818  | \$8,189,562   |
| Head Start  | \$7,170,466  | \$7,206,318  | \$7,242,350  | \$7,278,562   |
| Title III   | \$1,210,123  | \$1,216,174  | \$1,222,254  | \$1,228,366   |
| Title IIA   | \$1,116,459  | \$1,122,041  | \$1,127,652  | \$1,133,290   |
| Title IV  | \$933,096  | \$937,761  | \$942,450  | \$947,163   |
| Adult Education: Community Centers  | \$682,142  | \$685,553  | \$688,980  | \$692,425   |
| Perkins   | \$531,717  | \$534,376  | \$537,047  | \$539,733   |
| Pre-school - Special Education  | \$311,865  | \$313,424  | \$314,991  | \$316,566   |
| McKinney-Vento  | \$140,000  | \$140,000  | \$140,000  | \$140,000   |
| Adult Education: English Literacy   | \$118,500  | \$118,500  | \$118,500  | \$118,500   |
| Education Stabilization Fund - ESSER II   | \$0  | \$0  | \$0  | \$0   |
| 21st Century Continuation   | \$0  | \$0  | \$0  | \$0   |
| Education Stabilization Fund - ESSER I  | \$0  | \$0  | \$0  | \$0   |
| IDEA - ARP  | \$0  | \$0  | \$0  | \$0   |
| Pre-school - Special Education - ARP  | \$0  | \$0  | \$0  | \$0   |
| 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   |
| Total Federal Grants  | \$66,480,560   | \$33,401,072   | \$33,631,878   | \$33,864,489  |
|   |  |  |  |   |
|   |  |  |  |   |
| Expenditures (by object):   |  |  |  |   |
| Expenditures (by object): Employee Salaries (91000)   | \$33,397,062   | \$22,898,974   | \$26,058,569   | \$26,132,625  |
|   | \$33,397,062<br>\$14,383,956   | \$22,898,974<br>\$5,250,000  | \$26,058,569<br>\$5,381,250  | \$26,132,625<br>\$5,542,688   |
| Employee Salaries (91000)   |  |  |  |   |
| Employee Salaries (91000)<br>Supplies and Services (92000)  | \$14,383,956   | \$5,250,000  | \$5,381,250  | \$5,542,688   |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000)   | \$14,383,956<br>\$12,234,856   | \$5,250,000<br>\$0   | \$5,381,250<br>\$0   | \$5,542,688<br>\$0  |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000) Fringe Benefits (96000)   | \$14,383,956<br>\$12,234,856<br>\$6,464,687  | \$5,250,000<br>\$0<br>\$6,787,921  | \$5,381,250<br>\$0<br>\$4,725,000  | \$5,542,688<br>\$0<br>\$3,946,696   |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000) Fringe Benefits (96000) Employee Overtime (97000)   | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0   | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0   | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0   | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0  |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000) Fringe Benefits (96000) Employee Overtime (97000) Total Expenditures (by object)  | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560   | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895   | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819   | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009  |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000) Fringe Benefits (96000) Employee Overtime (97000) Total Expenditures (by object)  | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560   | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895   | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819   | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009  |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000) Fringe Benefits (96000) Employee Overtime (97000) Total Expenditures (by object) Difference from Total Revenue  | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560   | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895   | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819<br>-\$2,532,942<br>\$1,245,036  | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009  |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000) Fringe Benefits (96000) Employee Overtime (97000) Total Expenditures (by object) Difference from Total Revenue Expenditures (by function):  | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560<br>\$0  | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895<br>-\$1,535,823   | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819<br>-\$2,532,942   | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009<br>-\$1,757,520  |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000) Fringe Benefits (96000) Employee Overtime (97000) Total Expenditures (by object) Difference from Total Revenue  Expenditures (by function): Administration (1000) Instruction (2000) Other School Services (3000)   | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560<br>\$0<br>\$1,190,852   | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895<br>-\$1,535,823<br>\$1,214,669  | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819<br>-\$2,532,942<br>\$1,245,036  | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009<br>-\$1,757,520<br>\$1,276,162   |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000) Fringe Benefits (96000) Employee Overtime (97000) Total Expenditures (by object) Difference from Total Revenue  Expenditures (by function): Administration (1000) Instruction (2000)  | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560<br>\$0<br>\$1,190,852<br>\$27,564,392   | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895<br>-\$1,535,823<br>\$1,214,669<br>\$20,287,495<br>\$5,800,000<br>\$0  | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819<br>-\$2,532,942<br>\$1,245,036<br>\$22,422,762  | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009<br>-\$1,757,520<br>\$1,276,162<br>\$23,082,552<br>\$6,120,000  |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000) Fringe Benefits (96000) Employee Overtime (97000) Total Expenditures (by object) Difference from Total Revenue  Expenditures (by function): Administration (1000) Instruction (2000) Other School Services (3000)   | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560<br>\$0<br>\$1,190,852<br>\$27,564,392<br>\$12,566,652   | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895<br>-\$1,535,823<br>\$1,214,669<br>\$20,287,495<br>\$5,800,000   | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819<br>-\$2,532,942<br>\$1,245,036<br>\$22,422,762<br>\$6,000,000   | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009<br>-\$1,757,520<br>\$1,276,162<br>\$23,082,552   |
| Employee Salaries (91000)  Supplies and Services (92000)  Capital Equipment (93000)  Fringe Benefits (96000)  Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  Instruction (2000)  Other School Services (3000)  Operations & Maint. (4000)  | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560<br>\$0<br>\$1,190,852<br>\$27,564,392<br>\$12,566,652<br>\$5,020,236  | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895<br>-\$1,535,823<br>\$1,214,669<br>\$20,287,495<br>\$5,800,000<br>\$0  | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819<br>-\$2,532,942<br>\$1,245,036<br>\$22,422,762<br>\$6,000,000<br>\$0  | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009<br>-\$1,757,520<br>\$1,276,162<br>\$23,082,552<br>\$6,120,000<br>\$0<br>\$5,093,296                    |
| Employee Salaries (91000)  Supplies and Services (92000)  Capital Equipment (93000)  Fringe Benefits (96000)  Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  Instruction (2000)  Other School Services (3000)  Operations & Maint. (4000)  Fixed Charges (5000)  | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560<br>\$0<br>\$1,190,852<br>\$27,564,392<br>\$12,566,652<br>\$5,020,236<br>\$7,785,072                                     | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895<br>-\$1,535,823<br>\$1,214,669<br>\$20,287,495<br>\$5,800,000<br>\$0<br>\$7,584,731                           | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819<br>-\$2,532,942<br>\$1,245,036<br>\$22,422,762<br>\$6,000,000<br>\$0<br>\$6,447,022                           | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009<br>-\$1,757,520<br>\$1,276,162<br>\$23,082,552<br>\$6,120,000<br>\$0<br>\$5,093,296<br>\$50,000        |
| Employee Salaries (91000)  Supplies and Services (92000)  Capital Equipment (93000)  Fringe Benefits (96000)  Employee Overtime (97000)  Total Expenditures (by object)  Difference from Total Revenue  Expenditures (by function):  Administration (1000)  Instruction (2000)  Other School Services (3000)  Operations & Maint. (4000)  Fixed Charges (5000)  Community Services (6000)                             | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560<br>\$0<br>\$1,190,852<br>\$27,564,392<br>\$12,566,652<br>\$5,020,236<br>\$7,785,072<br>\$118,500                        | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895<br>-\$1,535,823<br>\$1,214,669<br>\$20,287,495<br>\$5,800,000<br>\$0<br>\$7,584,731<br>\$50,000               | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819<br>-\$2,532,942<br>\$1,245,036<br>\$22,422,762<br>\$6,000,000<br>\$0<br>\$6,447,022<br>\$50,000               | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009<br>-\$1,757,520<br>\$1,276,162<br>\$23,082,552<br>\$6,120,000<br>\$0<br>\$5,093,296<br>\$50,000        |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000) Fringe Benefits (96000) Employee Overtime (97000) Total Expenditures (by object) Difference from Total Revenue  Expenditures (by function): Administration (1000) Instruction (2000) Other School Services (3000) Operations & Maint. (4000) Fixed Charges (5000) Community Services (6000) Fixed Assets (7000)                     | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560<br>\$0<br>\$1,190,852<br>\$27,564,392<br>\$12,566,652<br>\$5,020,236<br>\$7,785,072<br>\$118,500<br>\$12,234,856        | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895<br>-\$1,535,823<br>\$1,214,669<br>\$20,287,495<br>\$5,800,000<br>\$0<br>\$7,584,731<br>\$50,000<br>\$0        | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819<br>-\$2,532,942<br>\$1,245,036<br>\$22,422,762<br>\$6,000,000<br>\$0<br>\$6,447,022<br>\$50,000<br>\$0        | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009<br>-\$1,757,520<br>\$1,276,162<br>\$23,082,552<br>\$6,120,000<br>\$0<br>\$5,093,296<br>\$50,000<br>\$0 |
| Employee Salaries (91000) Supplies and Services (92000) Capital Equipment (93000) Fringe Benefits (96000) Employee Overtime (97000) Total Expenditures (by object) Difference from Total Revenue  Expenditures (by function): Administration (1000) Instruction (2000) Other School Services (3000) Operations & Maint. (4000) Fixed Charges (5000) Community Services (6000) Fixed Assets (7000) Debt Service (8000) | \$14,383,956<br>\$12,234,856<br>\$6,464,687<br>\$0<br>\$66,480,560<br>\$0<br>\$1,190,852<br>\$27,564,392<br>\$12,566,652<br>\$5,020,236<br>\$7,785,072<br>\$118,500<br>\$12,234,856<br>\$0 | \$5,250,000<br>\$0<br>\$6,787,921<br>\$0<br>\$34,936,895<br>-\$1,535,823<br>\$1,214,669<br>\$20,287,495<br>\$5,800,000<br>\$0<br>\$7,584,731<br>\$50,000<br>\$0<br>\$0 | \$5,381,250<br>\$0<br>\$4,725,000<br>\$0<br>\$36,164,819<br>-\$2,532,942<br>\$1,245,036<br>\$22,422,762<br>\$6,000,000<br>\$0<br>\$6,447,022<br>\$50,000<br>\$0<br>\$0 | \$5,542,688<br>\$0<br>\$3,946,696<br>\$0<br>\$35,622,009<br>-\$1,757,520<br>\$1,276,162<br>\$23,082,552<br>\$6,120,000<br>\$0<br>\$5,093,296<br>\$50,000        |



Title I \$12,889,750

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, providing academic and support services to low-achieving students at the preschool, elementary, middle, and high school levels, and involving parents/guardians as active partners in their children's education.

#### **IDEA – Special Education Entitlement**

\$8,067,937

The Individuals with Disabilities Education Act (IDEA) Federal Special Education Entitlement Grant ensures 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, and program and grant support positions.

Head Start \$7,170,466

The federal Head Start program offers Center-Based Child Care, Family Child Care, and home visiting options for children ages five and under. 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's 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 IIA - Improving Educator Quality**

\$1,116,459

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 learning. The priorities include increasing student achievement consistent with the challenging state academic standards, improving the quality and effectiveness of teachers, principals, and other school leaders, and providing low-income and minority students greater access to effective teachers.

Title III \$1,210,123

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 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. In addition, these funds support Instructional Coaches, professional development for staffing, and supplemental programs both after school and during the summer to extend learning.

Title IV \$933.096

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**

\$682,142

To provide every adult with opportunities to develop literacy skills needed to qualify for further education, job training, and better employment and reach their full potential as family members, productive workers, and citizens.



#### **Perkins Secondary Allocation Grant**

\$531,717

The Carl D. Perkins grant aims 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 performance indicators.

#### **Pre-School – Special Education**

\$311,865

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.

McKinney-Vento \$140,000

This grant aims 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 homeless students' basic and ongoing needs and stabilize and re-house homeless families with school-age children or unaccompanied homeless youth by collaborating with a homeless/housing services provider.

#### **Adult Education: English Literacy**

\$118,000

This continuation grant program aims to fund free access for eligible undereducated and limited English proficient adults, age 16 and older, to highly effective adult basic education services.

ESSER I \$0

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 of COVID-19. The total allocation to the Worcester Public Schools is \$9,463,606, with an ending date of September 30, 2022. **All funds were utilized by June 30, 2022**.

ESSER II \$0

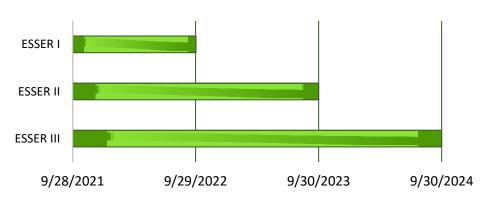
ESSER II funds, established by the Coronavirus Response and Relief Supplemental Appropriations Act, 2021 (CRRSA), provide supplemental funding for the Elementary and Secondary School Emergency Relief Fund (ESSER II Fund) to help K-12 educational entities prevent, prepare for, and respond to impacts of COVID-19. **The total allocation to the Worcester Public Schools is \$34,815,950, with an ending date of September 30, 2023**.

ESSER III \$33,308,504

ESSER III funds, established by the American Rescue Plan (ARP) Act of 2021, 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 manage 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 total allocation to the Worcester Public Schools is \$78,169,220, with an ending date of September 30, 2024**. The FY24 budget uses \$33,308,504, or 43%, of the available funds.

#### **ESSER GRANT END DATES:**





**ESSER Annual Spending Plan by Year (By Grant):** 

| Society Allindar Speriaring Flair by Fear (by Grant). |             |              |              |              |               |  |  |
|---|-------------|--------------|--------------|--------------|---------------|--|--|
|   | FY21        | FY22         | FY23         | FY24         | Total         |  |  |
|   | Allocation  | Allocation   | Allocation   | Allocation   | 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               |             | \$23,638,146 | \$11,177,804 | \$0          | \$34,815,950  |  |  |
| Education Stabilization Fund - ESSER III              |             | \$5,220,000  | \$39,640,716 | \$33,308,504 | \$78,169,220  |  |  |
| TOTAL ESSER FUNDS                                     | \$2,550,426 | \$35,771,326 | \$50,818,520 | \$33,308,504 | \$122,448,776 |  |  |

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

|  | FY21        | FY22         | FY23         | FY24         | Total         |
|--|-------------|--------------|--------------|--------------|---------------|
|  | Amount      | Amount       | Amount       | Amount       | 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         | \$5,585,106  | \$4,100,000  | \$0          | \$9,685,106   |
| Learning Loss Initiatives              | \$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  | \$8,544,672  | \$10,234,856 | \$22,842,843  |
| School Bus Purchase                    | \$0         | \$0          | \$16,500,000 | \$2,000,000  | \$18,500,000  |
| City of Worcester Indirect Costs       | \$51,009    | \$715,427    | \$1,016,370  | \$666,170    | \$2,448,976   |
| TOTAL ESSER FUNDS                      | \$2,550,426 | \$35,771,326 | \$50,818,520 | \$33,308,504 | \$122,448,776 |



The district's ESSER plan uses the amount expected to be received through new Student Opportunity Act (SOA) funding to provide new spending for positions, programs, and services over three years to accelerate the district's

# **ESSER: Student Opportunity Act Bridge Funds**



SOA initiatives for the district. To avoid spending shortfalls created by this plan, the Administration has capped this spending at \$13.2 million annually, representing the amount expected to be received in the subsequent year through the state's foundation budget formula. Details of the FY24 spending are as follows:

|         |                                    |   | FTE   |                    |
|---------|------------------------------------|---|-------|--------------------|
| Account | Account Name                       | Description                                 |       | FY24 Budget        |
| 91110   | Administration Salaries            | Director of Alternative Programs            | 1.00  |                    |
| 91110   | Administration Salaries            | Director of School Climate and Culture      | 1.00  | \$150,000          |
| 91110   | Administration Salaries            | Assistant Principal - Uinversity Park       | 1.00  | \$130,454          |
| 91110   | Administration Salaries            | Dean of Students - Burncoat High            | 1.00  | \$129,007          |
| 91110   | Administration Salaries            | Dean of Students - Doherty High             | 1.00  | \$129,007          |
| 91110   | Administration Salaries            | Dean of Students - South High               | 1.00  | \$129,007          |
| 91110   | Administration Salaries            | Dean of Students - Technical High           | 1.00  | \$129,007          |
| 91111   | Teacher Salaries                   | Focused Instructional Coach                 | 6.00  | \$552,825          |
| 91111   | Teacher Salaries                   | Preschool Teachers                          | 6.00  | \$533,613          |
| 91111   | Teacher Salaries                   | School Psychologist                         | 5.00  | \$444,678          |
| 91111   | Teacher Salaries                   | Board Certified Behavioral Analysts (BCBA)  | 5.00  | \$444,678          |
| 91111   | Teacher Salaries                   | Focused Instructional Coach for DEI         | 4.00  | \$368,550          |
| 91111   | Teacher Salaries                   | Chapter 74 Teachers - Doherty High          | 3.00  | \$266,807          |
| 91111   | Teacher Salaries                   | School Adjustment Counselors                | 3.00  | \$180,000          |
| 91111   | Teacher Salaries                   | Student Support Teachers                    | 2.00  | \$120,000          |
| 91111   | Teacher Salaries                   | Dual Language Teacher                       | 2.00  | \$177,870          |
| 91111   | Teacher Salaries                   | Mathematic Teacher                          | 2.00  | \$177 <i>,</i> 870 |
| 91111   | Teacher Salaries                   | English Teacher                             | 1.00  | \$88,936           |
| 91111   | Teacher Salaries                   | Media Arts Teachers                         | 1.00  | \$88,936           |
| 91115   | Instructional Assistant Salaries   | Preschool Instructional Assistants          | 12.00 | \$446,681          |
| 91115   | Instructional Assistant Salaries   | Climate and Culture Specialists             | 8.00  | \$297,787          |
| 91121   | Administrative Clerical Salaries   | School Attendance Support                   | 20.00 | \$1,000,000        |
| 91123   | Non Instructional Support Salaries | Administrative Trainers                     | 3.00  | \$225,000          |
| 91133   | Nursing & Clinical Care Salaries   | School Nurses                               | 2.00  | \$164,123          |
| 91133   | Nursing & Clinical Care Salaries   | Certified Nursing Assistants                | 2.00  | \$65,880           |
| 500135  | Instructional Materials            | Educational Technology                      | 0.00  | \$1,615,455        |
| 500135  | Instructional Materials            | Elementary ELA Curriculum                   | 0.00  | \$1,000,000        |
| 500135  | Instructional Materials            | Preschool Classroom Furniture & Curriculum  | 0.00  | \$100,000          |
| 500136  | Miscellaneous Educational OM       | Student Mental Health Services              | 0.00  | \$3,328,385        |
| 500136  | Miscellaneous Educational OM       | Student Information System Support Software | 0.00  | \$321,500          |
| 500136  | Miscellaneous Educational OM       | Technology Service - Student Hot Spots      | 0.00  | \$110,460          |
| 500136  | Miscellaneous Educational OM       | Technology Hardware for New Positions       | 0.00  |                    |
| TOTAL N | EW SPENDING FROM ESSER             |   | 94.00 | \$13,157,475       |



# **Special Revenue Funds: State Grants**

# State Grants

FY20-FY22 Actual Revenue and Expenditures
FY23 Adopted Budget

|                                      | FY20        | FY21             | FY22             | FY23        |
|--------------------------------------|-------------|------------------|------------------|-------------|
|                                      | Actual      | Actual           | Actual           | Adopted     |
| State Grant Revenues:                |             |                  |                  |             |
| Coordinated Family & Community       | \$605,225   | \$637,310        | \$637,310        | \$637,310   |
| Head Start Supplemental              | \$527,438   | \$632,220        | \$632,220        | \$683,484   |
| Fresh Fruits & Vegetables            | \$307,100   | \$283,645        | \$422,450        | \$422,450   |
| Comprehensive School Health Service  | \$218,000   | \$200,000        | \$200,000        | \$200,000   |
| GED Test Centers                     | \$5,164     | \$7,339          | \$7,892          | \$9,849     |
| Expanded Learning Time               | \$1,107,000 | \$0              | \$0              | \$0         |
| Inclusive Pre-school                 | \$229,151   | \$0              | \$0              | \$0         |
| Universal Pre-school                 | \$131,978   | \$0              | \$0              | \$0         |
| Adult Education                      | \$0         | \$0              | \$0              | \$0         |
| Essential School Health              | \$0         | \$0              | \$0              | \$0         |
| Total State Grants                   | \$3,131,056 | \$1,760,514      | \$1,899,872      | \$1,953,093 |
|                                      |             |                  |                  |             |
| Expenditures (by object):            |             |                  |                  |             |
| Employee Salaries (91000)            | \$2,583,442 | \$644,164        | \$907,118        | \$1,352,927 |
| Supplies and Services (92000)        | \$469,193   | \$182,638        | \$172,777        | \$528,380   |
| Capital Equipment (93000)            | \$0         | \$0              | \$0              | \$0         |
| Fringe Benefits (96000)              | \$78,421    | \$72,860         | \$71,786         | \$71,786    |
| Employee Overtime (97000)            | \$0         | \$0              | \$1,183          | \$0         |
| Total Expenditures (by object)       | \$3,131,056 | \$899,662        | \$1,152,864      | \$1,953,093 |
| <u>Difference from Total Revenue</u> | <u>\$0</u>  | <u>\$860,852</u> | <u>\$747,008</u> | <u>\$0</u>  |
|                                      |             |                  |                  |             |
| Expenditures (by function):          |             |                  |                  |             |
| Administration (1000)                | \$157,592   | \$0              | \$0              | \$0         |
| Instruction (2000)                   | \$2,425,850 | \$243,045        | \$773,432        | \$1,368,126 |
| Other School Services (3000)         | \$414,022   | \$565,135        | \$269,818        | \$470,873   |
| Operations & Maint. (4000)           | \$0         | \$0              | \$11,371         | \$0         |
| Fixed Charges (5000)                 | \$128,428   | \$86,172         | \$91,353         | \$104,245   |
| Community Services (6000)            | \$5,164     | \$5,310          | \$6,890          | \$9,849     |
| Fixed Assets (7000)                  | \$0         | \$0              | \$0              | \$0         |
| Debt Service (8000)                  | \$0         | \$0              | \$0              | \$0         |
| Tuition Programs (9000)              | \$0         | <u>\$0</u>       | <u>\$0</u>       | <u>\$0</u>  |
| Total Expenditures                   | \$3,131,056 | \$899,662        | \$1,152,864      | \$1,953,093 |
| Difference from Total Revenue        | \$0         | \$860,852        | \$747,008        | \$0         |

Financial



# **Special Revenue Funds: State Grants**

# State Grants

FY24 Budget & Three-Year Budget Forecast Projected Revenues and Expenditures

|                                      | FY24        | FY25        | FY26        | FY27        |
|--------------------------------------|-------------|-------------|-------------|-------------|
|                                      | Budget      | Projected   | Projected   | Projected   |
| State Grant Revenues:                |             |             |             |             |
| Coordinated Family & Community       | \$637,310   | \$637,310   | \$637,310   | \$637,310   |
| Head Start Supplemental              | \$683,484   | \$683,484   | \$683,484   | \$683,484   |
| Fresh Fruits & Vegetables            | \$422,450   | \$422,450   | \$422,450   | \$422,450   |
| Comprehensive School Health Service  | \$200,000   | \$200,000   | \$200,000   | \$200,000   |
| GED Test Centers                     | \$9,849     | \$9,849     | \$9,849     | \$9,849     |
| 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                   | \$1,953,093 | \$1,953,093 | \$1,953,093 | \$1,953,093 |
|                                      |             |             |             |             |
| Expenditures (by object):            |             |             |             |             |
| Employee Salaries (91000)            | \$1,352,927 | \$1,407,044 | \$1,463,326 | \$1,521,859 |
| Supplies and Services (92000)        | \$528,380   | \$538,948   | \$549,727   | \$560,721   |
| Capital Equipment (93000)            | \$0         | \$0         | \$0         | \$0         |
| Fringe Benefits (96000)              | \$71,786    | \$75,375    | \$79,144    | \$81,518    |
| Employee Overtime (97000)            | \$0         | \$0         | \$0         | \$0         |
| Total Expenditures (by object)       | \$1,953,093 | \$2,021,367 | \$2,092,196 | \$2,164,098 |
| <u>Difference from Total Revenue</u> | <u>\$0</u>  | -\$68,274   | -\$139,103  | -\$211,005  |
|                                      |             |             |             |             |
| Expenditures (by function):          |             |             |             |             |
| Administration (1000)                | \$0         | \$0         | \$0         | \$0         |
| Instruction (2000)                   | \$1,368,126 | \$1,424,280 | \$1,481,125 | \$1,539,814 |
| Other School Services (3000)         | \$470,873   | \$480,290   | \$489,896   | \$499,694   |
| Operations & Maint. (4000)           | \$0         | \$0         | \$0         | \$0         |
| Fixed Charges (5000)                 | \$104,245   | \$109,457   | \$113,836   | \$117,251   |
| Community Services (6000)            | \$9,849     | \$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                   | \$1,953,093 | \$2,021,367 | \$2,092,196 | \$2,164,098 |
| Difference from Total Revenue        | \$0         | -\$68,274   | -\$139,103  | -\$211,005  |

# **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**

\$683,484

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

#### **Fresh Fruits and Vegetables**

\$422,450

The program distributes fruits and vegetables throughout the school year. The program aims 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 foster students' growth, development, and educational achievement by promoting their health and well-being. It monitors health status and identifies and addresses the unmet needs of students, families, and school personnel. These funds support trauma-informed teams within the district, including a nurse case manager and behavioral specialist.

GED Test Centers \$9,849

This state-funded grant program is designed to assist in the daily operation of the High School Equivalency Assessment Center, which 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 FY24 recommended budget reflects the anticipated meal participation during the 2023-2024 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 daily. 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) adopted initially 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.

#### **Expenditure Summary**

The Nutrition Department's FY24 recommended budget continues to be fully self-funded, including the cost of active and retired employee health insurance. The FY24 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 producing and distributing fresh menu options utilizing locally sourced ingredients.



# **Special Revenue Funds: Nutrition Program**

**Child Nutrition** Fund

FY20-FY22 Actual Revenue and Expenditures FY23 Adopted Budget

|                                      | FY20            | FY21              | FY22               | FY23             |
|--------------------------------------|-----------------|-------------------|--------------------|------------------|
|                                      | Actual          | Actual            | Actual             | Adopted          |
| Revenues:                            |                 |                   |                    |                  |
| Federal Reimbursement                | \$9,709,636     | \$1,394           | \$11,793,710       | \$14,819,913     |
| Food Sales                           | \$10,753        | \$0               | \$25,763           | \$0              |
| Severe Need Breakfast                | \$4,183         | \$4,982           | \$0                | \$0              |
| Universal Breakfast                  | \$128,726       | \$134,722         | \$126,338          | \$141,458        |
| State Reimbursement                  | \$289,118       | \$6,812,431       | \$318,690          | \$145,213        |
| Summer Program Food Truck            | \$871,370       | <u>\$0</u>        | <u>\$1,798,279</u> | <u>\$114,263</u> |
| Total Revenues                       | \$11,013,786    | \$6,953,529       | \$14,062,779       | \$15,220,847     |
|                                      |                 |                   |                    |                  |
| Expenditures (by object):            |                 |                   |                    |                  |
| Employee Salaries (91000)            | \$5,945,700     | \$3,797,349       | \$5,703,011        | \$6,379,465      |
| Supplies and Services (92000)        | \$4,730,730     | \$3,390,831       | \$5,961,366        | \$6,989,458      |
| Capital Equipment (93000)            | \$34,847        | \$69,116          | \$98,225           | \$107,000        |
| Fringe Benefits (96000)              | \$154,344       | \$12,135          | \$1,380,944        | \$1,632,424      |
| Employee Overtime (97000)            | \$97,373        | \$225,725         | \$237,186          | \$112,500        |
| Total Expenditures (by object)       | \$10,962,994    | \$7,495,156       | \$13,380,732       | \$15,220,847     |
| <u>Difference from Total Revenue</u> | <u>\$50,792</u> | <u>-\$541,627</u> | <u>\$682,047</u>   | <u>\$0</u>       |
|                                      |                 |                   |                    |                  |
| Expenditures (by function):          |                 |                   |                    |                  |
| Administration (1000)                | \$0             | \$0               | \$0                | \$0              |
| Instruction (2000)                   | \$0             | \$0               | \$0                | \$0              |
| Other School Services (3000)         | \$10,316,908    | \$6,780,941       | \$11,645,529       | \$12,870,239     |
| Operations & Maint. (4000)           | \$491,742       | \$588,384         | \$354,260          | \$718,184        |
| Fixed Charges (5000)                 | \$154,344       | \$125,831         | \$1,380,942        | \$1,632,424      |
| Community Services (6000)            | \$0             | \$0               | \$0                | \$0              |
| Fixed Assets (7000)                  | \$0             | \$0               | \$0                | \$0              |
| Debt Service (8000)                  | \$0             | \$0               | \$0                | \$0              |
| Tuition Programs (9000)              | <u>\$0</u>      | <u>\$0</u>        | <u>\$0</u>         | <u>\$0</u>       |
| Total Expenditures                   | \$10,962,994    | \$7,495,156       | \$13,380,732       | \$15,220,847     |
| Difference from Total Revenue        | \$50,792        | -\$541,627        | \$682,047          | <u>\$0</u>       |



# **Special Revenue Funds: Nutrition Program**

# **Child Nutrition** Fund

FY24 Budget & Three-Year Budget Forecast **Projected Revenues and Expenditures** 

|                                      | FY24<br>Budget   | FY25<br>Projected | FY26<br>Projected | FY27<br>Projected  |
|--------------------------------------|------------------|-------------------|-------------------|--------------------|
| Revenues:                            | Buuget           | Projected         | Projected         | Frojected          |
| Federal Reimbursement                | \$15,264,510     | \$15,646,123      | \$16,037,276      | \$16,438,208       |
| Food Sales                           | \$0              | \$0               | \$0               | \$0                |
| Severe Need Breakfast                | \$0              | \$0               | \$0               | \$0                |
| Universal Breakfast                  | \$145,702        | \$150,073         | \$154,575         | \$159,212          |
| State Reimbursement                  | \$149,569        | \$153,309         | \$157,141         | \$161,070          |
| Summer Program Food Truck            | <u>\$117,691</u> | <u>\$120,633</u>  | <u>\$123,649</u>  | <u>\$126,740</u>   |
| Total Revenues                       | \$15,677,472     | \$16,070,138      | \$16,472,642      | \$16,885,230       |
|                                      |                  |                   |                   |                    |
| Expenditures (by object):            |                  |                   |                   |                    |
| Employee Salaries (91000)            | \$6,435,415      | \$6,692,832       | \$6,960,545       | \$7,238,967        |
| Supplies and Services (92000)        | \$7,303,984      | \$7,199,142       | \$7,415,116       | \$7,637,569        |
| Capital Equipment (93000)            | \$111,815        | \$535,000         | \$548,375         | \$562,084          |
| Fringe Benefits (96000)              | \$1,705,883      | \$1,791,177       | \$1,880,736       | \$1,974,773        |
| Employee Overtime (97000)            | \$120,375        | \$115,313         | \$118,195         | \$121,150          |
| Total Expenditures (by object)       | \$15,677,472     | \$16,333,463      | \$16,922,967      | \$17,534,544       |
| <u>Difference from Total Revenue</u> | <u>\$0</u>       | <u>-\$263,325</u> | <u>-\$450,326</u> | <u>-</u> \$649,313 |
|                                      |                  |                   |                   |                    |
| Expenditures (by function):          |                  |                   |                   |                    |
| Administration (1000)                | \$0              | \$0               | \$0               | \$0                |
| Instruction (2000)                   | \$0              | \$0               | \$0               | \$0                |
| Other School Services (3000)         | \$13,221,087     | \$13,256,346      | \$13,560,106      | \$13,890,021       |
| Operations & Maint. (4000)           | \$750,502        | \$1,363,071       | \$1,580,254       | \$1,808,436        |
| Fixed Charges (5000)                 | \$1,705,883      | \$1,714,045       | \$1,782,607       | \$1,836,085        |
| Community Services (6000)            | \$0              | \$0               | \$0               | \$0                |
| Fixed Assets (7000)                  | \$0              | \$0               | \$0               | \$0                |
| Debt Service (8000)                  | \$0              | \$0               | \$0               | \$0                |
| Tuition Programs (9000)              | <u>\$0</u>       | <u>\$0</u>        | <u>\$0</u>        | <u>\$0</u>         |
| Total Expenditures                   | \$15,677,472     | \$16,333,463      | \$16,922,967      | \$17,534,543       |
| Difference from Total Revenue        | <u>\$0</u>       | -\$263,325        | -\$450,325        | -\$649,313         |

# **Special Revenue Funds: Other Funds**

# Other Special Revenue Fund

FY20-FY22 Actual Revenue and Expenditures
FY23 Adopted Budget

|                                      | FY20               | FY21               | FY22               | FY23               |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
|                                      | Actual             | Actual             | Actual             | Adopted            |
| Revenues:                            |                    |                    |                    |                    |
| Special Education Reimburse.         | \$3,445,234        | \$3,558,558        | \$2,673,172        | \$3,143,818        |
| School Choice Revolving              | \$510,601          | \$478,773          | \$500,000          | \$500,000          |
| Building Use & Program Income        | \$450,000          | \$8,729            | \$450,000          | \$450,000          |
| Chapter 74 Program Revenue           | \$345,555          | \$21,195           | \$345,555          | \$345,555          |
| Educational Access Channel           | \$500,000          | \$410,864          | \$290,864          | \$300,000          |
| Athletics & Foley Stadium            | \$110,000          | \$2,630            | \$110,000          | \$110,000          |
| Adult Ed & GED Revenue               | \$85,000           | \$148,918          | \$85,000           | \$85,000           |
| Displaced Student Assistance         | \$1,642,123        | <u>\$0</u>         | <u>\$0</u>         | <u>\$0</u>         |
| Total Revenues                       | \$7,088,513        | \$4,629,667        | \$4,454,591        | \$4,934,373        |
|                                      |                    |                    |                    |                    |
| Expenditures (by object):            |                    |                    |                    |                    |
| Employee Salaries (91000)            | \$2,299,403        | \$352,038          | \$475,908          | \$1,375,555        |
| Supplies and Services (92000)        | \$4,110,628        | \$3,932,548        | \$2,945,069        | \$3,443,818        |
| Capital Equipment (93000)            | \$29,342           | \$4,480            | \$45,042           | \$15,000           |
| Fringe Benefits (96000)              | \$0                | \$0                | \$0                | \$0                |
| Employee Overtime (97000)            | <u>\$62,153</u>    | <u>\$2,477</u>     | <u>\$65,597</u>    | <u>\$100,000</u>   |
| Total Expenditures (by object)       | \$6,501,526        | \$4,291,543        | \$3,531,616        | \$4,934,373        |
| <u>Difference from Total Revenue</u> | <u>\$586,987</u>   | \$338,124          | <u>\$922,975</u>   | <u>\$0</u>         |
|                                      |                    |                    |                    |                    |
| Expenditures (by function):          |                    |                    |                    |                    |
| Administration (1000)                | \$0                | \$0                | \$0                | \$0                |
| Instruction (2000)                   | \$2,148,560        | \$0                | \$0                | \$730,933          |
| Other School Services (3000)         | \$7,256            | \$203,204          | \$614,021          | \$592,910          |
| Operations & Maint. (4000)           | \$160,414          | \$2,477            | \$0                | \$86,242           |
| Fixed Charges (5000)                 | \$0                | \$0                | \$0                | \$0                |
| Community Services (6000)            | \$602,812          | \$503,378          | \$244,423          | \$380,470          |
| Fixed Assets (7000)                  | \$0                | \$0                | \$0                | \$0                |
| Debt Service (8000)                  | \$0                | \$0                | \$0                | \$0                |
| Tuition Programs (9000)              | <u>\$3,582,484</u> | <u>\$3,582,484</u> | <u>\$2,673,172</u> | <u>\$3,143,818</u> |
| Total Expenditures                   | \$6,501,526        | \$4,291,543        | \$3,531,616        | \$4,934,373        |
| Difference from Total Revenue        | \$586,987          | \$338,124          | \$922,975          | <u>\$0</u>         |



# **Special Revenue Funds: Other Funds**

# Other Special Revenue Fund

FY24 Budget & Three-Year Budget Forecast **Projected Revenues and Expenditures** 

|                                      | FY24               | FY25               | FY26               | FY27               |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
|                                      | Budget             | Projected          | Projected          | Projected          |
| Revenues:                            |                    |                    |                    |                    |
| Special Education Reimburse.         | \$3,409,971        | \$3,409,971        | \$3,409,971        | \$3,409,971        |
| School Choice Revolving              | \$500,000          | \$500,000          | \$500,000          | \$500,000          |
| Building Use & Program Income        | \$450,000          | \$450,000          | \$450,000          | \$450,000          |
| Chapter 74 Program Revenue           | \$345,555          | \$345,000          | \$345,000          | \$345,000          |
| Educational Access Channel           | \$300,000          | \$300,000          | \$300,000          | \$300,000          |
| Athletics & Foley Stadium            | \$110,000          | \$110,000          | \$110,000          | \$110,000          |
| Adult Ed & GED Revenue               | \$85,000           | \$85,000           | \$85,000           | \$85,000           |
| Displaced Student Assistance         | <u>\$0</u>         | <u>\$0</u>         | <u>\$0</u>         | <u>\$0</u>         |
| Total Revenues                       | \$5,200,526        | \$5,199,971        | \$5,199,971        | \$5,199,971        |
|                                      |                    |                    |                    |                    |
| Expenditures (by object):            |                    |                    |                    |                    |
| Employee Salaries (91000)            | \$1,375,555        | \$1,416,822        | \$1,459,326        | \$1,503,106        |
| Supplies and Services (92000)        | \$3,709,971        | \$3,668,149        | \$3,625,645        | \$3,581,865        |
| Capital Equipment (93000)            | \$15,000           | \$15,000           | \$15,000           | \$15,000           |
| Fringe Benefits (96000)              | \$0                |                    |                    |                    |
| Employee Overtime (97000)            | <u>\$100,000</u>   | <u>\$100,000</u>   | <u>\$100,000</u>   | <u>\$100,000</u>   |
| Total Expenditures (by object)       | \$5,200,526        | \$5,199,971        | \$5,199,971        | \$5,199,971        |
| <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          | \$800,000          | \$800,000          | \$800,000          |
| Other School Services (3000)         | \$592,910          | \$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)              | <u>\$3,409,971</u> | <u>\$3,409,971</u> | <u>\$3,409,971</u> | <u>\$3,409,971</u> |
| Total Expenditures                   | \$5,200,526        | \$5,199,971        | \$5,199,971        | \$5,199,971        |
| Difference from Total Revenue        | <u>\$0</u>         | <u>\$0</u>         | <u>\$0</u>         | <u>\$0</u>         |



# **Special Revenue Funds: Other Funds**

#### **Special Education Reimbursement**

\$3,409,971

The state special education reimbursement program, commonly known as the circuit breaker program, was started in FY04 to provide additional state funding to districts for high-cost special education students. Circuit breaker reimbursements are for the district's prior year's expenses. The district uses funds in this account exclusively on an annual basis to offset costs within the Special Education out-of-district 500132-92000 account.

#### **School Choice Revolving Funds**

\$500,000

The inter-district school choice program under Massachusetts General Law 76, Section 12B allows families to enroll their children in schools in communities other than the city or town in which they reside. Tuition is paid by the sending district to the receiving district and deposited into a revolving fund to be used for the general purposes of the school choice program. The district has used the school choice revolving fund for instructional materials, textbooks, classroom furniture, and supplemental technology purchases in recent years.

#### **Building Use & Program Income**

\$450,000

Massachusetts General Law Chapter 40, Sections 3 and Chapter 71, Section 71E allows districts to collect revenue for the rental of school buildings in accordance with School Committee Item gb#1-204 (2021) and be deposited into a separate account to be used for the upkeep of rented facility or space, including custodial costs, utilities, ordinary repairs, and maintenance. In addition, several schools operate before or after-school programs for students. Fees collected for these programs are deposited into a separate account and used to pay expenses associated with the program at that school.

#### **Chapter 74 Program Revenue**

\$345,555

Massachusetts General Law Chapter 71, Section 17A, Chapter 74, Section 14B, and Chapter 44, Section 53E ½ allow vocational-technical programs to collect program revenue and place the funds in a separate account to support the program. Worcester Technical High School has revolving funds for automotive collision, automotive technology, carpentry, culinary arts, cosmetology, finance, graphic arts, machine technology, painting and design, and welding programs. South High Community School has automotive and culinary arts revolving funds.

#### **Educational Access Channel**

\$300,000

Massachusetts General Law Chapter 44, Section 53F <sup>3</sup>/<sub>4</sub> allows funds from a franchise agreement between a cable operator and the municipality. Monies in the fund support educational access to cable television services. The Worcester Public Schools use these funds to support the Worcester Education Access Channel.

#### **Athletics and Foley Stadium**

\$110,000

Massachusetts General Law Chapter 71, Section 47 allows funds from gate receipts for athletic events and concession stand sales at Berkshire Bank Field at Foley Stadium to be deposited into a fund to support the cost of athletic programs. These funds are used to offset costs within the 500122-92000 Athletic OM account.

#### **Adult Education and GED Revenue**

\$85,000

Massachusetts General Law Chapter 71, Section 71E allows funds for adult and continuing education programs to support the program. The Worcester Night Life Program is fully self-sustaining from program revenue.



### **Capital Improvement Plan**

# Capital Improvement Plan

Doherty Memorial High School Schematic Design Scheduled Opening September 2024



The Worcester Public Schools fiscal year 2024 Capital Improvement Plan (CIP) includes \$3.5 million in annual building rehabilitation projects and \$500,000 in annual capital equipment purchases. Also, the Worcester Public Schools set aside \$22.8 million between FY22 and FY24 from federal ESSER funds to address ventilation systems and other COVID-19-related building mitigation and renovation projects. This work is being done with the City of Worcester's Department of Energy and Asset Management Building Assessments.

The City Manager recommends a capital budget allocation for the entire city, including Worcester Public Schools. Capital Improvement Plan equipment and projects are paid for 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 FY23 was \$12.7 million. A multi-year history of the debt expenses is included in the Informational Section of this budget.

The CIP funds leverage funding from the Massachusetts School Building Authority (MSBA) for Accelerated Repair Projects (windows, roofs, and boiler projects). Worcester receives a 78% reimbursement from the MSBA for approved projects.

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



### **Capital Improvement Plan**

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

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

#### **2012 Completed Projects**

Nelson Place School – Major Renovation or Replacement Project





#### Nelson Place School 1927-2017

# Nelson Place School Opened August 2017

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



### MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS

#### **2014 Completed Projects**

South High Community School –Replacement Project





**South High Community School** 1978-2021

South High Community School (2021) Photo: Lamoureux Pagano Associates

### **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 (school replacement) Construction in progress for 2024-2025 school year.



**Current Building** 



**New Building Schematic** 

### **MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) PROJECTS**

#### **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 Completed Project (2020 Construction)**

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

#### 2019 Completed 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 Completed Projects (2021-2022 Construction)

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

#### **2023 Submitted Project**

• Burncoat High School has been submitted to the Massachusetts School Building Authority (MSBA) for major renovation or replacement consideration as the district's current

Burncoat High School – Constructed in 1964

#### **Priority 1 Project for Major Renovation or Replacement**





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

|                               |           | Planned     |                    |             |              |                     |
|-------------------------------|-----------|-------------|--------------------|-------------|--------------|---------------------|
|                               | Submittal | Replacement |                    | Estimated   | Estimated    | Estimated           |
| School                        | Year      | Year        | Proposed Project   | City Share  | MSBA Share   | <b>Project Cost</b> |
| MSBA Paused ARP Projects      | 2023      |             |                    | \$0         | \$0          | \$0                 |
| Total Project Costs           |           |             |                    | \$0         | \$0          | \$0                 |
|                               |           |             |                    |             |              |                     |
| Gates Lane                    | 2024      | 2025        | Boiler Replacement | \$700,000   | \$2,800,000  | \$3,500,000         |
| Union Hill School             | 2024      | 2025        | Roof Replacement   | \$600,000   | \$2,400,000  | \$3,000,000         |
| Wawecus Road                  | 2024      | 2025        | Roof Replacement   | \$500,000   | \$2,000,000  | \$2,500,000         |
| Total Project Costs           |           |             |                    | \$1,800,000 | \$7,200,000  | \$9,000,000         |
|                               |           |             |                    |             |              |                     |
| Rice Square                   | 2025      | 2026        | Roof Replacement   | \$700,000   | \$2,800,000  | \$3,500,000         |
| Total Project Costs           |           |             |                    | \$700,000   | \$2,800,000  | \$3,500,000         |
|                               |           |             |                    |             |              |                     |
| Elm Park Community School     | 2026      | 2027        | Roof Replacement   | \$1,000,000 | \$4,000,000  | \$5,000,000         |
| Total Project Costs           |           |             |                    | \$1,000,000 | \$4,000,000  | \$5,000,000         |
|                               |           |             |                    |             |              |                     |
| University Park Campus School | 2027      | 2028        | Roof Replacement   | \$1,000,000 | \$4,000,000  | \$5,000,000         |
| Canterbury Street School      | 2027      | 2028        | Roof Replacement   | \$600,000   | \$2,400,000  | \$3,000,000         |
| Total Project Costs           |           |             |                    | \$1,600,000 | \$6,400,000  | \$8,000,000         |
| Grand Total Project Costs     |           |             |                    | \$5,100,000 | \$20,400,000 | \$25,500,000        |

This plan is subject to change based on the 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.

# **Five-Year Building Renovation Budget Plan**

|                                     |  | Estimated City          | Estimated               | Estimated                | Estimated Total              |
|-------------------------------------|--|-------------------------|-------------------------|--------------------------|------------------------------|
| School                              | Repair/Replacement Projects            | Share                   | MSBA Share              | ESSER Share              | Project Cost                 |
| 2023-2024                           |  |                         |                         |                          |                              |
| Various Locations To be Determined  | Ventilation Systems Upgrades           |                         |                         | \$10,234,856             | \$10,234,856                 |
| Mill Swan Head Start                | Modular Unit Demolition                | \$600,000               |                         |                          | \$600,000                    |
| Worcester East Middle               | Bathroom Renovations                   | \$600,000               |                         |                          | \$600,000                    |
| Burncoat High School                | Upgrades for NEASC Acceditation Status | \$600,000               |                         |                          | \$600,000                    |
| Forest Grove Middle                 | Replace Chillers and Compressors       | \$500,000               |                         |                          | \$500,000                    |
| Claremont Academy                   | Repair Front Entry & Driveway          | \$400,000               |                         |                          | \$400,000                    |
| North High                          | Replace Chillers and Compressors       | \$350,000               |                         |                          | \$350,000                    |
| Various Locations                   | Paving                                 | \$150,000               |                         |                          | \$150,000                    |
| Administration/Engineering          |  | <u>\$300,000</u>        | <u>\$0</u>              | <u>\$0</u>               | \$300,000                    |
| 2023-2024 Projects                  |  | \$3,500,000             | \$0                     | \$10,234,856             | \$13,734,856                 |
|                                     |  |                         |                         |                          |                              |
| 2024-2025                           |  |                         |                         |                          |                              |
| Gates Lane                          | Boiler Replacement                     | \$700,000               | \$2,800,000             |                          | \$3,500,000                  |
| Union Hill School                   | Roof Replacement                       | \$600,000               | \$2,400,000             |                          | \$3,000,000                  |
| Wawecus Road School                 | Roof Replacement                       | \$500,000               | \$2,000,000             |                          | \$2,500,000                  |
| Burncoat High                       | Fire Alarm Replacement                 | \$750,000               |                         |                          | \$750,000                    |
| Various                             | Intercom System Replacements           | \$400,000               |                         |                          | \$400,000                    |
| Thorndyke Road                      | Cafeteria Floor Replacement            | \$100,000               |                         |                          | \$100,000                    |
| Various Locations                   | Upgrade Building Controls              | \$100,000               |                         |                          | \$100,000                    |
| Various Locations                   | Inclusive Bathroom Upgrades            | \$100,000               |                         |                          | \$100,000                    |
| Administration/Engineering          |  | <u>\$250,000</u>        | <u>\$0</u>              | <u>\$0</u>               | \$250,000                    |
| 2024-2025 Projects                  |  | \$3,500,000             | \$7,200,000             | \$0                      | \$10,700,000                 |
|                                     |  |                         |                         |                          |                              |
|                                     |  | 5.11 1.161              |                         |                          |                              |
| School                              | Repair/Replacement Projects            | Estimated City<br>Share | Estimated<br>MSBA Share | Estimated<br>ESSER Share | Estimated Total Project Cost |
| 2025-2026                           | Repair/Replacement Flojects            | Silate                  | WISBA SHare             | L33LN 3Hare              | Project Cost                 |
| Rice Square                         | Roof Replacement                       | \$700,000               | \$2,800,000             |                          | \$3,500,000                  |
| Sullivan Middle                     | Replace Boilers                        | \$750,000               | \$2,800,000             |                          | \$3,300,000                  |
| Burncoat Middle                     | Bathroom Renovations                   | \$500,000               |                         |                          | \$500,000                    |
|                                     |  | \$550,000               |                         |                          | \$500,000                    |
| Canterbury Street Various Locations | Replace Boilers                        | \$400,000               |                         |                          | \$400,000                    |
| Lincoln Street                      | Intercom System Replacements           | \$200,000               |                         |                          | \$200,000                    |
|                                     | Front Parking & Walkway Repair         |                         |                         |                          | \$200,000                    |
| Thorndyke                           | Cafeteria Floor Replacement            | \$100,000               | 4.0                     | <b>^</b> ^               | ¢200.00                      |
| Administration/Engineering          |  | \$300,000               | <u>\$0</u>              | <u>\$0</u>               | \$300,000                    |

# **Five-Year Building Renovation Budget Plan**

|                              | \$3,500,000   | \$6,400,000                  | <b>\$0</b>                   | \$8,000,00                   |
|------------------------------|---|------------------------------|------------------------------|------------------------------|
|                              | \$100,000   | 4                            |                              | 4                            |
| Cameras / Security           | \$100,000   |                              |                              |                              |
| Bathroom Renovations         | \$500,000   |                              |                              |                              |
| Bathroom Renovations         | \$600,000   |                              |                              |                              |
| Bathroom Renovations         | \$600,000   |                              |                              |                              |
| Roof Replacement             | \$600,000   | \$2,400,000                  |                              | \$3,000,00                   |
| Roof Replacement             | \$1,000,000   | \$4,000,000                  |                              | \$5,000,00                   |
|                              |   |                              |                              |                              |
|                              | \$3,500,000   | \$4,000,000                  | \$0                          | \$6,950,00                   |
|                              |   |                              |                              | \$300,00                     |
| Cameras / Security           |   | 4.5                          |                              | 4000                         |
|                              |   |                              |                              |                              |
|                              |   |                              |                              |                              |
| Replace Boilers              |   |                              |                              | \$500,00                     |
| Bathroom Renovations         | \$550,000   |                              |                              | \$550,00                     |
| Intercom System Replacements | \$600,000   |                              |                              | \$600,00                     |
| Roof Replacement             | \$1,000,000   | \$4,000,000                  |                              | \$5,000,00                   |
|                              | Intercom System Replacements Bathroom Renovations Replace Boilers Building Controls Paving Cameras / Security  Roof Replacement Roof Replacement Bathroom Renovations Bathroom Renovations Bathroom Renovations | Intercom System Replacements | Intercom System Replacements | Intercom System Replacements |



# **Proposed FY24 Capital Equipment Budget**

The Fiscal Year 2024 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 replace equipment that has reached the end of its useful life.

#### FY24 Capital Equipment Budget:

For FY24, 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) \$125,000
Technology Infrastructure \$175,000
Total \$500,000

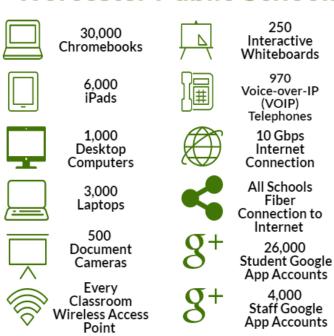
#### **Technology Plan:**

The COVID-19 pandemic required the district to quickly become a 1:1 district with technology. Using a variety of local, state, and federal funds, the district purchased additional Chromebooks, iPads, and chargers during the pandemic. The district applied for and received Emergency Connectivity Funds (ECF) that allowed the purchase of 23,000 Chromebooks and 8,000 hotspots. In addition, the district purchased 2,700 MacBook Airs for teachers.

Supporting this new level of technology will be a challenge going forward with the current level of resources. To remain 1:1, the total number of devices needed has to exceed the number of students by 25% to 35%. Schools need spare devices on hand for student use. In addition, they need spare Chromebooks readily available for new students throughout the year. Also, spare Chromebooks are needed when student Chromebooks are in various stages of repair, including waiting to be diagnosed, parts ordered, parts replaced, and devices to be returned to schools. The district needs to have approximately 10,000 extra Chromebooks to meet this need.

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





# **Five-Year Capital Equipment Budget Plan**

| Area                              | 2023-24   | 2024-25   | 2025-26   | 2026-2027 | 2026-27   | 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 Equipment                 | \$125,000 | \$125,000 | \$125,000 | \$125,000 | \$125,000 | \$625,000    |
| Information Technology            |           |           |           |           |           |              |
| Infrastructure Replacement        | \$175,000 | \$175,000 | \$175,000 | \$175,000 | \$175,000 | \$875,000    |
| 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 fleet maintenance and school bus equipment to support new leased vehicles, current vehicle needs, and the transition to additional vehicles operated by the district. The following is the current school bus inventory:

|                                     | Ownership | )                    |   |
|-------------------------------------|-----------|----------------------|---|
| Vehicle Category                    | Status    | Location             | Inventory Details (Quantity/Model Year) |
|                                     |           |                      | 2/2008, 4/2010, 4/2011,1/2012,          |
| 27 Mid-Size School Buses            | Own       | 115 Northeast Cutoff | 14/2014, 2/2018                         |
| 30 Mid-Size School Buses            | Lease     | 115 Northeast Cutoff | 8/2017, 12/2018, 10/2020                |
| 113 71-Passenger Buses              | Lease     | 115 Northeast Cutoff | 13/2019. 100/2023                       |
| 3 77-Passenger Buses                | Own       | 115 Northeast Cutoff | 1/2019, 2/2020                          |
|                                     |           |                      | 2/2009, 2/2011, 1/2014, 1/2015,         |
| 12 Pupil Vans                       | Own       | 115 Northeast Cutoff | 5/2016, 1/2017                          |
| 1 Box Truck                         | Own       | 115 Northeast Cutoff | 1999                                    |
| 1 Pickup Truck with Plow and Sander | Own       | 115 Northeast Cutoff | 2005                                    |



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

|  | Ownership |                                 |   |
|--|-----------|---------------------------------|---|
| Vehicle Category                         | Status    | Location                        | Inventory Details (Quantity/Model Year) |
|  |           |                                 | 1/1999, 2/2004, 1/2005, 1/2009, 1/2013, |
| 17 Pickup/Dump Trucks with Plow & Sander | Own       | Foley Stadium (Utility Crew)    | 1/2014, 1/2016, 1/2017, 3/2019, 2/2022  |
| 1 Pickup Truck with Plow and Sander      | Own       | Worcester Technical High School | 2006                                    |
| 3 Pickup/Rack Trucks with Plow & Sander  | Own       | 115 Northeast Cutoff            | 1/2006, 1/2018, 2/2018, 1/2019, 2/2022  |
| 1 Delivery Truck                         | Own       | Maintenance (Utility Crew)      | 1999                                    |
| 1 Delivery Van                           | Own       | Maintenance (Utility Crew)      | 2010                                    |
| 2 Utility Vehicles                       | Own       | Maintenance (Utility Crew)      | 1/1996, 1/2014, 1/2022                  |
| 1 Utility Vehicle                        | Own       | Burncoat High School            | 2022                                    |
| 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 Utility Vehicle                        | Own       | Chandler Magnet                 | 2022                                    |
| 1 Backhoe                                | Own       | Maintenance (Utility Crew)      | 1997                                    |
| 1 Loader/Sweeper                         | Own       | South High School               | 2022                                    |



# **Overall Capital Improvement Plan Budget Plan**

|                                  | Budget       | Forecast     | Forecast    | Forecast    | Forecast     | Total        |
|----------------------------------|--------------|--------------|-------------|-------------|--------------|--------------|
| Funding Source                   | 2023-2024    | 2024-2025    | 2025-2026   | 2026-2027   | 2027-2028    | Projects     |
| City Borrowed Funds              | \$4,000,000  | \$4,000,000  | \$4,000,000 | \$4,000,000 | \$4,000,000  | \$20,000,000 |
| MSBA                             | \$0          | \$7,200,000  | \$2,800,000 | \$4,000,000 | \$6,400,000  | \$20,400,000 |
| Federal ESSER Funds              | \$10,234,856 | \$0          | \$0         | \$0         | \$0          | \$10,234,856 |
| Total Funding Sources            | \$14,234,856 | \$11,200,000 | \$6,800,000 | \$8,000,000 | \$10,400,000 | \$50,634,856 |
|                                  |              |              |             |             |              |              |
| Expenditures (by category)       |              |              |             |             |              |              |
| Facilities Capital Equipment     | \$200,000    | \$200,000    | \$200,000   | \$200,000   | \$200,000    | \$1,000,000  |
| Renovation Projects at Schools   | \$13,734,856 | \$10,700,000 | \$6,300,000 | \$7,500,000 | \$9,900,000  | \$48,134,856 |
| Student Transportation Equipment | \$125,000    | \$125,000    | \$125,000   | \$125,000   | \$125,000    | \$625,000    |
| Technology Equipment             | \$175,000    | \$175,000    | \$175,000   | \$175,000   | \$175,000    | \$875,000    |
| Total Capital Improvement Plan   | \$14,234,856 | \$11,200,000 | \$6,800,000 | \$8,000,000 | \$10,400,000 | \$50,634,856 |

# Our teacher became a U.S. President

John Adams

# Our student was the father of modern rocketry





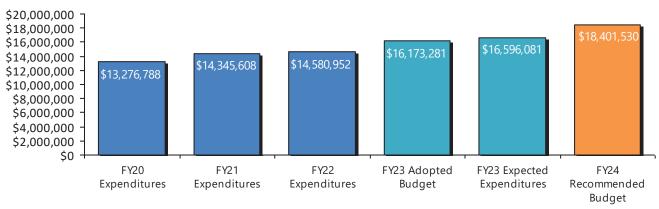
|              | BUDGET S                           | SUMMARY BY         | ACCOUNT          |                    |                    |              |
|--------------|------------------------------------|--------------------|------------------|--------------------|--------------------|--------------|
|              |                                    | FY23 to FY24       |                  |                    |                    |              |
|              |                                    | FY23               | FY23             | FY24               | \$                 | %            |
| Account      | Account Title                      | <u>Adopted</u>     | Expected         | Recommended        | <u>Change</u>      | Change       |
| 500-91110    | Administration Salaries            | \$16,173,281       | \$16,596,081     | \$18,401,530       | \$2,228,250        | 13.8%        |
| 500-91111    | Teacher Salaries                   | \$203,401,816      | \$202,382,716    | \$220,485,055      | \$17,083,239       | 8.4%         |
| 500-91112    | School Committee Salaries          | \$101,880          | \$101,880        | \$126,467          | \$24,587           | 24.1%        |
| 500-91114    | Classroom Substitutes Salaries     | \$1,894,737        | \$3,090,991      | \$5,590,290        | \$3,695,553        | 195.0%       |
| 500-91115    | Instructional Assistants Salaries  | \$12,031,054       | \$13,247,228     | \$17,426,751       | \$5,395,697        | 44.8%        |
| 500-91116    | Athletic Coach Salaries            | \$776,243          | \$701,093        | \$913,820          | \$137,577          | 17.7%        |
| 540-91117    | Transportation Salaries            | \$14,700,482       | \$11,354,816     | \$15,156,338       | \$455,856          | 3.1%         |
| 500-91118    | Supplemental Program Salaries      | \$1,239,530        | \$1,110,021      | \$1,951,561        | \$712,032          | 57.4%        |
| 500-91119    | Custodial Salaries                 | \$8,051,779        | \$7,062,686      | \$8,193,731        | \$141,952          | 1.8%         |
| 500-91120    | Maintenance Services Salaries      | \$2,194,744        | \$1,441,161      | \$2,441,082        | \$246,338          | 11.2%        |
| 500-91121    | Administrative Clerical Salaries   | \$3,937,942        | \$3,859,075      | \$4,729,910        | \$791,969          | 20.1%        |
| 500-91122    | School Clerical Salaries           | \$2,629,038        | \$2,410,426      | \$2,692,532        | \$63,494           | 2.4%         |
| 500-91123    | Non-Instructional Support Salaries | \$3,736,366        | \$3,506,061      | \$5,118,721        | \$1,382,355        | 37.0%        |
| 540-91124    | Crossing Guard Salaries            | \$472,627          | \$449,331        | \$478,566          | \$5,939            | 1.3%         |
| 500-91133    | School Nurses Salaries             | \$6,901,216        | \$6,237,407      | \$6,961,351        | \$60,135           | 0.9%         |
| 500-91134    | Educational Support Salaries       | \$2,048,487        | \$1,901,232      | \$3,515,224        | \$1,466,737        | 71.6%        |
| 540-97201    | Transportation Overtime            | \$907,348          | \$1,857,595      | \$943,641          | \$36,294           | 4.0%         |
| 500-97203    | Custodian Overtime                 | \$1,300,000        | \$2,152,576      | \$1,352,000        | \$52,000           | 4.0%         |
| 500-97204    | Maintenance Services Overtime      | \$100,000          | \$43,556         | \$100,000          | \$0                | 0.0%         |
| 500-97205    | Support Overtime                   | \$200,000          | <u>\$353,686</u> | \$208,000          | \$8,000            | 4.0%         |
|              | Salary Total                       | \$282,798,569      | \$279,859,618    | \$316,786,573      | \$33,988,004       | 12.0%        |
|              |                                    |                    |                  |                    |                    |              |
| 500101-96000 | Retirement                         | \$21,595,715       | \$21,558,410     | \$23,973,502       | \$2,377,787        | 11.0%        |
| 540103-92000 | Transportation                     | \$5,938,697        | \$6,115,706      | \$5,130,725        | -\$807,972         | -13.6%       |
| 500122-92000 | Athletics Ordinary Maintenance     | \$476,346          | \$476,346        | \$481,058          | \$4,712            | 1.0%         |
| 500123-96000 | Health Insurance                   | \$57,513,385       | \$56,086,661     | \$59,254,371       | \$1,740,986        | 3.0%         |
| 500129-92000 | Workers Compensation               | \$2,238,447        | \$2,213,156      | \$2,288,929        | \$50,482           | 2.3%         |
| 500130-92000 | Personal Services                  | \$1,919,679        | \$2,009,138      | \$2,806,962        | \$887,283          | 46.2%        |
| 500132-92000 | Special Education Tuition          | \$20,622,330       | \$20,253,785     | \$20,996,904       | \$374,574          | 1.8%         |
| 500-92204    | Instructional Materials            | \$3,666,774        | \$3,816,774      | \$4,183,962        | \$517,188          | 14.1%        |
| 500136-92000 | Miscellaneous Education OM         | \$5,876,124        | \$7,591,107      | \$8,827,565        | \$2,951,441        | 50.2%        |
| 500137-96000 | Unemployment Compensation          | \$371,247          | \$604,899        | \$476,491          | \$105,244          | 28.3%        |
|              | Building Utilities                 | \$7,163,652        | \$8,690,181      | \$7,986,266        | \$822,614          | 11.5%        |
| 500152-92000 | Facilities Department OM           | <u>\$7,621,187</u> | \$8,068,894      | <u>\$9,499,814</u> | <u>\$1,878,627</u> | <u>24.7%</u> |
|              | Non-Salary Total                   | \$135,003,583      | \$137,485,057    | \$145,906,549      | \$10,902,966       | 8.1%         |
|              | WPS General Fund                   | \$417,802,153      | \$417,344,675    | \$462,693,121      | \$44,890,970       | 10.7%        |
|              | Grant Programs                     | \$85,673,927       | \$85,673,927     |                    | -\$17,240,274      |              |
|              | Child Nutrition Program            | \$15,220,847       | \$15,220,847     | \$15,677,472       | \$456,625          | 3.0%         |
|              | Other Special Revenue              | \$4,934,373        | \$4,934,373      | \$5,200,526        | \$266,153          | 5.4%         |
|              | Total All Sources                  |                    | \$523,173,822    | \$552,004,772      |                    | 5.4%         |



# **Administration Salaries**

| Fund Code: 500-91110 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$16.173.281           | \$16.596.081                 | \$18.401.530                  | 14%                                |
| Grant Sources        | \$533,695              | \$620,510                    | \$1,360,176                   | 155%                               |
| Total                | \$16,706,976           | \$17,216,591                 | \$19,761,706                  | 18%                                |

#### **Account Financial Summary**



The Administration Salaries account represents three specific groups of district leadership: District, Teaching & Learning, and School-Based. The staff that is included in this account ensures students have access to high-quality, rigorous, and personalized learning experiences, allowing them to gain a holistic set of skills while supported by a network including families and the community that will enable them to realize their personal, academic, and professional goals.

|                                       | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|---------------------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. District Administration            | \$1,689,088            | \$1,730,009                  | \$2,366,616                   | 40%                                |
| B. Teaching & Learning Administration | \$3,148,557            | \$3,332,974                  | \$4,204,137                   | 34%                                |
| C. School Based Administration        | \$11,335,636           | \$11,533,098                 | \$11,830,778                  | 4%                                 |
| Total                                 | \$16,173,281           | \$16,596,081                 | \$18,401,530                  | 14%                                |



# **Administration Salaries**

FY23 Adopted FY23 Expected Recommended From Current Budget Expenditure Budget Budget

A. District Administration \$1,689,088 \$1,730,009 \$2,366,616 40%

District Administration includes the following (16) positions: Superintendent, Deputy Superintendent - Chief Operating and Financial Officer, Assistant to the Superintendent & Clerk to the School Committee, Chief Communications Officer, Chief People Officer, Director of Human Resources (3), Chief Equity Officer, Director of Recruitment & Cultivation, Information Technology Officer, Assistant Director of Information Technology and Budget Director. The following positions have been reallocated to this line item; Grant Director), Director of Payroll, Procurement & Accounts Payable (500-91123, Line A), and Director of School Safety (500-91123, Line C). The FY24 budget includes the addition of the Chief Communications Officer (added during FY23) and two Directors of Human Resources. The Grant Director is grant funded. The functions of these positions include providing district leadership, promoting an engaged workforce, creating strong community partnerships, strategic planning, 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**

\$3,148,557

\$3,332,974

\$4,204,137

34%

Teaching & Learning Administration oversees, supports, and coordinates activities for developing and implementing programs and services, including instructional leadership, curriculum, and staff development. This line includes the following (35) positions: Assistant Superintendent, Executive Directors of Instruction & School Leadership (4), Director of Special Education and Intervention Services, Supervisors of Special Education and Intervention Services (4) Supervisor of Early Childhood, Director and Assistant Director of Curriculum and Professional Learning, Director and Assistant Director of Instructional Technology & Digital Learning, Director of School and Student Performance, Director and Assistant Athletic Director, Chief Academic Support Officer, Director & Assistant Director of Multilingual Programs, Supervisors of English Language Learners (4), Director of School Climate & Culture, Administrative Director of Positive Youth Development, Family & Community Engagement Directors (2), Student Assignment Officer, Administrative Director of College & Career Readiness, Early College Director, Assistant Director of Social Emotional Learning (2), and the Coordinator of McKinney Vento Services. Grants (Including ESSER) fund 3 positions in this line item, Director of Curriculum and Professional Learning, Supervisor of Special Education and Intervention Services (1), and Director of School Climate & Culture. The Student Assignment Officer is also funded partially through the general fund and grants. The FY24 budget includes the addition of the Director of School Climate & Culture. The following positions were added during FY23; Chief Academic Support Officer, Administrative Director of Positive Youth Development, Family & Community Engagement Directors (2), and Administrative Director of College & Career Readiness, and Early College Director. The FY24 budget eliminates the following positions; Assistant Director of Special Education & Intervention Services (2), Supervisor of Translation, Director of Social and Emotional Learning, and School Turnaround Manager.



# **Administration Salaries**

#### C. School Based Administration

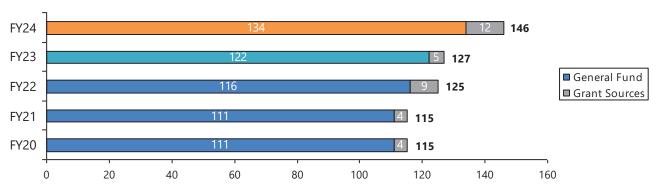
\$11,335,636

\$11,533,098

\$11,830,778

4%

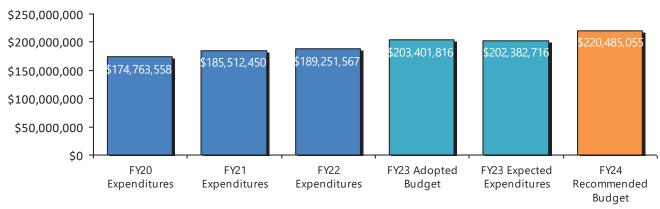
School-Based Administration provides direct leadership for the schools. They work directly with the Teaching & Learning Administration to collaborate to provide the necessary services and instruction for students. This line includes the following (94) positions: Elementary Principals (33) including an Associate Principal at Wawecus Road School, Secondary Principals (11), Secondary Assistant Principals (35), Dean of Students (5), Alternative Program Coordinators (3), Principal of New Citizen Center, Special Education Coordinators (2), and Directors of Technical Education (2), Director of Innovative Pathways, and Director of Alternative Programs. Grants (Including ESSER) fund 6 positions in this line item, including the Director of Alternative Programs, Secondary Assistant Principal at University Park, and Dean of Students (4). The FY24 budget includes the addition of an Associate Principal, Director of Alternative Programs, Secondary Assistant Principals (2), and Dean of Students (5), one position was added during FY23. The FY24 budget eliminates the following positions; Coordinator of Alternative Education Program (1), and the Principal for the Dual Language.





| Fund Code: 500-91111 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$203.401.816          | \$202.382.716                | \$220.485.055                 | 8%                                 |
| Grant Sources        | \$17,429,237           | \$17,821,756                 | \$11,671,865                  | -33%                               |
| Total                | \$220,831,053          | \$220,204,472                | \$232,156,920                 | 5%                                 |

### **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 on these individual disciplines is included on the following pages.

|                               | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Elementary Teachers        | \$64,593,857           | \$64,698,479                 | \$66,545,085                  | 3%                                 |
| B. Secondary Teachers         | \$68,755,663           | \$69,454,214                 | \$73,288,620                  | 7%                                 |
| C. Student Support Services   | \$9,784,417            | \$9,868,119                  | \$10,455,658                  | 7%                                 |
| D. Special Education Teachers | \$44,745,284           | \$43,813,153                 | \$51,659,426                  | 15%                                |
| E. English Language Learners  | \$15,522,595           | \$14,548,751                 | \$18,536,266                  | 19%                                |
| Total                         | \$203,401,816          | \$202,382,716                | \$220,485,055                 | 8%                                 |



|                        |              |               | FY24         | % Change     |
|------------------------|--------------|---------------|--------------|--------------|
|                        | FY23 Adopted | FY23 Expected | Recommended  | From Current |
|                        | Budget       | Expenditure   | Budget       | Budget       |
| A. Elementary Teachers | \$64,593,857 | \$64,698,479  | \$66,545,085 | 3%           |

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 (Including ESSER) fund 58 positions in this line item, including three 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 20.0 students per teacher. The FY24 budget reallocates the following FY23 additions of 1 non-teaching Assistant Principal, 2 focused instructional coaches, and 1 health & safety teacher to the general fund from ESSER funds. The FY24 budget includes the addition of 1 dual language teacher. This new position will be initially funded through ESSER. The FY24 budget reflects the reallocation of all elementary dual language teachers from the English Language Learner Line E.

#### **B. Secondary Teachers** \$68,755,663 \$69,454,214 \$73,288,620 7%

Secondary staffing includes grades seven through twelve in the district's secondary and alternative schools. This staffing includes but is not limited to, English language arts, mathematics, history, science, chapter 74, world language, focused instructional coaches, guidance, assessments, and enrichment specific to secondary teachers. Grants (Including ESSER) fund 49 positions 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 FY24 budget reallocates the following FY23 additions of 3 English language arts, 3 history, 2 mathematics, 1 science, 2 theater, 1 world language, 2 innovation pathway coordinators, 1 marketing, 1 chapter 74, and 1 focus instructional coach to the general fund from ESSER funds. The FY24 budget includes the addition of the following teachers: 10 content teachers, 1 English language arts, 2 mathematics, 1 media arts, 1 social studies for dual language, 2 student support, and 3 chapter 74 teachers. With the exception of the 10 content teachers, all new positions will be initially funded through ESSER.

#### **C. Student Support Services** \$9,784,417 \$9,868,119 \$10,455,658 7%

Student Support staffing includes all grade levels throughout the district for 95 school adjustment counselors and 35 school psychologists. Grants (Including ESSER) fund 9 positions 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 FY24 budget reallocates the FY23 addition of 12 school adjustment counselors to the general fund from ESSER. The FY24 budget includes the addition of 3 school adjustment counselors and 5 school psychologists. These new positions will be initially funded through ESSER.

#### **D. Special Education Teachers** 15% \$44,745,284 \$43,813,153 \$51,659,426

Special Education staffing includes all grade throughout the district to ensure students with disabilities are provided with 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 (Including ESSER) fund 15 positions in this line item. The FY24 budget reallocates the FY23 addition of the addition of 6 focused instructional coaches and 47 additional school-based teaching positions to the general fund from ESSER. The FY24 budget includes the addition of 10 additional school-based teaching positions to address student needs, 6 preschool teachers, and 5 board-certified behavioral analysts (BCBA). With the exception of the 10 school-based teachers, all new positions will be initially funded through ESSER.



#### **E. English Language Learners**

\$15,522,595

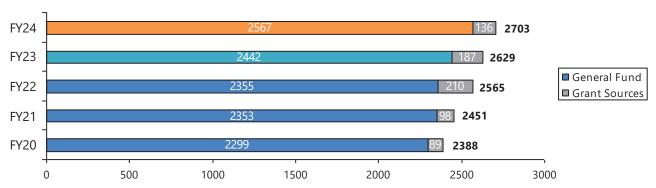
\$14,548,751

\$18,536,266

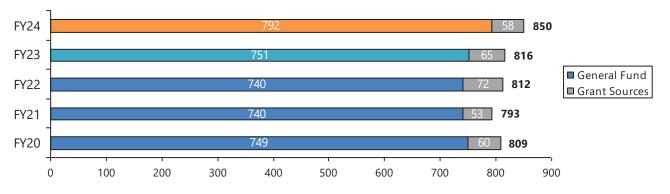
19%

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, transitional bilingual, and focused instructional coaches. Grants fund 6 positions in this line item. Staffing levels follow the district's resource allocation guidelines and may be annually reallocated. The FY24 budget reallocates the FY23 addition of 1 focused instructional coach and 12 teaching positions to the general fund from ESSER. The FY24 budget includes 10 new school-based teaching positions. The FY23 budget also reallocates elementary dual language teaching staff to Elementary Teachers Line A.

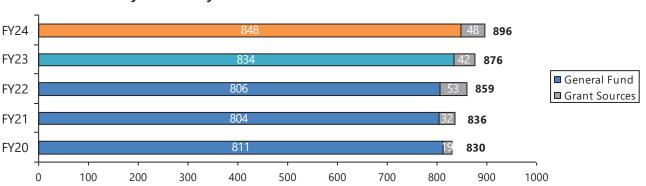
#### **Account Position Summary**



#### **Position Summary - Elementary Teachers**

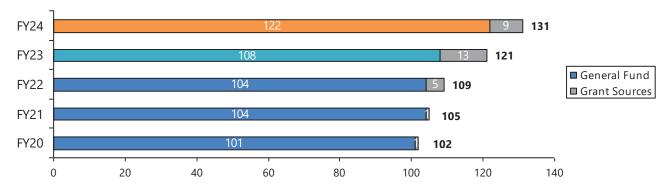


#### **Position Summary - Secondary Teachers**

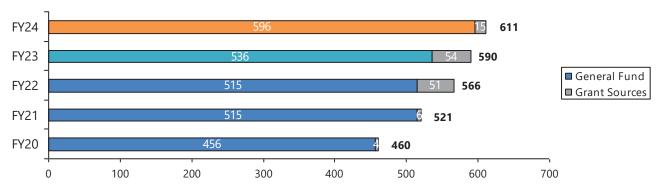




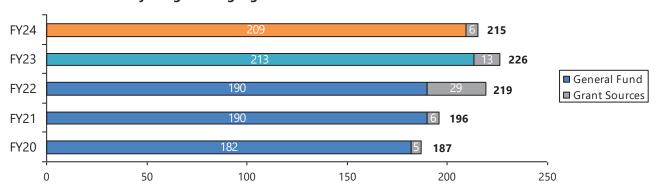
#### **Position Summary - Student Support Services**



### **Position Summary - Special Education Teachers**



#### **Position Summary - English Language Learner**

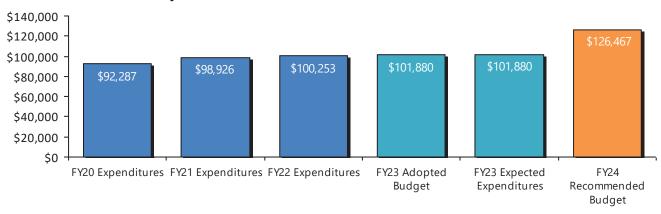




# **School Committee Salaries**

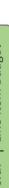
| Fund Code: 500-91112 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$101.880              | \$101.880                    | \$126.467                     | 24%                                |
| Grant Sources        | \$0                    | \$0                          | \$0                           | 0%                                 |
| <u>Total</u>         | \$101,880              | \$101,880                    | \$126,467                     | 24%                                |

#### **Account Financial Summary**



This account provides the salaries of six selected members of the Worcester School Committee (and eight members elected January 1, 2024). There are currently six members, however, the next election, will include two additional members going forward. 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 the Worcester City Council. Salary rates change in even-numbered years based on the preceding 12 months of the Consumer Price Index. The Mayor serves as the Chair of the School Committee, and the salary is funded by the municipal budget.

|                              | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|------------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. School Committee Salaries | \$101,880              | \$101,880                    | \$126,467                     | 24%                                |
| Total                        | \$101,880              | \$101,880                    | \$126,467                     | 24%                                |

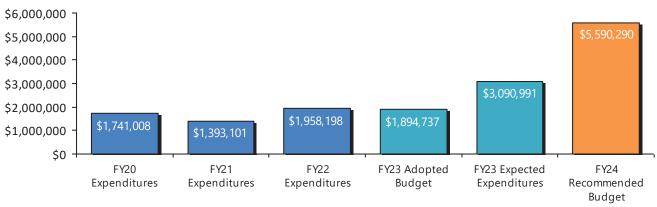




# **Classroom Substitutes Salaries**

| Fund Code: 500-91114 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$1.894.737            | \$3.090.991                  | \$5.590.290                   | 195%                               |
| Grant Sources        | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                | \$1,894,737            | \$3,090,991                  | \$5,590,290                   | 195%                               |

### **Account Financial Summary**



Teacher substitutes provide coverage for the instructional staff absent due to illness, leave, or attending professional development. This account provides daily coverage and longer-term coverage of authorized leave of absence. This account also provides for various system-wide classroom coverage provided by instructional assistants. The FY24 budget continues funding for six long-term substitutes to cover classrooms for existing staff to participate in the administrator diversity pipeline program. The FY24 budget restores the day-by-day substitute positions and continues the 70 full-time building substitute positions that began in FY22. The FY24 budget reallocates from ESSER hold harmless funds to the general fund budget for the building substitute positions.

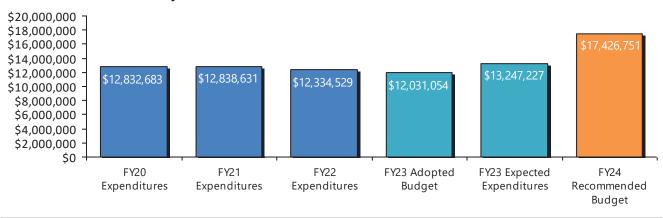
|                                   | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Long Term Substitutes          | \$1,476,737            | \$1,511,873                  | \$1,578,896                   | 7%                                 |
| B. Day-By-Day Substitutes         | \$0                    | \$411,466                    | \$418,000                     | 100%                               |
| C. Contractual Classroom Coverage | \$418,000              | \$474,615                    | \$435,600                     | 4%                                 |
| D. Building Substitutes           | \$0                    | \$693,037                    | \$3,157,794                   | 100%                               |
| Total                             | \$1,894,737            | \$3,090,991                  | \$5,590,290                   | 195%                               |



# **Instructional Assistants Salaries**

| Fund Code: 500-91115 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$12.031.054           | \$13.247.227                 | \$17.426.751                  | 45%                                |
| Grant Sources        | \$7,840,069            | \$8,058,617                  | \$6,294,308                   | -20%                               |
| Total                | \$19,871,123           | \$21,305,844                 | \$23,721,059                  | 19%                                |

#### **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 instructional assistant positions. More detail on these individual disciplines is included on the following pages.

|   | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|---|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Special Education Assistants         | \$9,919,634            | \$9,912,260                  | \$12,311,368                  | 24%                                |
| B. English Language Learners Assistants | \$250,984              | \$125,492                    | \$260,564                     | 4%                                 |
| C. Kindergarten Assistants              | \$0                    | \$1,474,531                  | \$2,754,530                   | 100%                               |
| D. Other Support Assistants             | \$1,860,436            | \$1,734,944                  | \$2,100,290                   | 13%                                |
| E. Climate & Culture Specialist         | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                                   | \$12,031,054           | \$13,247,227                 | \$17,426,751                  | 45%                                |



# **Instructional Assistants Salaries**

|                                 |              |               | FY24         | % Change     |
|---------------------------------|--------------|---------------|--------------|--------------|
|                                 | FY23 Adopted | FY23 Expected | Recommended  | From Current |
|                                 | Budget       | Expenditure   | Budget       | Budget       |
| A. Special Education Assistants | \$9,919,634  | \$9,912,260   | \$12,311,368 | 24%          |

Current regulations mandate pupil/teacher/assistant ratios in special education classrooms. Special education instructional assistants (569) work with classroom and special education teachers to implement required student services, and assist students. Grants fund 188 positions in this line item. The FY24 budget includes the addition of 12 instructional assistants and will be initially funded through ESSER.

| B. English Language Learners Assistants    | \$250,984                   | \$125,492      | \$260,564        | 4%          |
|--|-----------------------------|----------------|------------------|-------------|
| English Language learner instructional ass | istants (9) provide support | to alternative | locations and du | al language |

English Language learner instructional assistants (8) provide support to alternative locations and dual-language programs.

#### **C. Kindergarten Assistants** \$0 \$1,474,531 \$2,754,530 100%

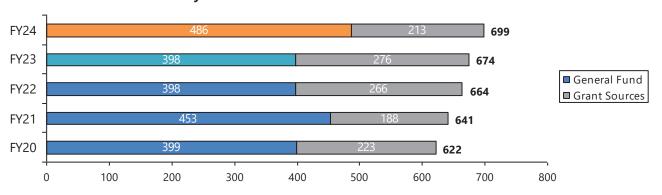
Kindergarten instructional assistants provide support to 73 classrooms throughout the district. These positions are assigned annually. The FY24 budget reallocates from ESSER hold harmless funds to the general fund budget for these positions.

### **D. Other Support Assistants** \$1,860,436 \$1,734,944 \$2,100,290 13%

This line includes several areas of instructional assistants. Bilingual office aides (15) for schools, support to alternative (4) locations and ASP (6) programming, classroom assistants (10) supporting teachers with disabilities, and a processor of CORI application (1) in the Human Resource Department. This line also includes all additional contractual requirements, including holiday pay, annual longevity, and alternative stipends.

#### E. Climate & Culture Specialist \$0 \$0 0%

The FY24 budget includes these new positions to assist in the development of a positive school culture and ensure the safety of students, staff, and visitors; build good relationships; and support the enforcement of school rules, regulations, and procedures. The FY24 budget includes 13 positions, four positions were added during FY23 and will be initially funded through ESSER.

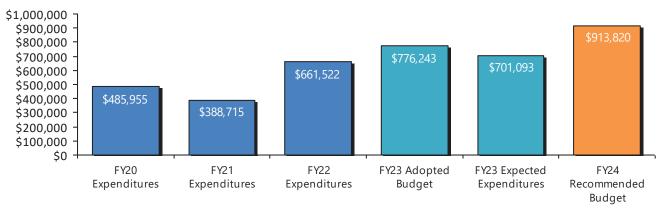




# **Athletic Coach Salaries**

| Fund Code: 500-91116 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$776.243              | \$701.093                    | \$913.820                     | 18%                                |
| Grant Sources        | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                | \$776,243              | \$701,093                    | \$913,820                     | 18%                                |

#### **Account Financial Summary**



This salary account provides for all part-time coaches' positions that service students in 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 FY24 budget includes the addition of coaches; 3 indoor track, 3 outdoor track, 1 wrestling, and 10 middle school coaches.

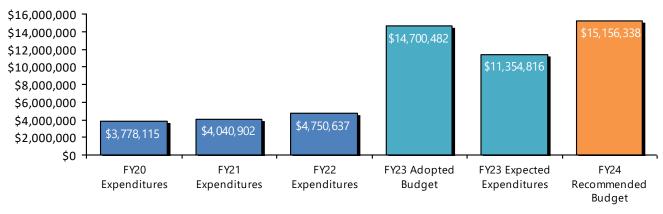
|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. High School - Fall       | \$282,671              | \$250,621                    | \$298,154                     | 5%                                 |
| B. High School - Winter     | \$203,491              | \$181,941                    | \$247,254                     | 22%                                |
| C. High School - Spring     | \$179,140              | \$164,590                    | \$219,572                     | 23%                                |
| D. Middle School - Programs | \$91,844               | \$84,844                     | \$128,383                     | 40%                                |
| E. Athletic Liaisons        | \$19,097               | \$19,097                     | \$20,457                      | 7%                                 |
| Total                       | \$776,243              | \$701,093                    | \$913,820                     | 18%                                |



# **Transportation Salaries**

| Fund Code: 540-91117 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$14,700,482           | \$11,354,816                 | \$15,156,338                  | 3%                                 |
| Grant Sources        | \$0                    | \$0                          | \$0                           | 0%                                 |
| <u>Total</u>         | \$14,700,482           | \$11,354,816                 | \$15,156,338                  | 3%                                 |

### **Account Financial Summary**



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

|   | FY23 Adopted<br>Budget                           | FY23 Expected<br>Expenditure                     | FY24<br>Recommended<br>Budget                          | % Change<br>From Current<br>Budget |
|---|--|--|--|------------------------------------|
| A. Operations Support  B. Special Education Drivers | \$1,666,731                                      | \$1,701,051                                      | \$1,885,799  | 13%                                |
|   | \$5,155,579<br>\$3,191,094<br>\$4,587,878<br>\$0 | \$4,005,064<br>\$2,480,702<br>\$2,899,728<br>\$0 | \$5,174,577<br>\$2,998,742<br>\$4,396,221<br>\$270,000 | 0%<br>-6%<br>-4%<br>100%           |
| C. Special Education Bus Monitors                   |  |  |  |                                    |
| D. Bus Drivers - Full Size                          |  |  |  |                                    |
| E. 7D Van Drivers                                   |  |  |  |                                    |
| F. Athletics, Field Trips & Special Events          | \$99,200   | \$268,271  | \$431,000  | 334%                               |
| Total   | \$14,700,482                                     | \$11,354,816                                     | \$15,156,338   | 3%                                 |



# **Transportation Salaries**

|                       |              |               | FY24        | % Change     |
|-----------------------|--------------|---------------|-------------|--------------|
|                       | FY23 Adopted | FY23 Expected | Recommended | From Current |
|                       | Budget       | Expenditure   | Budget      | Budget       |
| A. Operations Support | \$1,666,731  | \$1,701,051   | \$1,885,799 | 13%          |

This line item funds the Director and Assistant Director of Transportation. These positions are responsible for the overall management and leadership of student transportation. This line also includes the operations supervisors (3), supervisor of safety, supervisor of training, personnel supervisor, technology systems coordinator, safety & training liaisons (4) for school and staff support, transportation routers (2), transportation liaisons (5.5) for customer service, service supervisor, and mechanics (6). These positions provide bus routing and scheduling, maintenance of vehicles, necessary supervision and support of district-operated transportation and customer service. The FY24 budget reflects the addition of an operations supervisor, safety & training liaison, and transportation liaisons that were added during FY23 for expanded customer service, as well as fuel attendants (5) and 7D van drivers (40) for FY24.

#### **B. Special Education Drivers**

\$5,155,579

\$4,005,064

\$5,174,577

0%

This line item funds the special education, mid-size bus drivers, 112 positions that transport students to and from school and consists of both full and school-year positions. This position count also includes spare drivers to accommodate daily absences.

#### **C. Special Education Bus Monitors**

\$3,191,094

\$2,480,702

\$2,998,742

-6%

This line item funds the special education bus monitors, 112 positions who are assigned to buses transporting special needs students. All special education buses are assigned a bus monitor for student assistance. This position count also includes spare monitors to accommodate daily absences.

#### D. Bus Drivers - Full Size

\$4,587,878

\$2,899,728

\$4,396,221

-4%

This line item funds the bus drivers, 118 positions that transport students to and from school, athletic transportation, summer school coverage, and various supplemental transportation for schools during the school year. This position count also includes spare drivers to accommodate daily absences.

**E. 7D Van Drivers** \$0 \$270,000 100%

This line item funds 7D van drivers, 40 positions that will transport students to and from out-of-district placements, along with McKinney Vento transportation. This position count also includes spare drivers to accommodate daily absences.

#### F. Athletics, Field Trips & Special Events

\$99,200

\$268,271

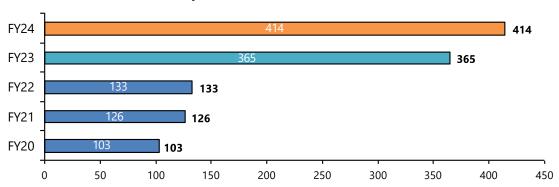
\$431,000

334%

This line item funds athletics, field trips, and special programming. These programs include various routes for special education and academic and enrichment opportunities for students. The FY24 budget includes the addition of field trips for school locations.



# **Transportation Salaries**

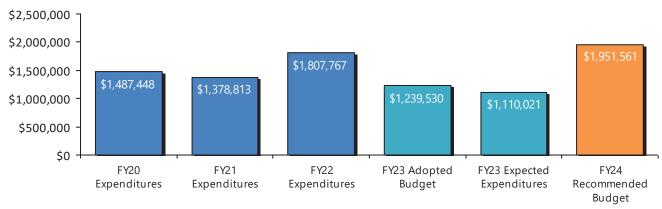




# **Supplemental Program Salaries**

| Fund Code: 500-91118 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$1.239.530            | \$1.110.021                  | \$1.951.561                   | 57%                                |
| Grant Sources        | \$7,161,453            | \$7,195,317                  | \$6,322,842                   | -12%                               |
| Total                | \$8,400,983            | \$8,305,338                  | \$8,274,403                   | -2%                                |

### **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 on these individual categories is included on the following pages.

|   | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|---|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Special Education Summer Programming | \$397,686              | \$396,737                    | \$426,001                     | 7%                                 |
| B. Translation Services                 | \$0                    | \$0                          | \$450,000                     | 100%                               |
| C. Gerald Creamer Center Programs       | \$0                    | \$0                          | \$229,700                     | 100%                               |
| D. Advanced Placement Program           | \$80,080               | \$52,002                     | \$80,080                      | 0%                                 |
| E. ABA Home Servicing Program           | \$101,446              | \$27,253                     | \$48,669                      | -52%                               |
| F. AVID Program                         | \$37,606               | \$12,028                     | \$37,606                      | 0%                                 |
| G. Student Afterschool Drop-Off Center  | \$95,830               | \$128,470                    | \$132,653                     | 38%                                |
| H. Mentoring Program                    | \$63,000               | \$85,723                     | \$91,730                      | 46%                                |
| I. High School Attendance Program       | \$26,000               | \$26,000                     | \$27,851                      | 7%                                 |
| J. St. Casimir's Clinical Program       | \$18,720               | \$18,720                     | \$18,720                      | 0%                                 |
| K. Music Enrichment Program             | \$16,120               | \$16,120                     | \$17,268                      | 7%                                 |
| L. Summer & Evening Guidance Services   | \$9,880                | \$9,880                      | \$10,583                      | 7%                                 |
| M. Library Processing                   | \$7,139                | \$7,139                      | \$7,647                       | 7%                                 |
| N. Adult Education                      | \$203,408              | \$106,690                    | \$107,120                     | -47%                               |
| O. Innovation Pathways                  | \$37,452               | \$37,452                     | \$80,119                      | 114%                               |
| P. Arts Program                         | \$145,162              | \$185,808                    | \$185,814                     | 28%                                |
| Total                                   | \$1,239,530            | \$1,110,021                  | \$1,951,561                   | 57%                                |



# **Supplemental Program Salaries**

|   |              |               | FY24        | % Change     |
|---|--------------|---------------|-------------|--------------|
|   | FY23 Adopted | FY23 Expected | Recommended | From Current |
|   | Budget       | Expenditure   | Budget      | Budget       |
| A. Special Education Summer Programming | \$397,686    | \$396,737     | \$426,001   | 7%           |

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 with significant disabilities, including autism, developmental delays, emotional disabilities, visual impairment, or hearing impairment.

#### **B. Translation Services** \$0 \$450,000 100%

This line item provides funding that allows for various school documents and notifications for parental information to be translated into multiple 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 system-wide and school-based notices. The FY24 budget reallocates from ESSER hold harmless funds to the general fund budget.

#### **C. Gerald Creamer Center Programs** \$0 \$0 \$229,700 100%

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 diplomas. The timeframe of this program enables the students to hold a job, meet family obligations, and obtain their high school diplomas simultaneously. Programs also include credit recovery for over-age students and serving students that are identified as at-risk in their home schools. The FY24 budget reallocates from ESSER hold harmless funds to the general fund budget.

#### **D. Advanced Placement Program** 0% \$80,080 \$52,002 \$80,080

This line item provides funds for the district's advanced placement program focusing 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.

#### E. ABA Home Servicing Program \$101,446 \$27.253 \$48.669 -52%

The ABA home servicing program supports students with autism outside of the classroom. Typically, these services are provided after school hours and during vacation weeks. This line also includes music enrichment for students with disabilities. The FY24 budget reflects a reduction based on actual expenditures.

#### F. AVID Program 0%

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 school to design curricula and activities to engage students. This program also provides support for students transitioning to middle school and college and career readiness.



# **Supplemental Program Salaries**

#### **G. Student Afterschool Drop-Off Center**

\$95,830

\$128,470

\$132,653

38%

This funding line supports the student after-school drop-off center at North High School. If a parent or quardian is not present at an afternoon bus stop, the district transports them to a central location where they are supervised until pick up. The FY24 budget increase is due to the increase in staff coverage.

#### H. Mentoring Program

46%

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 FY24 budget reflects an increase based on actual expenditures.

#### I. High School Attendance Program

\$26,000

\$26,000

\$27,851

7%

The high school attendance program provides for staff to participate in Saturday morning additional support for students. High school students can voluntarily participate in this program to make up credits due to excessive absences during regular session days.

#### J. St. Casimir's Clinical Program

\$18,720

\$18,720

\$18,720

0%

This funding line provides clinical services to support student achievement and provide needed services in the least restrictive environment. These additional services provide opportunities within the school setting, reducing the need for out-of-district placements and enabling students to attain credits to ensure graduation.

#### K. Music Enrichment Program

\$16,120

\$16,120

The music enrichment program provides district-wide instrumental lessons for students through after-school programs.

#### L. Summer & Evening Guidance Services

\$9,880

\$9,880

\$10,583

This line item allows secondary schools to provide students and parents' access to the buildings to select and modify course schedules before school opening. This enables additional coverage for guidance counselors to assist with any questions or concerns with curriculum and college-career readiness.

#### M. Library Processing

\$7,139

\$7,139

\$7,647

7%

The library processing program was established to provide elementary schools with centralized support to catalog and process new books for check-out by students.

#### N. Adult Education

\$203,408

\$106,690

\$107,120

-47%

This line item supports the adult education program that is primarily funded by federal and state grants. The general fund supplements several positions within the program and provides a mandated differential for hourly rates. The FY24 budget reflects a reduction based on actual expenditures.

#### O. Innovation Pathways

\$37,452

\$37,452

\$80,119

114%

This line item supports the district's Innovation Pathway Program to expand career field exploration through technical education for students. This line item includes additional afterschool support and management of the curriculum. The FY24 budget reflects an increase due to reduction of grant funds.

#### P. Arts Program

\$145,162

\$185,808

\$185,814

28%

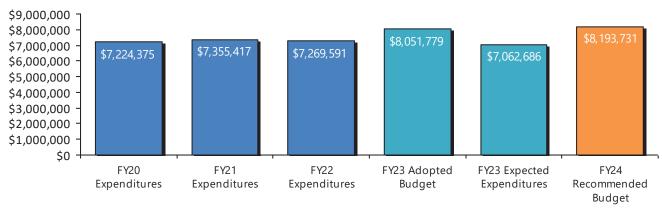
This line item supports the arts programs that include dance, theater, vocal, and instrumental music for students at Worcester Arts Magnet, Burncoat Middle School, and Burncoat High School. The FY24 budget reflects an increase based on actual expenditures.



# **Custodial Salaries**

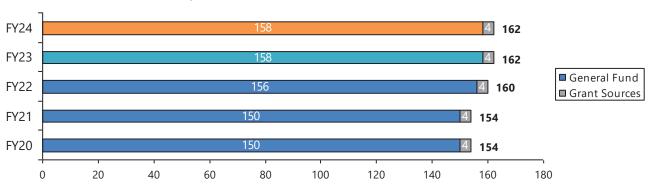
| Fund Code: 500-91119 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-----------------------|------------------------------------|
| General Fund         | \$8.051.779            | \$7.062.686                  | \$8.193.731           | 2%                                 |
| Grant Sources        | \$200,000              | \$200,000                    | \$200,000             | 0%                                 |
| Total                | \$8,251,779            | \$7,262,686                  | \$8,393,731           | 2%                                 |

### **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, complete lawn maintenance at larger schools, and provide coverage at single custodial buildings when necessary. Head Start funds 4 positions included in this line item.

|              | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|--------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Custodial | \$8,051,779            | \$7,062,686                  | \$8,193,731                   | 2%                                 |
| Total        | \$8,051,779            | \$7,062,686                  | \$8,193,731                   | 2%                                 |

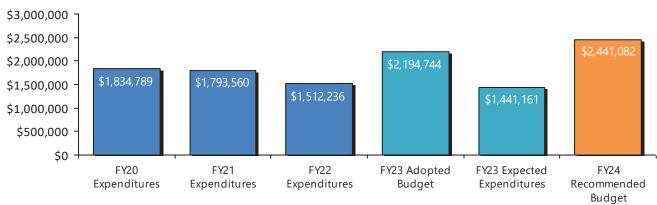




# **Maintenance Service Salaries**

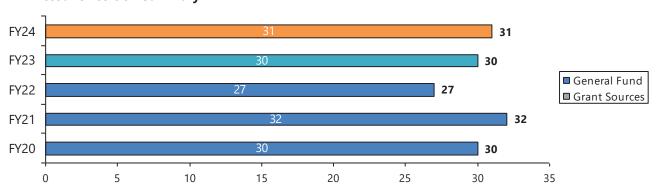
| Fund Code: 500-91120 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$2.194.744            | \$1.441.161                  | \$2.441.082                   | 11%                                |
| Grant Sources        | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                | \$2,194,744            | \$1,441,161                  | \$2,441,082                   | 11%                                |

### **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, Assistant Directors (2) Coordinator of Building & Grounds, Assistant Coordinator of Building & Grounds, Environmental Health & Safety Coordinator, Assistant Coordinator of Environmental Health & Safety, Facilities Supervisor, Custodial Supervisor, CAD/Draftsman, and all trades positions. The FY24 budget reflects the addition of two Assistant Directors, one specifically for capital projects, and the elimination of the Shop Foreman position, and the reallocation of the Building Assessment Coordinator from Non-Instructional Support Salaries (500-91123).

|                         | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Maintenance Services | \$2,194,744            | \$1,441,161                  | \$2,441,082                   | 11%                                |
| Total                   | \$2,194,744            | \$1,441,161                  | \$2,441,082                   | 11%                                |

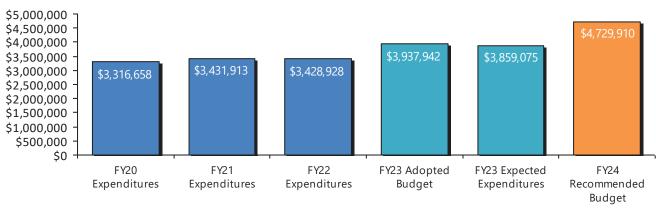




# **Administrative Clerical Salaries**

| Fund Code: 500-91121 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$3.937.942            | \$3.859.075                  | \$4.729.910                   | 20%                                |
| Grant Sources        | \$78,300               | \$78,300                     | \$1,078,300                   | 1277%                              |
| Total                | \$4,016,242            | \$3,937,375                  | \$5,808,210                   | 45%                                |

### **Account Financial Summary**



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

|   | FY23 Adopted<br>Budget                | FY23 Expected<br>Expenditure          | FY24<br>Recommended<br>Budget         | % Change<br>From Current<br>Budget |       |             |             |             |     |
|---|---------------------------------------|---------------------------------------|---------------------------------------|------------------------------------|-------|-------------|-------------|-------------|-----|
| <ul><li>A. System Administration</li><li>B. Teaching &amp; Learning Administration</li><li>C. Office of Human Resources</li><li>D. Office of Finance &amp; Operations</li></ul> | \$371,813                             | \$371,813                             | \$438,790                             | 18%                                |       |             |             |             |     |
|   | \$2,504,165<br>\$493,946<br>\$568,017 | \$2,425,298<br>\$493,946<br>\$568,017 | \$3,062,138<br>\$638,342<br>\$590,641 | 22%<br>29%<br>4%                   |       |             |             |             |     |
|   |                                       |                                       |                                       |                                    | Total | \$3,937,942 | \$3,859,075 | \$4,729,910 | 20% |



# **Administrative Clerical Salaries**

|                          |              |               | FY24        | % Change     |
|--------------------------|--------------|---------------|-------------|--------------|
|                          | FY23 Adopted | FY23 Expected | Recommended | From Current |
|                          | Budget       | Expenditure   | Budget      | Budget       |
| A. System Administration | \$371,813    | \$371,813     | \$438,790   | 18%          |

This line item supports 1 position located in the Superintendent's office and 2 positions located in the School Committee Office. The FY24 budget includes the reallocation of the mailroom clerk to the Office of Communication and Support. This personnel is responsible for the daily work supporting the district's central administration.

#### **B. Teaching & Learning Administration**

\$2,504,165

\$2,425,298

\$3,062,138

22%

This line item supports 68 administrative staff within the Teaching & Learning Division. The departments include the Assistant Superintendent, Instruction & School Leadership, Chief Academic Support Officer, Special Education and Intervention Services, School and Student Performance, School Climate & Culture, Multilingual Department, Athletics, Curriculum and Professional Learning, and Nursing. This account also provides Head Clerks and Data Entry Clerks at secondary schools. Grants fund 5 positions in Curriculum and Professional Learning, Special Education and Intervention Services, and Family & Engagement. The FY24 budget includes the addition of 20 support positions to focus on attendance monitoring in the elementary schools, along with a position added for the Office of College & Career Readiness and Chief Academic Officer during FY23. The FY24 budget also includes the reallocation of the Assistant Superintendent's Executive Administrative Assistant Position to Non-Instructional Salaries (500-91123; Line C) and the reallocation of 42-week clerical staff for the Office of Family & Engagement which will be grant funded.

#### C. Office of Human Resources

\$493,946

\$493,946

\$638,342

29%

This line item supports 8 positions located in the human resource department that provide administrative assistance that includes the areas of hiring/transfers/terminations, employee record keeping, certifications, staff attendance data, civil service, affirmative action, and collective bargaining. The FY24 budget includes one additional clerical position, as well as reallocating the Executive Administrative Assistant Position to Non-Instructional Salaries (500-91123; Line C).

#### D. Office of Finance & Operations

\$568,017

\$568,017

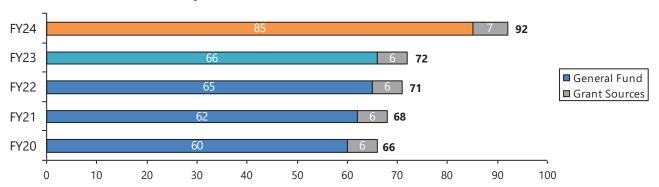
\$590,641

4%

This line item includes the 12 positions located within the Finance and Operations Division that provide support services in the areas of payroll functions for 5,150 employees, accounts payable for all district funds, district facilities and operations administration. Grants fund 2 positions located in payroll and accounts payable. This line includes the reallocation of the mailroom clerk to the Office of Communications & Support (District Administration, Line A) and the reallocation of the Executive Administrative Assistant Position to Non-Instructional Salaries (500-91123; Line C).



# **Administrative Clerical Salaries**

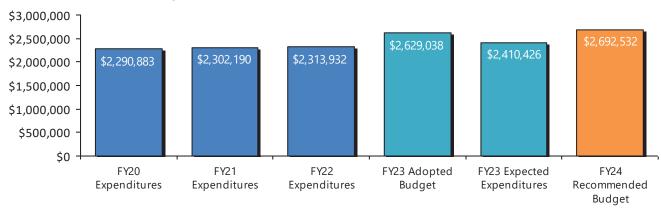




# **School Clerical Salaries**

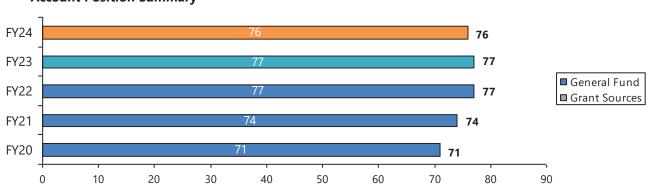
| Fund Code: 500-91122 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$2.629.038            | \$2.410.426                  | \$2.692.532                   | 2%                                 |
| Grant Sources        | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                | \$2,629,038            | \$2,410,426                  | \$2,692,532                   | 2%                                 |

#### **Account Financial Summary**



School Clerical personnel (76) provide secretarial coverage at elementary and secondary schools, and various programs and represent those clerical staff who work the school-year schedule. The budget also includes funds to provide substitute coverage to ensure school office coverage during absences and additional contractual requirements. The FY24 budget reflects the reallocation of one position to the Office of Family & Engagement.

|                        | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. School Clerical     | \$2,443,038            | \$2,224,426                  | \$2,499,092                   | 2%                                 |
| B. Substitute Coverage | \$186,000              | \$186,000                    | \$193,440                     | 4%                                 |
| Total                  | \$2,629,038            | \$2,410,426                  | \$2,692,532                   | 2%                                 |

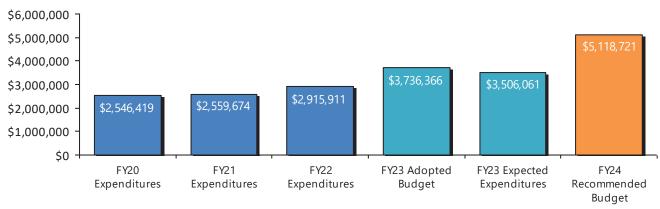




# **Non Instructional Salaries**

| Fund Code: 500-91123 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$3.736.366            | \$3.506.061                  | \$5.118.721                   | 37%                                |
| Grant Sources        | \$1,376,699            | \$1,450,931                  | \$1,305,851                   | -5%                                |
| Total                | \$5,113,065            | \$4,956,992                  | \$6,424,572                   | 26%                                |

### **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 on these individual categories is included on the following pages.

|   | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|---|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Office of Finance                      | \$618,228              | \$517,893                    | \$761,821                     | 23%                                |
| B. Office of Technology Administration    | \$2,267,324            | \$2,034,862                  | \$2,735,970                   | 21%                                |
| C. District Support                       | \$518,218              | \$592,932                    | \$677,214                     | 31%                                |
| D. Parent Liaisons                        | \$0                    | \$0                          | \$324,096                     | 100%                               |
| E. Office of Communications & Support     | \$165,188              | \$192,966                    | \$333,765                     | 102%                               |
| F. Office of School & Student Performance | \$167,408              | \$167,408                    | \$285,855                     | 71%                                |
| Total                                     | \$3,736,366            | \$3,506,061                  | \$5,118,721                   | 37%                                |



# Non Instructional Salaries

|                      |              |                              | FY24                  | % Change               |
|----------------------|--------------|------------------------------|-----------------------|------------------------|
|                      | FY23 Adopted | FY23 Expected<br>Expenditure | Recommended<br>Budget | From Current<br>Budget |
|                      | Budget       |                              |                       |                        |
| A. Office of Finance | \$618,228    | \$517,893                    | \$761,821             | 23%                    |

Positions included in this line item include Financial Coordinator, Financial Analyst (7), Senior Grant Developer, Grant Developers (2), Coordinator of Payroll (2), Coordinator of Procurement, and Coordinator of Contracts. The finance division employees are responsible for managing the district's procurement, accounts payable, payroll functions for 5,150 employees, budgeting, financial accounting, and reporting for the district. The grants division is responsible for grant development, submissions, state and federal initiatives, and programmatic and compliance oversight. The FY24 budget includes the addition of a Payroll Coordinator, Financial Analyst, and the reallocation of the Director of Payroll, Procurement & Accounts Payable to Administration Salaries (500-91110). The Workday Implementation Specialist position was added during FY23 to assist with the integration of the City's new financial platform. This line item also includes the restructuring of the Grants Management division. The previous positions have been reallocated to include Grant Developers (3) and Financial Analysts (3).

#### **B. Office of Technology Administration**

\$2,267,324

\$2,034,862

\$2,735,970

21%

The Information Systems staff maintains 30,000 Chromebooks, 6,000 iPads, 1,000 desktop computers, 500 document cameras, 150 interactive whiteboards, wireless access points, and network servers that support student assessment, student information, human resources, and school security information. The district also maintains programs for human resources, student database systems, transportation, school nutrition, the nursing department, an employee portal with electronic pay stubs, and a parent portal. The FY24 budget includes the addition of 3 Administrative Trainers for Woo Edu & Workday, 2 Network Administrators, 2 Voice Over IP Administrators, and 1 Data Quality Support Specialist.

#### **C. District Support** \$518,218 \$592,932 \$677,214 31%

Positions in this line item include; Career & Partnership Specialist for the Innovation Pathways Program Grant Program Specialist for the Chief Academic Office funded through McKinney Vento, and Research & Evaluation Specialist (.60) for the Office of Early College & Career Readiness. The FY24 budget includes the reallocation of Executive Administrative Assistants (4) from the Administrative Clerical Salaries Account (500-91121) and new Strategic Administrative Support for the Office of Superintendent. The following positions are funded through grants: Coordinator – Community Resource Specialist for the Office of Professional Learning, Data Analysts for Special Education, and Intervention Services (2). The Evening Program Coordinator located at Worcester Technical High School is funded by a revolving account. The Director of Safety position has been reallocated to the Administration Salaries Account (500-91110) and the Coordinator of Building Assessments and Parent & Family Connection position has been eliminated.

#### **D. Parent Liaisons** \$0 \$324,096 100%

Parent Liaisons are responsible for coordinating outreach efforts to have parents more involved in the education of their children. Nine (9) full-year parent liaison positions are assigned to the Parent Information Center (PIC), and five have been partially funded through Title I. The FY24 budget reallocates from ESSER hold harmless funds to the general fund budget.



## **Non Instructional Salaries**

#### E. Office of Communications & Support

\$165,188

\$192,966

\$333,765

102%

This line item is a new department for the Superintendent's Cabinet added during FY23. Positions in this line include Media Application Specialist, Online Media Specialist, Television Producer, and Production Assistant (2). These positions have been reallocated from Technology Administration Line B. The FY24 budget includes a Communications Coordinator and Digital Content Coordinator. Worcester Education Access Channel funds 3 positions (Television Producer & Production Assistants) through the educational access cable revenues provided by the city.

#### F. Office of School & Student Performance

\$167,408

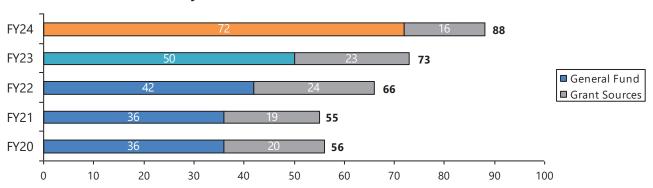
\$167,408

\$285,855

71%

This line item has been reallocated from District Support Line C. Positions in this line item include; Assessment & Performance Specialists (2), Data & Analytics Specialists, Research & Evaluation Specialists, and School Improvement Specialists (.50). The FY24 budget includes additional Research & Evaluation Specialist after the previous position was reallocated to the Office of College & Career Readiness. Grants fund one Assessment & Performance position.

#### **Account Position Summary**

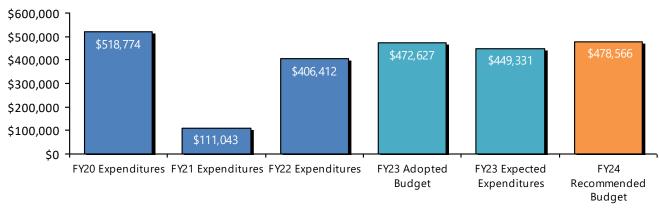




# **Crossing Guard Salaries**

| Fund Code: 540-91124 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$472,627              | \$449,331                    | \$478,566                     | 1%                                 |
| Grant Sources        | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                | \$472,627              | \$449,331                    | \$478,566                     | 1%                                 |

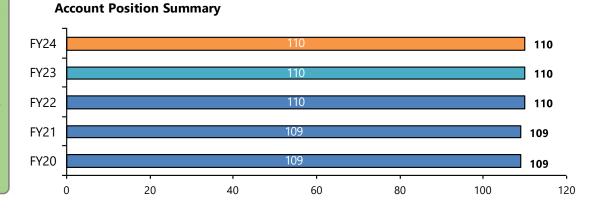
#### **Account Financial Summary**



This line item funds part-time crossing guards (110) at various locations throughout the city. Crossing guards are assigned to designated crosswalks, and bus stops have large numbers of students. Substitute crossing guards provide coverage for daily absences to maintain students' safety.

|                    | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|--------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Crossing Guards | \$472,627              | \$449,331                    | \$478,566                     | 1%                                 |
| Total              | \$472,627              | \$449,331                    | \$478,566                     | 1%                                 |

# Financial | Line Item Budget

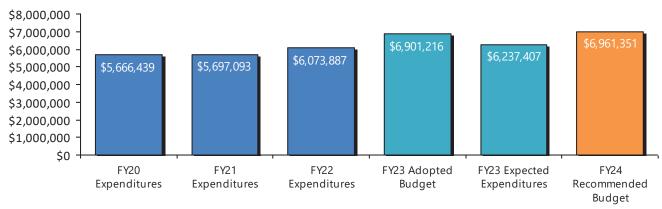




## **School Nurse Salaries**

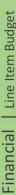
| Fund Code: 500-91133 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$6.901.216            | \$6.237.407                  | \$6.961.351                   | 1%                                 |
| Grant Sources        | \$299,767              | \$299,767                    | \$299,767                     | 0%                                 |
| <u>Total</u>         | \$7,200,983            | \$6,537,174                  | \$7,261,118                   | 1%                                 |

#### **Account Financial Summary**



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

|                               | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Nursing Administration     | \$453,577              | \$453,577                    | \$503,344                     | 11%                                |
| B. School Nurses              | \$5,228,015            | \$4,782,606                  | \$5,172,223                   | -1%                                |
| C. Clinical Care Coordination | \$1,219,624            | \$1,001,224                  | \$1,285,783                   | 5%                                 |
| Total                         | \$6,901,216            | \$6,237,407                  | \$6,961,351                   | 1%                                 |





## **School Nurse Salaries**

|                           |              |               | FY24        | % Change     |
|---------------------------|--------------|---------------|-------------|--------------|
|                           | FY23 Adopted | FY23 Expected | Recommended | From Current |
|                           | Budget       | Expenditure   | Budget      | Budget       |
| A. Nursing Administration | \$453,577    | \$453,577     | \$503,344   | 11%          |

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 service delivery 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.

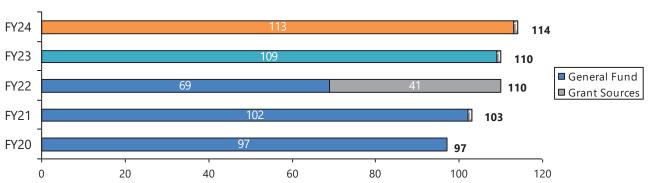
**B. School Nurses** \$5,228,015 \$4,782,606 \$5,172,223 -1%

This line item funds all full-time school-based nurses (68) to provide routine and emergency care for district students, including one position at the Parent Information Center. Grants fund the case manager position included in this line item. The FY24 budget includes two additional school-based positions.

**C. Clinical Care Coordination** \$1,219,624 \$1,001,224 \$1,285,783 5%

The clinical care coordination program provides direct nursing services to district students. This program provides Licensed Practical Nurses (13), and Certified Nursing Assistants (28) to provide for students requiring specialized medical services. The FY24 budget includes two additional Certified Nursing Assistants.

#### **Account Position Summary**

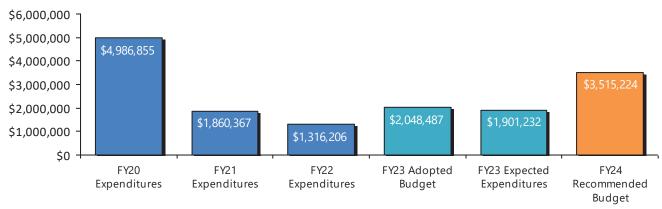




# **Educational Support Salaries**

| Fund Code: 500-91134 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$2.048.487            | \$1.901.232                  | \$3.515.224                   | 72%                                |
| Grant Sources        | \$2,773,452            | \$2,773,452                  | \$612,061                     | -78%                               |
| Total                | \$4,821,939            | \$4,674,684                  | \$4,127,285                   | -14%                               |

## **Account Financial Summary**



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

|                                     |                        |                              | FY24                  | % Change               |
|-------------------------------------|------------------------|------------------------------|-----------------------|------------------------|
|                                     | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | Recommended<br>Budget | From Current<br>Budget |
| A. English Language Learner Tutors  | \$119,835              | \$71,901                     | \$67,881              | -43%                   |
| B. Certified Therapy Assistants     | \$720,211              | \$680,211                    | \$762,220             | 6%                     |
| C. Speech Assistants & Interpreters | \$894,708              | \$839,708                    | \$1,192,740           | 33%                    |
| D. Literacy Tutors                  | \$0                    | \$0                          | \$623,604             | 100%                   |
| E. MCAS Tutors                      | \$0                    | \$0                          | \$324,276             | 100%                   |
| F. Wraparound Coordinators          | \$0                    | \$0                          | \$0                   | 0%                     |
| G. ABA Coordinators                 | \$152,862              | \$148,541                    | \$377,267             | 147%                   |
| H. Childcare Support                | \$160,870              | \$160,870                    | \$167,236             | 4%                     |
| Total                               | \$2,048,487            | \$1,901,232                  | \$3,515,224           | 72%                    |



# **Educational Support Salaries**

The FY24 budget includes the elimination of two vacant positions.

|   | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|---|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. English Language Learner Tutors  | \$119,835              | \$71,901                     | \$67,881                      | -43%                               |
| English Language learner tutors (3) provide academic concepts. Positions are reallocate | • • •                  | , ,                          | -                             | , ,                                |

#### **B. Certified Therapy Assistants**

\$720,211

\$680.211

\$762,220

6%

Certified Occupational and Physical Therapy assistants (15) provide services to students with disabilities under the supervision of Registered Occupational and Physical Therapists. Vision assistants work under the supervision of a licensed Teacher of the Visually Impaired.

#### C. Speech Assistants & Interpreters

\$894,708

\$839,708

\$1,192,740

33%

Speech Assistants (18) work under the supervision of speech-language pathologists to support students. 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 FY24 budget reallocates from ESSER hold harmless funds to the general fund budget of 4 positions added during FY23.

#### **D. Literacy Tutors**

\$0

\$0

\$623.604

100%

Literacy tutors (35) are located in elementary schools and are budgeted at 15 hours per week throughout the school year. These positions are reallocated annually. The FY24 budget reallocates from ESSER hold harmless funds to the general fund budget.

#### E. MCAS Tutors

\$0

\$0

\$324,276

100%

MCAS tutors (14) are located in high school locations. The positions are budgeted at 19.5 hours per week throughout the school year. The FY24 budget reallocates from ESSER hold harmless funds to the general fund budget.

#### **F. Wraparound Coordinators**

\$0

\$0

\$0

0%

Wraparound coordinators (45) assist with the daily needs of the district's students and families. These coordinators assist with student attendance and coordinate necessary community services with families. The FY24 budget reflects the addition of 20 positions and all positions will be grant funded through Title I.

#### **G. ABA Coordinators**

\$152,862

\$148,541

147%

ABA Coordinators (3) provide support to staff to improve students' social, communication, and learning skills. The FY24 budget reflects the addition of 4 positions.

#### **H. Childcare Support**

\$160,870

\$160,870

\$167,236

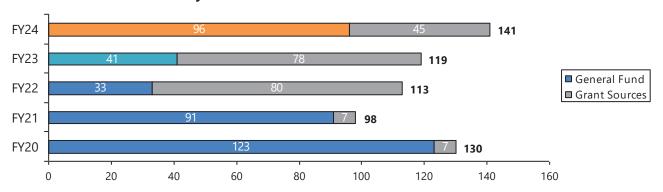
4%

Childcare Support positions (4) support the preschool program located at South High School



# **Educational Support Salaries**

## **Account Position Summary**

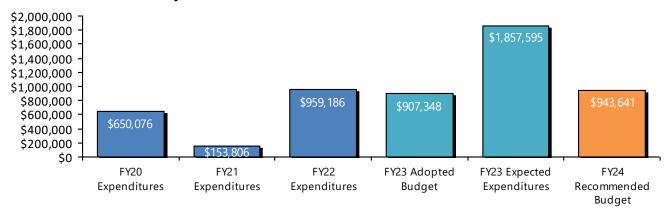




# **Transportation Overtime Salaries**

| Fund Code: 540-97201 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$907,348              | \$1,857,595                  | \$943,641                     | 4%                                 |
| Grant Sources        | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                | \$907,348              | \$1,857,595                  | \$943,641                     | 4%                                 |

#### **Account Financial Summary**



This line item provides funding for the overtime of special education drivers and monitors employed by the district. This funding is specific to cover routes during daily absences, and necessary short-term leaves. This account also includes support staff, as well as athletic transportation services. The increase in this line item includes the expected full implementation of district-operated services.

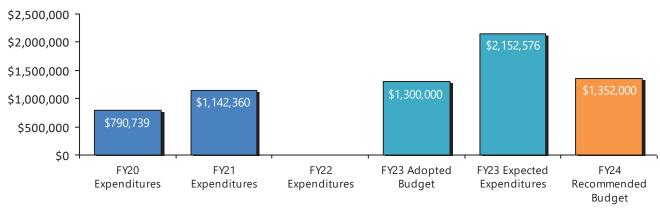
|                                     | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Transportation Overtime Salaries | \$907,348              | \$1,857,595                  | \$943,641                     | 4%                                 |
| Total                               | \$907,348              | \$1,857,595                  | \$943,641                     | 4%                                 |



## **Custodial Overtime Salaries**

| Fund Code: 500-97203 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$1.300.000            | \$2.152.576                  | \$1.352.000                   | 4%                                 |
| Grant Sources        | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                | \$1,300,000            | \$2,152,576                  | \$1,352,000                   | 4%                                 |

#### **Account Financial Summary**



This line item provides funding for custodial overtime, contractual 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.

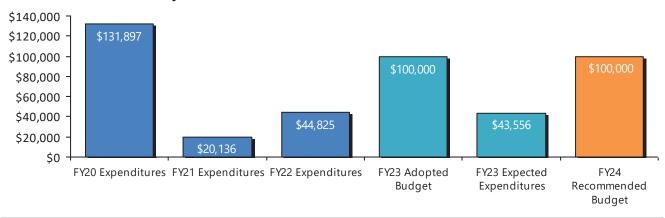
|                                | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|--------------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Custodial Overtime Salaries | \$1,300,000            | \$2,152,576                  | \$1,352,000                   | 4%                                 |
| Total                          | \$1,300,000            | \$2,152,576                  | \$1,352,000                   | 4%                                 |



## **Maintenance Overtime Salaries**

| Fund Code: 500-97204 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$100.000              | \$43 <i>.</i> 556            | \$100.000                     | 0%                                 |
| Grant Sources        | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                | \$100,000              | \$43,556                     | \$100,000                     | 0%                                 |

#### **Account Financial Summary**



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

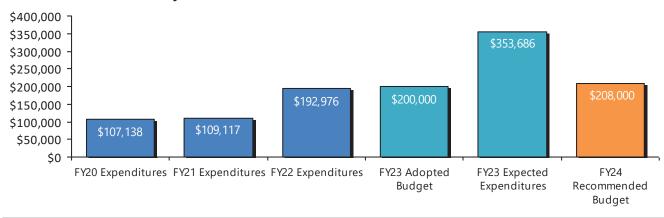
| A. Maintenance Overtime Salaries | FY23 Adopted<br>Budget<br>\$100,000 | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget<br>\$100,000 | % Change<br>From Current<br>Budget |
|----------------------------------|-------------------------------------|------------------------------|--|------------------------------------|
|                                  |                                     | \$43,556                     |  |                                    |
| Total                            | \$100,000                           | \$43,556                     | \$100,000                                  | 0%                                 |



# **Support Overtime Salaries**

| Fund Code: 500-97205 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$200.000              | \$353.686                    | \$208.000                     | 4%                                 |
| Grant Sources        | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                | \$200,000              | \$353,686                    | \$208,000                     | 4%                                 |

#### **Account Financial Summary**



This line item provides funds for non-instructional support over time, 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.

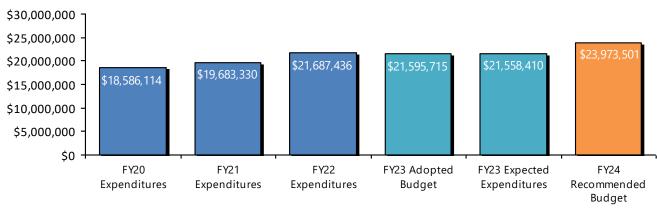
|                              | FY23 Adopted Budget \$200,000 | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget<br>\$208,000 | % Change<br>From Current<br>Budget<br>4% |
|------------------------------|-------------------------------|------------------------------|--|--|
| A. Support Overtime Salaries |                               | \$353,686                    |  |  |
| Total                        | \$200,000                     | \$353,686                    | \$208,000                                  | 4%                                       |



## Retirement

| Fund Code: 500101-96000 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund            | \$21,595,715           | \$21,558,410                 | \$23,973,501                  | 11%                                |
| Grant Sources           | \$814,392              | \$814,392                    | \$814,392                     | 0%                                 |
| Total                   | \$22,410,107           | \$22,372,802                 | \$24,787,893                  | 11%                                |

#### **Account Financial Summary**



This account funds the Public Schools' share of the City of Worcester's contributory retirement system's pension obligation for qualifying retirees and beneficiaries by 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 increase in this account reflects 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 and are based on actual and anticipated expenditures. Federal grants provide funding to cover the retirement obligations of employees paid with grant funds.

|   | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|---|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Retirement System Assessment           | \$16,072,007           | \$16,072,007                 | \$18,179,508                  | 13%                                |
| B. Pension Obligation Bonds               | \$4,881,612            | \$4,881,612                  | \$5,151,897                   | 6%                                 |
| C. Pension Fund - Educational Secretaries | \$96,096               | \$86,096                     | \$96,096                      | 0%                                 |
| D. Pension Fund - Custodians              | \$546,000              | \$518,695                    | \$546,000                     | 0%                                 |
| Total                                     | \$21,595,715           | \$21,558,410                 | \$23,973,501                  | 11%                                |

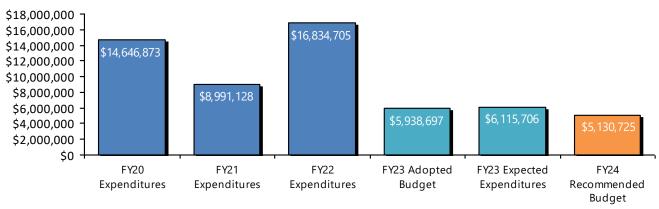




# **Transportation**

| Fund Code: 540103-92000 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund            | \$5,938,697            | \$6,115,706                  | \$5,130,725                   | -14%                               |
| Grant Sources           | \$16,500,000           | \$16,500,000                 | \$2,000,000                   | -88%                               |
| <u>Total</u>            | \$22,438,697           | \$22,615,706                 | \$7,130,725                   | -68%                               |

#### **Account Financial Summary**



The FY24 budget reflects the expected full implementation of district-operated school transportation that provides direct daily services to students and maintenance of vehicles. The district operates the following routes: 101 full-size, 74 mid-size that include monitors, 22 wheelchairs that include monitors, 40 7D, and 5 mid-day preschool wheelchair routes. The district transports approximately 12,200 students daily. In addition, services are provided to private and charter schools following state regulations. The WRTA (while currently free) also provides some services in this account, and contracted vendors that provide transportation to nondistrict programs and mandated transportation services to homeless students. This account includes funds for district-operated vehicles and maintenance costs. More detail on these individual categories is included on the following pages.

| <ul><li>A. Special Education Out of District</li><li>B. McKinney-Vento Mandated</li><li>C. Vocational Out of District</li><li>D. District Operated Transportation</li></ul> | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure                   | FY24<br>Recommended<br>Budget                  | % Change From Current Budget  -1%  -27%  -100%  -16% |       |             |             |             |      |
|---|------------------------|--|--|--|-------|-------------|-------------|-------------|------|
|   | \$864,000<br>\$40,000  | \$1,602,289<br>\$536,612<br>\$0<br>\$3,976,805 | \$1,706,776<br>\$630,000<br>\$0<br>\$2,793,949 |  |       |             |             |             |      |
|   |                        |  |  |  | Total | \$5,938,697 | \$6,115,706 | \$5,130,725 | -14% |



# **Transportation**

|                                      |              |               | FY24        | % Change     |
|--------------------------------------|--------------|---------------|-------------|--------------|
|                                      | FY23 Adopted | FY23 Expected | Recommended | From Current |
|                                      | Budget       | Expenditure   | Budget      | Budget       |
| A. Special Education Out of District | \$1,721,378  | \$1,602,289   | \$1,706,776 | -1%          |

Special Education transportation services are provided as specified in students' Individual Education Plans. This line item includes transportation services for Worcester Public Schools students attending schools outside the city provided by third-party vendors.

#### **B. McKinney-Vento Mandated**

\$864,000 \$536,612 \$630,000 -27%

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 and 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.

#### **C. Vocational Out of District** \$40,000 \$0 -100%

The FY24 budget reflects the elimination of the required transportation services for an out-of-district technical program for the new school year. These services will be provided by Worcester Public Schools 7D van services.

#### **D. District Operated Transportation** \$3,313,319 \$3,976,805 \$2,793,949 -16%

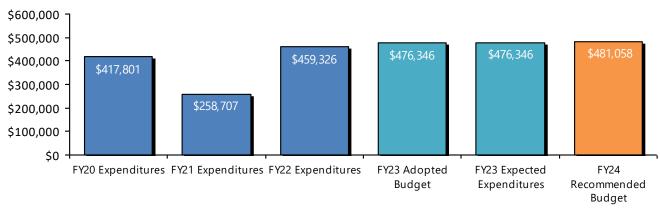
The FY24 budget reflects the full implementation of district-operated school transportation that provides direct daily operation and maintenance of 116 large buses, 82 mid-size buses that include monitors, 27 wheelchair buses that include monitors, and mid-day preschool wheelchair routes, 7D van services, and athletic, summer school coverage, and various supplemental transportation for schools. The district will operate and maintain the entire fleet of vehicles. This line item includes the "bridge" lease costs of the district's pending order expected to arrive in January 2024, vehicle maintenance, fuel purchased through the City of Worcester contracts, routing software, and various supplies. The FY24 budget includes the reallocation of school bus vehicle insurance to the Miscellaneous Educational OM Account (500136-92000), Line P.



# **Athletic Ordinary Maintenance**

| Fund Code: 500122-92000 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund            | \$476,346              | \$476,346                    | \$481,058                     | 1%                                 |
| Grant Sources           | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                   | \$476,346              | \$476,346                    | \$481,058                     | 1%                                 |

#### **Account Financial Summary**



This account supports students for all of the district's 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 Foley Stadium.

| <ul><li>A. Game Salaries &amp; Officials</li><li>B. Dues, Memberships, Insurance Coverage</li><li>C. Maintenance of Equipment &amp; Supplies</li></ul> | FY23 Adopted<br>Budget                                     | FY23 Expected<br>Expenditure                  | FY24<br>Recommended<br>Budget                              | % Change<br>From Current<br>Budget |
|--|--|---|--|------------------------------------|
|  | \$246,174<br>\$63,775<br>\$205,457<br>\$35,720<br>\$25,000 | \$246,174                                     | \$248,636<br>\$64,625<br>\$205,457<br>\$37,120<br>\$25,000 | 1%                                 |
|  |  | \$63,775<br>\$211,498<br>\$35,720<br>\$25,000 |  | 1%<br>0%<br>4%<br>0%               |
|  |  |   |  |                                    |
| E. Transportation  |  |   |  |                                    |
| F. Estimated Gate Receipts   |  |   |  |                                    |
| Total  | \$476,346  | \$476,346                                     | \$481,058  | 1%                                 |



# **Athletic Ordinary Maintenance**

|                              |              |               | FY24        | % Change     |
|------------------------------|--------------|---------------|-------------|--------------|
|                              | FY23 Adopted | FY23 Expected | Recommended | From Current |
|                              | Budget       | Expenditure   | Budget      | Budget       |
| A. Game Salaries & Officials | \$246,174    | \$246,174     | \$248,636   | 1%           |

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 the anticipated rates of MIAA (Massachusetts Interscholastic Athletic Association).

\$63,775

\$64,625

1%

#### **B. Dues, Memberships, Insurance Coverage** \$63,775

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. The increase in this line item is for the anticipated rates of the MIAA (Massachusetts Interscholastic Athletic Association).

#### **C. Maintenance of Equipment & Supplies** \$205,457 \$211,498 \$205,457 0%

This line provides reconditioning and repair of athletic equipment, athletic uniforms, and supplies, including office, recreational, and medical.

#### **D. Athletic - Rentals** \$35,720 \$35,720 \$37,120 4%

This line provides ice time for varsity and junior varsity hockey programs, and the pool is located at the Boys and Girls Club.

#### **E. Transportation** \$25,000 \$25,000 0%

This line provides contracted 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) (\$105,821) (\$99,780) 0%

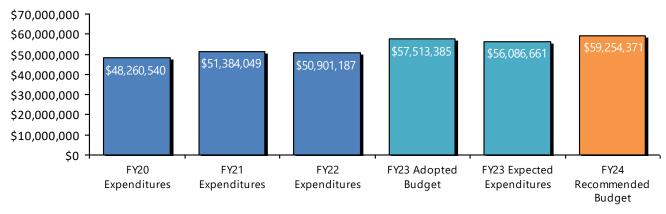
Proceeds generated through game revenue are used to support designated game day staff and supplement the purchase of athletic supplies and equipment. Weather conditions for the fall season (outdoor sports) can significantly influence the total revenue collected.



## **Health Insurance**

| Fund Code: 500123-96000 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund            | \$57,513,385           | \$56,086,661                 | \$59,254,371                  | 3%                                 |
| Grant Sources           | \$3,729,378            | \$3,762,229                  | \$3,364,378                   | -10%                               |
| Total                   | \$61,242,763           | \$59,848,890                 | \$62,618,749                  | 2%                                 |

#### **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.

|  | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|--|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Health Insurance                        | \$52,853,385           | \$51,402,749                 | \$54,594,371                  | 3%                                 |
| B. Life Insurance                          | \$160,000              | \$159,379                    | \$160,000                     | 0%                                 |
| C. Federal Medicare                        | \$4,300,000            | \$4,377,242                  | \$4,300,000                   | 0%                                 |
| D. Health Insurance - Workers Compensation | \$200,000              | \$147,291                    | \$200,000                     | 0%                                 |
| Total                                      | \$57,513,385           | \$56,086,661                 | \$59,254,371                  | 3%                                 |



## **Health Insurance**

|                     |              |               | FY24         | % Change     |
|---------------------|--------------|---------------|--------------|--------------|
|                     | FY23 Adopted | FY23 Expected | Recommended  | From Current |
|                     | Budget       | Expenditure   | Budget       | Budget       |
| A. Health Insurance | \$52,853,385 | \$51,402,749  | \$54,594,371 | 3%           |

This line provides the employer's share based on the premium rates, which will become effective July 1, 2023, and includes the increase in premium rates of 4.3% for City plans including Blue Care Elect, Blue Care Select, Network Blue New England, and the Harvard Pilgrim plans. Enrollment is comprised of active employees, retirees, and surviving spouses; these categories are estimated to total approximately 6,088 members during FY24 (2,775 active employees and 3,196 retired employees).

**B. Life Insurance** \$160,000 \$159,379 \$160,000 0%

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.

**C. Federal Medicare** \$4,300,000 \$4,377,242 \$4,300,000 0%

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 wages of these employees.

**D.** Health Insurance - Workers Compensation \$200,000 \$147,291 \$200,000 0%

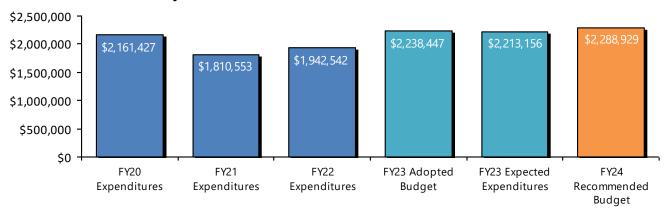
This line provides for the health insurance of non-active employees that remain on workers' compensation.



# **Workers Compensation**

| Fund Code: 500129-96000 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund            | \$2,238,447            | \$2,213,156                  | \$2,288,929                   | 2%                                 |
| Grant Sources           | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                   | \$2,238,447            | \$2,213,156                  | \$2,288,929                   | 2%                                 |

#### **Account Financial Summary**



The FY24 budget provides assistance 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, and 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.

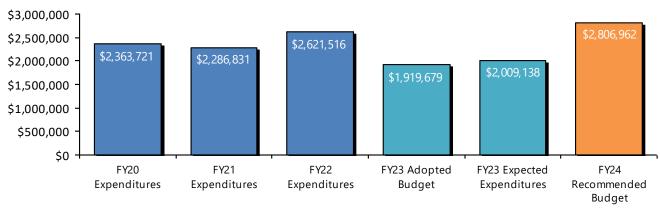
|                                | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|--------------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Salaries                    | \$1,404,000            | \$1,344,237                  | \$1,454,482                   | 4%                                 |
| B. Cost Containment            | \$73,150               | \$77,337                     | \$73,150                      | 0%                                 |
| C. Management Fee              | \$52,305               | \$52,305                     | \$52,305                      | 0%                                 |
| D. Medical Bills & Settlements | \$708,992              | \$739,277                    | \$708,992                     | 0%                                 |
| Total                          | \$2,238,447            | \$2,213,156                  | \$2,288,929                   | 2%                                 |



## **Personal Services**

| Fund Code: 500130-92000 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund            | \$1,919,679            | \$2,009,138                  | \$2,806,962                   | 46%                                |
| Grant Sources           | \$3,652,362            | \$4,091,751                  | \$3,944,362                   | 8%                                 |
| Total                   | \$5,572,041            | \$6,100,889                  | \$6,751,324                   | 21%                                |

## **Account Financial Summary**



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

|   | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|---|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Professional Development                     | \$318,450              | \$318,450                    | \$418,450                     | 31%                                |
| B. Legal Consultation & Settlements             | \$480,250              | \$569,975                    | \$489,000                     | 2%                                 |
| C. Physician Services & Pipeline Program        | \$62,360               | \$62,360                     | \$62,360                      | 0%                                 |
| D. Special Education Services                   | \$249,300              | \$222,250                    | \$249,300                     | 0%                                 |
| E. Graduation Expenses                          | \$95,236               | \$102,265                    | \$104,452                     | 10%                                |
| F. Automated Services                           | \$136,318              | \$140,632                    | \$140,632                     | 3%                                 |
| G. NEASC  | \$15,000               | \$11,982                     | \$15,000                      | 0%                                 |
| H. Security Guard Services                      | \$262,675              | \$297,238                    | \$304,150                     | 16%                                |
| I. Employee Assistance Program (96000)          | \$26,400               | \$26,928                     | \$26,928                      | 2%                                 |
| J. Contractual Employee Reimbursements          | \$45,510               | \$28,878                     | \$45,510                      | 0%                                 |
| K. Translation Services                         | \$0                    | \$0                          | \$723,000                     | 100%                               |
| L. Advanced Placement Program                   | \$193,180              | \$193,180                    | \$193,180                     | 0%                                 |
| M. Worcester Educational Development Foundation | \$35,000               | \$35,000                     | \$35,000                      | 0%                                 |
| Total   | \$1,919,679            | \$2,009,138                  | \$2,806,962                   | 46%                                |





## **Personal Services**

|                             |              |               | FY24        | % Change     |
|-----------------------------|--------------|---------------|-------------|--------------|
|                             | FY23 Adopted | FY23 Expected | Recommended | From Current |
|                             | Budget       | Expenditure   | Budget      | Budget       |
| A. Professional Development | \$318,450    | \$318,450     | \$418,450   | 31%          |

This line funds all curriculum and professional development-related expenses for the district. Professional development supports the ongoing workshops for all employees in the Worcester Public Schools, both instructional and non-instructional. The FY24 budget reflects an increase in this line item to strength staff's social and emotional competencies, restorative justice, positive behavioral intervention and supports, and leader in me evidence based model.

#### **B. Legal Consultation & Settlements**

\$480,250

\$569,975

\$489,000

2%

This line represents the costs associated with outside legal consultation dealing in areas of labor relations (including contract negotiations/administration and grievance/arbitrations) and legal consultation on various issues during the year (i.e. discipline, procedural). In addition, all costs associated with third-party arbitrations are funded through this account. The FY24 budget includes anticipated levels of service.

#### C. Physician Services & Pipeline Program

\$62,360

\$62,360

\$62,360

0%

This line funds the contract with UMass Memorial for physician consulting services as required by the district, and the collaboration between the district and the UMass Medical Pipeline for health career opportunities for schools in the North Quadrant. This line item is recommended to be level-funded for FY24.

#### **D. Special Education Services**

\$249,300

\$222,250

\$249,300

0%

This line maintains funds for various services provided for special education students, including independent evaluations, educational services, contracted hospital instruction, and any remaining nursing service requirements. This line item is recommended to be level-funded for FY24.

#### **E. Graduation Expenses**

\$95,236

\$102,265

\$104,452

10%

These funds are required to pay for the costs associated with high school and middle school graduations, including facility rentals, police coverage, and the rental of sound systems, chairs, and staging equipment when necessary. The FY24 budget reflects an increase in this line item based on current expenditures.

#### F. Automated Services

\$136,318

\$140,632

\$140,632

3%

This line funds online substitute placement systems (Frontline Placement Technologies, \$40,641), the online employment application process (SchoolSpring, \$15,670), and the electronic educator evaluation program (TeachPoint, \$69,362). This line item also includes funds to maintain a time and attendance system (TimeClock Plus, \$2,377) for improved payroll reporting, and the electronic workflow system (Epicor, \$12,582).

G. NEASC

\$15,000

\$11,982

\$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 FY24.



## **Personal Services**

#### **H. Security Guard Services**

\$262,675

\$297,238

\$304,150

16%

This line funds ten (10) security guards stationed at 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 school property, ensuring that the individuals are authorized visitors. The increase in this line item is based upon anticipated rate increases.

#### I. Employee Assistance Program (96000)

\$26,400

\$26,928

\$26,928

2%

This line provides 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 immediate family members, 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.

#### J. Contractual Employee Reimbursements

\$45,510

\$28,878

\$45,510

0%

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.

#### **K. Translation Services**

¢٥

\$0

\$723,000

100%

This line provides funding that allows various third-party vendors to translate school documents and notifications of parental information to be translated into multiple languages. 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). The FY24 budget reallocates from ESSER hold harmless funds to the general fund budget.

#### L. Advanced Placement Program

\$193,180

\$193,180

\$193,180

0%

This line provides funds for all the expenses related to the advanced placement program including textbooks for new courses and added sections and technology, materials, and ongoing professional development.

# M. Worcester Educational Development Foundation

\$35,000

\$35,000

\$35,000

0%

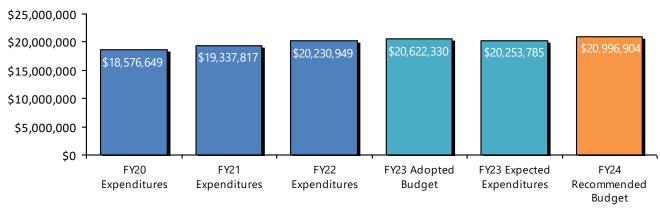
The FY24 budget reflects anticipated levels of service with public relations and alumni services provided by the Worcester Educational Development Foundation.



# **Special Education Tuition**

| Fund Code: 500132-92000 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund            | \$20,622,330           | \$20,253,785                 | \$20,996,904                  | 2%                                 |
| Grant Sources           | \$3,143,818            | \$3,066,713                  | \$3,409,971                   | 8%                                 |
| Total                   | \$23,766,148           | \$23,320,498                 | \$24,406,875                  | 3%                                 |

#### **Account Financial Summary**



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

|   | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|---|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Central Massachusetts Collaborative                | \$15,902,987           | \$15,833,367                 | \$16,387,535                  | 3%                                 |
| B. Special Education Out of District Tuition Programs | \$4,623,640            | \$4,372,450                  | \$4,458,701                   | -4%                                |
| C. Alternative Education Out of District Programs     | \$71,603               | \$23,868                     | \$71,603                      | 0%                                 |
| D. Chapter 74 Vocational Out of District Programs     | \$24,100               | \$24,100                     | \$79,065                      | 228%                               |
| Total   | \$20,622,330           | \$20,253,785                 | \$20,996,904                  | 2%                                 |



# **Special Education Tuition**

|  |              |               | FY24         | % Change     |
|--|--------------|---------------|--------------|--------------|
|  | FY23 Adopted | FY23 Expected | Recommended  | From Current |
|  | Budget       | Expenditure   | Budget       | Budget       |
| A. Central Massachusetts Collaborative | \$15,902,987 | \$15,833,367  | \$16,387,535 | 3%           |

The Central Massachusetts Collaborative provides district students with specialized education and 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 support 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, in cooperation with the Worcester Youth Guidance Center, this program 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.

# **B. Special Education Out of District Tuition** \$4,623,640 \$4,372,450 \$4,458,701 -4% **Programs**

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 the 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 80 students annually. The account is supplemented with \$3.4 million in special education reimbursement from the state through the commonly named "circuit breaker" funding. The FY24 budget reflects the anticipated program rates approved by the state's Operation Services Division (OSD).

## C. Alternative Education Out of District Programs \$71,603 \$23,868 \$71,603 0%

The alternative programs provide 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 students' curriculum is similar to that offered by the home school.

| D. Chapter 74 Vocational Out of District Programs | \$24 100 | \$24 100 | \$79.065 | 228%  |
|---|----------|----------|----------|-------|
| D. CHADLEI 14 VOCALIOHAI OUL OI DISHICL FIOUIAINS | .D/4.1UU | 0/4 100  | 0/7(10)  | 77070 |

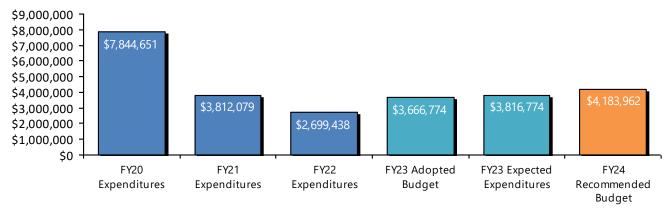
The FY24 budget includes an increase in anticipated student enrollment to attend an out-of-district agricultural program for the new school year. The FY24 budget reflects the anticipated approved program rates.



## **Instructional Materials**

| Fund Code: 500-92204 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund         | \$3,666,774            | \$3,816,774                  | \$4,183,962                   | 14%                                |
| Grant Sources        | \$1,165,289            | \$1,442,658                  | \$3,678,530                   | 216%                               |
| Total                | \$4,832,063            | \$5,259,432                  | \$7,862,492                   | 63%                                |

## **Account Financial Summary**



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

|   | FY23 Adopted<br>Budget                               | FY23 Expected<br>Expenditure                         |  | % Change<br>From Current<br>Budget |       |             |             |             |     |
|---|--|--|--|------------------------------------|-------|-------------|-------------|-------------|-----|
| <ul><li>A. Instructional Materials</li><li>B. Instruction &amp; School Leadership Materials</li><li>C. District Textbooks</li><li>D. District Student Furniture</li></ul> | \$2,274,712<br>\$1,114,062<br>\$125,000<br>\$153,000 | \$2,274,712<br>\$1,114,062<br>\$125,000<br>\$303,000 | \$2,352,592<br>\$1,453,370<br>\$125,000<br>\$253,000 | 3%<br>30%<br>0%<br>65%             |       |             |             |             |     |
|   |  |  |  |                                    | Total | \$3,666,774 | \$3,816,774 | \$4,183,962 | 14% |



## **Instructional Materials**

|                            |              |               | FY24        | % Change     |
|----------------------------|--------------|---------------|-------------|--------------|
|                            | FY23 Adopted | FY23 Expected | Recommended | From Current |
|                            | Budget       | Expenditure   | Budget      | Budget       |
| A. Instructional Materials | \$2,274,712  | \$2,274,712   | \$2,352,592 | 3%           |

The FY24 budget provides \$75 per pupil for instructional supplies and materials, representing the same allocation as the FY22 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.

#### **B. Instruction & School Leadership Materials**

\$1,114,062

\$1,114,062

\$1,453,370

30%

This line provides districtwide instructional materials for the following departments: District Instructional Materials (\$793,370), an increase due to the consolidation of Curriculum Development, Special Education (\$330,000), an increase due to more in-district students, Climate & Culture (\$205,000), previously Office of Social & Emotional Leaning, and an increase due to behavior monitoring software, Multilingual Programs (\$50,000), and School & Student Performance (\$25,000), Office of Family & Community Engagement (\$25,000), and Office of Positive Youth & Development (\$25,000).

**C. District Textbooks** \$125,000 \$125,000 0%

This line provides for districtwide textbooks. The school choice account also funds \$375,000 for this line item.

**D. District Student Furniture** 

\$153,000

\$303,000

\$253,000

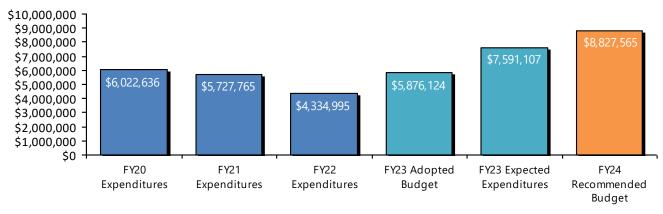
65%

This line provides for the replacement of school furniture based on need and for expanding classrooms. The increase is allocated for six new preschool classrooms.



| Fund Code: 500136-92000, 500136-93000, 540136-92000 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|---|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund  | \$5,876,124            | \$7,591,107                  | \$8,827,565                   | 50%                                |
| Grant Sources                                       | \$2,243,298            | \$2,260,068                  | \$214,880                     | -90%                               |
| Total   | \$8,119,422            | \$9,851,175                  | \$9,042,445                   | 11%                                |

#### **Account Financial Summary**



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

|   | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|---|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Fees and Licenses                          | \$0                    | \$0                          | \$471,563                     | 100%                               |
| B. Employee Recruitment & Mentoring           | \$83,190               | \$83,190                     | \$93,334                      | 12%                                |
| C. Dues and Memberships                       | \$58,655               | \$58,655                     | \$87,444                      | 49%                                |
| D. Moving Expenses                            | \$10,450               | \$19,119                     | \$10,920                      | 4%                                 |
| E. Building & Parking Rentals (540136-92000)  | \$2,843,612            | \$2,889,003                  | \$2,958,013                   | 4%                                 |
| F. Instructional Technology                   | \$1,619,456            | \$2,313,210                  | \$1,894,287                   | 17%                                |
| G. Instructional Technology Equipment (93000) | \$300,000              | \$300,000                    | \$300,000                     | 0%                                 |
| H. Meetings, Receptions & Food                | \$8,000                | \$8,000                      | \$8,000                       | 0%                                 |
| I. Office Services & Supplies                 | \$120,880              | \$128,380                    | \$141,319                     | 17%                                |
| J. Travel - In State                          | \$59,500               | \$38,500                     | \$38,500                      | -35%                               |
| K. Travel - Out of State                      | \$5,000                | \$5,000                      | \$5,000                       | 0%                                 |
| L. School Nurses Medical Supplies             | \$155,101              | \$155,101                    | \$205,101                     | 32%                                |
| M. School Safety Equipment                    | \$125,000              | \$450,010                    | \$1,425,000                   | 1040%                              |
| N. Audit Fees                                 | \$24,054               | \$24,054                     | \$24,602                      | 2%                                 |
| O. Worcester Future Teacher Program           | \$6,400                | \$6,400                      | \$0                           | -100%                              |
| P. District Postage & Document Center         | \$383,200              | \$398,200                    | \$439,450                     | 15%                                |
| Q. District Insurance                         | \$73,626               | \$714,285                    | \$725,032                     | 885%                               |
| Total   | \$5,876,124            | \$7,591,107                  | \$8,827,565                   | 50%                                |



|                      |              |               | FY24        | % Change     |
|----------------------|--------------|---------------|-------------|--------------|
|                      | FY23 Adopted | FY23 Expected | Recommended | From Current |
|                      | Budget       | Expenditure   | Budget      | Budget       |
| A. Fees and Licenses | \$0          | \$0           | \$471,563   | 100%         |

This line funds all educational program's fees and licenses including AVID licenses, (\$66,900); credit recovery software for secondary students (\$87,644); Virtual High School (\$23,345); and PSAT (\$82,673); and STAR Assessments (\$211,000). The FY24 budget reallocates from ESSER hold harmless funds to the general fund budget.

#### B. Employee Recruitment & Mentoring

\$83,190

\$83,190

\$93,334

12%

This line funds all the expenses related to the recruitment of administrators, teachers, and educational support staff. This line also reallocates the mentoring program from Personal Services (500130-92000) provides opportunities for newer staff to work with designated personnel to support classroom success, as well as provides for the necessary contractual services of the programming. These funds also complement the Mentor Program located in the Supplemental Program Salaries Account (500-91118). The FY24 budget consolidates this line to support the Worcester Future Teachers Academy (WFTA), previously Line O.

#### C. Dues and Memberships

\$58,655

\$58,655

\$87,444

49%

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 in current educational practice, research, and development. Areas include the 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, and Society for Human Resource Management. The account reflects anticipated membership costs for the 2023-2024 school year and FY24 budget includes district's USA Skills membership.

#### **D. Moving Expenses**

\$10,450

\$19,119

\$10,920

4%

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.

#### E. Building & Parking Rentals (540136-92000)

\$2,843,612

\$2,889,003

\$2,958,013

4%

This line funds the consolidated space at Northeast Cutoff includes the Transportation Department, including the fueling station (\$1,531,165), the Facilities Department (\$392,534), and the Information Technology Department (\$200,850), rental of classroom space for Chandler Elementary (\$235,044), the rental of space for the special education alternative program (\$182,000), parking lot rental of Chatham Street (\$83,443), use of the gymnasium and parking lot at the YMCA for the Jacob Hiatt Magnet School (\$53,077), rental of parking spaces for Gates Lane School (\$12,600), St. Bernard's Church gymnasium for Challenge and Reach students (\$18,000), and parking lot rental of Richard Street (\$9,000). The FY24 budget reflects the elimination of the St. Stephen's Church lease (-\$102,000) as well as additional classroom space to address overcrowding and additional preschool classrooms at Lincoln Street School (\$225,000).



#### F. Instructional Technology

\$1,619,456

\$2,313,210

\$1,894,287

17%

The technology budget is used to maintain, upgrade, and supplement the existing educational and administrative technology. This line includes leasing Chromebooks, purchase of various necessary units for incoming staff, as well as other software costs for the district's technology, along with the district's student information system. The FY24 budget includes the new lease of desktop computers for administrators and various other staff.

#### G. Instructional Technology Equipment (93000)

\$300,000

\$300,000

\$300,000

0%

The technology budget is used to maintain, upgrade, and supplement the existing educational and administrative. 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.

#### H. Meetings, Receptions & Food

000.8

000.8

\$8,000

0%

This account covers meal costs when it's determined to be appropriate in light of attendance, time, or location circumstances. They are associated with required meetings after regular working hours that extend into the evening, and activities such as staff development, recruiting, and interview panels. This line item is recommended to be level-funded for FY24.

#### I. Office Services & Supplies

\$120,880

\$128,380

\$141,319

17%

This line includes maintenance & repair of equipment, copier leases & maintenance, and office supplies. This fund remains the primary source for the maintenance and repair of various equipment, and 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. The FY24 budget reflects an increase in this line item.

#### J. Travel - In State

\$59,500

\$38,500

\$38,500

-35%

This account provides for reimbursement of \$0.655 per mile, following the current 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, and travel required between buildings during regular duty hours. The FY24 budget reflects a reduction based on actual expenditures.

#### K. Travel - Out of State

\$5,000

\$5,000

\$5,000

0%

This account provides out-of-state travel expenses for personnel recruitment to implement the district's recruitment plan and achieve equal employment opportunity goals. Expenses include airfare, lodgings, and meals. This line is recommended to be level-funded for FY24.



#### L. School Nurses Medical Supplies

\$155,101

\$155,101

\$205,101

32%

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. The increase in this line reflects funds to support the district's AED management.

#### M. School Safety Equipment

\$125,000

\$450,010

\$1,425,000

1040%

Funds assigned to this account provide for the purchase of equipment including, radios, surveillance cameras, monitors, window and door locks, access controls, intercoms, and door alarms. Additional funds are supported through the Facility Ordinary Maintenance (500152-92000) budget to provide for school safety repairs and equipment. The FY24 budget includes an increase to address anticipated recommendations of recent safety audit of all district building locations. This line will also include professional development and staff training.

N. Audit Fees \$24,054 \$24,054 \$24,602 2%

This account funds the cost of the annual audit of the End of Year Pupil and Financial Report, and the student activity audit. This line item is recommended to be level-funded for FY24.

#### O. Worcester Future Teacher Program

\$6,400

\$6,400

\$0 -100%

The FY24 budget consolidates this line with the Employment Recruitment Line B.

#### P. District Postage & Document Center

\$383,200

\$398,200

\$439,450

15%

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, including interim and final report cards, correspondences, student transfer materials, grant submission documents, and school-based mailings. Costeffective bulk mail rates are used whenever possible, and the district participates in a postage savings program. This line also funds the supplies and materials at the center located at the Durkin Administration Building to reduce district and school printing costs.

\$714,285 Q. District Insurance \$73,626 \$725,032 885%

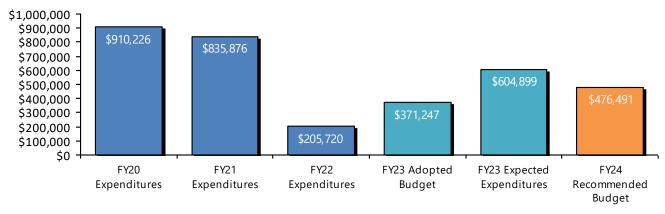
This line item includes all district boiler insurance coverage. Also, funds to cover Worcester Technical High School student accident insurance, student activity, and athletic bonding insurance, are procured utilizing three-year cycles. The FY24 budget includes the reallocation of school bus vehicle insurance from the Transportation Account (540103-92000), Line C, and the elimination of the required building insurance for the rental property for the special education alternative program.



# **Unemployment Compensation**

| Fund Code: 500137-96000 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund            | \$371,247              | \$604,899                    | \$476,491                     | 28%                                |
| Grant Sources           | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                   | \$371,247              | \$604,899                    | \$476,491                     | 28%                                |

#### **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 resulting from layoffs. The account reflects an estimate of anticipated needs for the FY24 recommended budget.

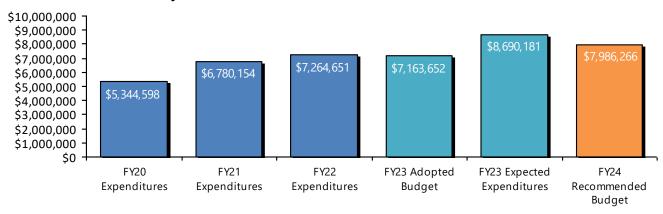
|                              | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|------------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Unemployment Compensation | \$371,247              | \$604,899                    | \$476,491                     | 28%                                |
| Total                        | \$371,247              | \$604,899                    | \$476,491                     | 28%                                |



# **Building Utilities**

| Fund Code: 500146-92000 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund            | \$7,163,652            | \$8,690,181                  | \$7,986,266                   | 11%                                |
| Grant Sources           | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total                   | \$7,163,652            | \$8,690,181                  | \$7,986,266                   | 11%                                |

#### **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 to help control the costs in this account. More detail on these individual lines is included on the following pages.

|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Natural Gas              | \$2,329,511            | \$2,973,227                  | \$3,144,840                   | 35%                                |
| B. Electricity              | \$3,913,226            | \$4,630,362                  | \$3,708,338                   | -5%                                |
| C. Number 2 - Fuel Oil      | \$38,550               | \$45,070                     | \$8,300                       | -78%                               |
| D. Telephone & Data Service | \$882,365              | \$1,041,522                  | \$1,124,788                   | 27%                                |
| Total                       | \$7,163,652            | \$8,690,181                  | \$7,986,266                   | 11%                                |



# **Building Utilities**

|                |              |               | FY24        | % Change     |
|----------------|--------------|---------------|-------------|--------------|
|                | FY23 Adopted | FY23 Expected | Recommended | From Current |
|                | Budget       | Expenditure   | Budget      | Budget       |
| A. Natural Gas | \$2,329,511  | \$2,973,227   | \$3,144,840 | 35%          |

This line provides the funding for the cost of natural gas, which is used to heat the majority of the district's buildings. The FY24 budget is based on the City's utilizing the default rate from Eversource. The City continues to explore supply contracts, however, has not entered into a new contract at the printing of the FY24 recommended budget. All accounts have been assigned to an anticipated default rate for supply and delivery and the district anticipates consistent therm usage for the 2023-2024 school year.

**B. Electricity** \$3,913,226 \$4,630,362 \$3,708,338 -5%

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, and the opportunity to secure net metering credits provided from the City's landfill at a reduced rate. The district has been impacted by the increase in electricity costs and will be reallocating net metering credits to other school locations to minimize the FY24 budget increase.

**C. Number 2 - Fuel Oil** \$38,550 \$45,070 \$8,300 -78%

This line provides funding for #2 fuel oil utilized at Foley Stadium and generators necessary in the district. The FY24 budget eliminates St. Casimir's special education alternative program location.

#### **D. Telephone & Data Service** \$882,365 \$1,041,522 \$1,124,788 27%

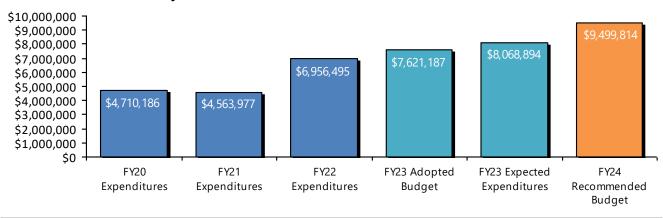
This line provides funds for the cost of telephone service (Centrex, long-distance, fire alarm circuits, cellular) for the district. Also included are costs associated with data service, internet access, and the Connect-Ed school-to-home communication system. The FY24 budget includes an increase in cybersecurity, VOIP compliance, and the district's school-to-home notification service.



# **Facilities Ordinary Maintenance**

| Fund Code: 500152-92000 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund            | \$7,621,187            | \$8,068,894                  | \$9,499,814                   | 25%                                |
| Grant Sources           | \$9,794,672            | \$9,794,672                  | \$15,040,532                  | 54%                                |
| Total                   | \$17,415,859           | \$17,863,566                 | \$24,540,346                  | 41%                                |

#### **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, and other miscellaneous expenses. More detail on these individual lines is included on the following pages.

|                                     | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-------------------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Facility Maintenance             | \$5,529,881            | \$6,080,056                  | \$7,224,837                   | 31%                                |
| B. Trash Removal                    | \$735,066              | \$733,832                    | \$737,767                     | 0%                                 |
| C. Environmental Management Systems | \$1,040,376            | \$1,040,376                  | \$1,212,192                   | 17%                                |
| D. Vehicle Maintenance              | \$112,436              | \$111,202                    | \$112,436                     | 0%                                 |
| E. Capital Equipment                | \$203,428              | \$103,428                    | \$212,582                     | 4%                                 |
| Total                               | \$7,621,187            | \$8,068,894                  | \$9,499,814                   | 25%                                |



# **Facilities Ordinary Maintenance**

|                         |              |               | FY24        | % Change     |
|-------------------------|--------------|---------------|-------------|--------------|
|                         | FY23 Adopted | FY23 Expected | Recommended | From Current |
|                         | Budget       | Expenditure   | Budget      | Budget       |
| A. Facility Maintenance | \$5,529,881  | \$6,080,056   | \$7,224,837 | 31%          |

This line provides for the maintenance and repair of all district buildings, including exterior and grounds, and 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 performed by outside contractors. This account also represents necessary supplies and leases associated with the maintenance and repair of all district buildings. The FY24 budget includes \$1.7 million in specific school-based building requests.

**B. Trash Removal** \$735,066 \$733,832 \$737,767 0%

This line provides funding for the removal, disposal, and recycling of trash throughout the district. The account reflects the City of Worcester's contracted rates and volume history. This line item is recommended to be level-funded for FY24 based on current expenditures.

#### **C. Environmental Management Systems** \$1,040,376 \$1,040,376 \$1,212,192 17%

This line provides funds for consulting and evaluation services related to the district's Environmental Management System (EMS), as 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 FY24 budget includes additional funding for abatement projects and hazardous waste disposal.

#### **D. Vehicle Maintenance** \$112,436 \$111,202 \$112,436 0%

This line funds the fuel and maintenance of all vehicles located in Facilities. In addition, the cost of gasoline for lawnmowers, snowblowers, trimmers, etc., is funded from this account. Gasoline and diesel fuel are purchased through the City of Worcester contracts. This line item is recommended to be level-funded for FY24.

#### **E. Capital Equipment** \$203,428 \$103,428 \$212,582 4%

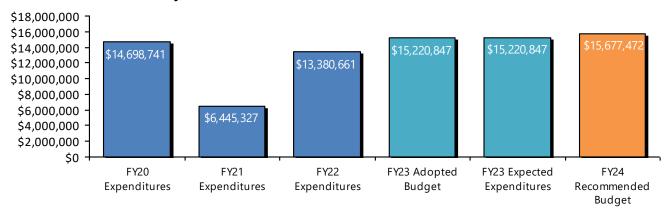
The facility budget is used to repair, maintain and upgrade district buildings. This line item is utilized for specific capital equipment costs greater than \$1,000 per unit.



# **Child Nutrition Program**

|               | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|---------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund  | \$15,220,847           | \$15,220,847                 | \$15,677,472                  | 3%                                 |
| Grant Sources | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total         | \$15,220,847           | \$15,220,847                 | \$15,677,472                  | 3%                                 |

#### **Account Financial Summary**



The FY24 recommended budget reflects the anticipated meal participation during the 2023-2024 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 fresh, culturally relevant, 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.

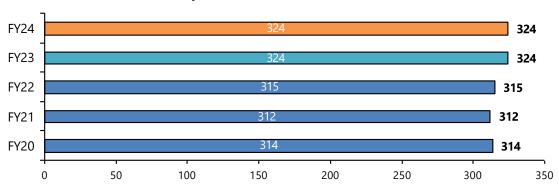
EV24

0/ Change

|                         |                        |                              | FY24                  | % Change               |
|-------------------------|------------------------|------------------------------|-----------------------|------------------------|
|                         | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | Recommended<br>Budget | From Current<br>Budget |
| A. Administration       | \$473,920              | \$473,920                    | \$509,209             | 7%                     |
| B. Supervisors          | \$996,320              | \$996,320                    | \$1,053,397           | 6%                     |
| C. School Based Support | \$3,922,725            | \$3,922,725                  | \$3,817,813           | -3%                    |
| D. Program Support      | \$1,099,000            | \$1,099,000                  | \$1,175,372           | 7%                     |
| E. Food Supplies        | \$5,896,774            | \$5,896,774                  | \$6,162,129           | 5%                     |
| F. Other Supplies       | \$481,500              | \$481,500                    | \$503,168             | 5%                     |
| G. Maintenance & Repair | \$611,184              | \$611,184                    | \$638,687             | 5%                     |
| H. Equipment            | \$107,000              | \$107,000                    | \$111,815             | 5%                     |
| I. Fringe Benefits      | \$1,632,424            | \$1,632,424                  | \$1,705,883           | 5%                     |
| Total                   | \$15,220,847           | \$15,220,847                 | \$15,677,472          | 3%                     |



## **Child Nutrition Program**

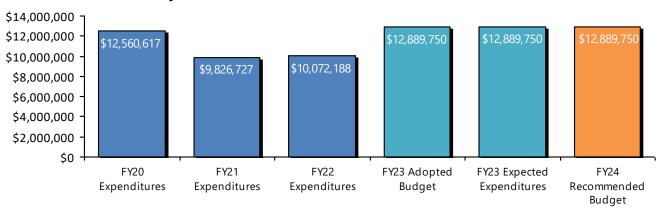




#### Title I

| Fund Code: 305 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-----------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                   | 0%                                 |
| Grant Sources  | \$12,889,750           | \$12,889,750                 | \$12,889,750          | 0%                                 |
| Total          | \$12,889,750           | \$12,889,750                 | \$12,889,750          | 0%                                 |

#### **Account Financial Summary**

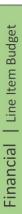


Title I, Part A of the federal Elementary and Secondary Education Act provides financial assistance to districts and schools with high numbers or high percentages of children from low-income families to help ensure that all children meet challenging state academic standards. The priorities include strengthening 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 Grants Director, instructional coaches, wraparound coordinators, and other program and support positions. The FY24 recommended budget is based upon the actual FY23 grant award.

FY24

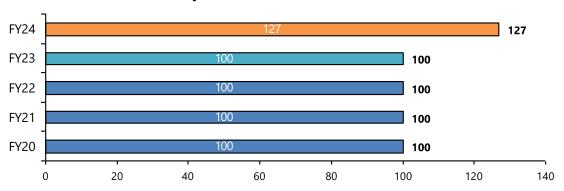
% Change

|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | Recommended<br>Budget | From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-----------------------|------------------------|
| A. Administration Salaries  | \$121,825              | \$121,825                    | \$121,825             | 0%                     |
| B. Teacher Salaries         | \$6,452,809            | \$6,452,809                  | \$6,452,809           | 0%                     |
| C. Program Support          | \$1,299,651            | \$1,299,651                  | \$1,299,651           | 0%                     |
| D. Supplemental Salaries    | \$964,642              | \$964,642                    | \$964,642             | 0%                     |
| E. Health Insurance         | \$1,375,633            | \$1,375,633                  | \$1,375,633           | 0%                     |
| F. Retirement               | \$591,717              | \$591,717                    | \$591,717             | 0%                     |
| G. Non Public Allocation    | \$275,570              | \$275,570                    | \$275,570             | 0%                     |
| H. Personal Services        | \$1,032,900            | \$1,032,900                  | \$1,032,900           | 0%                     |
| I. Instructional Materials  | \$517,559              | \$517,559                    | \$517,559             | 0%                     |
| K. City Indirect Assessment | \$257,444              | \$257,444                    | \$257,444             | 0%                     |
| Total                       | \$12,889,750           | \$12,889,750                 | \$12,889,750          | 0%                     |





## Title I

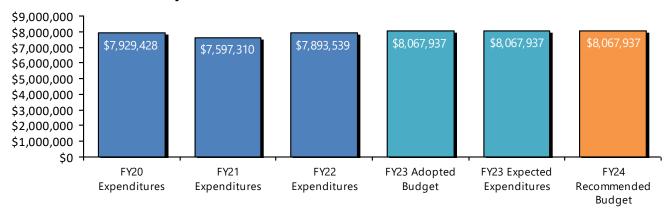




#### **IDEA**

| Fund Code: 240 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$8,067,937            | \$8,067,937                  | \$8,067,937                   | 0%                                 |
| Total          | \$8,067,937            | \$8,067,937                  | \$8,067,937                   | 0%                                 |

#### **Account Financial Summary**



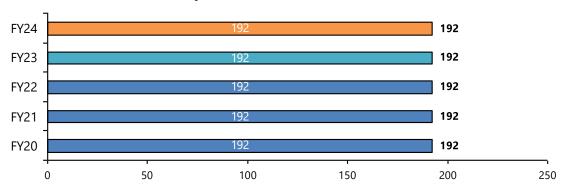
The Individuals with Disabilities Education Act (IDEA) Federal Special Education Entitlement Grant provides funds to ensure that eligible students with disabilities receive a free and appropriate public education that includes special education and related services designed to meet their individual needs 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 FY24 recommended budget is based upon the actual FY23 grant award.

|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Administration Salaries  | \$118,200              | \$118,200                    | \$118,200                     | 0%                                 |
| C. Program Support          | \$5,991,718            | \$5,991,718                  | \$5,991,718                   | 0%                                 |
| E. Health Insurance         | \$1,397,070            | \$1,397,070                  | \$1,397,070                   | 0%                                 |
| F. Retirement               | \$10,638               | \$10,638                     | \$10,638                      | 0%                                 |
| G. Non Public Allocation    | \$247,084              | \$247,084                    | \$247,084                     | 0%                                 |
| H. Personal Services        | \$109,915              | \$109,915                    | \$109,915                     | 0%                                 |
| I. Instructional Materials  | \$35,820               | \$35,820                     | \$35,820                      | 0%                                 |
| J. Misc Educational OM      | \$0                    | \$0                          | \$0                           | 0%                                 |
| K. City Indirect Assessment | \$157,492              | \$157,492                    | \$157,492                     | 0%                                 |
| Total                       | \$8,067,937            | \$8,067,937                  | \$8,067,937                   | 0%                                 |





## **IDEA**

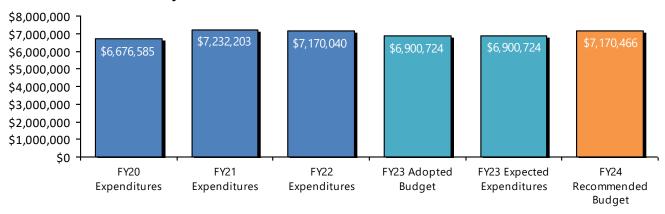




#### **Head Start**

| Fund Code: 190 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$6.900.724            | \$6,900,724                  | \$7,170,466                   | 4%                                 |
| Total          | \$6,900,724            | \$6,900,724                  | \$7,170,466                   | 4%                                 |

#### **Account Financial Summary**



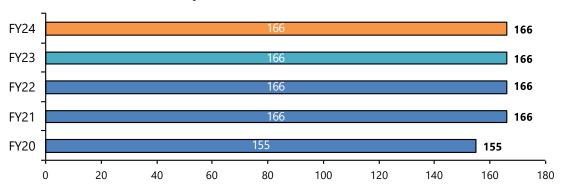
The federal Head Start program offers Center-Based Child Care, Family Child Care, and home visiting options for children ages five and under. Currently, there are three Head Start locations within the district: Greendale School, Millbury Street School, and Mill Swan School. Worcester Public Schools was 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 1 through April 31.

|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Administration Salaries  | \$256,227              | \$256,227                    | \$263,977                     | 3%                                 |
| B. Teacher Salaries         | \$1,553,617            | \$1,553,617                  | \$1,671,532                   | 8%                                 |
| C. Program Support          | \$2,822,246            | \$2,822,246                  | \$3,145,444                   | 11%                                |
| E. Health Insurance         | \$763,408              | \$763,408                    | \$1,001,216                   | 31%                                |
| F. Retirement               | \$814,392              | \$814,392                    | \$814,392                     | 0%                                 |
| H. Personal Services        | \$170,910              | \$170,910                    | \$73,785                      | -57%                               |
| I. Instructional Materials  | \$88,909               | \$88,909                     | \$21,711                      | -76%                               |
| J. Misc Educational OM      | \$293,000              | \$293,000                    | \$35,000                      | -88%                               |
| K. City Indirect Assessment | \$138,015              | \$138,015                    | \$143,409                     | 4%                                 |
| Total                       | \$6,900,724            | \$6,900,724                  | \$7,170,466                   | 4%                                 |





## **Head Start**

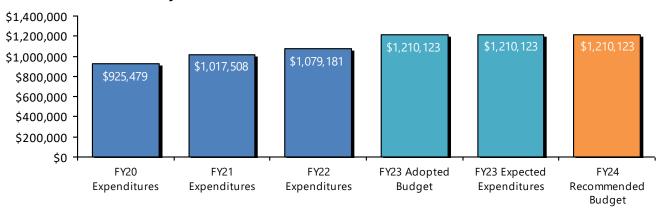




#### Title III

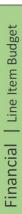
| Fund Code: 180 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$1,210,123            | \$1,210,123                  | \$1,210,123                   | 0%                                 |
| Total          | \$1,210,123            | \$1,210,123                  | \$1,210,123                   | 0%                                 |

#### **Account Financial Summary**



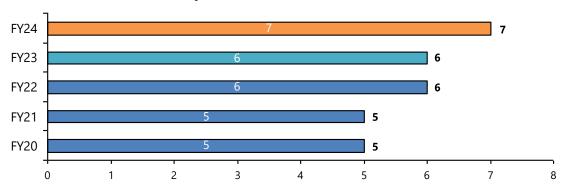
Title III, Part A of the federal Elementary and Secondary Education Act (ESEA) provides funds to help English learners, including immigrant children and youth, succeed in school by assisting them in becoming fluent in English and meeting challenging state academic content and student academic achievement 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 FY24 recommended budget is based upon the actual FY23 grant award.

|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| B. Teacher Salaries         | \$522,060              | \$522,060                    | \$522,060                     | 0%                                 |
| D. Supplemental Salaries    | \$129,500              | \$129,500                    | \$129,500                     | 0%                                 |
| E. Health Insurance         | \$103,862              | \$103,862                    | \$103,862                     | 0%                                 |
| F. Retirement               | \$46,985               | \$46,985                     | \$46,985                      | 0%                                 |
| G. Non Public Allocation    | \$2,388                | \$2,388                      | \$2,388                       | 0%                                 |
| H. Personal Services        | \$305,600              | \$305,600                    | \$305,600                     | 0%                                 |
| J. Misc Educational OM      | \$76,000               | \$76,000                     | \$76,000                      | 0%                                 |
| K. City Indirect Assessment | \$23,728               | \$23,728                     | \$23,728                      | 0%                                 |
| Total                       | \$1,210,123            | \$1,210,123                  | \$1,210,123                   | 0%                                 |





## Title III

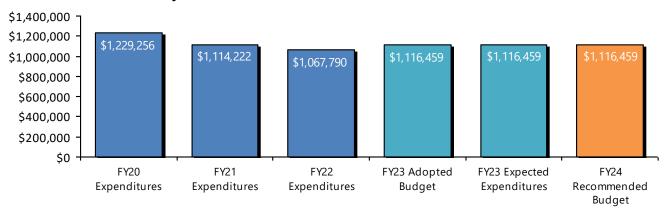




## **Title II Teacher Quality**

| Fund Code: 140 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$1,116,459            | \$1,116,459                  | \$1,116,459                   | 0%                                 |
| Total          | \$1,116,459            | \$1,116,459                  | \$1,116,459                   | 0%                                 |

#### **Account Financial Summary**

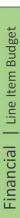


Title II, Part A of the federal Elementary and Secondary Education Act (ESEA) provides supplemental resources to school districts to support systems of support for excellent teaching and leading. The priorities include increasing student achievement consistent with the challenging state academic standards, 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 FY24 recommended budget is based upon the actual FY23 grant award.

FY24

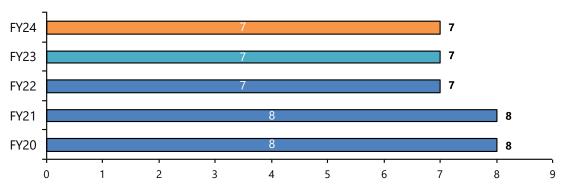
% Change

|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | Recommended<br>Budget | From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-----------------------|------------------------|
| A. Administration Salaries  | \$165,495              | \$165,495                    | \$165,495             | 0%                     |
| B. Teacher Salaries         | \$619,471              | \$619,471                    | \$619,471             | 0%                     |
| C. Program Support          | \$65,000               | \$65,000                     | \$65,000              | 0%                     |
| E. Health Insurance         | \$85,274               | \$85,274                     | \$85,274              | 0%                     |
| F. Retirement               | \$69,711               | \$69,711                     | \$69,711              | 0%                     |
| G. Non Public Allocation    | \$89,821               | \$89,821                     | \$89,821              | 0%                     |
| K. City Indirect Assessment | \$21,687               | \$21,687                     | \$21,687              | 0%                     |
| Total                       | \$1,116,459            | \$1,116,459                  | \$1,116,459           | 0%                     |





## **Title II Teacher Quality**

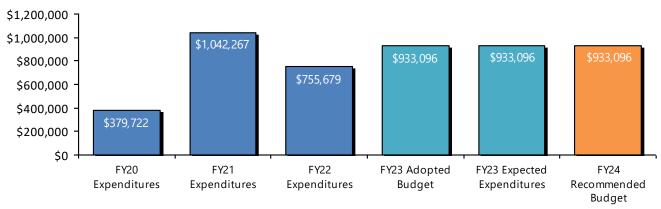




#### Title IV

| Fund Code: 309 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$933,096              | \$933,096                    | \$933,096                     | 0%                                 |
| Total          | \$933,096              | \$933,096                    | \$933,096                     | 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 FY24 recommended budget is based upon the actual FY23 grant award.

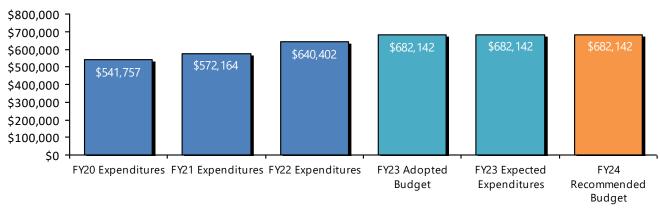
|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| D. Supplemental Salaries    | \$453,250              | \$453,250                    | \$453,250                     | 0%                                 |
| G. Non Public Allocation    | \$76,352               | \$76,352                     | \$76,352                      | 0%                                 |
| H. Personal Services        | \$350,198              | \$350,198                    | \$350,198                     | 0%                                 |
| J. Misc Educational OM      | \$35,000               | \$35,000                     | \$35,000                      | 0%                                 |
| K. City Indirect Assessment | \$18,296               | \$18,296                     | \$18,296                      | 0%                                 |
| Total                       | \$933,096              | \$933,096                    | \$933,096                     | 0%                                 |



## **Adult Education - Community Centers**

| Fund Code: 340 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$682,142              | \$682,142                    | \$682,142                     | 0%                                 |
| Total          | \$682,142              | \$682,142                    | \$682,142                     | 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 FY24 recommended budget is based upon the actual FY23 grant award.

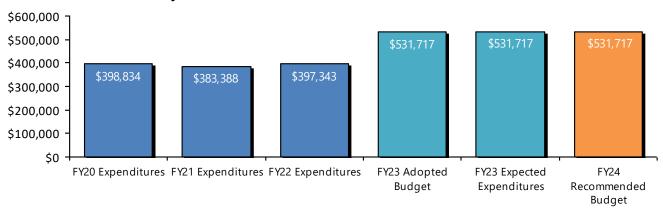
|  | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|--|------------------------|------------------------------|-------------------------------|------------------------------------|
| B. Teacher Salaries C. Program Support | \$65,450               | \$65,450                     | \$65,450                      | 0%                                 |
|  | \$29,271               | \$29,271                     | \$29,271                      | 0%                                 |
| D. Supplemental Salaries               | \$498,897              | \$498,897                    | \$498,897                     | 0%                                 |
| H. Personal Services                   | \$39,750               | \$39,750                     | \$39,750 \$39,750             | 0%                                 |
| I. Instructional Materials             | \$22,177               | \$22,177                     | \$22,177                      | 0%                                 |
| J. Misc Educational OM                 | \$12,954               | \$12,954                     | \$12,954                      | 0%                                 |
| K. City Indirect Assessment            | \$13,643               | \$13,643                     | \$13,643                      | 0%                                 |
| Total                                  | \$682,142              | \$682,142                    | \$682,142                     | 0%                                 |



## **Perkins**

| Fund Code: 400 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-----------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                   | 0%                                 |
| Grant Sources  | \$531,717              | \$531,717                    | \$531,717             | 0%                                 |
| Total          | \$531,717              | \$531,717                    | \$531,717             | 0%                                 |

#### **Account Financial Summary**



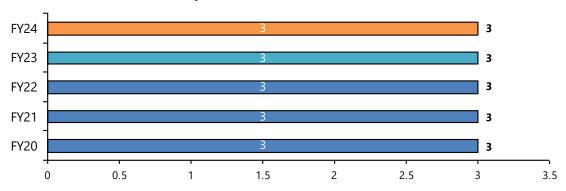
The purpose of the Carl D. Perkins grant is to assist school districts with improving secondary and postsecondary-level career and technical education programs. As set forth in Perkins, the main priority is to close the achievement gap for special populations on the Perkins core indicators of performance. 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 FY24 recommended budget is based upon the actual FY23 grant award.

|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| B. Teacher Salaries         | \$247,962              | \$247,962                    | \$247,962                     | 0%                                 |
| D. Supplemental Salaries    | \$98,435               | \$98,435                     | \$98,435                      | 0%                                 |
| E. Health Insurance         | \$22,464               | \$22,464                     | \$22,464                      | 0%                                 |
| F. Retirement               | \$22,317               | \$22,317                     | \$22,317                      | 0%                                 |
| H. Personal Services        | \$43,499               | \$43,499                     | \$43,499                      | 0%                                 |
| I. Instructional Materials  | \$45,454               | \$45,454                     | \$45,454                      | 0%                                 |
| J. Misc Educational OM      | \$41,161               | \$41,161                     | \$41,161                      | 0%                                 |
| K. City Indirect Assessment | \$10,425               | \$10,425                     | \$10,425                      | 0%                                 |
| Total                       | \$531,717              | \$531,717                    | \$531,717                     | 0%                                 |





## **Perkins**

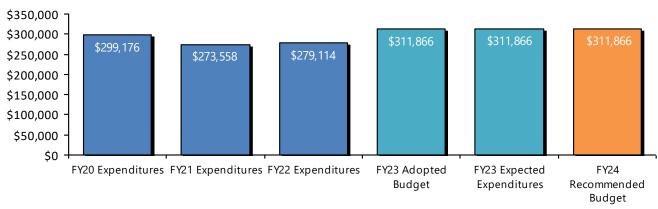




## **Preschool - Special Education**

| Fund Code: 262 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$311,866              | \$311,866                    | \$311,866                     | 0%                                 |
| Total          | \$311,866              | \$311,866                    | \$311,866                     | 0%                                 |

#### **Account Financial Summary**

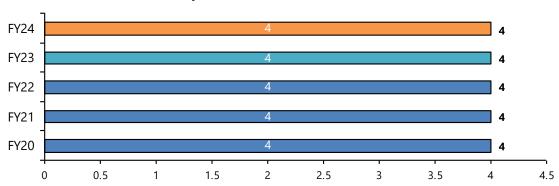


Early Childhood Special Education (ECSE) services are designed for young children (aged 3-5) with disabilities who need specially designed instruction or related services and whose disability(ies) causes the children to be unable to participate in developmentally appropriate typical preschool activities. These funds support teaching positions. The FY24 recommended budget is based upon the actual FY23 grant award.

EV24

0/ Classes

|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-----------------------|------------------------------------|
| B. Teacher Salaries         | \$280,625              | \$280,625                    | \$280,625             | 0%                                 |
| F. Retirement               | \$25,149               | \$25,149                     | \$25,149              | 0%                                 |
| K. City Indirect Assessment | \$6,092                | \$6,092                      | \$6,092               | 0%                                 |
| Total                       | \$311,866              | \$311,866                    | \$311,866             | 0%                                 |

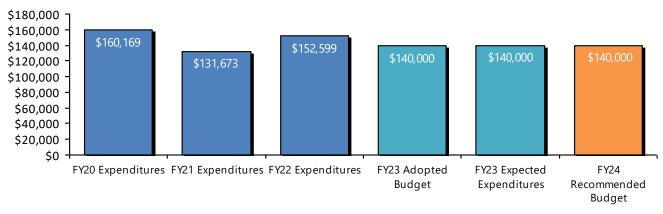




## **McKinney Vento**

| Fund Code: 310 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>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 afterschool programming, and other necessary resources that support students. The FY24 recommended budget is based upon the actual FY23 grant award.

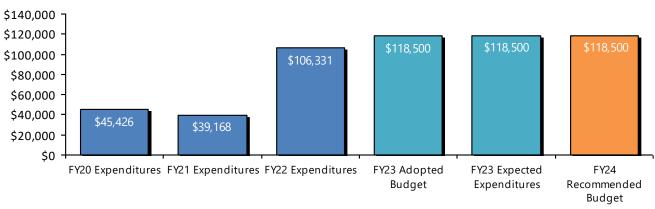
|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| A. Administration Salaries  | \$8,175                | \$8,175                      | \$8,175                       | 0%                                 |
| B. Teacher Salaries         | \$20,525               | \$20,525                     | \$20,525                      | 0%                                 |
| C. Program Support          | \$3,300                | \$3,300                      | \$58,300                      | 1667%                              |
| D. Supplemental Salaries    | \$22,450               | \$22,450                     | \$22,450                      | 0%                                 |
| E. Health Insurance         | \$15,075               | \$15,075                     | \$15,075                      | 0%                                 |
| H. Personal Services        | \$3,500                | \$3,500                      | \$3,500                       | 0%                                 |
| I. Instructional Materials  | \$7,510                | \$7,510                      | \$7,510                       | 0%                                 |
| J. Misc Educational OM      | \$57,465               | \$57,465                     | \$2,465                       | -96%                               |
| K. City Indirect Assessment | \$2,000                | \$2,000                      | \$2,000                       | 0%                                 |
| Total                       | \$140,000              | \$140,000                    | \$140,000                     | 0%                                 |



## **Adult Education Integrated Literacy**

| Fund Code: 359 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$118,500              | \$118,500                    | \$118,500                     | 0%                                 |
| Total          | \$118,500              | \$118,500                    | \$118,500                     | 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 FY24 recommended budget is based upon the actual FY23 grant award.

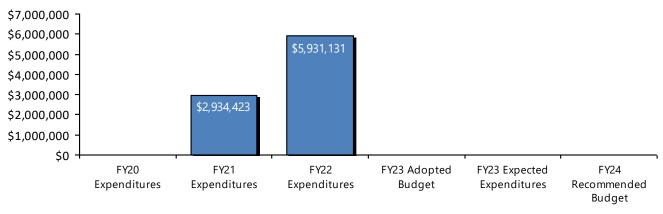
|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| B. Teacher Salaries         | \$18,200               | \$18,200                     | \$18,200                      | 0%                                 |
| C. Program Support          | \$3,718                | \$3,718                      | \$3,718                       | 0%                                 |
| D. Supplemental Salaries    | \$57,316               | \$57,316                     | \$57,316                      | 0%                                 |
| H. Personal Services        | \$29,000               | \$29,000                     | \$29,000                      | 0%                                 |
| I. Instructional Materials  | \$5,596                | \$5,596                      | \$5,596                       | 0%                                 |
| J. Misc Educational OM      | \$2,300                | \$2,300                      | \$2,300                       | 0%                                 |
| K. City Indirect Assessment | \$2,370                | \$2,370                      | \$2,370                       | 0%                                 |
| Total                       | \$118,500              | \$118,500                    | \$118,500                     | 0%                                 |



#### **ESSER I**

| Fund Code: 113 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$0                    | \$0                          | \$0                           | 0%                                 |
| Total          | \$0                    | \$0                          | \$0                           | 0%                                 |

#### **Account Financial Summary**



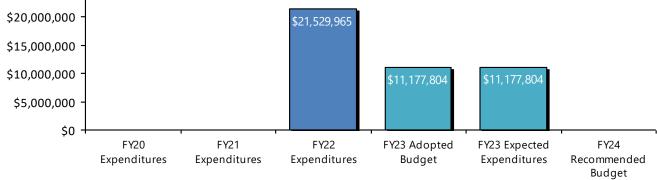
Coronavirus Aid, Relief, and Economic Security (CARES) Act, Elementary and Secondary Education Emergency Relief (ESSER) Fund provides resources to school districts to address the impact the Novel Coronavirus Disease (COVID-19) has had and continues to have, on elementary and secondary schools. Districts must provide equitable services to students and teachers in private schools as required under the CARES Act. These funds supported 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 had an ending date of September 30, 2022.



#### **ESSER II**

| Fund Code: 115 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$11,177,804           | \$11,177,804                 | \$0                           | -100%                              |
| Total          | \$11,177,804           | \$11,177,804                 | \$0                           | -100%                              |

## \$25,000,000 - \$20,000,000 - \$21,529



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 was intended to help school districts safely reopen schools, and measure and effectively address significant learning loss. This grant has an ending date of September 30, 2023. These funds supported instructional assistants, wraparound coordinators, parent liaisons, literacy & MCAS tutors, as well as contractual nursing services required for the school based COVID isolation areas.

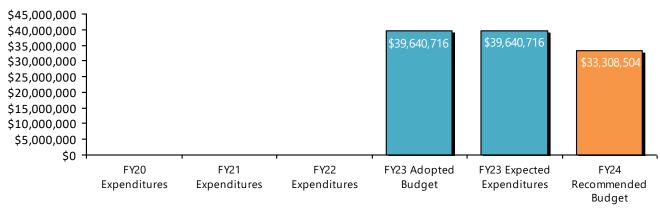
|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| B. Teacher Salaries         | \$3,564,537            | \$3,564,537                  | \$0                           | -100%                              |
| C. Program Support          | \$4,802,468            | \$4,802,468                  | \$0                           | -100%                              |
| D. Supplemental Salaries    | \$838,611              | \$838,611                    | \$0                           | -100%                              |
| E. Health Insurance         | \$365,000              | \$365,000                    | \$0                           | -100%                              |
| G. Non Public Allocation    | \$708,000              | \$708,000                    | \$0                           | -100%                              |
| I. Instructional Materials  | \$202,214              | \$202,214                    | \$0                           | -100%                              |
| J. Misc Educational OM      | \$473,418              | \$473,418                    | \$0                           | -100%                              |
| K. City Indirect Assessment | \$223,556              | \$223,556                    | \$0                           | -100%                              |
| Total                       | \$11,177,804           | \$11,177,804                 | \$0                           | -100%                              |



#### **ESSER III**

| Fund Code: 119 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$39,640,716           | \$39,640,716                 | \$33,308,504                  | -16%                               |
| Total          | \$39,640,716           | \$39,640,716                 | \$33,308,504                  | -16%                               |

#### **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, full and mid-size buses, as well as capital projects. This grant has an ending date of September 30, 2024 and is expected to fund the following positions: administrator (7), teaching positions (30), focus instructional coach positions (10), instructional assistants (20), and district support positions (27). These funds will also be utilized to support new ELA elementary curriculum, classroom furniture and instructional technology and student mental health services. The remainder of the funds will be used during FY25.

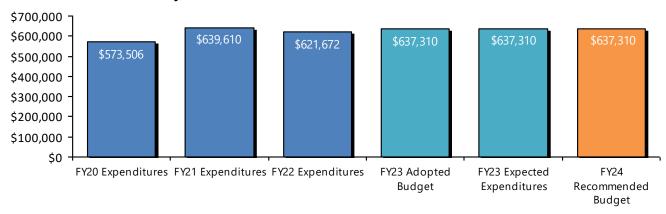
|                                     |              |               | FY24         | % Change     |
|-------------------------------------|--------------|---------------|--------------|--------------|
|                                     | FY23 Adopted | FY23 Expected | Recommended  | From Current |
|                                     | Budget       | Expenditure   | Budget       | Budget       |
| A. Administration Salaries          | \$120,000    | \$120,000     | \$946,481    | 689%         |
| B. Teacher Salaries                 | \$5,637,598  | \$5,637,598   | \$3,444,763  | -39%         |
| C. Program Support                  | \$0          | \$0           | \$2,199,471  | 100%         |
| D. Supplemental Salaries            | \$3,412,448  | \$3,412,448   | \$3,412,448  | 0%           |
| E. Health Insurance                 | \$365,000    | \$365,000     | \$365,000    | 0%           |
| F. Retirement                       | \$518,184    | \$518,184     | \$518,184    | 0%           |
| G. Non Public Allocation            | \$1,000,000  | \$1,000,000   | \$2,000,000  | 100%         |
| I. Instructional Materials          | \$0          | \$0           | \$2,715,455  | 100%         |
| J. Misc Educational OM              | \$2,750,000  | \$2,750,000   | \$4,805,676  | 75%          |
| K. City Indirect Assessment         | \$792,814    | \$792,814     | \$666,170    | -16%         |
| L. Building Projects & School Buses | \$25,044,672 | \$25,044,672  | \$12,234,856 | -51%         |
| Total                               | \$39,640,716 | \$39,640,716  | \$33,308,504 | -16%         |



## **Coordinated Family And Community Engagement**

| Fund Code: 237 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>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. recommended budget is based upon the actual FY23 grant award.

FY24

% Change

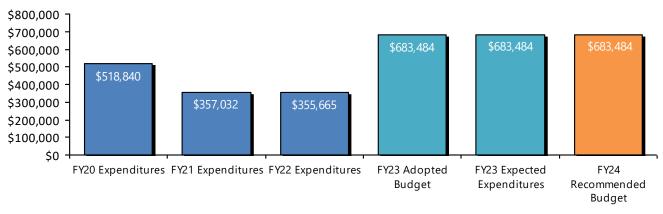
|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | Recommended<br>Budget | From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-----------------------|------------------------|
| A. Administration Salaries  | \$134,007              | \$134,007                    | \$134,007             | 0%                     |
| B. Teacher Salaries         | \$301,261              | \$301,261                    | \$301,261             | 0%                     |
| C. Program Support          | \$25,605               | \$25,605                     | \$25,605              | 0%                     |
| E. Health Insurance         | \$71,786               | \$71,786                     | \$71,786              | 0%                     |
| H. Personal Services        | \$30,680               | \$30,680                     | \$30,680              | 0%                     |
| I. Instructional Materials  | \$40,398               | \$40,398                     | \$40,398              | 0%                     |
| J. Misc Educational OM      | \$20,884               | \$20,884                     | \$20,884              | 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 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-----------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                   | 0%                                 |
| Grant Sources  | \$683,484              | \$683,484                    | \$683,484             | 0%                                 |
| Total          | \$683,484              | \$683,484                    | \$683,484             | 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 FY24 recommended budget is based upon the actual FY23 grant award.

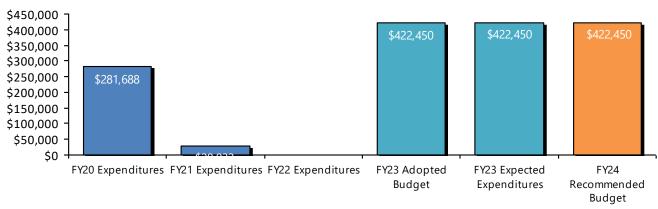
|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| D. Supplemental Salaries    | \$669,814              | \$669,814                    | \$669,814                     | 0%                                 |
| K. City Indirect Assessment | \$13,670               | \$13,670                     | \$13,670                      | 0%                                 |
| Total                       | \$683,484              | \$683,484                    | \$683,484                     | 0%                                 |



## **Fresh Fruits And Vegetables**

| Fund Code: FFV | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$422,450              | \$422,450                    | \$422,450                     | 0%                                 |
| Total          | \$422,450              | \$422,450                    | \$422,450                     | 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 FY24 recommended budget is based upon the actual FY23 grant award.

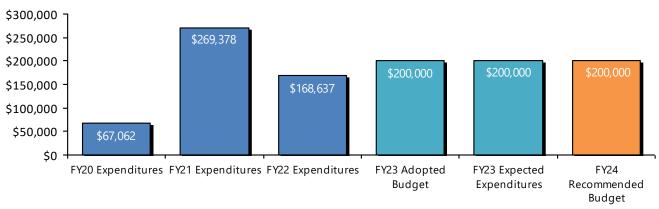
|   | FY23 Adopted<br>Budget            | FY23 Expected<br>Expenditure      | FY24<br>Recommended<br>Budget     | % Change<br>From Current<br>Budget |       |           |           |           |    |
|---|-----------------------------------|-----------------------------------|-----------------------------------|------------------------------------|-------|-----------|-----------|-----------|----|
| C. Program Support I. Instructional Materials K. City Indirect Assessment | \$105,000<br>\$315,350<br>\$2,100 | \$105,000<br>\$315,350<br>\$2,100 | \$105,000<br>\$315,350<br>\$2,100 | 0%<br>0%<br>0%                     |       |           |           |           |    |
|   |                                   |                                   |                                   |                                    | Total | \$422,450 | \$422,450 | \$422,450 | 0% |



## **Comprehensive School Health Services**

| Fund Code: CSHS | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>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**



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 FY24 recommended budget is based upon the actual FY23 grant award.

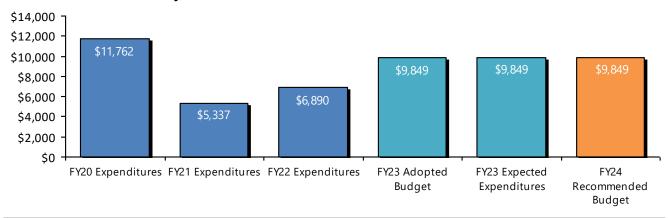
|                             | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|-----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| 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%                                 |



#### **Ged Test Centers**

| Fund Code: 850 | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| General Fund   | \$0                    | \$0                          | \$0                           | 0%                                 |
| Grant Sources  | \$9,849                | \$9,849                      | \$9,849                       | 0%                                 |
| Total          | \$9,849                | \$9,849                      | \$9,849                       | 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 FY24 recommended budget is based upon the actual FY23 grant award.

|                            | FY23 Adopted<br>Budget | FY23 Expected<br>Expenditure | FY24<br>Recommended<br>Budget | % Change<br>From Current<br>Budget |
|----------------------------|------------------------|------------------------------|-------------------------------|------------------------------------|
| D. Supplemental Salaries   | \$6,240                | \$6,240                      | \$6,240                       | 0%                                 |
| I. Instructional Materials | \$3,609                | \$3,609                      | \$3,609                       | 0%                                 |
| Total                      | \$9,849                | \$9,849                      | \$9,849                       | 0%                                 |

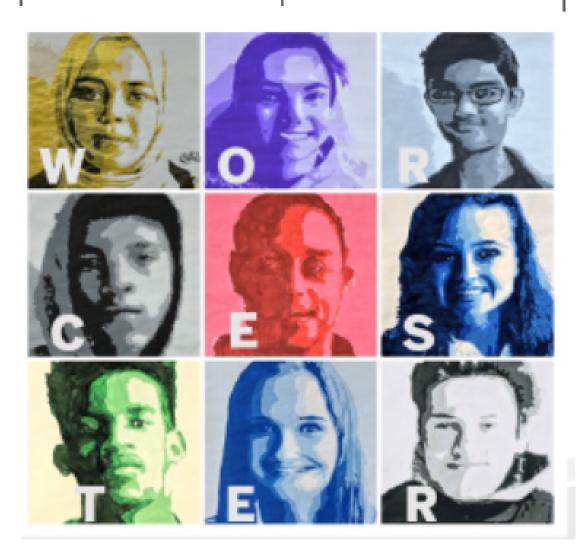
**/orcester Public Schools** 

# Our teacher became a U.S. President

John Adams

## Our student was the father of modern rocketry

Robert H. Goddan





## **Burncoat High School**

179 Burncoat Street Worcester, MA 01606 Principal: Joseph Ewick

#### **Quick Facts**

**Square Footage** 

| Quadrant   | Burncoat | Enrollment         | 1,179 |
|------------|----------|--------------------|-------|
| Grades     | 9-12     | Graduation Rates   | 83.8% |
| Year Built | 1964     | Student Attendance | 87.4% |

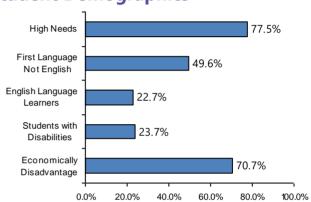


## **Student Race And Ethnicity**

#### Multi-Race, Non Hispanic 3.8% White 29.9% Native American Hispanic 41.2% Asian 5.6% 19.3% African American 0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

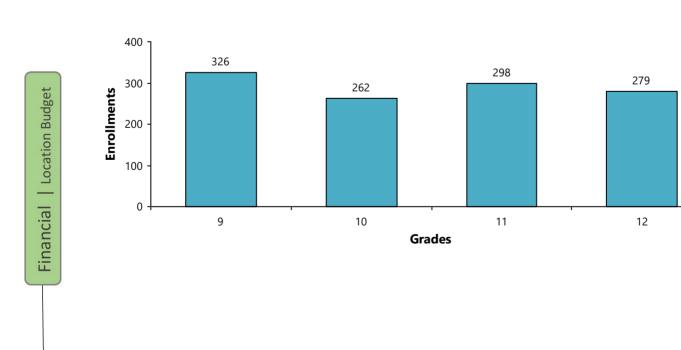
144,388

## **Student Demographics**



## **Enrollment By Grades:**

The following chart represents the student counts by each grade as of October 1, 2022.





## **Burncoat High School**

#### **Financial Summary**

| Catagory                             | FY 2023      | FY 2024      |
|--------------------------------------|--------------|--------------|
| Category                             | Adopted      | Recommended  |
| Total Salaries                       | \$10,321,109 | \$11,429,203 |
| 500130-92000 Arts Consultants        | \$79,790     | \$102,120    |
| 500130-92000 Security Guard Services | \$27,360     | \$31,680     |
| 500136-92000 Fees and Licenses       | \$0          | \$15,763     |
| 500146-92000 Electricity             | \$117,782    | \$118,371    |
| 500146-92000 Natural Gas             | \$132,545    | \$149,682    |
| 500-91000 Supplemental Salaries      | \$4,160      | \$4,456      |
| 500-92204 Instructional Materials    | \$106,400    | \$106,625    |
| 540103-92000 Student Transportation  | \$411,357    | \$459,112    |
| Burncoat High School Total Budget    | \$11,200,503 | \$12,417,011 |

#### **Position Summary**

| Staffing                          | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| Burncoat High School              |         |         |
| Secondary Principal               | 1.0     | 1.0     |
| Secondary Assistant Principal     | 4.0     | 4.0     |
| Dean of Students                  | 0.0     | 1.0     |
| Focus Instructional Coach         | 2.0     | 2.0     |
| English Language Arts Teachers    | 9.0     | 9.0     |
| Mathematic Teachers               | 10.0    | 10.0    |
| History & Social Studies Teacher  | 10.0    | 11.0    |
| Science Teachers                  | 9.0     | 9.0     |
| World Language Teachers           | 6.0     | 6.0     |
| English Language Learner Teachers | 5.0     | 5.0     |
| Special Education Teachers        | 21.5    | 21.5    |
| Guidance Counselors               | 5.0     | 5.0     |
| Health & Safety Teachers          | 3.0     | 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                    | 2.0     | 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                  | 2.0     | 3.0     |
| Student Support Instructors       | 0.0     | 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     |
| Wraparound Coordinators           | 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                             | 145.5   | 149.5   |

## **Claremont Academy**

15 Claremont Street Worcester, MA 01610 Principal: Angela Plant

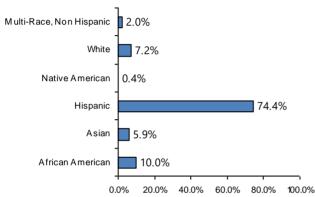
#### **Quick Facts**

| Quadrant   | South | Enrollment              | 488   |
|------------|-------|-------------------------|-------|
| Grades     | 7-12  | <b>Graduation Rates</b> | 88.8% |
| Year Built | 1999  | Student Attendance      | 89.4% |

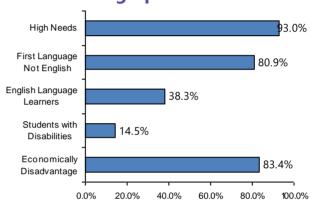
Square Footage 64,861



## **Student Race And Ethnicity**



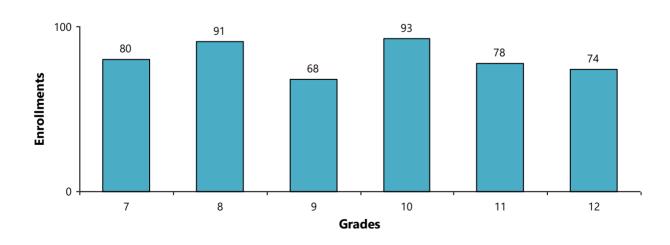
## **Student Demographics**

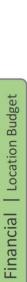


## **Enrollment By Grades:**

The following chart represents the student counts by each grade as of October 1, 2022.









## **Claremont Academy**

#### **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
| Total Salaries                      | \$4,966,608        | \$5,463,238            |
| 500136-92000 Fees and Licenses      | \$0                | \$5,935                |
| 500146-92000 Electricity            | \$118,262          | \$118,853              |
| 500146-92000 Natural Gas            | \$34,780           | \$44,571               |
| 500-91000 Supplemental Salaries     | \$2,080            | \$2,228                |
| 500-92204 Instructional Materials   | \$39,525           | \$36,600               |
| 540103-92000 Student Transportation | \$21,650           | \$24,164               |
| Claremont Academy Total Budget      | \$5,182,906        | \$5,695,589            |

#### **Position Summary**

| affing                            | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| aremont Academy                   |         |         |
| Secondary Principal               | 1.0     | 1.0     |
| Secondary Assistant Principal     | 2.0     | 2.0     |
| Focus Instructional Coach         | 2.0     | 2.0     |
| Technology Integration Specialist | 0.0     | 1.0     |
| 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        | 5.0     | 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   | 1.0     | 1.0     |
| Instructional Assistant           | 5.0     | 5.0     |
| School Nurse                      | 1.0     | 1.0     |
| Wraparound Coordinators           | 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     |
| otal                              | 71.5    | 72.5    |

## **Doherty Memorial High School**

299 Highland Street Worcester, MA 01609 Principal: John Staley, Acting

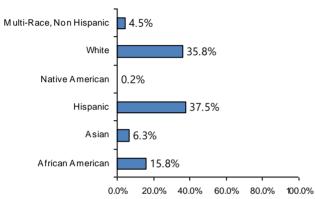
#### **Quick Facts**

**Square Footage** 

| Quadrant   | Doherty | Enrollment         | 1,344 |
|------------|---------|--------------------|-------|
| Grades     | 9-12    | Graduation Rates   | 93.1% |
| Year Built | 1966    | Student Attendance | 89.9% |

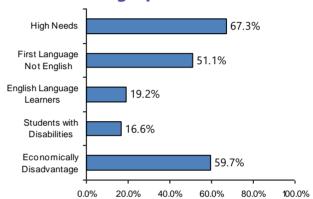


## **Student Race And Ethnicity**



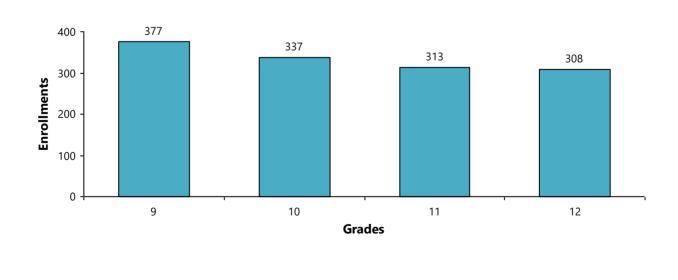
168,126

## **Student Demographics**

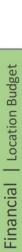


## **Enrollment By Grades:**

The following chart represents the student counts by each grade as of October 1, 2022.









## **Doherty Memorial High School**

#### **Financial Summary**

| Catagony                                  | FY 2023      | FY 2024      |
|---|--------------|--------------|
| Category                                  | Adopted      | Recommended  |
| Total Salaries                            | \$11,989,073 | \$12,800,260 |
| 500130-92000 Security Guard Services      | \$27,360     | \$31,680     |
| 500136-92000 Building & Parking Rentals   | \$15,300     | \$15,300     |
| 500136-92000 Fees and Licenses            | \$0          | \$15,763     |
| 500146-92000 Electricity                  | \$120,818    | \$121,422    |
| 500146-92000 Natural Gas                  | \$101,484    | \$155,369    |
| 500-91000 Supplemental Salaries           | \$4,160      | \$4,456      |
| 500-92204 Instructional Materials         | \$151,439    | \$152,414    |
| 540103-92000 Student Transportation       | \$303,105    | \$338,293    |
| Doherty Memorial High School Total Budget | \$12,712,738 | \$13,634,956 |

#### **Position Summary**

| Staffing                          | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| Doherty Memorial High School      |         |         |
| Secondary Principal               | 1.0     | 1.0     |
| Secondary Assistant Principal     | 4.0     | 4.0     |
| Dean of Students                  | 0.0     | 1.0     |
| Focus Instructional Coach         | 3.0     | 3.0     |
| English Language Arts Teachers    | 16.0    | 16.0    |
| Mathematic Teachers               | 16.0    | 16.0    |
| History & Social Studies Teacher  | 14.0    | 14.0    |
| Science Teachers                  | 15.0    | 15.0    |
| World Language Teachers           | 9.0     | 9.0     |
| English Language Learner Teachers | 4.0     | 4.0     |
| Special Education Teachers        | 17.0    | 17.0    |
| Guidance Counselors               | 6.0     | 6.0     |
| Health & Safety Teachers          | 2.0     | 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     | 7.0     |
| 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                             | 162.0   | 166.0   |

## **North High School**

140 Harrington Way Worcester, MA 01604 Principal: Samuel FanFan

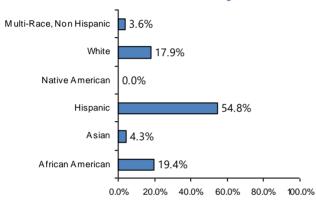
#### **Quick Facts**

| Quadrant   | North | Enrollment         | 1,377 |
|------------|-------|--------------------|-------|
| Grades     | 9-12  | Graduation Rates   | 81.6% |
| Year Built | 2011  | Student Attendance | 86.8% |

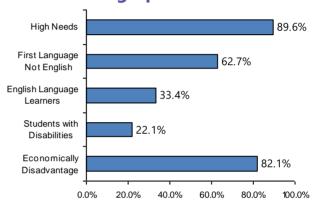
Square Footage 190,000



## **Student Race And Ethnicity**

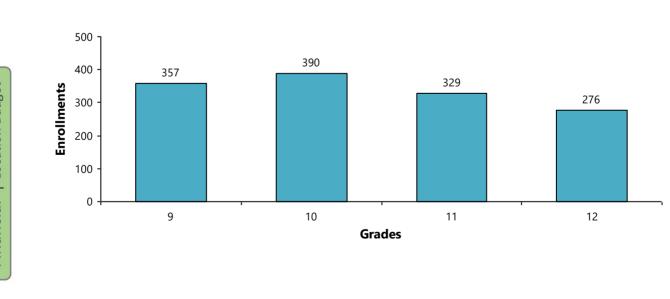


## **Student Demographics**



## **Enrollment By Grades:**

The following chart represents the student counts by each grade as of October 1, 2022.





## **North High School**

#### **Financial Summary**

| Catagony                             | FY 2023      | FY 2024      |
|--------------------------------------|--------------|--------------|
| Category                             | Adopted      | Recommended  |
| Total Salaries                       | \$11,730,045 | \$12,705,900 |
| 500130-92000 Security Guard Services | \$27,360     | \$31,680     |
| 500136-92000 Fees and Licenses       | \$0          | \$15,763     |
| 500146-92000 Electricity             | \$288,989    | \$290,434    |
| 500146-92000 Natural Gas             | \$57,728     | \$104,719    |
| 500-91000 Supplemental Salaries      | \$4,160      | \$4,456      |
| 500-92204 Instructional Materials    | \$118,798    | \$123,973    |
| 540103-92000 Student Transportation  | \$454,657    | \$507,439    |
| North High School Total Budget       | \$12,681,737 | \$13,784,365 |

#### **Position Summary**

| Staffing                          | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| North High School                 |         |         |
| Secondary Principal               | 1.0     | 1.0     |
| Secondary Assistant Principal     | 4.0     | 4.0     |
| Dean of Students                  | 0.0     | 1.0     |
| Focus Instructional Coach         | 2.0     | 2.0     |
| English Language Arts Teachers    | 12.0    | 12.0    |
| Mathematic Teachers               | 13.0    | 13.0    |
| History & Social Studies Teacher  | 11.0    | 11.0    |
| Science Teachers                  | 10.0    | 10.0    |
| World Language Teachers           | 7.0     | 7.0     |
| English Language Learner Teachers | 7.0     | 7.0     |
| Special Education Teachers        | 21.0    | 21.0    |
| Guidance Counselors               | 5.0     | 5.0     |
| Health & Safety Teachers          | 1.0     | 1.0     |
| Physical Education Teachers       | 3.0     | 3.0     |
| Business & Technology Teachers    | 2.0     | 2.0     |
| Theater Teacher                   | 1.0     | 1.0     |
| 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     |
| Innovation Pathways Coordinator   | 1.0     | 1.0     |
| Instructional Assistant           | 15.0    | 15.0    |
| Culture & Climate Assistants      | 0.0     | 3.0     |
| 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                             | 169.5   | 173.5   |

## **South High School**

170 Apricot Street Worcester, MA 01603 Principal: Jeffrey Creamer

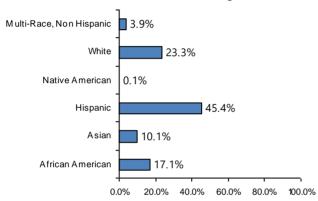
#### **Quick Facts**

| Quadrant   | South       | Enrollment         | 1,666 |
|------------|-------------|--------------------|-------|
| Grades     | 9-12, Pre-K | Graduation Rates   | 86.4% |
| Year Built | 2021        | Student Attendance | 88.5% |

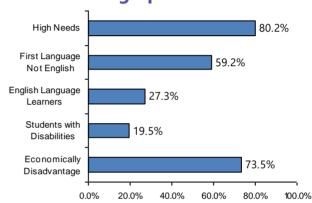
Square Footage 360,000



## **Student Race And Ethnicity**

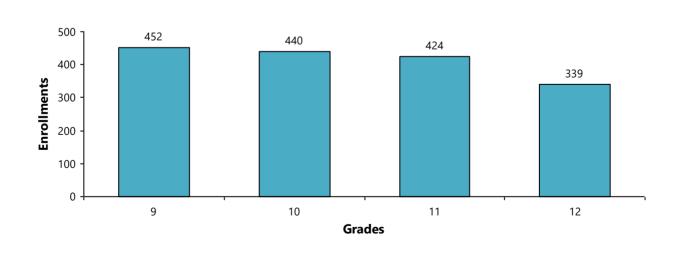


## **Student Demographics**



## **Enrollment By Grades:**

The following chart represents the student counts by each grade as of October 1, 2022.





# **South High School**

#### **Financial Summary**

| Catagoni                             | FY 2023      | FY 2024      |
|--------------------------------------|--------------|--------------|
| Category                             | Adopted      | Recommended  |
| Total Salaries                       | \$13,900,420 | \$15,028,419 |
| 500130-92000 Security Guard Services | \$27,360     | \$31,680     |
| 500136-92000 Fees and Licenses       | \$0          | \$15,763     |
| 500146-92000 Electricity             | \$309,884    | \$311,434    |
| 500146-92000 Natural Gas             | \$140,705    | \$225,402    |
| 500-91000 Supplemental Salaries      | \$4,160      | \$4,456      |
| 500-92204 Instructional Materials    | \$131,592    | \$142,242    |
| 540103-92000 Student Transportation  | \$671,161    | \$749,077    |
| South High School Total Budget       | \$15,185,282 | \$16,508,474 |

| Staffing                          | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| South High School                 |         |         |
| Secondary Principal               | 1.0     | 1.0     |
| Secondary Assistant Principal     | 4.0     | 4.0     |
| Dean of Students                  | 0.0     | 1.0     |
| Focus Instructional Coach         | 2.0     | 2.0     |
| English Language Arts Teachers    | 12.0    | 13.0    |
| Mathematic Teachers               | 14.0    | 15.0    |
| History & Social Studies Teacher  | 14.0    | 14.0    |
| Science Teachers                  | 13.0    | 13.0    |
| World Language Teachers           | 7.0     | 7.0     |
| English Language Learner Teachers | 7.0     | 7.0     |
| Special Education Teachers        | 25.0    | 25.0    |
| Guidance Counselors               | 6.0     | 6.0     |
| Health & Safety Teachers          | 2.0     | 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               | 8.0     | 8.0     |
| Student Support Instructors       | 1.0     | 1.0     |
| Other Teachers                    | 4.0     | 4.0     |
| Assessment Teachers               | 1.0     | 1.0     |
| Innovation Pathways Coordinator   | 2.0     | 2.0     |
| Childcare Lead Teacher            | 1.0     | 1.0     |
| Childcare Teachers                | 3.0     | 3.0     |
| Instructional Assistant           | 28.0    | 28.0    |
| Culture & Climate Assistants      | 0.0     | 2.0     |
| School Nurse                      | 2.0     | 2.0     |
| Wraparound Coordinators           | 1.0     | 1.0     |
| Custodian                         | 10.5    | 10.5    |
| Administrative Clerical           | 2.0     | 2.0     |
| School Clerical                   | 4.0     | 4.0     |
| School Nutrition Staff            | 9.0     | 9.0     |
| Total                             | 200.5   | 205.5   |

# **University Park Campus School**

12 Freeland Street Worcester, MA 01603 Principal: Kaitlin Kelley Snow, Acting

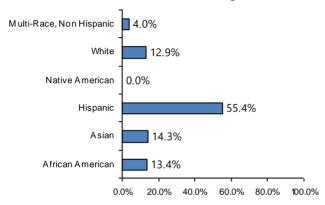
#### **Quick Facts**

| Quadrant   | South | Enrollment         | 224   |
|------------|-------|--------------------|-------|
| Grades     | 7-12  | Graduation Rates   | 97.0% |
| Year Built | 1885  | Student Attendance | 92.1% |

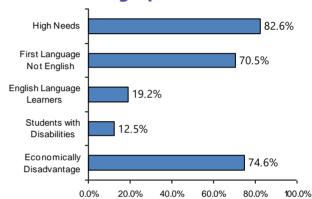
Square Footage 18,984



#### **Student Race And Ethnicity**

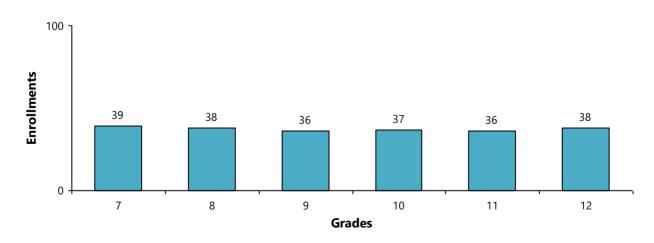


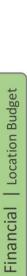
## **Student Demographics**



## **Enrollment By Grades:**









# **University Park Campus School**

#### **Financial Summary**

| Category                                   | FY 2023<br>Adopted | FY 2024<br>Recommended |
|--|--------------------|------------------------|
| Total Salaries                             | \$2,126,460        | \$2,285,937            |
| 500136-92000 Fees and Licenses             | \$0                | \$5,935                |
| 500146-92000 Electricity                   | \$13,841           | \$13,910               |
| 500146-92000 Natural Gas                   | \$18,464           | \$22,062               |
| 500-91000 Supplemental Salaries            | \$2,080            | \$2,228                |
| 500-92204 Instructional Materials          | \$17,475           | \$16,800               |
| University Park Campus School Total Budget | \$2,178,320        | \$2,346,872            |

| Staffing                          | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| University Park Campus School     |         |         |
| Secondary Principal               | 1.0     | 1.0     |
| Secondary Assistant Principal     | 0.0     | 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  | 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        | 2.0     | 2.0     |
| 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                             | 29.0    | 30.0    |

# **Worcester Technical High School**

1 Officer Manny Familia Worcester, MA 01605 Principal: Drew Weymouth

#### **Quick Facts**

Square Footage

QuadrantNorthEnrollment1,469Grades9-12, Pre-KGraduation Rates95.9%Year Built2006Student Attendance94.2%



357

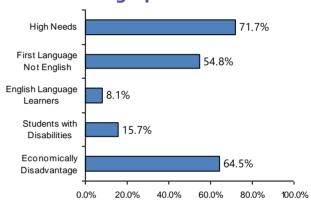
12

#### **Student Race And Ethnicity**

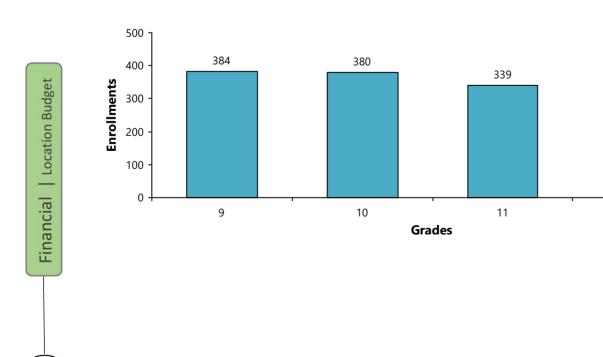
# Multi-Race, Non Hispanic White Native American Hispanic Asian African American 0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

400,000

#### **Student Demographics**



#### **Enrollment By Grades:**







# **Worcester Technical High School**

#### **Financial Summary**

| Catagony                                     | FY 2023      | FY 2024      |
|--|--------------|--------------|
| Category                                     | Adopted      | Recommended  |
| Total Salaries                               | \$14,864,308 | \$15,824,361 |
| 500130-92000 Security Guard Services         | \$27,360     | \$31,680     |
| 500136-92000 Fees and Licenses               | \$0          | \$15,763     |
| 500146-92000 Electricity                     | \$612,040    | \$615,100    |
| 500146-92000 Natural Gas                     | \$150,577    | \$229,671    |
| 500-91000 Supplemental Salaries              | \$3,120      | \$3,342      |
| 500-92204 Instructional Materials            | \$308,246    | \$307,721    |
| 540103-92000 Student Transportation          | \$671,161    | \$749,077    |
| Worcester Technical High School Total Budget | \$16,636,812 | \$17,776,715 |

| Staffing                          | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| Worcester Technical High School   |         |         |
| Secondary Principal               | 1.0     | 1.0     |
| Secondary Assistant Principal     | 4.0     | 4.0     |
| Dean of Students                  | 0.0     | 1.0     |
| Director of Evening Programs      | 1.0     | 1.0     |
| Focus Instructional Coach         | 2.0     | 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        | 13.0    | 13.0    |
| Guidance Counselors               | 6.0     | 6.0     |
| Health & Safety Teachers          | 2.0     | 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               | 73.5    | 73.5    |
| Student Support Instructors       | 0.0     | 1.0     |
| 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                             | 202.5   | 204.5   |

## **Burncoat Middle School**

135 Burncoat Street Worcester, MA 01606 Principal: Noeliz Irizarry

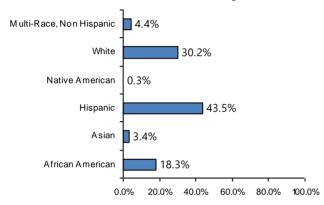
#### **Quick Facts**

| Quadrant   | Burncoat | Enrollment         | 712   |
|------------|----------|--------------------|-------|
| Grades     | 7-8      | Graduation Rates   |       |
| Year Built | 1952     | Student Attendance | 93.1% |
|            |          |                    |       |

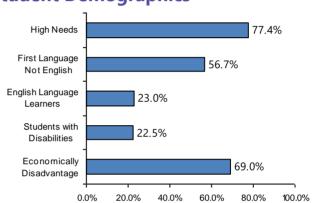
Square Footage 147,296



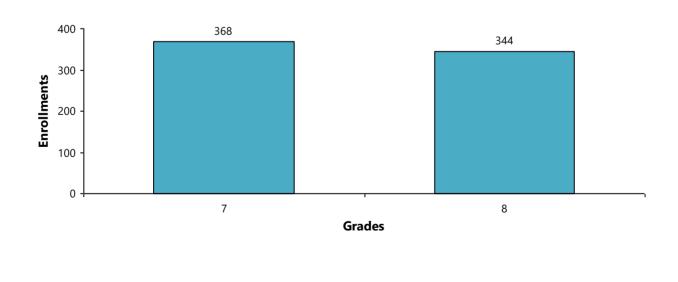
#### **Student Race And Ethnicity**



## **Student Demographics**



## **Enrollment By Grades:**





# **Burncoat Middle School for Arts**

#### **Financial Summary**

| Category                                     | FY 2023     | FY 2024     |
|--|-------------|-------------|
|  | Adopted     | Recommended |
| Total Salaries                               | \$6,551,827 | \$7,373,504 |
| 500130-92000 Arts Consultants                | \$36,325    | \$46,509    |
| 500136-92000 Fees and Licenses               | \$0         | \$3,900     |
| 500146-92000 Electricity                     | \$58,814    | \$59,108    |
| 500146-92000 Natural Gas                     | \$86,200    | \$2,066     |
| 500-92204 Instructional Materials            | \$66,874    | \$68,824    |
| 540103-92000 Student Transportation          | \$173,203   | \$193,310   |
| Burncoat Middle School for Arts Total Budget | \$6,973,243 | \$7,747,221 |

| Staffing                          | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| Burncoat Middle School for Arts   |         |         |
| Secondary Principal               | 1.0     | 1.0     |
| Secondary Assistant Principal     | 2.0     | 3.0     |
| 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 | 3.0     | 3.0     |
| 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                    | 2.0     | 2.0     |
| Library Media Teachers            | 1.0     | 1.0     |
| Music Teachers                    | 2.0     | 2.0     |
| Theater Teachers                  | 2.0     | 2.0     |
| Student Support Instructors       | 0.0     | 1.0     |
| Instructional Assistant           | 13.0    | 13.0    |
| School Nurse                      | 1.0     | 1.0     |
| Wraparound Coordinators           | 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                             | 93.0    | 95.0    |

## **Arthur Sullivan Middle School**

140 Apricot Street Worcester, MA 01603 Principal: Shannon Conley

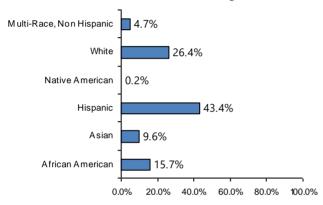
#### **Quick Facts**

**Ouadrant** South Enrollment 827 Grades 6-8 **Graduation Rates** Year Built 1992 Student Attendance 92.9%

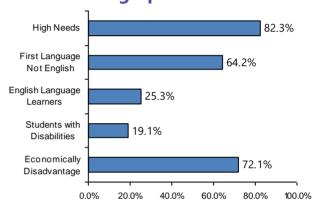
**Square Footage** 167,000



#### **Student Race And Ethnicity**

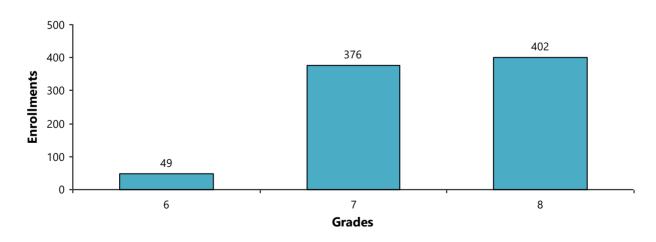


## **Student Demographics**



## **Enrollment By Grades:**







# **Arthur Sullivan Middle School**

#### **Financial Summary**

| Catamany                                   | FY 2023      | FY 2024      |
|--|--------------|--------------|
| Category                                   | Adopted      | Recommended  |
| Total Salaries                             | \$9,263,711  | \$10,051,980 |
| 500130-92000 Security Guard Services       | \$27,360     | \$31,680     |
| 500136-92000 Fees and Licenses             | <b>\$</b> 0  | \$3,900      |
| 500146-92000 Electricity                   | \$275,720    | \$277,099    |
| 500146-92000 Natural Gas                   | \$93,842     | \$118,221    |
| 500-92204 Instructional Materials          | \$75,042     | \$71,817     |
| 540103-92000 Student Transportation        | \$541,259    | \$604,094    |
| Arthur Sullivan Middle School Total Budget | \$10,276,934 | \$11,158,791 |

| Staffing                          | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| 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 | 4.0     | 4.0     |
| Special Education Teachers        | 20.0    | 20.0    |
| 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     |
| Student Support Instructors       | 0.0     | 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                             | 131.5   | 132.5   |

## **Forest Grove Middle School**

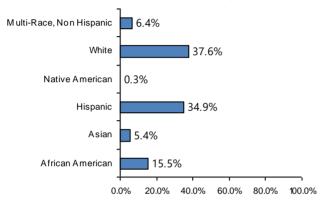
495 Grove Street Worcester, MA 01605 Principal: Matthew Morse

#### **Quick Facts**

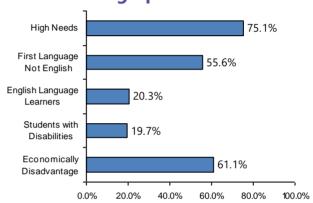
| Quadrant       | Doherty | Enrollment              | 897   |
|----------------|---------|-------------------------|-------|
| Grades         | 7-8     | <b>Graduation Rates</b> |       |
| Year Built     | 2001    | Student Attendance      | 91.8% |
| Square Footage | 198,713 |                         |       |



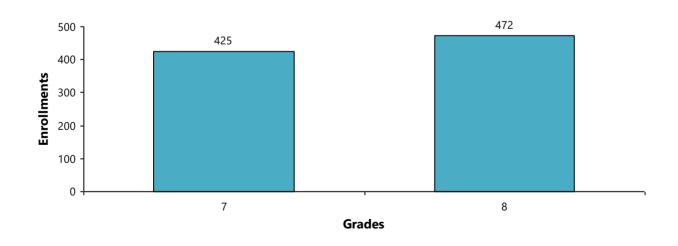
#### **Student Race And Ethnicity**



## **Student Demographics**



## **Enrollment By Grades:**







# **Forest Grove Middle School**

#### **Financial Summary**

| Category                                | FY 2023<br>Adopted | FY 2024<br>Recommended |
|---|--------------------|------------------------|
| Total Salaries                          | \$8,619,806        | \$9,364,136            |
| 500136-92000 Fees and Licenses          | \$0                | \$3,900                |
| 500146-92000 Electricity                | \$144,121          | \$144,842              |
| 500146-92000 Natural Gas                | \$69,668           | \$115,359              |
| 500-92204 Instructional Materials       | \$69,900           | \$67,275               |
| 540103-92000 Student Transportation     | \$476,308          | \$531,603              |
| Forest Grove Middle School Total Budget | \$9,379,802        | \$10,227,114           |

| Staffing                          | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| 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        | 18.0    | 18.0    |
| 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     |
| Student Support Instructors       | 0.0     | 1.0     |
| Instructional Assistant           | 16.0    | 16.0    |
| School Nurse                      | 2.0     | 2.0     |
| Wraparound Coordinators           | 1.0     | 1.0     |
| 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                             | 120.0   | 121.0   |

## **Worcester East Middle School**

420 Grafton Street Worcester, MA 01604 Principal: Carenza Jackson

#### **Quick Facts**

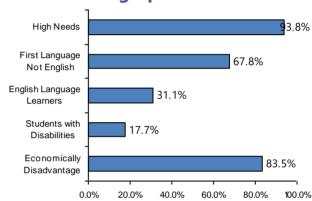
| Quadrant       | North   | Enrollment              | 740   |
|----------------|---------|-------------------------|-------|
| Grades         | 7-8     | <b>Graduation Rates</b> |       |
| Year Built     | 1924    | Student Attendance      | 86.4% |
| Square Footage | 155,392 |                         |       |



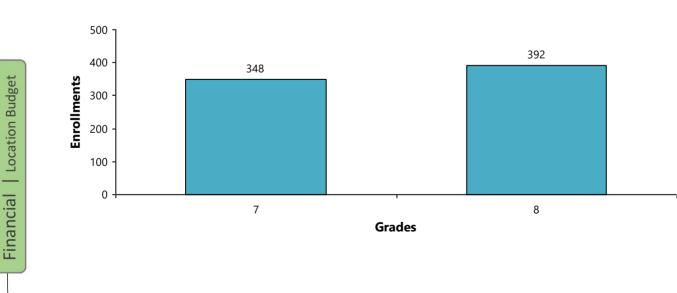
#### **Student Race And Ethnicity**

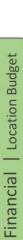
#### Multi-Race, Non Hispanic 3.0% White 21.5% Native American Hispanic 54.2% Asian 3.5% 17.7% African American 20.0% 40.0% 60.0% 80.0% 100.0%

## **Student Demographics**



## **Enrollment By Grades:**







# **Worcester East Middle School**

#### **Financial Summary**

| Category                                  | FY 2023<br>Adopted | FY 2024<br>Recommended |
|---|--------------------|------------------------|
| Total Salaries                            | \$7,621,861        | \$7,982,374            |
| 500136-92000 Fees and Licenses            | \$0                | \$3,900                |
| 500146-92000 Electricity                  | \$134,639          | \$135,312              |
| 500146-92000 Natural Gas                  | \$144,550          | \$134,340              |
| 500-92204 Instructional Materials         | \$58,575           | \$55,500               |
| 540103-92000 Student Transportation       | \$194,853          | \$217,474              |
| Worcester East Middle School Total Budget | \$8,154,478        | \$8,528,900            |

| Staffing                          | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| 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     | 10.0    |
| 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        | 13.0    | 13.0    |
| Guidance Counselors               | 3.0     | 3.0     |
| 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                      | 2.0     | 2.0     |
| Wraparound Coordinators           | 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                             | 102.5   | 103.5   |

# **Belmont Street Community School**

170 Belmont Street Worcester, MA 01605 Principal: Jennifer Keating

#### **Quick Facts**

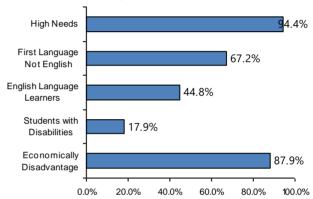
| Quadrant       | North      | Enrollment              | 585   |
|----------------|------------|-------------------------|-------|
| Grades         | Pre-K to 6 | <b>Graduation Rates</b> |       |
| Year Built     | 1971       | Student Attendance      | 91.6% |
| Square Footage | 92,988     |                         |       |



#### **Student Race And Ethnicity**

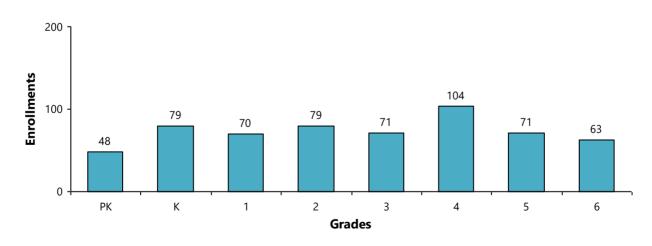
#### Multi-Race, Non Hispanic 3.8% White 20.2% Native American Hispanic 53.8% Asian 3.8% 18.3% African American 20.0% 40.0% 60.0% 80.0% 100.0%

## **Student Demographics**



## **Enrollment By Grades:**









# **Belmont Street Community School**

#### **Financial Summary**

| Category                                     | FY 2023     | FY 2024     |
|--|-------------|-------------|
|  | Adopted     | Recommended |
| Total Salaries                               | \$3,787,808 | \$4,009,695 |
| 500146-92000 Electricity                     | \$85,024    | \$85,450    |
| 500146-92000 Natural Gas                     | \$43,687    | \$42,669    |
| 500-92204 Instructional Materials            | \$41,426    | \$44,460    |
| 540103-92000 Student Transportation          | \$151,552   | \$169,146   |
| Belmont Street Community School Total Budget | \$4,109,498 | \$4,351,420 |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| Belmont Street 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        | 25.0    | 23.0    |
| English Language Learner Teachers    | 6.0     | 6.0     |
| Special Education Teachers           | 4.0     | 4.0     |
| Instructional Assistant              | 5.0     | 5.0     |
| School Nurse                         | 1.0     | 1.0     |
| Wraparound Coordinators              | 1.0     | 1.0     |
| Custodian                            | 3.5     | 3.5     |
| School Clerical                      | 1.5     | 1.5     |
| School Nutrition Staff               | 4.0     | 4.0     |
| Гotal                                | 55.0    | 53.0    |

# **Burncoat Street Preparatory School**

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

#### **Quick Facts**

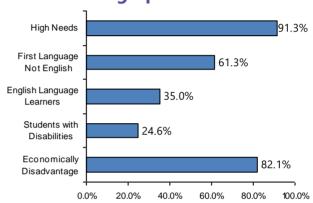
| Quadrant       | Burncoat | Enrollment              | 240   |
|----------------|----------|-------------------------|-------|
| Grades         | K to 6   | <b>Graduation Rates</b> |       |
| Year Built     | 1916     | Student Attendance      | 91.3% |
| Square Footage | 28,255   |                         |       |



#### **Student Race And Ethnicity**

#### Multi-Race, Non Hispanic 4.6% White 25.0% Native American 54.6% Hispanic Asian 4.2% 11.7% African American 20.0% 40.0% 60.0% 80.0% 100.0%

## **Student Demographics**

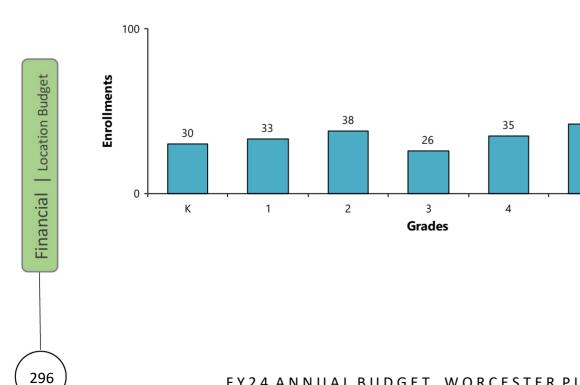


42

5

36

## **Enrollment By Grades:**





# **Burncoat Street Preparatory School**

#### **Financial Summary**

| Category  | FY 2023     | FY 2024     |
|---|-------------|-------------|
|   | Adopted     | Recommended |
| Total Salaries                                  | \$2,341,676 | \$2,512,376 |
| 500146-92000 Electricity                        | \$18,827    | \$18,921    |
| 500146-92000 Natural Gas                        | \$33,564    | \$40,672    |
| 500-92204 Instructional Materials               | \$24,510    | \$23,040    |
| 540103-92000 Student Transportation             | \$129,902   | \$144,983   |
| Burncoat Street Preparatory School Total Budget | \$2,548,479 | \$2,739,991 |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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    | 13.0    |
| English Language Learner Teachers    | 2.0     | 2.0     |
| Special Education Teachers           | 4.0     | 4.0     |
| 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                                | 35.0    | 34.0    |

# **Canterbury Street Magnet School**

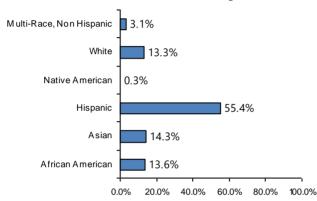
129 Canterbury Street Worcester, MA 01603 Principal: Mary Sealey

#### **Quick Facts**

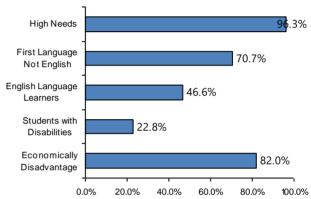
QuadrantSouthEnrollment294GradesPre-K to 6Graduation RatesYear Built1987Student Attendance92.1%Square Footage51,638



#### **Student Race And Ethnicity**

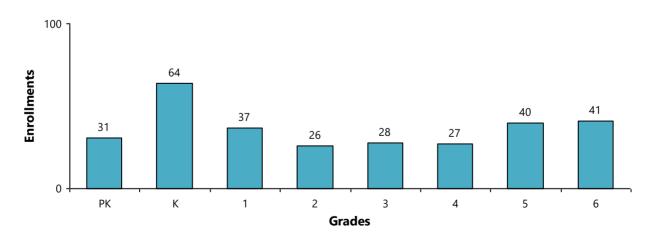


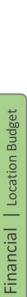
## **Student Demographics**



#### **Enrollment By Grades:**











# **Canterbury Street Magnet School**

#### **Financial Summary**

| Category                                     | FY 2023<br>Adopted | FY 2024<br>Recommended |
|--|--------------------|------------------------|
| Total Salaries                               | \$2,854,064        | \$3,103,170            |
| 500136-92000 Fees and Licenses               | \$0                | \$3,100                |
| 500146-92000 Electricity                     | \$36,376           | \$36,558               |
| 500146-92000 Natural Gas                     | \$29,114           | \$42,777               |
| 500-92204 Instructional Materials            | \$22,425           | \$22,344               |
| 540103-92000 Student Transportation          | \$86,601           | \$96,655               |
| Canterbury Street Magnet School Total Budget | \$3,028,580        | \$3,304,604            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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        | 16.0    | 16.0    |
| English Language Learner Teachers    | 3.5     | 3.5     |
| 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     |
| Гotal                                | 45.5    | 45.5    |

# **Chandler Elementary Community School**

114 Chandler Street Worcester, MA 01609 Principal: Jessica Boss

#### **Quick Facts**

QuadrantDohertyEnrollment426GradesK to 6Graduation RatesYear Built1977Student Attendance89.1%

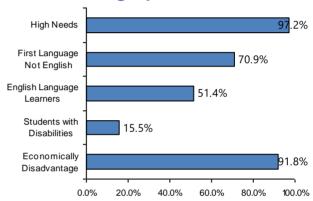
Square Footage 37,671



#### **Student Race And Ethnicity**

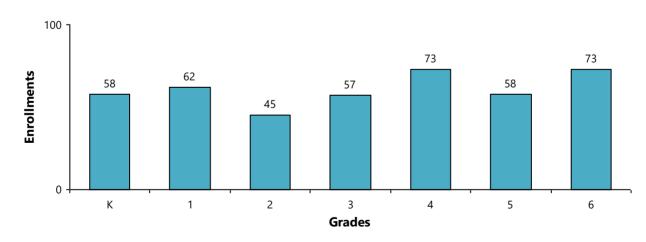
#### Multi-Race, Non Hispanic 3.1% White 14.8% Native American Hispanic 62.0% Asian 7.7% African American 12.2% 20.0% 40.0% 60.0% 80.0% 100.0%

## **Student Demographics**



#### **Enrollment By Grades:**









# **Chandler Elementary School**

#### **Financial Summary**

| Category                                | FY 2023<br>Adopted | FY 2024<br>Recommended |
|---|--------------------|------------------------|
| Total Salaries                          | \$3,687,254        | \$4,134,700            |
| 500136-92000 Building & Parking Rentals | \$228,204          | \$235,044              |
| 500146-92000 Electricity                | \$48,371           | \$48,613               |
| 500146-92000 Natural Gas                | \$16,209           | \$16,391               |
| 500-92204 Instructional Materials       | \$41,238           | \$40,896               |
| 540103-92000 Student Transportation     | \$108,252          | \$120,819              |
| Chandler Elementary School Total Budget | \$4,129,528        | \$4,596,463            |

| Staffing                             | FY 2023  | FY 2024 |
|--------------------------------------|----------|---------|
| Chandler Elementary School           | <u> </u> |         |
| Elementary Principal                 | 1.0      | 1.0     |
| Elementary Assistant Principal       | 2.0      | 2.0     |
| Elementary Focus Instructional Coach | 2.0      | 2.0     |
| Elementary Classroom Teachers        | 20.0     | 20.0    |
| English Language Learner Teachers    | 10.0     | 10.0    |
| 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                                | 55.0     | 55.0    |

# **Chandler Magnet School**

525 Chandler Street Worcester, MA 01602 Principal: Suzanna Resendes

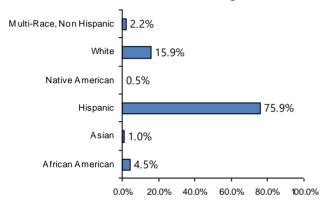
#### **Quick Facts**

| Quadrant   | Doherty    | Enrollment              | 402   |
|------------|------------|-------------------------|-------|
| Grades     | Pre-K to 6 | <b>Graduation Rates</b> |       |
| Year Built | 1953       | Student Attendance      | 93.1% |
|            |            |                         |       |

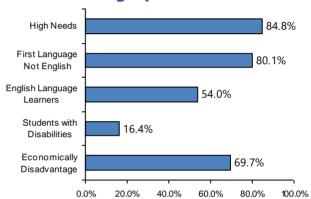
Square Footage 102,000



#### **Student Race And Ethnicity**

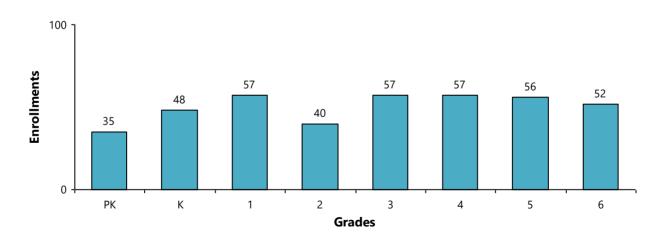


#### **Student Demographics**



## **Enrollment By Grades:**









# **Chandler Magnet School**

#### **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
| Total Salaries                      | \$4,900,169        | \$6,624,939            |
| 500136-92000 Fees and Licenses      | \$0                | \$3,100                |
| 500146-92000 Electricity            | \$85,206           | \$85,632               |
| 500146-92000 Natural Gas            | \$67,836           | \$128,168              |
| 500-92204 Instructional Materials   | \$31,825           | \$43,452               |
| 540103-92000 Student Transportation | \$194,853          | \$217,474              |
| Chandler Magnet School Total Budget | \$5,279,889        | \$7,102,765            |

| Staffing                                   | FY 2023 | FY 2024 |
|--|---------|---------|
| Chandler Magnet School                     |         |         |
| Elementary Principal                       | 1.0     | 1.0     |
| Elementary Assistant Principal             | 1.0     | 1.0     |
| Elementary Focus Instructional Coach       | 2.0     | 2.0     |
| Focus Instructional Coach                  | 0.0     | 1.0     |
| Elementary Classroom Teachers              | 31.0    | 43.0    |
| English Language Learner Teachers          | 8.0     | 10.0    |
| Special Education Teachers                 | 4.5     | 5.5     |
| Physical Education Teachers                | 1.2     | 2.0     |
| Art Teachers                               | 1.2     | 1.5     |
| Music Teachers                             | 1.2     | 1.5     |
| Instructional Assistant                    | 12.0    | 15.5    |
| School Nurse                               | 1.0     | 2.0     |
| Custodian                                  | 3.0     | 3.0     |
| School Clerical                            | 1.0     | 2.0     |
| Elementary Additional Preparation Teachers | 0.0     | 1.0     |
| School Nutrition Staff                     | 4.0     | 5.0     |
| Total                                      | 72.1    | 97.0    |

# **City View Discovery School**

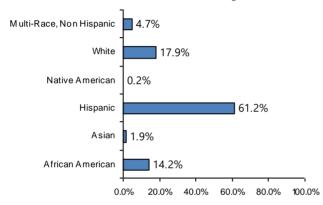
80 Prospect Street Worcester, MA 01605 Principal: Gregory G Tremba II

#### **Quick Facts**

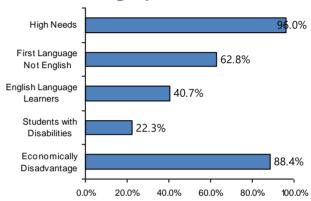
| Quadrant       | North      | Enrollment              | 430   |
|----------------|------------|-------------------------|-------|
| Grades         | Pre-K to 6 | <b>Graduation Rates</b> |       |
| Year Built     | 1991       | Student Attendance      | 91.7% |
| Square Footage | 70,000     |                         |       |



#### **Student Race And Ethnicity**

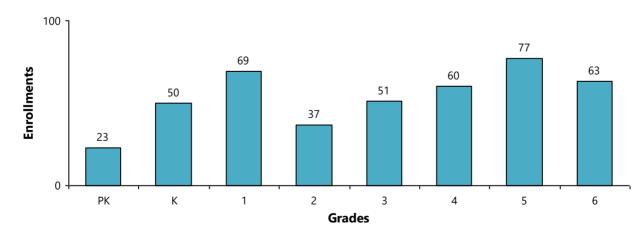


## **Student Demographics**



## **Enrollment By Grades:**









# **City View Discovery School**

#### **Financial Summary**

| Category                                | FY 2023     | FY 2024     |
|---|-------------|-------------|
|   | Adopted     | Recommended |
| Total Salaries                          | \$4,170,878 | \$4,639,145 |
| 500136-92000 Fees and Licenses          | \$0         | \$3,100     |
| 500146-92000 Electricity                | \$49,920    | \$50,170    |
| 500146-92000 Natural Gas                | \$31,006    | \$37,367    |
| 500-92204 Instructional Materials       | \$34,287    | \$32,680    |
| 540103-92000 Student Transportation     | \$303,105   | \$338,293   |
| City View Discovery School Total Budget | \$4,589,196 | \$5,100,755 |

| Staffing                             | FY 2023                                      | FY 2024 |
|--------------------------------------|--|---------|
| City View Discovery School           | <u>-                                    </u> |         |
| 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   | 22.0    |
| English Language Learner Teachers    | 5.0  | 5.0     |
| Special Education Teachers           | 10.0   | 10.0    |
| 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     |
| Wraparound Coordinators              | 1.0  | 1.0     |
| Custodian                            | 3.0  | 3.0     |
| School Clerical                      | 1.5  | 1.5     |
| School Nutrition Staff               | 9.0  | 9.0     |
| Total                                | 68.5   | 67.5    |

# **Clark Street Developmental Learning School**

280 Clark Street Worcester, MA 01605 Principal: Fjodor Dukaj

#### **Quick Facts**

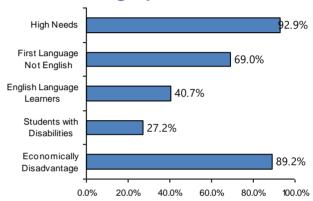
| Quadrant       | Burncoat   | Enrollment              | 268   |
|----------------|------------|-------------------------|-------|
| Grades         | Pre-K to 6 | <b>Graduation Rates</b> |       |
| Year Built     | 1953       | Student Attendance      | 89.5% |
| Square Footage | 38,250     |                         |       |



#### **Student Race And Ethnicity**

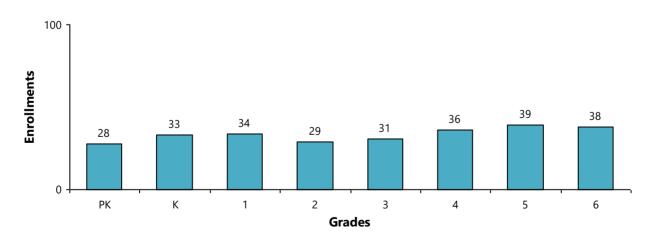
# Multi-Race, Non Hispanic White 16.8% Native American Hispanic Asian 11.2% African American 13.4% 0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

## **Student Demographics**



#### **Enrollment By Grades:**









# **Clark Street Developmental Learning School**

#### **Financial Summary**

| Category  | FY 2023     | FY 2024     |
|---|-------------|-------------|
|   | Adopted     | Recommended |
| Total Salaries  | \$2,734,909 | \$2,978,322 |
| 500146-92000 Electricity                                | \$13,407    | \$13,474    |
| 500146-92000 Natural Gas                                | \$32,259    | \$43,025    |
| 500-92204 Instructional Materials                       | \$19,514    | \$20,368    |
| 540103-92000 Student Transportation                     | \$129,902   | \$144,983   |
| Clark Street Developmental Learning School Total Budget | \$2,929,991 | \$3,200,171 |

| Staffing                                   | FY 2023 | FY 2024 |
|--|---------|---------|
| 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              | 15.0    | 14.0    |
| English Language Learner Teachers          | 4.0     | 4.0     |
| Special Education Teachers                 | 4.0     | 4.0     |
| 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     |
| Wraparound Coordinators                    | 1.0     | 1.0     |
| Custodian                                  | 2.0     | 2.0     |
| School Clerical                            | 1.0     | 1.0     |
| School Nutrition Staff                     | 1.0     | 1.0     |
| Total                                      | 40.0    | 39.0    |

# **Columbus Park Preparatory Academy**

75 Lovell Street Worcester, MA 01603 Principal: Lisa Carignan

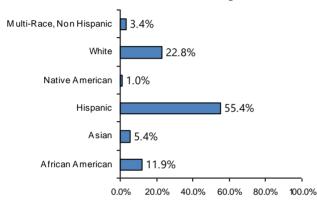
#### **Quick Facts**

QuadrantSouthEnrollment386GradesPre-K to 6Graduation RatesYear Built1922Student Attendance90.1%

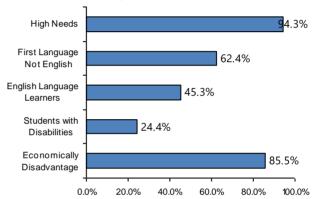
Square Footage 27,918



#### **Student Race And Ethnicity**

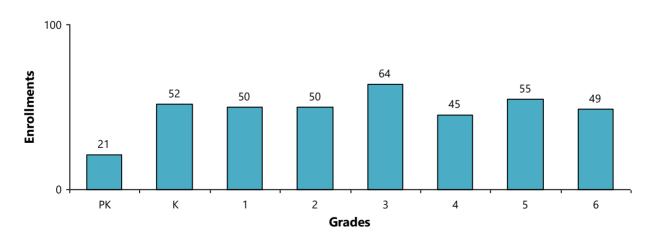


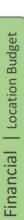
## **Student Demographics**



#### **Enrollment By Grades:**









# **Columbus Park Preparatory Academy**

#### **Financial Summary**

| Category                                       | FY 2023     | FY 2024     |
|--|-------------|-------------|
|  | Adopted     | Recommended |
| Total Salaries                                 | \$3,375,622 | \$3,386,326 |
| 500146-92000 Electricity                       | \$29,171    | \$29,317    |
| 500146-92000 Natural Gas                       | \$53,938    | \$72,831    |
| 500-92204 Instructional Materials              | \$28,648    | \$29,336    |
| 540103-92000 Student Transportation            | \$108,252   | \$120,819   |
| Columbus Park Preparatory Academy Total Budget | \$3,595,631 | \$3,638,628 |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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     |
| Art Teachers                         | 1.0     | 1.0     |
| Instructional Assistant              | 6.0     | 6.0     |
| 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               | 4.0     | 4.0     |
| Total                                | 49.0    | 47.0    |

# **Elm Park Community School**

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

#### **Quick Facts**

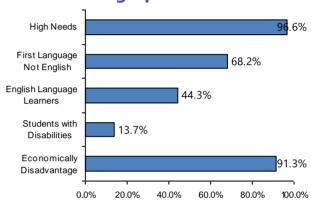
| Quadrant       | Doherty | Enrollment              | 415   |
|----------------|---------|-------------------------|-------|
| Grades         | K to 6  | <b>Graduation Rates</b> |       |
| Year Built     | 1971    | Student Attendance      | 89.7% |
| Square Footage | 66,651  |                         |       |



#### **Student Race And Ethnicity**

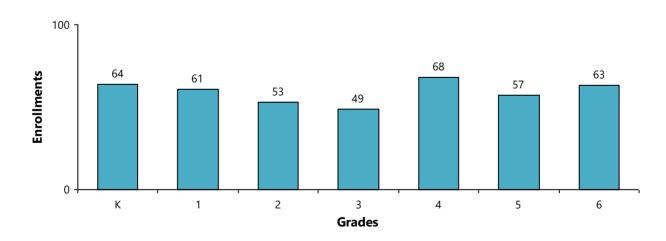
#### Multi-Race, Non Hispanic 3.6% White 20.0% Native American Hispanic 60.5% Asian 6.0% African American 9.9% 20.0% 40.0% 60.0% 80.0% 100.0%

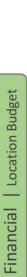
## **Student Demographics**



## **Enrollment By Grades:**









# **Elm Park Community School**

#### **Financial Summary**

| Category                               | FY 2023<br>Adopted | FY 2024<br>Recommended |
|--|--------------------|------------------------|
| Total Salaries                         | \$3,445,262        | \$3,734,178            |
| 500146-92000 Electricity               | \$54,699           | \$54,973               |
| 500146-92000 Natural Gas               | \$40,001           | \$54,210               |
| 500-92204 Instructional Materials      | \$38,271           | \$39,840               |
| 540103-92000 Student Transportation    | \$21,650           | \$24,164               |
| Elm Park Community School Total Budget | \$3,599,883        | \$3,907,365            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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     |
| 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                                | 52.5    | 52.5    |

# Flagg Street School

115 Flagg Street Worcester, MA 01602 Principal: Patricia Genese

#### **Quick Facts**

| Quadrant   | Doherty | Enrollment              | 359   |
|------------|---------|-------------------------|-------|
| Grades     | K to 6  | <b>Graduation Rates</b> |       |
| Year Built | 1953    | Student Attendance      | 94.4% |
|            |         |                         |       |

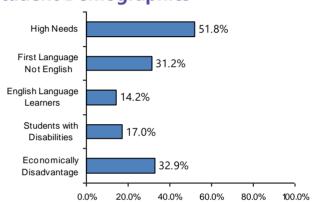
Square Footage 43,617



#### **Student Race And Ethnicity**

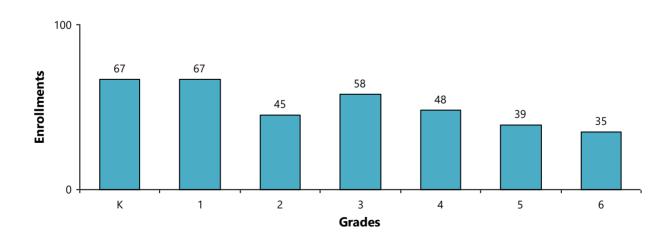
#### Multi-Race, Non Hispanic 3.3% White 73.5% Native American 13.9% Hispanic Asian 4.5% 4.5% African American 0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

## **Student Demographics**



## **Enrollment By Grades:**







# **Flagg Street School**

#### **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
| Total Salaries                      | \$2,494,127        | \$2,570,590            |
| 500146-92000 Electricity            | \$16,548           | \$16,631               |
| 500146-92000 Natural Gas            | \$32,420           | \$42,544               |
| 500-92204 Instructional Materials   | \$25,770           | \$27,284               |
| 540103-92000 Student Transportation | \$86,601           | \$96,655               |
| Flagg Street School Total Budget    | \$2,655,466        | \$2,753,704            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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        | 18.0    | 19.0    |
| English Language Learner Teachers    | 1.0     | 1.0     |
| Special Education Teachers           | 2.0     | 2.0     |
| 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     |
| Гotal                                | 33.0    | 34.0    |

## Francis J. McGrath School

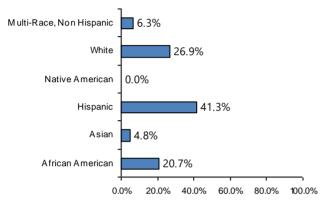
493 Grove Street Worcester, MA 01605 Principal: Elizabeth Mechant

#### **Quick Facts**

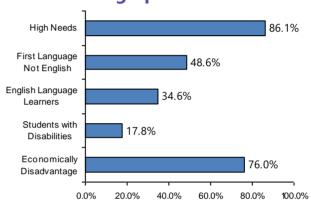
| Quadrant       | Burncoat | Enrollment              | 208   |
|----------------|----------|-------------------------|-------|
| Grades         | K to 6   | <b>Graduation Rates</b> |       |
| Year Built     | 1977     | Student Attendance      | 92.4% |
| Square Footage | 35,845   |                         |       |



#### **Student Race And Ethnicity**

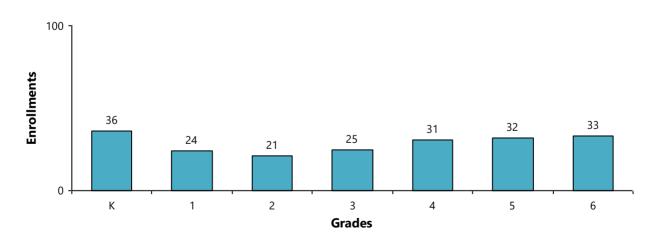


## **Student Demographics**



## **Enrollment By Grades:**







# Francis J. McGrath School

#### **Financial Summary**

| Category                               | FY 2023<br>Adopted | FY 2024<br>Recommended |
|--|--------------------|------------------------|
| Total Salaries                         | \$2,007,551        | \$2,208,320            |
| 500146-92000 Electricity               | \$36,068           | \$36,248               |
| 500146-92000 Natural Gas               | \$17,020           | \$19,260               |
| 500-92204 Instructional Materials      | \$15,524           | \$15,808               |
| 540103-92000 Student Transportation    | \$64,951           | \$72,491               |
| Francis J. McGrath School Total Budget | \$2,141,114        | \$2,352,127            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| Francis J. McGrath 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    | 12.0    |
| English Language Learner Teachers    | 2.0     | 2.0     |
| Special Education Teachers           | 3.0     | 3.0     |
| 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     |
| Гotal                                | 28.5    | 27.5    |

## **Gates Lane of International Studies**

1238 Main Street Worcester, MA 01603 Principal: Ann Swenson

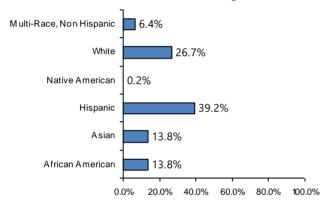
#### **Quick Facts**

QuadrantSouthEnrollment544GradesPre-K to 6Graduation RatesYear Built1996Student Attendance92.3%

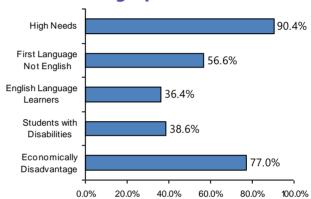
Square Footage 96,000



#### **Student Race And Ethnicity**

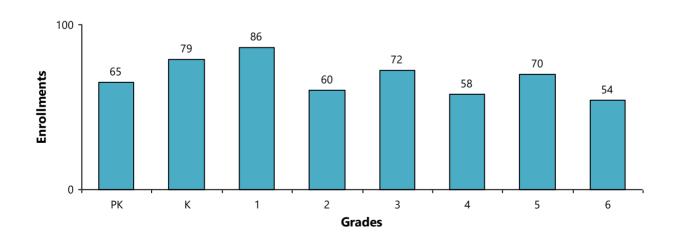


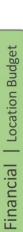
#### **Student Demographics**



## **Enrollment By Grades:**









# **Gates Lane of International Studies**

## **Financial Summary**

| Category   | FY 2023<br>Adopted | FY 2024<br>Recommended |
|--|--------------------|------------------------|
| TALCL  |                    |                        |
| Total Salaries                                   | \$5,523,478        | \$6,160,706            |
| 500136-92000 Building & Parking Rentals          | \$12,600           | \$12,600               |
| 500146-92000 Electricity                         | \$87,167           | \$87,603               |
| 500146-92000 Natural Gas                         | \$29,948           | \$45,065               |
| 500-92204 Instructional Materials                | \$39,141           | \$41,344               |
| 540103-92000 Student Transportation              | \$324,755          | \$362,457              |
| Gates Lane of International Studies Total Budget | \$6,017,090        | \$6,709,774            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| Gates Lane of International Studies  |         |         |
| 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    | 20.0    |
| English Language Learner Teachers    | 5.0     | 5.0     |
| Special Education Teachers           | 17.0    | 17.0    |
| 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                                | 99.0    | 98.0    |

# **Goddard Science and Technology**

14 Richard Street Worcester, MA 01603 Principal: Karrie Allen

## **Quick Facts**

Quadrant South Enrollment 380
Grades Pre-K to 6 Graduation Rates

Year Built 1900 Student Attendance 93.6%

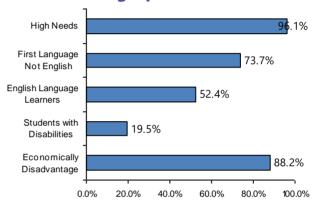
Square Footage 119,972



## **Student Race And Ethnicity**

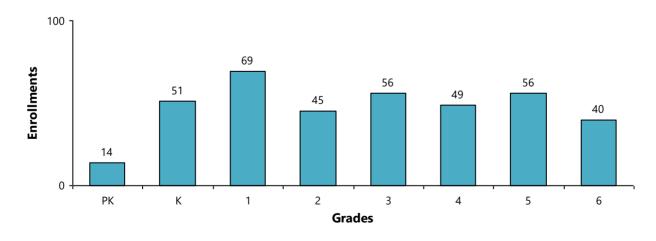
#### Multi-Race, Non Hispanic 2.4% White 10.5% Native American 0.3% Hispanic 65.3% Asian 8.2% African American 13.4% 20.0% 40.0% 60.0% 80.0% 100.0%

## **Student Demographics**



# **Enrollment By Grades:**









# **Goddard School of Science & Technology**

## **Financial Summary**

| Category  | FY 2023<br>Adopted | FY 2024<br>Recommended |
|---|--------------------|------------------------|
| Total Salaries                                      | \$4,327,075        | \$4,146,632            |
| 500136-92000 Building & Parking Rentals             | \$9,000            | \$9,000                |
| 500146-92000 Electricity                            | \$32,820           | \$32,984               |
| 500146-92000 Natural Gas                            | \$77,699           | \$199,779              |
| 500-92204 Instructional Materials                   | \$28,706           | \$28,880               |
| 540103-92000 Student Transportation                 | \$108,252          | \$120,819              |
| Goddard School of Science & Technology Total Budget | \$4,583,552        | \$4,538,094            |

| Staffing                               | FY 2023 | FY 2024 |
|--|---------|---------|
| 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          | 21.0    | 18.0    |
| English Language Learner Teachers      | 4.0     | 4.0     |
| 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                | 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                                  | 68.0    | 65.0    |

# **Grafton Street School**

311 Grafton Street Principal: Sarah Hebert Worcester, MA 01604

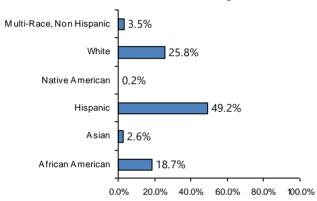
## **Quick Facts**

| Quadrant   | North  | Enrollment         | 427   |
|------------|--------|--------------------|-------|
| Grades     | K to 6 | Graduation Rates   |       |
| Year Built | 1879   | Student Attendance | 91.1% |

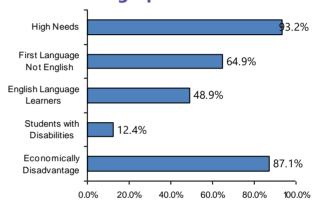
**Square Footage** 41,065



## **Student Race And Ethnicity**

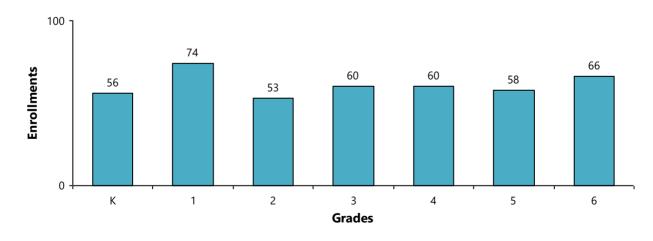


## **Student Demographics**



# **Enrollment By Grades:**







# **Grafton Street School**

## **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
| Total Salaries                      | \$2,838,200        | \$3,080,724            |
| 500146-92000 Electricity            | \$26,874           | \$27,008               |
| 500146-92000 Natural Gas            | \$34,402           | \$39,341               |
| 500-92204 Instructional Materials   | \$31,127           | \$32,452               |
| 540103-92000 Student Transportation | \$43,301           | \$48,328               |
| Grafton Street School Total Budget  | \$2,973,904        | \$3,227,853            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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        | 21.0    | 21.0    |
| English Language Learner Teachers    | 5.0     | 5.0     |
| Special Education Teachers           | 3.0     | 3.0     |
| 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               | 4.0     | 4.0     |
| Гotal                                | 44.0    | 44.0    |

# **Heard Street Discovery Academy**

200 Heard Street Worcester, MA 01603 Principal: Cynthia Vail

## **Quick Facts**

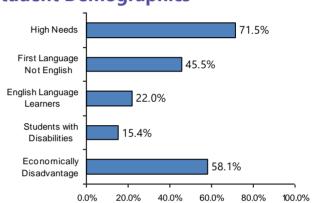
| Quadrant       | South  | Enrollment              | 246   |
|----------------|--------|-------------------------|-------|
| Grades         | K to 6 | <b>Graduation Rates</b> |       |
| Year Built     | 1932   | Student Attendance      | 95.1% |
| Square Footage | 23,800 |                         |       |



## **Student Race And Ethnicity**

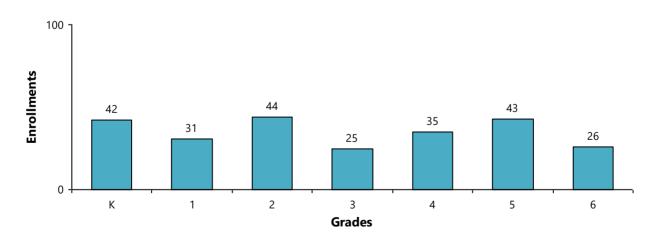
# Multi-Race, Non Hispanic White Native American Hispanic Asian African American 14.2% 0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

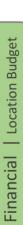
# **Student Demographics**



# **Enrollment By Grades:**









# **Heard Street Discovery Academy**

## **Financial Summary**

| Category                                    | FY 2023<br>Adopted | FY 2024<br>Recommended |
|---|--------------------|------------------------|
| Total Salaries                              | \$1,800,816        | \$1,909,720            |
| 500146-92000 Electricity                    | \$17,282           | \$17,369               |
| 500146-92000 Natural Gas                    | \$15,954           | \$19,875               |
| 500-92204 Instructional Materials           | \$18,098           | \$18,696               |
| 540103-92000 Student Transportation         | \$64,951           | \$72,491               |
| Heard Street Discovery Academy Total Budget | \$1,917,102        | \$2,038,151            |

| taffing                              | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| leard Street Discovery Academy       |         |         |
| 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           | 2.0     | 2.0     |
| 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     |
| otal                                 | 25.0    | 25.0    |

# **Jacob Hiatt Magnet School**

772 Main Street Worcester, MA 01601 Principal: Tammy Boyle

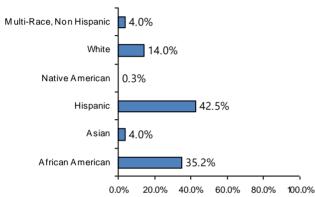
## **Quick Facts**

**Ouadrant** Enrollment Doherty 372 Grades Pre-K to 6 **Graduation Rates** Year Built 1990 Student Attendance 94.3%

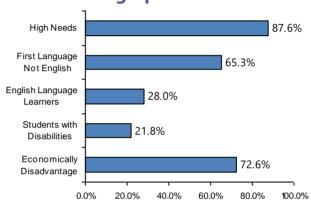
**Square Footage** 52,000



# **Student Race And Ethnicity**

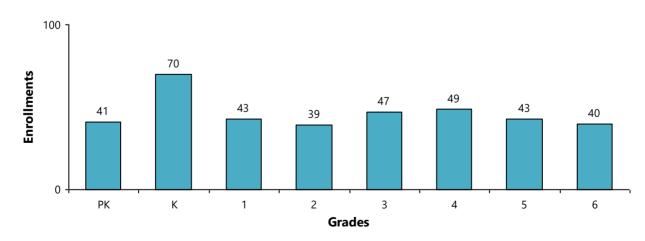


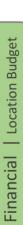
# **Student Demographics**



# **Enrollment By Grades:**









# **Jacob Hiatt Magnet School**

## **Financial Summary**

| Category                                | FY 2023     | FY 2024     |
|---|-------------|-------------|
|   | Adopted     | Recommended |
| Total Salaries                          | \$2,915,056 | \$2,900,716 |
| 500130-92000 Security Guard Services    | \$29,070    | \$33,660    |
| 500136-92000 Building & Parking Rentals | \$51,531    | \$53,077    |
| 500146-92000 Electricity                | \$56,050    | \$56,330    |
| 500146-92000 Natural Gas                | \$18,067    | \$28,096    |
| 500-92204 Instructional Materials       | \$27,233    | \$28,272    |
| 540103-92000 Student Transportation     | \$216,504   | \$241,638   |
| Jacob Hiatt Magnet School Total Budget  | \$3,313,510 | \$3,341,789 |

## **Position Summary**

| staffing                                   | FY 2023 | FY 2024 |
|--|---------|---------|
| acob 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              | 16.0    | 16.0    |
| English Language Learner Teachers          | 2.5     | 2.5     |
| 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     |
| Гotal                                      | 38.5    | 38.5    |

325

# **Lake View School**

Worcester, MA 01604 Principal: Erin McMahon 133 Coburn Avenue

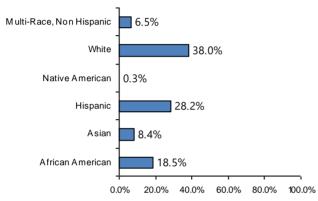
## **Quick Facts**

| Quadrant   | North  | Enrollment         | 308   |
|------------|--------|--------------------|-------|
| Grades     | K to 6 | Graduation Rates   |       |
| Year Built | 1922   | Student Attendance | 93.7% |

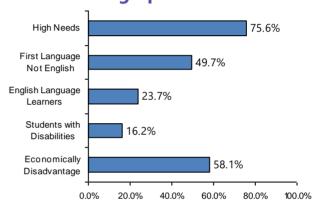
**Square Footage** 27,918



# **Student Race And Ethnicity**

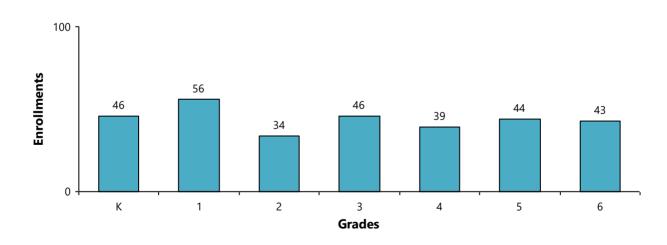


## **Student Demographics**



# **Enrollment By Grades:**







# **Lake View School**

## **Financial Summary**

| Category                            | FY 2023     | FY 2024     |
|-------------------------------------|-------------|-------------|
|                                     | Adopted     | Recommended |
| Total Salaries                      | \$1,986,068 | \$2,107,978 |
| 500146-92000 Electricity            | \$6,546     | \$6,578     |
| 500146-92000 Natural Gas            | \$18,669    | \$23,843    |
| 500-92204 Instructional Materials   | \$23,344    | \$23,408    |
| 540103-92000 Student Transportation | \$43,301    | \$48,328    |
| Lake View School Total Budget       | \$2,077,927 | \$2,210,135 |

| taffing                              | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| ske View 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           | 2.0     | 2.0     |
| Instructional Assistant              | 1.0     | 1.0     |
| School Nurse                         | 1.0     | 1.0     |
| Custodian                            | 1.0     | 1.0     |
| School Clerical                      | 1.0     | 1.0     |
| otal                                 | 25.0    | 25.0    |

# **Lincoln Street School**

549 Lincoln Street Worcester, MA 01605 Principal: Michelle Gabrielian

## **Quick Facts**

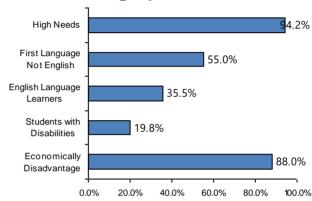
| Quadrant       | Burncoat   | Enrollment              | 242   |
|----------------|------------|-------------------------|-------|
| Grades         | Pre-K to 6 | <b>Graduation Rates</b> |       |
| Year Built     | 1929       | Student Attendance      | 91.4% |
| Square Footage | 25,766     |                         |       |



## **Student Race And Ethnicity**

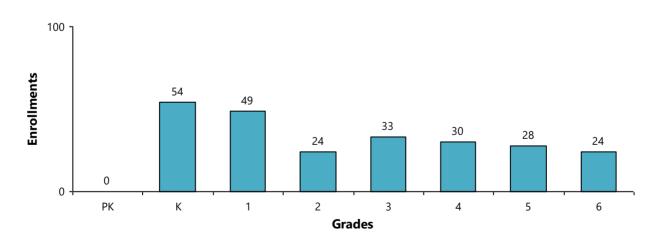
#### Multi-Race, Non Hispanic 6.6% White 15.7% Native American Hispanic 42.1% Asian 7.9% African American 80.0% 0.0% 20.0% 40.0% 60.0% 100.0%

# **Student Demographics**



# **Enrollment By Grades:**







# **Lincoln Street School**

## **Financial Summary**

| Category                                | FY 2023     | FY 2024     |
|---|-------------|-------------|
|   | Adopted     | Recommended |
| Total Salaries                          | \$2,174,814 | \$2,572,286 |
| 500136-92000 Building & Parking Rentals | \$0         | \$225,000   |
| 500136-92000 Fees and Licenses          | \$0         | \$3,100     |
| 500146-92000 Electricity                | \$30,779    | \$30,933    |
| 500146-92000 Natural Gas                | \$11,156    | \$15,980    |
| 500-92204 Instructional Materials       | \$17,874    | \$18,392    |
| 540103-92000 Student Transportation     | \$108,252   | \$120,819   |
| Lincoln Street School Total Budget      | \$2,342,874 | \$2,986,510 |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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        | 13.0    | 13.0    |
| English Language Learner Teachers    | 2.0     | 2.0     |
| Special Education Teachers           | 4.0     | 4.0     |
| Instructional Assistant              | 6.0     | 6.0     |
| 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               | 1.0     | 1.0     |
| Гotal                                | 33.0    | 33.0    |

# **May Street School**

265 May Street Worcester, MA 01602 Principal: Luke Robert

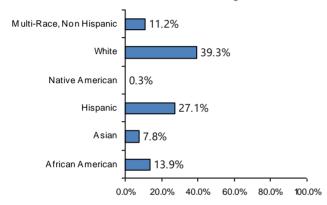
## **Quick Facts**

| Quadrant   | Doherty | Enrollment              | 295   |
|------------|---------|-------------------------|-------|
| Grades     | K to 6  | <b>Graduation Rates</b> |       |
| Year Built | 1927    | Student Attendance      | 94.1% |
|            |         |                         |       |

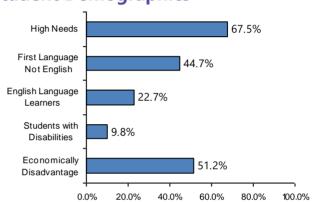
Square Footage 35,912



## **Student Race And Ethnicity**

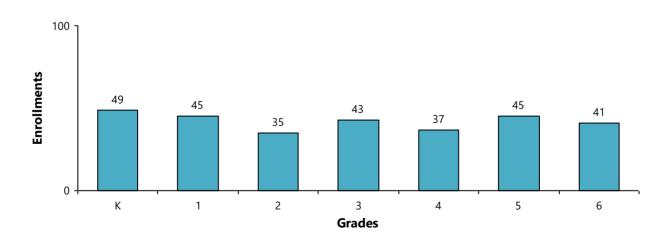


## **Student Demographics**



# **Enrollment By Grades:**







# **May Street School**

## **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
| Total Salaries                      | \$1,859,418        | \$1,946,938            |
| 500136-92000 Fees and Licenses      | \$0                | \$3,100                |
| 500146-92000 Electricity            | \$14,608           | \$14,681               |
| 500146-92000 Natural Gas            | \$28,108           | \$30,779               |
| 500-92204 Instructional Materials   | \$22,783           | \$22,420               |
| 540103-92000 Student Transportation | \$64,951           | \$72,491               |
| May Street School Total Budget      | \$1,989,868        | \$2,090,409            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| May Street 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    | 2.0     | 2.0     |
| 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                                | 26.5    | 26.5    |

# **Midland Street School**

18 Midland Street Worcester, MA 01602 Principal: Christina Guertin

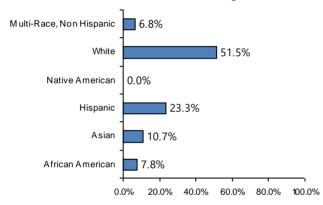
## **Quick Facts**

QuadrantDohertyEnrollment206GradesK to 6Graduation RatesYear Built1896Student Attendance94.9%

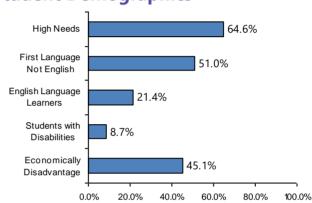
Square Footage 22,113



## **Student Race And Ethnicity**

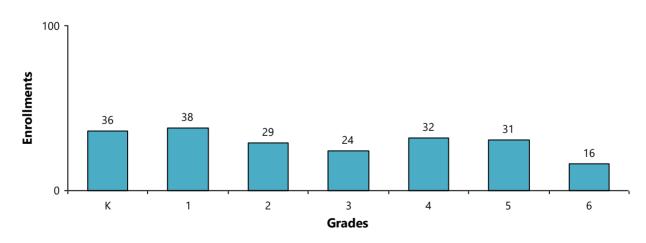


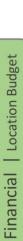
## **Student Demographics**



# **Enrollment By Grades:**









# **Midland Street School**

## **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
| Total Salaries                      | \$1,608,980        | \$1,745,614            |
| 500146-92000 Electricity            | \$8,468            | \$8,510                |
| 500146-92000 Natural Gas            | \$29,220           | \$33,143               |
| 500-92204 Instructional Materials   | \$14,910           | \$15,656               |
| 540103-92000 Student Transportation | \$21,650           | \$24,164               |
| Midland Street School Total Budget  | \$1,683,227        | \$1,827,087            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| Midland Street School                |         |         |
| Elementary Principal                 | 1.0     | 1.0     |
| Elementary Focus Instructional Coach | 1.0     | 1.0     |
| Elementary Classroom Teachers        | 12.0    | 13.0    |
| English Language Learner Teachers    | 2.0     | 2.0     |
| 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                                | 23.0    | 24.0    |

# **Nelson Place School**

35 Nelson Place Worcester, MA 01605 Principal: Kathleen Martinelli

## **Quick Facts**

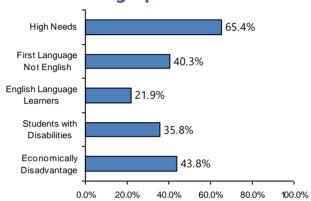
| Quadrant       | Doherty    | Enrollment              | 575   |
|----------------|------------|-------------------------|-------|
| Grades         | Pre-K to 6 | <b>Graduation Rates</b> |       |
| Year Built     | 2017       | Student Attendance      | 94.3% |
| Square Footage | 112,000    |                         |       |



## **Student Race And Ethnicity**

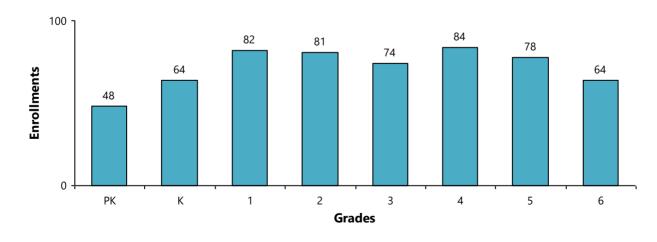
# Multi-Race, Non Hispanic White Native American Hispanic Asian African American 0.0% 16.0% 0.0% 20.0% 47.1% 47.1% 0.0% 8.9% 46.0% 80.0% 100.0%

# **Student Demographics**



# **Enrollment By Grades:**







# **Nelson Place School**

## **Financial Summary**

| Category                            | FY 2023     | FY 2024     |
|-------------------------------------|-------------|-------------|
|                                     | Adopted     | Recommended |
| Total Salaries                      | \$5,454,354 | \$6,082,383 |
| 500136-92000 Fees and Licenses      | \$0         | \$3,100     |
| 500146-92000 Electricity            | \$119,337   | \$119,933   |
| 500146-92000 Natural Gas            | \$36,133    | \$37,461    |
| 500-92204 Instructional Materials   | \$43,132    | \$43,700    |
| 540103-92000 Student Transportation | \$346,406   | \$386,620   |
| Nelson Place School Total Budget    | \$5,999,361 | \$6,673,198 |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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        | 22.0    | 21.0    |
| English Language Learner Teachers    | 3.0     | 3.0     |
| Special Education Teachers           | 20.0    | 20.0    |
| 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                                | 91.0    | 90.0    |

# **Norrback Avenue School**

44 Malden Street Worcester, MA 01606 Principal: Christina Troiano

## **Quick Facts**

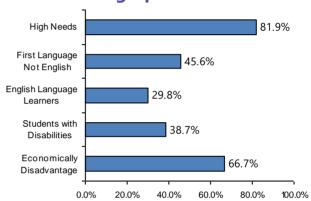
QuadrantBurncoatEnrollment507GradesPre-K to 6Graduation RatesYear Built1999Student Attendance91.9%Square Footage113,500



## **Student Race And Ethnicity**

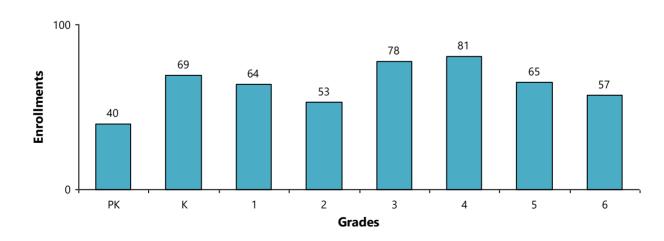
#### Multi-Race, Non Hispanic 4.3% White 32.1% Native American Hispanic 32.7% Asian 2.6% 27.8% African American 0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

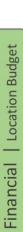
## **Student Demographics**



# **Enrollment By Grades:**









# **Norrback Avenue School**

## **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
| Total Salaries                      | \$5,472,745        | \$6,113,672            |
| 500136-92000 Fees and Licenses      | \$0                | \$3,100                |
| 500146-92000 Electricity            | \$136,619          | \$137,302              |
| 500146-92000 Natural Gas            | \$61,097           | \$89,654               |
| 500-92204 Instructional Materials   | \$39,143           | \$38,532               |
| 540103-92000 Student Transportation | \$303,105          | \$338,293              |
| Norrback Avenue School Total Budget | \$6,012,708        | \$6,720,552            |

| Staffing                                   | FY 2023 | FY 2024 |
|--|---------|---------|
| Norrback Avenue 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          | 6.0     | 6.0     |
| 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                                      | 91.0    | 91.0    |

# **Quinsigamond Community School**

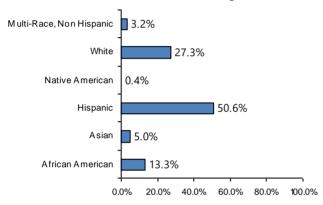
14 Blackstone River Ro Worcester, MA 01607 Principal: Lauren Racca

## **Quick Facts**

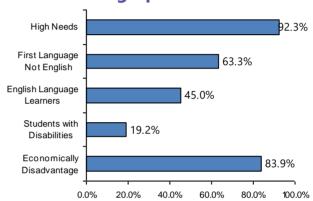
QuadrantSouthEnrollment713GradesPre-K to 6Graduation RatesYear Built1998Student Attendance91.7%Square Footage141,847



## **Student Race And Ethnicity**

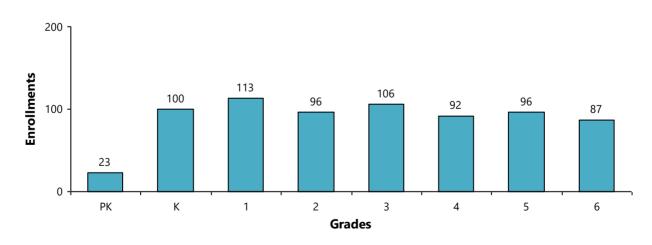


## **Student Demographics**



# **Enrollment By Grades:**









# **Quinsigamond Community School**

## **Financial Summary**

| Catagory                                      | FY 2023     | FY 2024     |
|---|-------------|-------------|
| Category                                      | Adopted     | Recommended |
| Total Salaries                                | \$5,540,361 | \$6,329,094 |
| 500136-92000 Fees and Licenses                | \$0         | \$3,100     |
| 500146-92000 Electricity                      | \$148,758   | \$149,501   |
| 500146-92000 Natural Gas                      | \$23,643    | \$36,834    |
| 500-91000 Student Afterschool Drop-Off Center | \$95,830    | \$132,653   |
| 500-92204 Instructional Materials             | \$49,821    | \$54,188    |
| 540103-92000 Student Transportation           | \$389,706   | \$434,948   |
| Quinsigamond Community School Total Budget    | \$6,248,119 | \$7,140,318 |

| Staffing                                   | FY 2023 | FY 2024 |
|--|---------|---------|
| 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          | 9.0     | 9.0     |
| Special Education Teachers                 | 10.0    | 10.0    |
| 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     |
| Wraparound Coordinators                    | 1.0     | 1.0     |
| 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                                      | 86.0    | 86.0    |

# **Rice Square School**

76 Massasoit Road Worcester, MA 01604 Principal: Susan Donahue

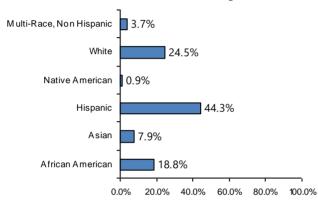
## **Quick Facts**

| Quadrant   | North  | Enrollment              | 458   |
|------------|--------|-------------------------|-------|
| Grades     | K to 6 | <b>Graduation Rates</b> |       |
| Year Built | 1914   | Student Attendance      | 91.6% |
|            |        |                         |       |

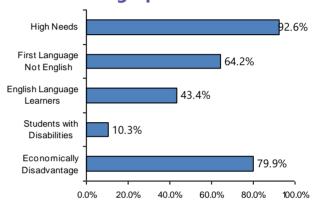
Square Footage 36,000



## **Student Race And Ethnicity**

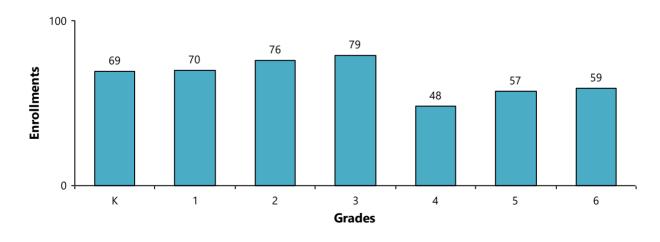


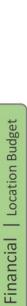
# **Student Demographics**



# **Enrollment By Grades:**









# **Rice Square School**

## **Financial Summary**

| Category                            | FY 2023     | FY 2024     |
|-------------------------------------|-------------|-------------|
|                                     | Adopted     | Recommended |
| Total Salaries                      | \$3,246,683 | \$3,601,921 |
| 500136-92000 Fees and Licenses      | \$0         | \$3,100     |
| 500146-92000 Electricity            | \$35,354    | \$35,531    |
| 500146-92000 Natural Gas            | \$40,128    | \$41,995    |
| 500-92204 Instructional Materials   | \$39,165    | \$34,808    |
| 540103-92000 Student Transportation | \$108,252   | \$120,819   |
| Rice Square School Total Budget     | \$3,469,582 | \$3,838,174 |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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        | 22.0    | 22.0    |
| English Language Learner Teachers    | 5.0     | 5.0     |
| 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     |
| Wraparound Coordinators              | 1.0     | 1.0     |
| Custodian                            | 2.0     | 2.0     |
| School Clerical                      | 1.0     | 1.0     |
| School Nutrition Staff               | 3.0     | 3.0     |
| Total                                | 45.0    | 45.0    |

# **Roosevelt School**

1006 Grafton Street Worcester, MA 01604 Principal: Maureen Power

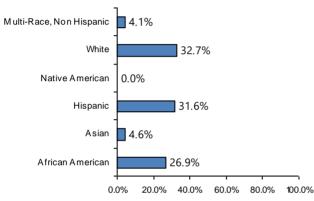
## **Quick Facts**

QuadrantNorthEnrollment566GradesPre-K to 6Graduation RatesYear Built2001Student Attendance91.9%

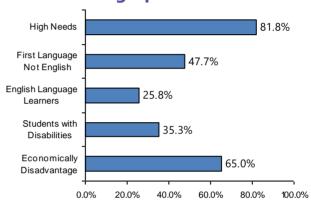
Square Footage 120,656



# **Student Race And Ethnicity**

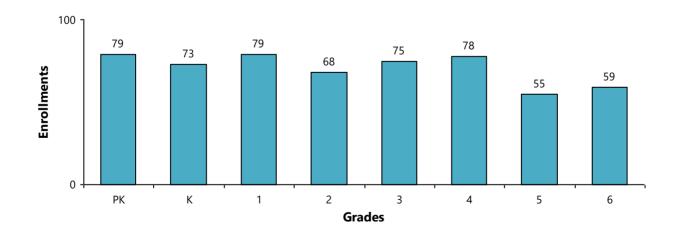


## **Student Demographics**



# **Enrollment By Grades:**







# **Roosevelt School**

## **Financial Summary**

| Category                            | FY 2023     | FY 2024     |
|-------------------------------------|-------------|-------------|
|                                     | Adopted     | Recommended |
| Total Salaries                      | \$5,977,924 | \$5,663,002 |
| 500146-92000 Electricity            | \$108,681   | \$109,225   |
| 500146-92000 Natural Gas            | \$59,438    | \$88,032    |
| 500-92204 Instructional Materials   | \$36,626    | \$43,016    |
| 540103-92000 Student Transportation | \$346,406   | \$386,620   |
| Roosevelt School Total Budget       | \$6,529,075 | \$6,289,895 |

| Staffing                                   | FY 2023 | FY 2024 |
|--|---------|---------|
| 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          | 3.0     | 3.0     |
| Special Education Teachers                 | 15.0    | 15.0    |
| 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                                      | 85.0    | 85.0    |

# **Tatnuck Magnet School**

1083 Pleasant Street Worcester, MA 01602 Principal: Erin Dobson

## **Quick Facts**

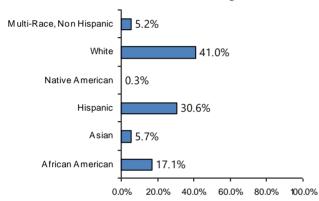
QuadrantDohertyEnrollment385GradesPre-K to 6Graduation Rates

Year Built 1922 Student Attendance 94.7%

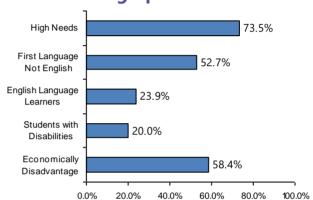
Square Footage 42,384



## **Student Race And Ethnicity**

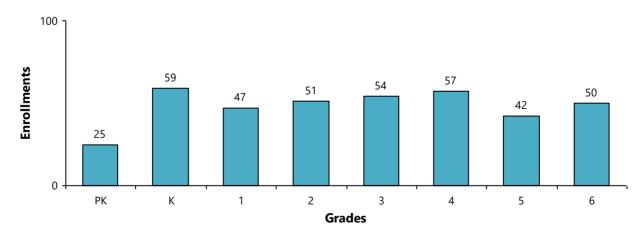


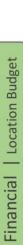
# **Student Demographics**



# **Enrollment By Grades:**









# **Tatnuck Magnet School**

## **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
| Total Salaries                      | \$2,903,032        | \$3,223,435            |
| 500146-92000 Electricity            | \$9,881            | \$9,931                |
| 500146-92000 Natural Gas            | \$42,044           | \$55,862               |
| 500-92204 Instructional Materials   | \$29,872           | \$29,260               |
| 540103-92000 Student Transportation | \$86,601           | \$96,655               |
| Tatnuck Magnet School Total Budget  | \$3,071,431        | \$3,415,142            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| atnuck 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        | 21.0    | 21.0    |
| English Language Learner Teachers    | 4.0     | 4.0     |
| Special Education Teachers           | 4.0     | 4.0     |
| Music Teachers                       | 1.0     | 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     |
| Гotal                                | 44.5    | 44.5    |

# **Thorndyke Road School**

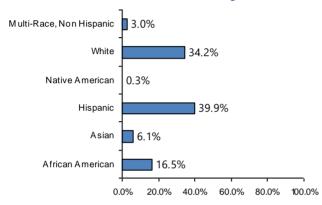
20 Thorndyke Road Worcester, MA 01606 Principal: Christopher Dodge

## **Quick Facts**

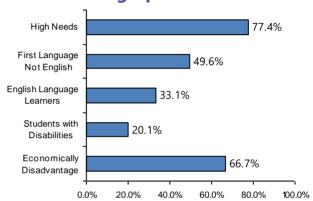
| Quadrant       | Burncoat | Enrollment              | 363   |
|----------------|----------|-------------------------|-------|
| Grades         | K to 6   | <b>Graduation Rates</b> |       |
| Year Built     | 1927     | Student Attendance      | 93.6% |
| Square Footage | 43,425   |                         |       |



## **Student Race And Ethnicity**

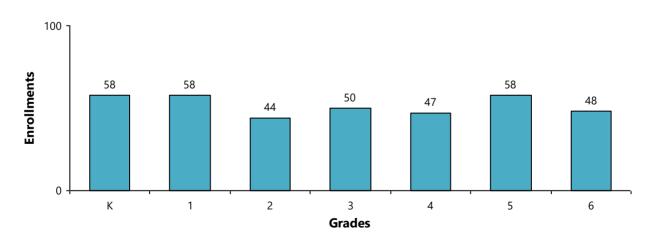


# **Student Demographics**



# **Enrollment By Grades:**









# **Thorndyke Road School**

## **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
| Total Salaries                      | \$2,067,201        | \$2,181,835            |
| 500146-92000 Electricity            | \$14,274           | \$14,345               |
| 500146-92000 Natural Gas            | \$28,399           | \$34,391               |
| 500-92204 Instructional Materials   | \$27,121           | \$27,588               |
| 540103-92000 Student Transportation | \$64,951           | \$72,491               |
| Thorndyke Road School Total Budget  | \$2,201,946        | \$2,330,651            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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           | 2.0     | 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                                | 29.0    | 29.0    |

# **Union Hill School**

One Chapin Street Worcester, MA 01604 Principal: Ishmael Tabales

## **Quick Facts**

| Quadrant | North | Enrollment | 390 |
|----------|-------|------------|-----|
|          |       |            |     |

Grades K to 6 Graduation Rates
Year Built 1922 Student Attendance

Square Footage 43,216

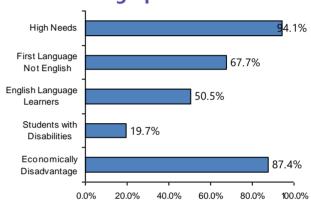


## **Student Race And Ethnicity**

#### Multi-Race, Non Hispanic 2.6% White 14.6% Native American 0.0% Hispanic 63.6% Asian 3.1% 16.2% African American 20.0% 40.0% 60.0% 80.0% 100.0%

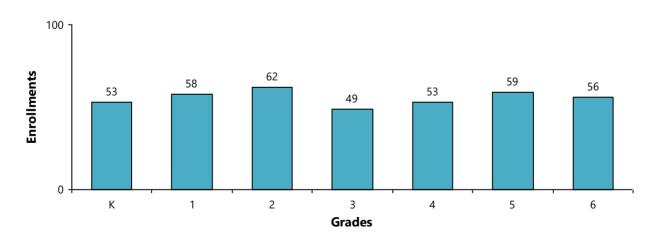
# **Student Demographics**

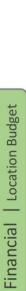
92.1%



# **Enrollment By Grades:**









# **Union Hill School**

## **Financial Summary**

| Category                            | FY 2023     | FY 2024     |
|-------------------------------------|-------------|-------------|
|                                     | Adopted     | Recommended |
| Total Salaries                      | \$2,893,967 | \$3,066,203 |
| 500146-92000 Electricity            | \$28,997    | \$29,142    |
| 500146-92000 Natural Gas            | \$30,883    | \$33,744    |
| 500-92204 Instructional Materials   | \$36,894    | \$37,440    |
| 540103-92000 Student Transportation | \$0         | \$0         |
| Union Hill School Total Budget      | \$2,990,742 | \$3,166,529 |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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        | 21.0    | 21.0    |
| English Language Learner Teachers    | 4.0     | 4.0     |
| 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                                | 42.0    | 42.0    |

# **Vernon Hill School**

211 Providence Street Worcester, MA 01604 Principal: Craig Dottin

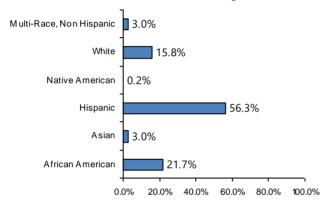
## **Quick Facts**

| Quadrant   | South      | Enrollment         | 474   |
|------------|------------|--------------------|-------|
| Grades     | Pre-K to 6 | Graduation Rates   |       |
| Year Built | 1931       | Student Attendance | 88.3% |

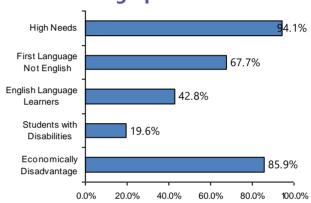
Square Footage 83,060



## **Student Race And Ethnicity**

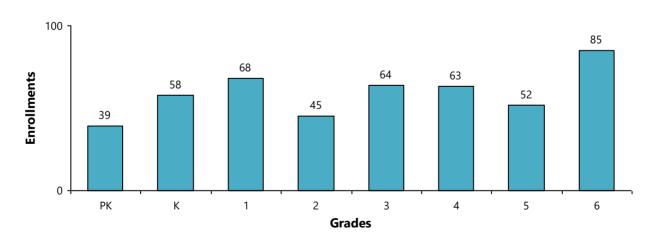


# **Student Demographics**



# **Enrollment By Grades:**







# **Vernon Hill School**

## **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
|                                     |                    |                        |
| Total Salaries                      | \$3,776,692        | \$4,383,887            |
| 500146-92000 Electricity            | \$55,600           | \$55,878               |
| 500146-92000 Natural Gas            | \$35,740           | \$83,442               |
| 500-92204 Instructional Materials   | \$35,642           | \$36,024               |
| 540103-92000 Student Transportation | \$129,902          | \$144,983              |
| Vernon Hill School Total Budget     | \$4,033,577        | \$4,704,214            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| /ernon Hill 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        | 24.0    | 23.0    |
| English Language Learner Teachers    | 5.0     | 5.0     |
| Special Education Teachers           | 9.0     | 9.0     |
| 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     |
| otal                                 | 63.5    | 62.5    |

# **Wawecus Road School**

20 Wawecus Street Worcester, MA 01605 Principal: Sarah Kyriazis

## **Quick Facts**

| Quadrant       | Burncoat | Enrollment              | 133   |
|----------------|----------|-------------------------|-------|
| Grades         | K to 6   | <b>Graduation Rates</b> |       |
| Year Built     | 1963     | Student Attendance      | 92.5% |
| Square Footage | 22,974   |                         |       |



19

6

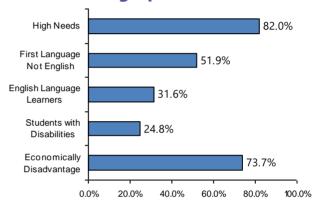
17

5

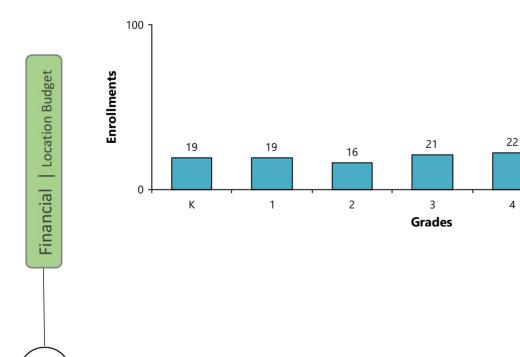
## **Student Race And Ethnicity**

#### Multi-Race, Non Hispanic 6.8% White 30.1% Native American 0.0% Hispanic 42.9% Asian 6.0% 14.3% African American 80.0% 20.0% 40.0% 60.0% 100.0%

# **Student Demographics**



# **Enrollment By Grades:**





# **Wawecus Road School**

## **Financial Summary**

| Category                            | FY 2023     | FY 2024     |
|-------------------------------------|-------------|-------------|
|                                     | Adopted     | Recommended |
| Total Salaries                      | \$1,449,467 | \$1,495,860 |
| 500146-92000 Electricity            | \$17,227    | \$17,313    |
| 500146-92000 Natural Gas            | \$12,864    | \$14,397    |
| 500-92204 Instructional Materials   | \$8,977     | \$10,108    |
| 540103-92000 Student Transportation | \$108,252   | \$120,819   |
| Wawecus Road School Total Budget    | \$1,596,787 | \$1,658,497 |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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**

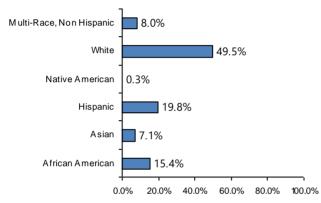
300 Mower Street Worcester, MA 01602 Principal: Joyce Elia-Renaud

#### **Quick Facts**

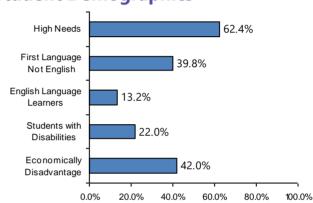
| Quadrant       | Doherty    | Enrollment              | 364   |
|----------------|------------|-------------------------|-------|
| Grades         | Pre-K to 6 | <b>Graduation Rates</b> |       |
| Year Built     | 1961       | Student Attendance      | 94.4% |
| Square Footage | 37,544     |                         |       |



## **Student Race And Ethnicity**



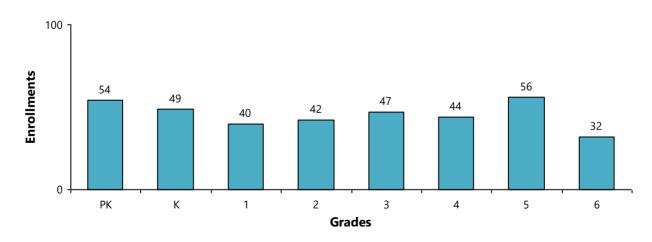
## **Student Demographics**



## **Enrollment By Grades:**

The following chart represents the student counts by each grade as of October 1, 2022.







# **West Tatnuck School**

## **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
| T + 1C 1 :                          |                    |                        |
| Total Salaries                      | \$2,148,709        | \$2,295,609            |
| 500146-92000 Electricity            | \$26,470           | \$26,603               |
| 500146-92000 Natural Gas            | \$23,813           | \$25,315               |
| 500-92204 Instructional Materials   | \$25,837           | \$27,664               |
| 540103-92000 Student Transportation | \$151,552          | \$169,146              |
| West Tatnuck School Total Budget    | \$2,376,382        | \$2,544,336            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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           | 6.0     | 6.0     |
| 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     |
| Гotal                                | 36.0    | 36.0    |

# **Woodland Academy**

93 Woodland Street Worcester, MA 01610 Principal: Patricia Padilla

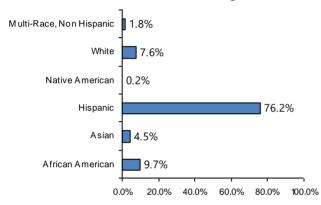
#### **Quick Facts**

| Quadrant   | South  | Enrollment         | 487   |
|------------|--------|--------------------|-------|
| Grades     | K to 6 | Graduation Rates   |       |
| Year Built | 1999   | Student Attendance | 92.3% |

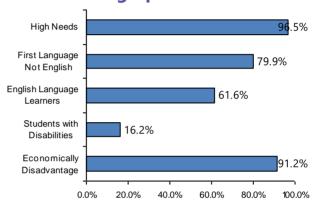
Square Footage 71,127



## **Student Race And Ethnicity**



## **Student Demographics**

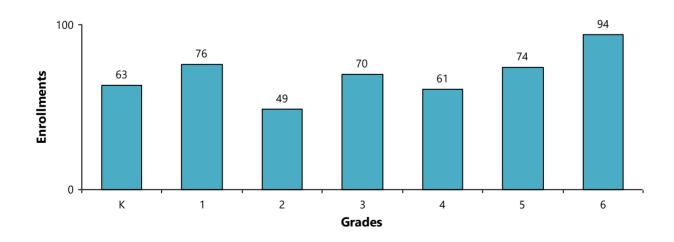


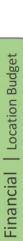
## **Enrollment By Grades:**

The following chart represents the student counts by each grade as of October 1, 2022.



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# **Woodland Academy**

## **Financial Summary**

| Category                            | FY 2023<br>Adopted | FY 2024<br>Recommended |
|-------------------------------------|--------------------|------------------------|
| Total Salaries                      | \$4,282,279        | \$4,918,284            |
| 500146-92000 Electricity            | \$118,262          | \$118,853              |
| 500146-92000 Natural Gas            | \$34,780           | \$44,571               |
| 500-92204 Instructional Materials   | \$36,504           | \$37,012               |
| 540103-92000 Student Transportation | \$21,650           | \$24,164               |
| Woodland Academy Total Budget       | \$4,493,476        | \$5,142,884            |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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        | 28.0    | 28.0    |
| Science Teachers                     | 1.0     | 1.0     |
| English Language Learner Teachers    | 9.0     | 9.0     |
| 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     |
| 「otal                                | 67.5    | 67.5    |

# **Worcester Arts Magnet School**

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

#### **Quick Facts**

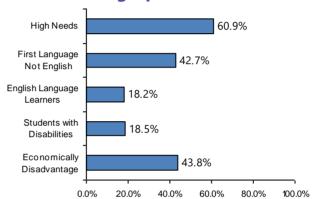
QuadrantBurncoatEnrollment368GradesPre-K to 6Graduation RatesYear Built1961Student Attendance95.5%Square Footage56,657



## **Student Race And Ethnicity**

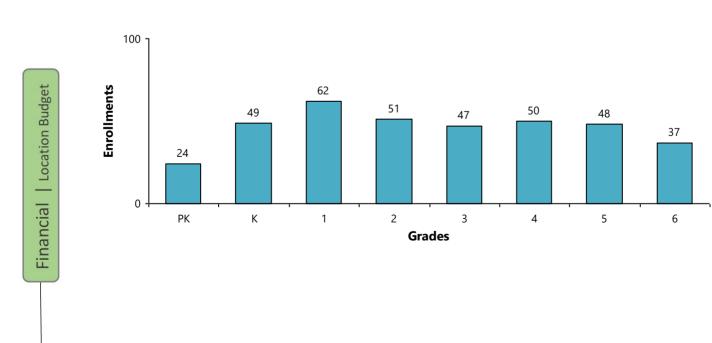
# Multi-Race, Non Hispanic White Native American Hispanic Asian 7.9% African American 0.0% 23.6% 0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

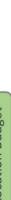
## **Student Demographics**

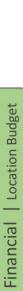


## **Enrollment By Grades:**

The following chart represents the student counts by each grade as of October 1, 2022.









# **Worcester Arts Magnet School**

## **Financial Summary**

| Category                                  | FY 2023     | FY 2024     |
|---|-------------|-------------|
|   | Adopted     | Recommended |
| Total Salaries                            | \$2,490,883 | \$2,727,242 |
| 500130-92000 Arts Consultants             | \$29,047    | \$37,185    |
| 500146-92000 Electricity                  | \$30,766    | \$30,920    |
| 500146-92000 Natural Gas                  | \$37,125    | \$45,570    |
| 500-92204 Instructional Materials         | \$27,368    | \$27,968    |
| 540103-92000 Student Transportation       | \$129,902   | \$144,983   |
| Worcester Arts Magnet School Total Budget | \$2,745,092 | \$3,013,868 |

| Staffing                             | FY 2023 | FY 2024 |
|--------------------------------------|---------|---------|
| 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    | 2.0     | 2.0     |
| Special Education Teachers           | 3.0     | 3.0     |
| 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                                | 35.0    | 35.0    |

# Financial | Location Budget

# La Familia Dual Language School

## **Financial Summary**

| Category                                     | FY 2023     | FY 2024     |
|--|-------------|-------------|
|  | Adopted     | Recommended |
| Total Salaries                               | \$960,773   | \$0         |
| 500136-92000 Building & Parking Rentals      | \$102,000   | \$0         |
| 500146-92000 Electricity                     | \$11,346    | \$0         |
| 500-92204 Instructional Materials            | \$11,625    | \$0         |
| La Familia Dual Language School Total Budget | \$1,085,744 | \$0         |

| Staffing   | FY 2023 | FY 2024 |
|--|---------|---------|
| La Familia Dual Language School                    |         |         |
| Elementary Principal                               | 1.0     | 0.0     |
| English Language Learner Focus Instructional Coach | 1.0     | 0.0     |
| English Language Learner Teachers                  | 12.0    | 0.0     |
| Special Education Teachers                         | 1.0     | 0.0     |
| Art Teachers                                       | 1.0     | 0.0     |
| Music Teachers                                     | 1.0     | 0.0     |
| Instructional Assistant                            | 1.0     | 0.0     |
| School Nurse                                       | 1.0     | 0.0     |
| Custodian  | 1.0     | 0.0     |
| School Clerical                                    | 1.0     | 0.0     |
| Elementary Additional Preparation Teachers         | 1.0     | 0.0     |
| Total  | 22.0    |         |





# **Alternative Program - Special Education**

## **Financial Summary**

| Catagony   | FY 2023     | FY 2024     |
|--|-------------|-------------|
| Category   | Adopted     | Recommended |
| Total Salaries                                       | \$1,929,947 | \$1,997,364 |
| 500136-92000 Building & Parking Rentals              | \$160,000   | \$182,000   |
| 500146-92000 Electricity                             | \$15,904    | \$0         |
| 500146-92000 Natural Gas                             | \$331       | \$0         |
| 500146-92000 Heating Oil                             | \$31,440    | \$0         |
| 500-91000 Supplemental Salaries                      | \$18,720    | \$18,720    |
| 500-92204 Instructional Materials                    | \$5,580     | \$10,580    |
| 540103-92000 Student Transportation                  | \$194,853   | \$217,474   |
| Alternative Program - Special Education Total Budget | \$2,356,775 | \$2,426,138 |

| Staffing                                      | FY 2023 | FY 2024 |
|---|---------|---------|
| Alternative Program - Special Education       |         |         |
| 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     |
| 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   | 26.5    | 26.5    |

## WORCESTER PUBLIC SCHOOLS

# **New Citizens Center**

## **Financial Summary**

| Category                            | FY 2023     | FY 2024     |
|-------------------------------------|-------------|-------------|
|                                     | Adopted     | Recommended |
| Total Salaries                      | \$1,073,164 | \$1,115,952 |
| 500136-92000 Fees and Licenses      | \$0         | \$3,900     |
| 500146-92000 Electricity            | \$17,538    | \$17,626    |
| 500146-92000 Natural Gas            | \$9,855     | \$9,732     |
| 500-92204 Instructional Materials   | \$16,800    | \$16,800    |
| 540103-92000 Student Transportation | \$86,601    | \$96,655    |
| New Citizens Center Total Budget    | \$1,203,958 | \$1,260,665 |

## **Position Summary**

| Staffing                          | FY 2023 | FY 2024 |
|-----------------------------------|---------|---------|
| 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 | 7.0     | 7.0     |
| 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                             | 15.0    | 15.0    |

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Financial | Location Budget



# **The Gerald Creamer Center**

## **Financial Summary**

| Category                               | FY 2023     | FY 2024     |
|--|-------------|-------------|
|  | Adopted     | Recommended |
| Total Salaries                         | \$2,452,136 | \$2,437,124 |
| 500130-92000 Security Guard Services   | \$13,680    | \$15,840    |
| 500146-92000 Electricity               | \$13,204    | \$13,270    |
| 500146-92000 Natural Gas               | \$19,033    | \$22,693    |
| 500-91000 Supplemental Salaries        | \$2,080     | \$231,928   |
| 500-92204 Instructional Materials      | \$20,925    | \$20,925    |
| 540103-92000 Student Transportation    | \$129,902   | \$144,983   |
| The Gerald Creamer Center Total Budget | \$2,650,961 | \$2,886,764 |

| Staffing                                      | FY 2023 | FY 2024 |
|---|---------|---------|
| New Citizen Center - Young Adult Program      |         |         |
| Coordinator of Alternative Education Programs | 1.0     | 0.0     |
| English Language Learner Teachers             | 5.0     | 5.0     |
| The Gerald Creamer Center                     |         |         |
| Coordinator of Alternative Education Programs | 1.0     | 1.0     |
| English Language Arts Teachers                | 4.0     | 4.0     |
| Mathematic Teachers                           | 4.0     | 4.0     |
| History & Social Studies Teacher              | 4.0     | 4.0     |
| Science Teachers                              | 3.0     | 3.0     |
| World Language Teachers                       | 1.0     | 1.0     |
| English Language Learner Teachers             | 1.0     | 1.0     |
| Special Education Teachers                    | 1.0     | 1.0     |
| Guidance Counselors                           | 1.0     | 1.0     |
| Library Media Teachers                        | 0.5     | 0.5     |
| Instructional Assistant                       | 1.0     | 1.0     |
| 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                        | 1.0     | 1.0     |
| Total   | 32.5    | 31.5    |

# **Challenge and Reach Academies**

## **Financial Summary**

| Category                                   | FY 2023     | FY 2024     |
|--|-------------|-------------|
|  | Adopted     | Recommended |
| Total Salaries                             | \$1,705,823 | \$1,797,821 |
| 500136-92000 Building & Parking Rentals    | \$15,000    | \$18,000    |
| 500146-92000 Electricity                   | \$16,095    | \$16,176    |
| 500146-92000 Natural Gas                   | \$21,266    | \$32,219    |
| 500-92204 Instructional Materials          | \$10,000    | \$10,000    |
| 540103-92000 Student Transportation        | \$259,804   | \$289,965   |
| Challenge and Reach Academies Total Budget | \$2,027,989 | \$2,164,181 |

| Staffing                                      | FY 2023 | FY 2024 |
|---|---------|---------|
| 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     |
| 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   | 24.0    | 24.0    |



# **Academic Center for Transition & Assessment**

## **Financial Summary**

| Category   | FY 2023     | FY 2024     |
|--|-------------|-------------|
|  | Adopted     | Recommended |
| Total Salaries   | \$1,834,940 | \$2,023,467 |
| 500-92204 Instructional Materials                        | \$5,100     | \$10,100    |
| 540103-92000 Student Transportation                      | \$216,504   | \$241,638   |
| Academic Center for Transition & Assessment Total Budget | \$2,056,544 | \$2,275,205 |

| Staffing                                    | FY 2023 | FY 2024 |
|---|---------|---------|
| 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    |
| Instructional Assistant                     | 17.0    | 17.0    |
| School Nurse                                | 1.0     | 1.0     |
| School Clerical                             | 1.0     | 1.0     |
| Total                                       | 33.0    | 33.0    |



# **Durkin Administration Building**

## **Financial Summary**

| Category                                    | FY 2023<br>Adopted | FY 2024<br>Recommended |
|---|--------------------|------------------------|
| Total Salaries                              | \$9,877,859        | \$13,054,324           |
| 500130-92000 Automated Services             | \$105,866          | \$110,003              |
| 500130-92000 Security Guard Services        | \$40,375           | \$46,750               |
| 500136-92000 Building & Parking Rentals     | \$81,969           | \$83,443               |
| 500136-92000 Office Services & Supplies     | \$120,880          | \$141,319              |
| 500146-92000 Electricity                    | \$110,909          | \$111,463              |
| 500146-92000 Natural Gas                    | \$21,579           | \$26,336               |
| 500-91000 Supplemental Salaries             | \$63,000           | \$91,730               |
| Durkin Administration Building Total Budget | \$10,422,437       | \$13,665,368           |

## **Position Summary**

| Staffing  | FY 2023 | FY 2024 |
|---|---------|---------|
| Office of Superintendent                                    |         |         |
| Superintendent  | 1.0     | 1.0     |
| Strategic Administrative Support                            | 0.0     | 1.0     |
| Executive Administrative Assistant                          | 1.0     | 1.0     |
| Administrative Clerical                                     | 2.5     | 1.0     |
| Office of Communications & Support                          |         |         |
| Chief Communications Support Officer                        | 0.0     | 1.0     |
| Online Media Specialist                                     | 1.0     | 1.0     |
| Media Application Specialist                                | 1.0     | 1.0     |
| Digital Content Coordinator                                 | 0.0     | 1.0     |
| Communications Coordinator                                  | 0.0     | 1.0     |
| Television Producer   | 1.0     | 1.0     |
| Production Assistant  | 3.0     | 2.0     |
| Mailroom Clerk  | 1.0     | 1.0     |
| Office of School Committee                                  |         |         |
| Assistant to Superintendent/Clerk to School Committee       | 1.0     | 1.0     |
| Administrative Clerical                                     | 2.0     | 2.0     |
| Office of Instruction & School Leadership                   |         |         |
| Assistant Superintendent of Instruction & School Leadership | 1.0     | 1.0     |
| Executive Director of Instruction & School Leadership       | 2.0     | 4.0     |
| School Turnaround Manager                                   | 1.0     | 0.0     |
| Supervisor of English Language Learners                     | 4.0     | 4.0     |
| Supervisor of Early Childhood Services                      | 1.0     | 1.0     |
| Coordinator - Parent & Family Connections                   | 1.0     | 0.0     |
| Executive Administrative Assistant                          | 1.0     | 1.0     |
| Administrative Clerical                                     | 2.0     | 2.0     |
| Office of College & Career Readiness                        |         |         |
| Administrative Director of College & Career                 | 0.0     | 1.0     |
| Director of Innovative Pathways                             | 1.0     | 1.0     |
| Early College Director                                      | 0.0     | 1.0     |
| Research & Evaluation Specialist                            | 1.0     | 0.6     |
| Director of Technical Education                             | 2.0     | 2.0     |
| College & Career Guidance - Liaison                         | 1.0     | 1.0     |
| Career & Partnership Specialist                             | 1.0     | 1.0     |
| Office of Equity & Inclusion                                |         |         |
| Chief Equity Officer  | 1.0     | 1.0     |

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| Staffing   | FY 2023        | FY 2024    |
|--|----------------|------------|
| Office of Equity & Inclusion   |                |            |
| Director of Recruitment and Cultivation  | 1.0            | 1.0        |
| Focus Instructional Coach  | 0.0            | 4.0        |
| Administrative Clerical  | 1.0            | 1.0        |
| Office of Special Education & Intervention Services  |                |            |
| Director of Special Education & Intervention Services  | 1.0            | 1.0        |
| Assistant Director of Special Education & Intervention Services                              | 2.0            | 0.0        |
| Supervisor of Special Education  | 1.0            | 4.0        |
| Data Analyst   | 2.0            | 2.0        |
| Staff Assistant  | 1.0            | 1.0        |
| Administrative Clerical  | 11.0           | 11.0       |
| School Clerical  | 1.0            | 1.0        |
| Office of School & Student Performance   |                |            |
| Director of School and Student Performance   | 1.0            | 1.0        |
| Research & Evaluation Specialist   | 0.0            | 1.0        |
| Data & Analytics Specialist  | 1.0            | 1.0        |
| School Improvement Specialist  | 0.5            | 0.5        |
| Assessment & Performance Specialist  | 1.0            | 2.0        |
| Administrative Clerical  | 1.0            | 1.0        |
| Office of Curriculum & Professional Learning   |                |            |
| Director of Curriculum & Professional Learning   | 1.0            | 1.0        |
| Assistant Director of Curriculum & Professional Learning                                     | 1.0            | 1.0        |
| Specialist - Community Resources   | 1.0            | 1.0        |
| Supervisor of Translation  | 1.0            | 0.0        |
| Staff Assistant  | 1.0            | 1.0        |
| Office of Instructional Technology & Digital Learning  |                |            |
| Director of Instructional Technology & Digital Learning                                      | 1.0            | 1.0        |
| Assistant Director of Instructional Technology & Digital Learning                            | 1.0            | 1.0        |
| Technology Integration Specialist  | 7.0            | 6.0        |
| Office of Chief Academic Officer   |                |            |
| Chief Academic Officer   | 0.0            | 1.0        |
| Director of School Climate & Culture   | 0.0            | 1.0        |
| Director of Alternative Programs   | 0.0            | 1.0        |
| Administrative Director of Positive Youth Development Coordinator of McKinney Vento Services | 0.0<br>1.0     | 1.0<br>1.0 |
| Assistant Director of Social Emotional Learning  | 2.0            | 2.0        |
| Grant Program Specialist   | 1.0            | 1.0        |
| Administrative Clerical  | 3.0            | 4.0        |
| Office of Multilingual Programs  | 5.0            | 4.0        |
| Director of Multilingual Programs  | 1.0            | 1.0        |
| Assistant Director of Multilingual Programs  | 1.0            | 1.0        |
| Administrative Clerical  | 1.0            | 1.0        |
| Office of Human Resources  |                |            |
| Chief People Officer   | 1.0            | 1.0        |
| Director of Human Resources  | 1.0            | 3.0        |
| Executive Administrative Assistant   | 0.0            | 1.0        |
| Instructional Assistant  | 1.0            | 1.0        |
| Administrative Clerical  | 7.5            | 8.0        |
| Office of Finance & Operation  | . <del>.</del> |            |
| Deputy Superintendent, Chief Financial and Operations Officer                                | 1.0            | 1.0        |
| Director of School Safety  | 1.0            | 1.0        |
| Coordinator of Building Assessments  | 1.0            | 0.0        |
| Executive Administrative Assistant   | 1.0            | 1.0        |
|  |                |            |



## WORCESTER PUBLIC SCHOOLS

| Staffing  | FY 2023 | FY 2024 |
|---|---------|---------|
| Grants Management                                     |         |         |
| Director of Grants                                    | 1.0     | 1.0     |
| Director of Grant Compliance                          | 1.0     | 0.0     |
| Grant Developer                                       | 3.0     | 3.0     |
| Budget Office   |         |         |
| Budget Director                                       | 1.0     | 1.0     |
| Financial Coordinator                                 | 1.0     | 1.0     |
| Financial Analyst                                     | 6.0     | 7.0     |
| Workday Implementation Specialist                     | 0.0     | 1.0     |
| Department of Payroll, Procurement & Accounts Payable |         |         |
| Director of Payroll, Procurement & Accounts Payable   | 1.0     | 1.0     |
| Procurement Coordinator                               | 1.0     | 1.0     |
| Payroll Coordinator                                   | 1.0     | 2.0     |
| Account Clerical                                      | 8.0     | 8.0     |
| Contract Coordinator                                  | 1.0     | 1.0     |
| Information Technology Administration                 |         |         |
| Information Technology Officer                        | 1.0     | 1.0     |
| Information Technology Assistant Director             | 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     |
| Systems Analyst                                       | 1.0     | 1.0     |
| Data Quality Support Specialist                       | 0.0     | 1.0     |
| Web Application/Analyst                               | 2.0     | 2.0     |
| Technology Support Specialist                         | 2.0     | 2.0     |
| Facilities Department                                 |         |         |
| Custodian   | 2.0     | 2.0     |
| Total   | 135.5   | 154.1   |



# **Foley Stadium & Athletics**

## **Financial Summary**

| Category                               | FY 2023     | FY 2024     |
|--|-------------|-------------|
|  | Adopted     | Recommended |
| Total Salaries                         | \$264,331   | \$272,714   |
| 500146-92000 Electricity               | \$76,464    | \$76,846    |
| 500146-92000 Natural Gas               | \$9,721     | \$21,997    |
| 500146-92000 Heating Oil               | \$7,110     | \$8,300     |
| 500122-92000 Athletic OM               | \$476,346   | \$481,058   |
| 500-91000 Athletics Coaches Salaries   | \$776,243   | \$913,820   |
| Foley Stadium & Athletics Total Budget | \$1,610,214 | \$1,774,736 |

| Staffing                            | FY 2023 | FY 2024 |
|-------------------------------------|---------|---------|
| Foley Stadium & Athletic Department |         |         |
| Director of Athletics               | 1.0     | 1.0     |
| Assistant Director of Athletics     | 1.0     | 1.0     |
| Administrative Clerical             | 1.0     | 1.0     |
| Total                               | 3.0     | 3.0     |

# **Fanning Building**

## **Financial Summary**

| Category                             | FY 2023     | FY 2024     |
|--------------------------------------|-------------|-------------|
|                                      | Adopted     | Recommended |
| Total Salaries                       | \$1,884,248 | \$2,161,077 |
| 500130-92000 Security Guard Services | \$15,390    | \$17,820    |
| 500146-92000 Electricity             | \$26,269    | \$26,401    |
| 500146-92000 Natural Gas             | \$49,874    | \$51,814    |
| 500-91000 Supplemental Salaries      | \$203,408   | \$107,120   |
| 500-92204 Instructional Materials    | \$13,060    | \$13,060    |
| 540103-92000 Student Transportation  | \$64,951    | \$72,491    |
| Fanning Building Total Budget        | \$2,257,201 | \$2,449,783 |

| Staffing                                  | FY 2023 | FY 2024 |
|---|---------|---------|
| Facilities Department                     |         |         |
| Custodian                                 | 2.0     | 2.0     |
| Adult Education                           |         |         |
| Other Teachers                            | 2.0     | 2.0     |
| School Clerical                           | 1.0     | 1.0     |
| Transitions Program                       |         |         |
| Coordinator of Special Education Programs | 1.0     | 1.0     |
| Special Education Teachers                | 11.0    | 11.0    |
| Instructional Assistant                   | 24.0    | 24.0    |
| School Clerical                           | 1.0     | 1.0     |
| Fanning Building                          |         |         |
| School Nurse                              | 1.0     | 1.0     |
| School Nutrition Staff                    | 1.0     | 1.0     |
| Total                                     | 44.0    | 44.0    |



# **James L. Garvey Parent Information Center**

## **Financial Summary**

| Category   | FY 2023   | FY 2024     |
|--|-----------|-------------|
|  | Adopted   | Recommended |
| Total Salaries   | \$384,429 | \$1,000,065 |
| 500146-92000 Electricity                               | \$11,009  | \$11,064    |
| 500146-92000 Natural Gas                               | \$5,423   | \$6,306     |
| James L. Garvey Parent Information Center Total Budget | \$400,861 | \$1,017,435 |

| Staffing                                  | FY 2023 | FY 2024 |
|---|---------|---------|
| James L. Garvey Parent Information Center |         |         |
| Family & Community Engagement Director    | 0.0     | 2.0     |
| Student Assignment Officer                | 1.0     | 1.0     |
| Parent Liaison                            | 9.0     | 9.0     |
| School Nurse                              | 1.0     | 1.0     |
| Custodian                                 | 1.0     | 1.0     |
| Administrative Clerical                   | 1.0     | 2.0     |
| Total                                     | 13.0    | 16.0    |



# **Facilities Department**

## **Financial Summary**

| Category                                      | FY 2023      | FY 2024      |
|---|--------------|--------------|
|   | Adopted      | Recommended  |
| Total Salaries                                | \$2,961,017  | \$3,179,435  |
| 500136-92000 Building & Parking Rentals       | \$381,100    | \$392,534    |
| 500146-92000 Electricity                      | \$10,756     | \$10,810     |
| 500146-92000 Natural Gas                      | \$15,984     | \$29,172     |
| 500152-92000 Trash Removal                    | \$735,066    | \$737,767    |
| 500152-92000 Facility Maintenance             | \$5,529,881  | \$7,224,837  |
| 500152-92000 Environmental Management Systems | \$1,040,376  | \$1,212,192  |
| 500152-92000 Vehicle Maintenance              | \$112,436    | \$112,436    |
| 500152-93000 Capital Equipment                | \$203,428    | \$212,582    |
| 500-97000 Custodial Overtime Salaries         | \$1,300,000  | \$1,352,000  |
| 500-97000 Maintenance Overtime Salaries       | \$100,000    | \$100,000    |
| Facilities Department Total Budget            | \$12,390,044 | \$14,563,765 |

| Staffing  | FY 2023 | FY 2024 |
|---|---------|---------|
| Facilities Department                               |         |         |
| Director of Facilities                              | 1.0     | 1.0     |
| Assistant Director of Facilities                    | 0.0     | 2.0     |
| Coordinator of Building & Grounds                   | 1.0     | 1.0     |
| Assistant Coordinator of Building & Grounds         | 1.0     | 1.0     |
| Custodial Supervisor                                | 1.0     | 1.0     |
| Facilities Supervisor                               | 1.0     | 1.0     |
| Environmental Health & Safety Coordinator           | 1.0     | 1.0     |
| Environmental Health & Safety Assistant Coordinator | 1.0     | 1.0     |
| CAD/Draftsman                                       | 1.0     | 1.0     |
| Coordinator   | 1.0     | 1.0     |
| Building Automation System Controls Coordinator     | 1.0     | 1.0     |
| Custodian   | 0.5     | 0.5     |
| Administrative Clerical                             | 3.0     | 3.0     |
| Plumber   | 2.0     | 2.0     |
| Painter   | 4.0     | 4.0     |
| Locksmith   | 1.0     | 1.0     |
| HVAC Technician                                     | 5.0     | 5.0     |
| Electrician   | 2.0     | 2.0     |
| Carpenter   | 5.0     | 5.0     |
| Shop Foreman  | 1.0     | 0.0     |
| Utility Crew  | 7.0     | 7.0     |
| Glazier   | 1.0     | 1.0     |
| Total   | 41.5    | 42.5    |



# **Transportation Department**

## **Financial Summary**

| Category   | FY 2023      | FY 2024      |
|--|--------------|--------------|
|  | Adopted      | Recommended  |
| Total Salaries                                   | \$14,696,046 | \$13,335,078 |
| 500130-92000 Contractual Employee Reimbursements | \$17,510     | \$17,510     |
| 500136-92000 Building & Parking Rentals          | \$1,241,908  | \$1,531,165  |
| 500146-92000 Electricity                         | \$13,146     | \$13,212     |
| 500146-92000 Natural Gas                         | \$19,536     | \$35,655     |
| 540103-92000 District Operated Transportation    | \$3,353,319  | \$3,313,319  |
| 540103-92000 District Systemwide Transportation  | \$1,840,280  | \$2,053,921  |
| 540103-92000 Mandated McKinney-Vento             | \$864,000    | \$864,000    |
| 540103-92000 Out of City - Special Education     | \$1,267,778  | \$1,267,778  |
| 540103-92000 Transition Program Vehicles         | \$453,600    | \$453,600    |
| 500-97000 Transportation Overtime Salaries       | \$907,348    | \$943,641    |
| Transportation Department Total Budget           | \$24,674,471 | \$23,828,879 |

| Staffing                                 | FY 2023 | FY 2024 |
|--|---------|---------|
| Transportation Department                |         |         |
| Director of Transportation               | 1.0     | 1.0     |
| Assistant Director of Transportation     | 1.0     | 1.0     |
| Operations Supervisor                    | 2.0     | 3.0     |
| Transportation Safety Supervisor         | 1.0     | 1.0     |
| Transportation Training Supervisor       | 1.0     | 1.0     |
| Transportation Personnel Supervisor      | 1.0     | 1.0     |
| Transportation Systems Coordinator       | 1.0     | 1.0     |
| Transportation Safety & Training Liaison | 3.0     | 4.0     |
| Fuel Attendants                          | 0.0     | 5.0     |
| Transportation Router                    | 2.0     | 2.0     |
| Service Manager                          | 1.0     | 1.0     |
| Mechanic                                 | 5.0     | 5.0     |
| Transportation Liaisons                  | 4.0     | 5.5     |
| 7D Van Drivers                           | 0.0     | 40.0    |
| Bus Drivers - Mid Size                   | 112.0   | 112.0   |
| Bus Monitors                             | 112.0   | 112.0   |
| Bus Drivers - Full Size                  | 118.0   | 118.0   |
| Custodian                                | 0.5     | 0.5     |
| Total                                    | 365.5   | 414.0   |



# WORCESTER PUBLIC SCHOOLS

# **Nutrition Department**

## **Financial Summary**

| Category                          | FY 2023     | FY 2024     |
|-----------------------------------|-------------|-------------|
| Category                          | Adopted     | Recommended |
| Total Salaries                    | \$2,168,236 | \$1,768,016 |
| Nutrition Department Total Budget | \$2,168,236 | \$1,768,016 |

| Staffing                                    | FY 2023 | FY 2024 |
|---|---------|---------|
| 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     |
| Assistant Director of Culinary Operations   | 1.0     | 1.0     |
| Financial Analyst                           | 1.0     | 1.0     |
| Coordinator of Support & Marketing          | 1.0     | 1.0     |
| Supervisors                                 | 3.0     | 3.0     |
| Food Procurement Manager                    | 1.0     | 1.0     |
| Production Chef                             | 1.0     | 1.0     |
| Computer Technician                         | 1.0     | 1.0     |
| Supervisor - Culinary Compliance            | 10.0    | 10.0    |
| Lead Chef Trainer                           | 1.0     | 1.0     |
| Lead Baker Trainer                          | 1.0     | 1.0     |
| MEO Driver                                  | 6.0     | 6.0     |
| Systemwide - Location to Be Determined      | 87.0    | 87.0    |
| Total                                       | 117.0   | 117.0   |



# **Systemwide**

## **Financial Summary**

| Catagony  | FY 2023       | FY 2024       |
|---|---------------|---------------|
| Category  | Adopted       | Recommended   |
| Total Salaries  | \$43,019,704  | \$59,189,891  |
| 500101-96000 Retirement   | \$21,580,715  | \$23,958,501  |
| 500123-96000 Health Insurance   | \$57,513,385  | \$59,254,371  |
| 500129-91000 Workers Compensation                                     | \$2,238,447   | \$2,288,929   |
| 500130-92000 Advanced Placement Program                               | \$193,180     | \$193,180     |
| 500130-92000 Automated Services                                       | \$30,452      | \$30,629      |
| 500130-92000 Graduation Expenses                                      | \$95,236      | \$104,452     |
| 500130-92000 Collaboration of Medical Pipeline                        | \$40,000      | \$40,000      |
| 500130-92000 Contractual Employee Reimbursements                      | \$28,000      | \$28,000      |
| 500130-92000 Employee Assistance Program                              | \$26,400      | \$26,928      |
| 500130-92000 Legal Consultation & Settlements                         | \$480,250     | \$489,000     |
| 500130-92000 New England Association of Schools & Colleges Evaluation | \$15,000      | \$15,000      |
| 500130-92000 Physician Consultations                                  | \$22,360      | \$22,360      |
| 500130-92000 Special Education Services                               | \$249,300     | \$249,300     |
| 500130-92000 Professional Development                                 | \$318,450     | \$418,450     |
| 500130-92000 Translation Services                                     | \$0           | \$723,000     |
| 500130-92000 Worcester Educational Development Foundation             | \$35,000      | \$35,000      |
| 500132-92000 Central Massachusetts Collaborative                      | \$15,902,987  | \$16,387,535  |
| 500132-92000 Special Education Out of District Tuition Programs       | \$4,623,640   | \$4,458,701   |
| 500132-92000 Alternative Educational Out of District Programs         | \$71,603      | \$71,603      |
| 500136-92000 Audit Fees   | \$24,054      | \$24,602      |
| 500136-92000 Building & Parking Rentals                               | \$545,000     | \$200,850     |
| 500136-92000 Dues and Memberships                                     | \$58,655      | \$87,444      |
| 500136-92000 Meetings, Receptions & Food                              | \$8,000       | \$8,000       |
| 500136-92000 Employee Recruitment                                     | \$83,190      | \$93,334      |
| 500136-92000 Instructional Technology                                 | \$1,919,456   | \$2,194,287   |
| 500136-92000 Moving Expenses  | \$10,450      | \$10,920      |
| 500136-92000 School Nurses Medical Supplies                           | \$155,101     | \$205,101     |
| 500136-92000 School Safety Equipment                                  | \$125,000     | \$1,425,000   |
| 500136-92000 Worcester Future Teacher Program                         | \$6,400       | \$0           |
| 500136-92000 Fees and Licenses  | \$0           | \$333,478     |
| 500136-92000 Travel - In State  | \$59,500      | \$38,500      |
| 500136-92000 Travel - Out of State                                    | \$5,000       | \$5,000       |
| 500136-92000 Printing & Postage                                       | \$383,200     | \$439,450     |
| 500136-92000 Other Insurance Programs                                 | \$73,626      | \$725,032     |
| 500137-96000 Unemployment Compensation                                | \$371,247     | \$476,491     |
| 500146-92000 Telephone & Data Service                                 | \$882,365     | \$1,124,788   |
| 500-91000 Advanced Placement Program                                  | \$80,080      | \$80,080      |
| 500-91000 AVID Program  | \$37,606      | \$37,606      |
| 500-91000 School Committee Member                                     | \$101,880     | \$126,467     |
| 500-91000 Supplemental Salaries                                       | \$569,723     | \$1,040,287   |
| 500-91000 Teacher Substitute Salaries                                 | \$418,000     | \$853,600     |
| 500-92204 Instructional Materials                                     | \$1,492,762   | \$1,606,370   |
| 500-97000 Support Overtime Salaries                                   | \$200,000     | \$208,000     |
|   | \$154,094,404 | \$179,329,517 |



| Staffing   | FY 2023    | FY 2024    |
|--|------------|------------|
| Office of Instruction & School Leadership  |            |            |
| Elementary Classroom Teachers  | 0.0        | 11.0       |
| Elementary Additional Preparation Teachers   | 15.0       | 28.0       |
| Guidance Counselors  | 1.0        | 1.0        |
| Literacy Tutors  | 35.0       | 35.0       |
| Instructional Assistant  | 73.0       | 73.0       |
| Administrative Clerical  | 0.0        | 20.0       |
| Crossing Guards  | 110.0      | 110.0      |
| Office of Special Education & Intervention Services                                  |            |            |
| Focus Instructional Coach  | 4.0        | 4.0        |
| ABA Coordinators   | 3.0        | 7.0        |
| Special Education Teachers   | 197.0      | 213.0      |
| Certified Occupational Therapy Assistants  | 15.4       | 15.4       |
| Speech Assistants  | 10.0       | 10.0       |
| Interpreters   | 8.0        | 8.0        |
| Instructional Assistant  | 139.0      | 151.0      |
| Psychologists  | 30.0       | 35.0       |
| Office of Curriculum & Professional Learning   |            |            |
| Focus Instructional Coach  | 3.0        | 9.0        |
| 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        |
| Science Teachers - Liaison   | 1.0        | 1.0        |
| World Language Teachers - Liaison  | 1.0        | 1.0        |
| Health & Safety Teachers   | 9.0        | 9.0        |
| Physical Education Teachers  | 22.0       | 22.0       |
| Physical Education Teachers - Liaison  | 1.0        | 1.0        |
| Art Teachers   | 18.0       | 18.0       |
| Art Teachers - Liaison   | 1.0        | 1.0        |
| AVID Teachers - Liaison  | 1.0        | 1.0        |
| Music Teachers   | 20.0       | 20.0       |
| Music Teachers - Liaison   | 1.0        | 1.0        |
| Office of Chief Academic Officer   |            |            |
| School Adjustment Counselors   | 91.0       | 95.0       |
| Culture & Climate Assistants   | 0.0        | 8.0        |
| Wraparound Coordinators  | 0.0        | 20.0       |
| Office of Multilingual Programs  | 0.0        | 20.0       |
|  | 9.0        | 9.0        |
| English Language Learner Focus Instructional Coach English Language Learner Teachers | 0.0        | 10.0       |
|  |            |            |
| ESL Tutors Instructional Assistant   | 5.0<br>3.0 | 3.0<br>3.0 |
| Information Technology Administration  | 5.0        | 5.0        |
|  | 1.0        | 4.0        |
| Senior IT Support Specialist   | 1.0        | 1.0        |
| Network System Engineer  | 1.0        | 1.0        |
| IT Support Specialist  | 14.0       | 14.0       |
| Student Database Trainer   | 2.0        | 2.0        |
| Network Administrator  | 4.0        | 6.0        |
| Network Technician   | 2.0        | 2.0        |
| Voice Over IP Administrator  | 0.0        | 2.0        |
| Administrative Trainer   | 0.0        | 3.0        |
| Nursing Department   |            |            |
| Coordinator of Nursing Services  | 1.0        | 1.0        |
| Supervisor of Nursing Services   | 2.0        | 2.0        |

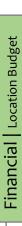




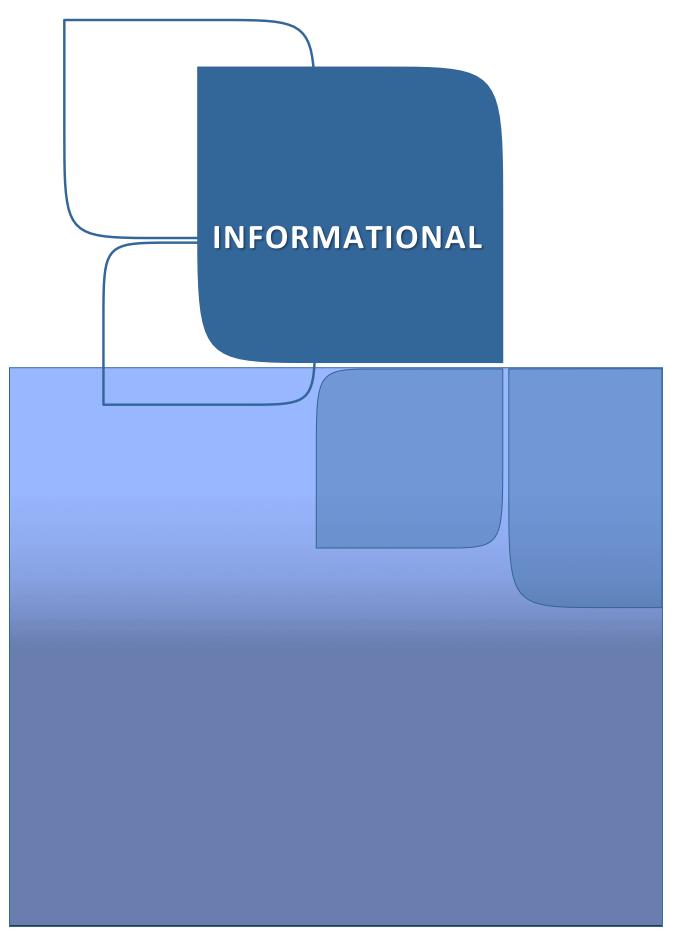
## **Position Summary**

| Staffing                    | FY 2023 | FY 2024 |
|-----------------------------|---------|---------|
| Nursing Department          |         |         |
| Clinical Care Coordinator   | 1.0     | 1.0     |
| Case Manager                | 1.0     | 1.0     |
| Licensed Practical Nurse    | 13.0    | 13.0    |
| Certified Nursing Assistant | 26.0    | 28.0    |
| Registered Nurse            | 1.0     | 1.0     |
| School Nurse                | 2.0     | 5.0     |
| Administrative Clerical     | 1.0     | 1.0     |
| School Clerical             | 1.0     | 1.0     |
| Locations to be Assigned    |         |         |
| Building Substitutes        | 70.0    | 70.0    |
| Long Term Substitutes       | 41.0    | 41.0    |
| Total                       | 1013.4  | 1152.4  |

Financial | Location Budget









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# **Budget Forecast**

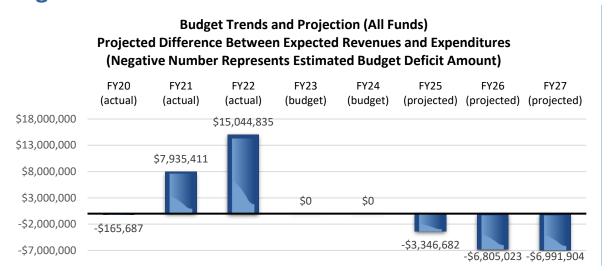


FY20-FY22 Actual Revenue and Expenditures
FY23 Adopted Revenue and Expenditure Budget Amounts
FY24 Revenue and Expenditure Budget Amounts
FY25-FY27 Projected Revenue and Expenditure Amounts
(Dollars expressed in Thousands)

|                                  | Actual         |                 |                 | Adopted<br>Budget | Budget          |                 | Projected       |                 |
|----------------------------------|----------------|-----------------|-----------------|-------------------|-----------------|-----------------|-----------------|-----------------|
| Revenues:                        | FY20           | FY21            | FY22            | FY23              | FY24            | FY25            | FY26            | FY27            |
| State Aid                        | \$256,821      | \$258,795       | \$272,043       | \$293,868         | \$333,478       | \$355,452       | \$374,592       | \$394,143       |
| Local Contribution               | \$112,714      | \$113,604       | \$116,429       | \$123,934         | \$129,215       | \$133,738       | \$138,419       | \$143,263       |
| Federal Grants                   | \$30,677       | \$33,938        | \$70,634        | \$83,721          | \$66,481        | \$33,401        | \$33,632        | \$33,864        |
| Child Nutrition                  | \$11,014       | \$6,954         | \$14,063        | \$15,221          | \$15,677        | \$16,070        | \$16,473        | \$16,885        |
| State Grants                     | \$3,131        | \$1,761         | \$1,900         | \$1,953           | \$1,953         | \$1,953         | \$1,953         | \$1,953         |
| Other Special Rev.               | <u>\$7,089</u> | <u>\$4,630</u>  | <u>\$4,455</u>  | <u>\$4,934</u>    | \$5,201         | <u>\$5,200</u>  | <u>\$5,200</u>  | <u>\$5,200</u>  |
| Total Revenues                   | \$421,445      | \$419,680       | \$479,523       | \$523,631         | \$552,005       | \$545,814       | \$570,268       | \$595,309       |
|                                  |                |                 |                 |                   |                 |                 |                 |                 |
| Expenditures (by object)         |                |                 |                 |                   |                 |                 |                 |                 |
| Employee Salaries (91000)        | \$272,881      | \$269,734       | \$292,551       | \$331,924         | \$356,744       | \$365,097       | \$386,700       | \$404,819       |
| Supplies and Services (92000)    | \$72,596       | \$63,646        | \$85,885        | \$74,706          | \$85,200        | \$79,381        | \$82,252        | \$85,289        |
| Capital Equipment (93000)        | \$1,285        | \$434           | \$1,393         | \$25,770          | \$12,974        | \$1,350         | \$1,379         | \$1,409         |
| Fringe Benefits (96000)          | \$72,969       | \$76,278        | \$81,282        | \$88,512          | \$94,263        | \$100,436       | \$103,762       | \$107,718       |
| Employee Overtime (97000)        | <u>\$1,879</u> | <u>\$1,654</u>  | \$3,366         | <u>\$2,720</u>    | \$2,824         | <u>\$2,897</u>  | <u>\$2,980</u>  | \$3,066         |
| Total Expenditures (by object)   | \$421,611      | \$411,745       | \$464,478       | \$523,631         | \$552,005       | \$549,161       | \$577,073       | \$602,301       |
| Difference from Total Revenue    | <u>-\$166</u>  | <u>\$7,935</u>  | <u>\$15,045</u> | <u>\$0</u>        | <u>\$0</u>      | <u>-\$3,347</u> | <u>-\$6,805</u> | <u>-\$6,992</u> |
|                                  |                |                 |                 |                   |                 |                 |                 |                 |
| Expenditures (by function):      |                |                 |                 |                   |                 |                 |                 |                 |
| Administration (1000)            | \$5,157        | \$5,517         | \$5,505         | \$6,421           | \$8,099         | \$8,330         | \$8,574         | \$8,825         |
| Instruction (2000)               | \$248,916      | \$244,566       | \$272,006       | \$281,561         | \$307,091       | \$319,791       | \$339,297       | \$357,039       |
| Other School Services (3000)     | \$43,281       | \$34,640        | \$45,967        | \$59,503          | \$60,910        | \$55,311        | \$57,058        | \$58,795        |
| Operations & Maintenance (4000)  | \$25,058       | \$24,463        | \$28,697        | \$24,152          | \$30,659        | \$27,491        | \$29,011        | \$30,606        |
| Fixed Charges (5000)             | \$75,691       | \$78,281        | \$86,786        | \$99,422          | \$104,778       | \$109,351       | \$113,283       | \$116,184       |
| Community Services (6000)        | \$749          | \$594           | \$1,110         | \$962             | \$867           | \$803           | \$810           | \$818           |
| Fixed Assets (7000)              | \$600          | \$763           | \$1,434         | \$27,843          | \$15,193        | \$3,047         | \$3,138         | \$3,232         |
| Debt Service (8000)              | \$0            | \$0             | \$0             | \$0               | \$0             | \$0             | \$0             | \$0             |
| Tuition Programs (9000)          | \$22,159       | <u>\$22,920</u> | <u>\$22,973</u> | <u>\$23,766</u>   | <u>\$24,407</u> | \$25,037        | \$25,902        | \$26,802        |
| Total Expenditures (by function) | \$421,611      | \$411,745       | \$464,478       | \$523,631         | \$552,005       | \$549,161       | \$577,073       | \$602,301       |
| Difference from Total Revenue    | <u>-\$166</u>  | <u>\$7,935</u>  | \$15,045        | <u>\$0</u>        | <u>\$0</u>      | <u>-\$3,347</u> | <u>-\$6,805</u> | <u>-\$6,992</u> |



## **Budget Forecast**



The two largest factors influencing the four years of funding are 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 \$122 million through September 2024. These two funding sources are projected to provide overall budget stability and program and service expansion for students.

Overall, the general fund revenue is projected 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 projected to increase by 1.1% over the next three years, but the full return to pre-COVID-19 enrollment levels is uncertain. Other than the ESSER funds, all other federal grant revenue projects slight increases based on recent enrollment and student demographic trends. These projections do not include additional funds as presented in President Biden's recent federal budget proposals for education, which would provide a significant increase in these federal funds if enacted. The remaining state grants are projected to be level funded. Nutrition funds is projected to increase annually based on student participation rates and federal reimbursement rates under the Community Eligibility Program. Finally, other special revenue is primarily dependent on school choice revenue and special education reimbursement from the state. School choice revenue is projected to remain constant, and circuit breaker reimbursement is expected to remain relatively level for the next three years.

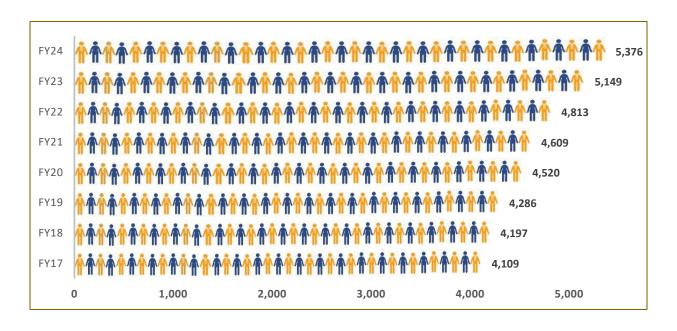
All expenditure line items project to increase based on student enrollment, contractual increases for employees or services, and increases to certain cost centers based on recent history and expected utilization of services. Health insurance, tuition, and student transportation are costs that continue to exceed inflation. The projected deficit reflects the phase-out of ESSER funds in FY24 and the cost of existing employee salaries and health insurance from state and federal grants exceeding the annual funding rates.

The funding from federal ESSER grants will support the district in providing bridge funding to support the current enrollment fluctuation, provide accelerated funds for Student Opportunity Act initiatives, and provide funding for current technology spending and summer and afterschool programs. Also, ESSER funds will be used through FY24 for the purchase of school buses for the full district-operated student transportation services that began in 2022-23, and funding for building ventilation system maintenance and replacement projects.



Number of Employees
Full-Time Equivalent Positions
FY17-FY24
(From All Funding Sources)





| All Positions / All Funding<br>Sources | FY17       | FY18       | FY19       | FY20       | FY21       | FY22       | FY23       | FY24       |          | e from<br>Year |
|--|------------|------------|------------|------------|------------|------------|------------|------------|----------|----------------|
| District Administrators                | 24         | 26         | 24         | 27         | 27         | 36         | 39         | 51         | 12       | 30.8%          |
| School Administrators                  | 79         | 81         | 82         | 88         | 88         | 89         | 88         | 94         | 6        | 6.8%           |
| Teachers                               | 2,142      | 2,213      | 2,250      | 2,388      | 2,451      | 2,565      | 2,629      | 2,703      | 75       | 2.8%           |
| Instructional Assistants               | 599        | 589        | 598        | 622        | 641        | 664        | 674        | 699        | 25       | 3.7%           |
| Teacher Substitutes                    | 97         | 97         | 97         | 105        | 105        | 111        | 111        | 111        | 0        | 0.0%           |
| Crossing Guards                        | 106        | 106        | 106        | 109        | 109        | 110        | 110        | 110        | 0        | 0.0%           |
| Educational Support                    | 106        | 105        | 107        | 130        | 98         | 113        | 119        | 141        | 22       | 18.5%          |
| Custodial Services                     | 153        | 154        | 154        | 154        | 154        | 160        | 162        | 162        | 0        | 0.0%           |
| Maintenance Services                   | 33         | 33         | 31         | 30         | 32         | 27         | 30         | 31         | 1        | 3.3%           |
| Full Year Clerical                     | 65         | 63         | 63         | 66         | 68         | 71         | 72         | 92         | 20       | 27.8%          |
| School Year Clerical                   | 68         | 70         | 71         | 71         | 74         | 77         | 77         | 76         | -1       | -1.3%          |
| School Nurses                          | 56         | 59         | 89         | 97         | 103        | 110        | 110        | 114        | 4        | 3.6%           |
| District Support                       | 53         | 52         | 52         | 56         | 55         | 66         | 73         | 88         | 15       | 20.5%          |
| Student Transportation                 | 82         | 82         | 103        | 103        | 126        | 133        | 365        | 414        | 49       | 13.4%          |
| Child Nutrition                        | 294        | 321        | 313        | 319        | 312        | 315        | 324        | 324        | 0        | 0.0%           |
| Head Start                             | <u>152</u> | <u>146</u> | <u>146</u> | <u>155</u> | <u>166</u> | <u>166</u> | <u>166</u> | <u>166</u> | <u>0</u> | 0.0%           |
| Totals                                 | 4,109      | 4,197      | 4,286      | 4,520      | 4,609      | 4,813      | 5,149      | 5,376      | 228      | 5.3%           |



#### **Teachers and Administration**

Salaries and personnel costs comprise a substantial portion of the budget for the Worcester Public Schools. In FY24, nearly \$232.0 million (42.0%) of the district's \$552.0 million budget is for teacher salaries. Another \$8.0 million (1.5%) is appropriated to district administration (using the DESE chart of account method).

For 2023-24 there are 2,703 teaching positions planned in the district. The following table indicates that this increases 561, or 26.2%, in teaching positions from the 2016-17 school year.

Number of FTE teaching positions in the Worcester Public Schools: FY17 to FY24



The following table shows the student-to-teacher ratio over seven years for the Worcester Public Schools compared to the state. The ratio has decreased from 14.2 to 1 in 2015-16 to 12.2 to 1 in 2021-22.

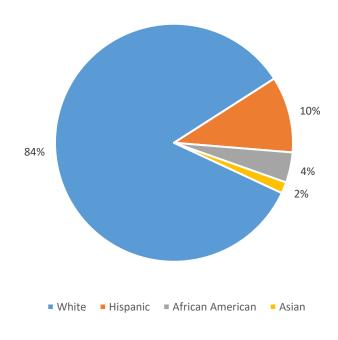


#### Student to teacher ratio in the Worcester Public Schools compared to statewide, FY16 to FY22

| Student: Teacher Ratio | WPS       | State     |
|------------------------|-----------|-----------|
| 2021-22                | 12.2 to 1 | 11.9 to 1 |
| 2020-21                | 13.0 to 1 | 12.1 to 1 |
| 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 |

Compared to the racial breakdown of students, a look at teachers in the WPS by race/ethnicity shows that teachers employed by the WPS look much different than students in their classrooms. The following chart displays teaching positions by race/ethnicity. As shown in the pie chart, only a small portion of teaching positions in the Worcester Public Schools are filled by non-white teachers.

# Full-time equivalent teaching positions in the Worcester Public Schools by race/ethnicity 2021-22 (shown as a percentage)

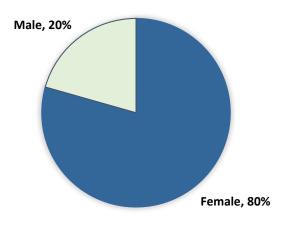


Note: Native American and Multi-Race, Non-Hispanic were 0% each in 2020-21



Similarly, an examination of teaching positions by gender shows that female teachers fill the vast majority. The following graph displays the proportion of teaching positions by gender. In 2021-22, females filled 80 percent of teaching positions compared to 20 percent for males.

Full-time equivalent teaching positions in the Worcester Public Schools by gender, 2021-22



The following table shows the age distribution of teachers in 2021-22 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, 40.1 percent of teachers are aged 49 or over compared to 37.8 percent across the state.

Distribution of full-time equivalent teachers by age: Worcester Public Schools compared to statewide, 2021-22

| Age Range | WPS   | State |
|-----------|-------|-------|
| Under 26  | 5.9%  | 5.7%  |
| 26-32     | 15.9% | 15.9% |
| 33-40     | 18.7% | 19.9% |
| 41-48     | 19.4% | 20.7% |
| 49-56     | 22.0% | 20.9% |
| 57-64     | 13.6% | 13.6% |
| Over 64   | 4.4%  | 3.4%  |



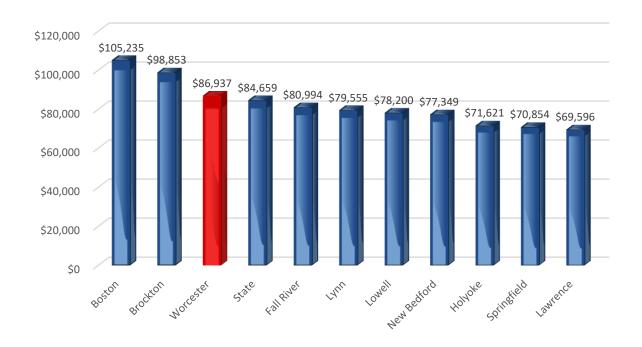
Teachers in the Worcester Public Schools had an average salary of \$86,937 compared to the statewide average of \$84,659 in FY20<sup>1</sup>.

Average Teaching Salary in the Worcester Public Schools compared to statewide, 2012-13 to 2019-201

| Fiscal Year | WPS Average Teaching Salary | State<br>Average Teaching Salary |
|-------------|-----------------------------|----------------------------------|
| 2019-20     | \$86,937                    | \$84,659                         |
| 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                         |

An examination of 2019-20 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 2019-20**<sup>1</sup>



<sup>&</sup>lt;sup>1</sup> Latest information available on Massachusetts Department of Elementary and Secondary Education website

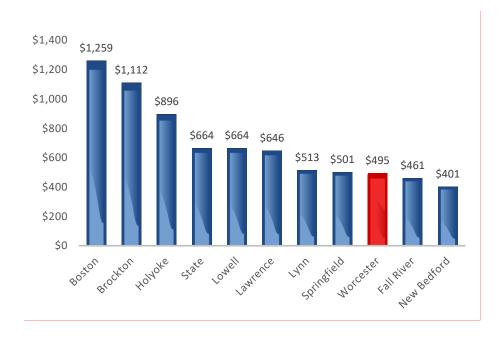


A comparison of data reported by school districts to the Massachusetts Department of Elementary and Secondary Education provides additional opportunities to assess how staffing and expenses associated with district administration differ from districts elsewhere in Massachusetts. However, there are limitations 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 following 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 comparing appropriated funding to the budgets for different municipalities in Massachusetts.

The following chart contains per-pupil expenditures for Administration<sup>1</sup> 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 (\$495/student) on Administration than seven comparable urban communities. The Worcester Public Schools falls well below the statewide average of \$664 per pupil.

Comparison of per-pupil expenditures on District Administration between the Worcester Public Schools and urban peer districts, 2021-22



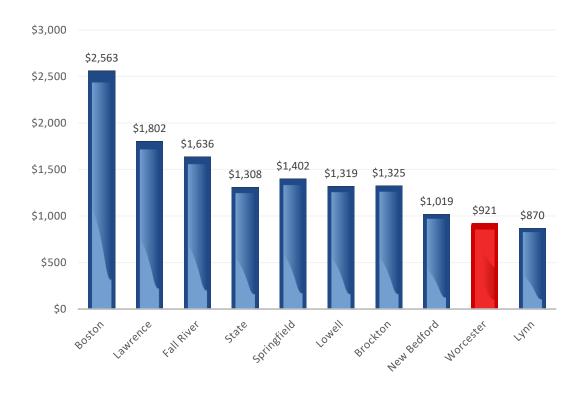
<sup>&</sup>lt;sup>1</sup> The DESE Administration budgetary category includes the following sub-categories: School Committee; Superintendent; Assistant Superintendents; Other District-Wide Administration; Business and Finance; Human Resources and Benefits; Legal Service for School Committee, Legal Settlements, District-wide Information Management and Technology.



## **Human Capital**

Similarly, the following graph displays the expenditures per pupil for expenses in the Instructional Leadership budgetary category. Taken in the aggregate, the costs in the various sub-categories for Instructional Leadership amount to \$921 per pupil in the Worcester Public Schools. The statewide average for FY22 was \$1,308. Compared to the other largest urban districts in the Commonwealth, Worcester had a relatively lower per-pupil expenditure in this category, falling below Boston, Lawrence, Fall River, Springfield, Lowell, Brockton, New Bedford, and the state average.

Comparison of per-pupil expenditures on Instructional Leadership between the Worcester Public Schools and urban peer districts, FY22





The Worcester Public Schools uses a zero-based budget approach to develop the recommended budget submitted to the School Committee for consideration. The district's budget process allows all building principals to fully engage in developing 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. All programs (positions and non-salary spending) start at zero for each budget cycle 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 zerobased 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) ensures funding equity among schools and programs. All Worcester schools receive a similar level of support for those resources subject to the formulas. Funding formulas provide a base level of equity and consistency for personnel and supplies to meet instructional goals, adequately deliver instruction, provide predictability regarding budgetary planning, and assure compliance with state standards.

| Category               | Elementary  | Middle School  | High School  |
|------------------------|---|--|--|
| Assistant<br>Principal | Schools with 400 or more pupils should have one nonteaching assistant principal.  Schools with fewer than 400 pupils and a STEP Program should have one nonteaching assistant principal.  Schools with fewer than 400 pupils should have a teaching assistant principal unless the need is otherwise demonstrated through student data. | All schools will have two non-<br>teaching assistant principals<br>unless the need is otherwise<br>demonstrated through student<br>data. | Schools with a student enrollment of 1300 or more will have four assistant principals.  Schools with a student enrollment between 1000 – and 1299 will have 3 assistant principals.  Schools with student enrollment below 999 will have 2 assistant principals. |



| Category                          | Elementary  | Middle School   | High School   |  |  |
|-----------------------------------|---|---|---|--|--|
| Focused<br>Instructional<br>Coach |   |   | cional coach. Additional instructional coaches may be data-driven school demonstrated needs.  |  |  |
| Classroom<br>Teachers             | Enrollment Number (per grade) of Teachers Up to 27 1 28-54 2 55-81 3 82-108 4 Greater 5 or as than 108 appropriate  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 coteaching or other model is necessary, Manager for Instruction & School Leadership approval is needed. | Identify all courses that will be of student needs. The number of score discipline should be the total 125. No section should be sche students unless justified and application & School Leadership process. The total number of searea divided by 5 will determine needed per academic area. | sections needed for each tal enrollment divided by duled with fewer than 17 proved by the Manager for through the budget ections within a content |  |  |



| Category  | Elementary   | Middle School  | High School  |
|---|--|--|--|
| Physical<br>Education, Art,<br>Music, and<br>Enrichment | Assignments 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.  All students in Grades K – 6 must participate (except Technology, K, 1, 2, 3, ½ year 4, ½ year 5)  One – 40-minute class per week  Four – 40-minute preparation periods per week  30-minute duty-free lunch daily (please ensure enough time is given for transition between lunch)  All schools should offer at least one of the following: Chorus, Band, or Ensemble group (music only) | Physical Education  Employ the following criteria as you develop your schedule:  All students in grades 7 & 8 must participate.  25 hours minimum per student each year  25 -30 students maximum per teacher per class | Physical Education  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. |
|   |  |  | er art and music. High School students<br>ne credit in the arts as part of Mass  |



| Category         | Elementary  | Middle School   | High School   |  |  |  |
|------------------|---|---|---|--|--|--|
| Health Education | Please consider the following criteria as you develop your schedule and your staffing needs:  Grades 4 – 5 (.5 year, once a week)  Grades 6 ( full year, once a week) | All grade 7 students must be<br>scheduled for health  | .5 credit needed to<br>graduate   |  |  |  |
| Foreign Language |   | Each middle school should<br>ensure that there are course<br>options available to<br>students, which allow<br>students to gain high school<br>credit for a Foreign<br>Language. | 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 languages. |  |  |  |
| Mathematics      |   | Grade 8 Algebra Each middle school should ensure that course options are available to students to gain high school credit for Algebra.  | 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.  |   |  |  |  |



| Category                           | Elementary   | Middle School   | High School   |
|------------------------------------|--|---|---|
| College and<br>Career Readiness    |  |   | All 9th and 10th graders should be scheduled for .25 credits of College and Career Readiness.   |
| Dual Enrollment<br>Scheduling      |  |   | Plan schedules and staffing to allow 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<br>Psychologists            | Assign   | ed to schools based on student                              | needs   |
| School<br>Adjustment<br>Counselors | All school locations will be   | assigned a School Adjustment of Student to Counselor ratio. | Counselor based on 350:1;   |
| Wraparound<br>Coordinators         | All school location  | ons will be assigned a Wraparou                             | and Coordinator   |
| Librarian                          | Determined through innovation plans or state targeted intervention and stakeholder process | Each Secondary School                                       | will have one librarian.  |



Special Education (All Levels as Applicable)

| Setting  | Parameters   | Additional Consideration   |
|--|--|--|
| Pre-school   | 1/2 day programs: 8 Peer Partners/ typically developing children 7 students with disabilities (SWD)  | Facility check to ensure the safety of children based on the location of the classroom   |
| Inclusion/<br>Resource   | All Inclusion classrooms must include ratios that promote optimal learning: The number of regular education students should be greater than the number of students with disabilities. Effective inclusion models should consist of a general education teacher and a certified special educator.  Overall – Special Needs Teacher  |  |
| Resource /<br>Learning Center  | caseloads average up to 36 students.  The calculation for Resource Room and Inclusion staffing needs:  = ALL SWD  - minus related services only  - minus sub-separate programs (i.e. life skills/STEP/SAIL/COAST)  Regulation 603CMR 28.06(6)(f) 48 Month Rule: The age of the youngest and oldest student in any instructional grouping shall not exceed more than 48 months.  DOB for instructional groups must NOT exceed 48 months | Secondary Level special education staff must be highly qualified in the content area(s) being taught  Staff to student ratios must be considered when determining the staffing needs/caseloads.  A teacher of record's caseload may exceed 48 months, but the instructional groupings must not.  Other considerations:  School enrollment  Elementary level needs vs. Secondary level needs  IEP level of need |
| Substantially/Separate<br>Special Needs Programs                               | Regulations 603CMR28.06(6)(c) and (d) Instructional Groupings Ratios:  |  |
| Primarily for students with complex special needs.  Students with Disabilities | 8 SWD + (1) Certified Special Educator  9 – 12 SWD + (1) Certified Special Educator is assisted by + (1 Instructional Assistant  |  |
| (SWD)  | 16 SWD + (1) Certified Special Educator is assisted by + (2) Instructional Assistants  Regulation 603CMR 28.06(6)(f) 48 Month Rule: The age of the youngest and oldest student in any instructional grouping shall not exceed more than 48 months.   |  |



### **ESL Instruction for English Learners:**

| Category   | Elementary   | Middle School  | High School  |
|------------|--|--|--|
| Scheduling | instructional personnel. For de English Language Scheduling  * ESL certified teachers from the only.  * Elementary classroom and serequire the SEI Endorsement  *Considerations:  • Students may have a  • EL students with disa | ELs level 1, 2, and low-level 3s: Two periods of ESL (period = at least 45 minutes, 90 minutes total)  ELs high level 3, level 4, and level 5, one period of ESL  ment instruction (ESL) should be etailed scheduling parameters, for the English Language Department econdary content teachers with above and the district's Guidance above and the district's Guidance and t | nt are expected to teach ESL  ELs in their classrooms  the ESL courses in congruence |



As of January 1, 2022<sup>1</sup>, 27,272 school-aged children resided in the City of Worcester (as submitted to the Massachusetts Department of Education for School Attending Children Report, 2022). As indicated below, 83.8% of these children were enrolled in the Worcester Public Schools in grades K-12. Also, 4.8% of school-aged



children were enrolled in private or parochial schools, while 7.2% were enrolled in charter schools. Smaller proportions of students were enrolled at an educational collaborative programs, in and out-of-district public school, or homeschooled.

### Percent of city students enrolled in various school types, 2021-22

|       | Worcester<br>Public<br>Schools | Charter<br>Schools | Special<br>Education<br>Collaborative | Out-of-<br>District<br>Public<br>Schools | Home<br>Schooled | Private &<br>Parochial<br>Schools | Total<br>Number<br>of<br>Students |
|-------|--------------------------------|--------------------|---------------------------------------|--|------------------|-----------------------------------|-----------------------------------|
| Total | 83.8%                          | 7.2%               | 1.3%                                  | 1.7%                                     | 1.2%             | 4.8%                              | 27,272                            |

The enrollment of the Worcester Public Schools had increased or remained relatively stable before the COVID-19 pandemic in 2020. During the 2020-2021 school year, the district experienced an unprecedented enrollment decline of 1,058 students (-4.2%) and an additional 251

**Trends & Projections** 

student decline (-1.0%) in 2021-22. Most notably, in 2021-22, the entire decline was at the kindergarten to Grade 6 level. Head Start pre-kindergarten enrollment continues to decline and has decreased by 63% since 2018. Elementary enrollment is 9.6% lower than in 2018, middle school (grades 7-8) has decreased by 1.8% during that same period, and high school (grades 9-12) has increased by 1%.

The kindergarten enrollment in 2020-21 was 63% of the birth rate in 2015, and in 2021-22 and 2022-23 it was much higher at 77% of the 2016 and 2017 birth rates, respectively, but still slightly lower than the historical average of 80% of the city birth rate from five years previous. Based on the current year trend, the enrollment projection for the 2023-24 school year assumes a return to more normal birth ratekindergarten enrollment patterns.

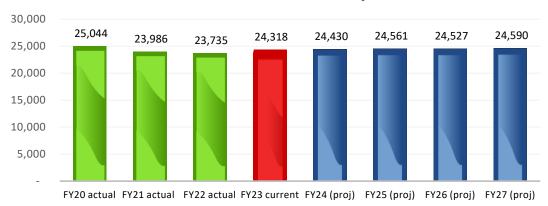
Overall, the projected enrollment will increase by 1.1% over the next four years compared to the 2022-23 school year. Within this projection, the elementary level will decrease by 2.2% from 12,988 in 2022-23 to 12,697 in 2026-27. The projected middle school enrollment will increase by 3.7% from 3,176 in 2022-23 to 3,293 in 2026-27. The projected high school enrollment will increase by 5.8% from 7,747 in 2022-23 to 8,199 in 2026-27. Using recent enrollment trends and population analysis, the school district plans for staffing and space allocations based on these projections.

<sup>&</sup>lt;sup>1</sup> Latest information available on Massachusetts Department of Elementary and Secondary Education website



Below is the summary of the overall enrollment between FY18-F23 and projected enrollments for FY24-FY27. On the following pages, these enrollments are calculated for individual schools.

### **Enrollment Trends and Projections**



**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. The method becomes a reasonable predictor of a school district enrollment trend over the next five years with enough information.

**Middle School enrollment analysis:** The district uses a five-year weighted cohort survival methodology to examine the transition of elementary school enrollment to the middle school level. The analysis considers factors for special programs and non-public school options. These enrollment estimates are used to determine staffing and space allocations for the district.

**High School enrollment analysis:** The district uses a five-year weighted cohort survival methodology to examine the transition of middle school enrollment to the high school level. The district examines enrollment at feeder middle schools and factors special programs (such as the district's Technical High School) to determine each high school's incoming ninth-grade class enrollment. These enrollment estimates are used to determine staffing and space allocations for the district.



### **Enrollment Trends and Projections by School: Elementary Schools**

|                          |        | Actual |        | Current | Projected |        |        |        |
|--------------------------|--------|--------|--------|---------|-----------|--------|--------|--------|
| School Name              | 19-20  | 20-21  | 21-22  | 22-23   | 23-24     | 24-25  | 25-26  | 26-27  |
| Belmont Street           | 621    | 576    | 545    | 585     | 591       | 591    | 562    | 565    |
| Burncoat St Prep         | 282    | 260    | 254    | 240     | 236       | 231    | 234    | 242    |
| Canterbury St            | 359    | 300    | 295    | 294     | 294       | 285    | 288    | 292    |
| Chandler Elementary      | 493    | 453    | 423    | 426     | 409       | 407    | 389    | 387    |
| Chandler Magnet          | 513    | 475    | 418    | 402     | 390       | 379    | 371    | 360    |
| City View                | 477    | 462    | 451    | 430     | 416       | 391    | 384    | 386    |
| Clark Street             | 265    | 239    | 257    | 268     | 266       | 260    | 258    | 260    |
| Columbus Park Prep       | 427    | 383    | 377    | 386     | 378       | 368    | 368    | 356    |
| Elm Park Community       | 426    | 401    | 398    | 415     | 408       | 405    | 392    | 397    |
| Flagg Street             | 385    | 345    | 339    | 359     | 379       | 390    | 392    | 388    |
| Gates Lane               | 561    | 516    | 515    | 544     | 549       | 541    | 549    | 545    |
| Goddard School           | 374    | 356    | 378    | 380     | 394       | 390    | 393    | 387    |
| Grafton Street           | 369    | 377    | 410    | 427     | 431       | 437    | 436    | 428    |
| Heard Street             | 263    | 248    | 238    | 246     | 247       | 237    | 236    | 242    |
| Jacob Hiatt Magnet       | 412    | 383    | 358    | 372     | 377       | 372    | 366    | 365    |
| La Familia Dual Language | 0      | 0      | 155    | 172     | 192       | 212    | 232    | 252    |
| Lake View                | 326    | 319    | 307    | 308     | 306       | 306    | 309    | 306    |
| Lincoln Street           | 229    | 249    | 235    | 242     | 242       | 240    | 237    | 235    |
| May Street               | 313    | 283    | 300    | 295     | 297       | 295    | 302    | 302    |
| McGrath Elementary       | 237    | 224    | 204    | 208     | 191       | 181    | 173    | 170    |
| Midland Street           | 222    | 210    | 196    | 206     | 218       | 214    | 210    | 213    |
| Nelson Place             | 571    | 532    | 568    | 575     | 587       | 585    | 579    | 583    |
| Norrback Avenue          | 563    | 518    | 515    | 507     | 515       | 507    | 491    | 479    |
| Quinsigamond             | 744    | 696    | 655    | 713     | 713       | 710    | 713    | 705    |
| Rice Square              | 477    | 465    | 516    | 458     | 465       | 478    | 498    | 493    |
| Roosevelt                | 697    | 626    | 480    | 566     | 534       | 540    | 529    | 526    |
| Tatnuck Magnet           | 425    | 397    | 393    | 385     | 379       | 385    | 377    | 373    |
| Thorndyke Road           | 354    | 346    | 357    | 363     | 367       | 363    | 366    | 369    |
| Union Hill               | 385    | 389    | 383    | 390     | 382       | 374    | 374    | 379    |
| Vernon Hill              | 532    | 467    | 469    | 474     | 438       | 443    | 431    | 423    |
| Wawecus Road             | 154    | 127    | 118    | 133     | 142       | 152    | 156    | 159    |
| West Tatnuck             | 352    | 337    | 340    | 364     | 356       | 345    | 343    | 341    |
| Woodland Academy         | 601    | 504    | 480    | 487     | 452       | 437    | 437    | 426    |
| Worcester Arts Magnet    | 410    | 368    | 360    | 368     | 367       | 365    | 362    | 364    |
| Total Elementary         | 13,819 | 12,831 | 12,687 | 12,988  | 12,908    | 12,814 | 12,736 | 12,697 |



### **Enrollment Trends and Projections by School: Secondary Schools & Head Start** and Enrollment Totals

|                          | Actual Current Projected |        |        |        | ected  |        |        |        |
|--------------------------|--------------------------|--------|--------|--------|--------|--------|--------|--------|
| School Name              | 19-20                    | 20-21  | 21-22  | 22-23  | 23-24  | 24-25  | 25-26  | 26-27  |
| High Schools             |                          |        |        |        |        |        |        |        |
| Burncoat High            | 1,111                    | 1,153  | 1,176  | 1,179  | 1,188  | 1,180  | 1,224  | 1,223  |
| Doherty Memorial High    | 1,499                    | 1,439  | 1,331  | 1,344  | 1,400  | 1,485  | 1,593  | 1,688  |
| North High               | 1,253                    | 1,299  | 1,308  | 1,377  | 1,406  | 1,408  | 1,372  | 1,371  |
| South High               | 1,379                    | 1,425  | 1,524  | 1,666  | 1,756  | 1,766  | 1,749  | 1,747  |
| Worcester Technical High | 1,466                    | 1,481  | 1,476  | 1,469  | 1,466  | 1,494  | 1,496  | 1,499  |
| Claremont Academy        | 581                      | 546    | 527    | 488    | 474    | 463    | 439    | 443    |
| University Park Campus   | 245                      | 233    | 233    | 224    | 218    | 220    | 224    | 229    |
| Total High Schools       | 7,534                    | 7,576  | 7,575  | 7,747  | 7,909  | 8,016  | 8,098  | 8,199  |
|                          |                          |        |        |        |        |        |        |        |
| Middle Schools           |                          |        |        |        |        |        |        |        |
| Burncoat Middle          | 720                      | 688    | 686    | 712    | 734    | 716    | 697    | 697    |
| Forest Grove Middle      | 938                      | 905    | 932    | 897    | 904    | 954    | 954    | 954    |
| Worc East Middle         | 728                      | 736    | 781    | 740    | 732    | 758    | 746    | 746    |
| Sullivan Middle          | 912                      | 931    | 870    | 827    | 845    | 903    | 897    | 897    |
| Total Middle School      | 3,298                    | 3,260  | 3,269  | 3,176  | 3,214  | 3,331  | 3,293  | 3,293  |
|                          |                          |        |        |        |        |        |        |        |
| Head Start               | 393                      | 319    | 204    | 407    | 400    | 400    | 400    | 400    |
| Enrollment Totals        | 25,044                   | 23,986 | 23,735 | 24,318 | 24,430 | 24,561 | 24,527 | 24,590 |



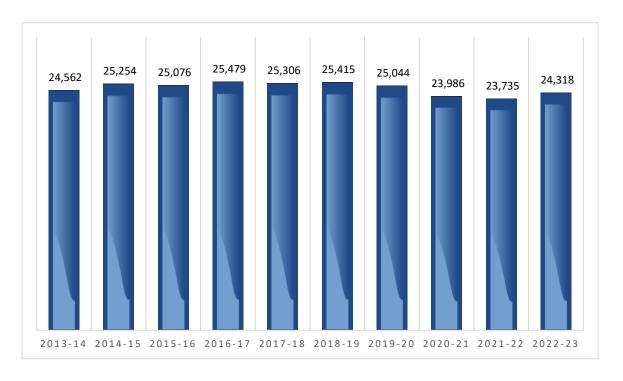
### **Student Characteristics**

As of October 1, 2022, 24,318 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 averaged



24,818 students over the past ten years, with recent declines (2020 and 2021) attributed to the COVID-19 pandemic.

### Student enrollment in the Worcester Public Schools: 2013-14 to 2022-23

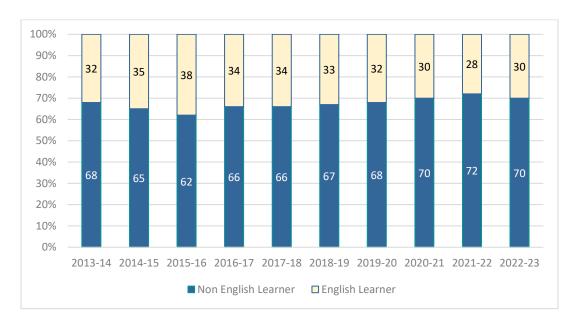


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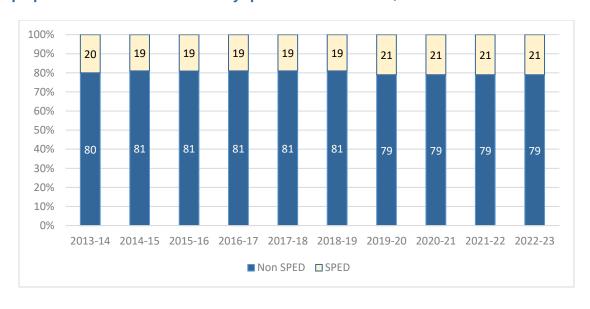
### **Student Characteristics**

### Student enrollment in the Worcester Public Schools by English learner status: 2013-14 to 2022-23



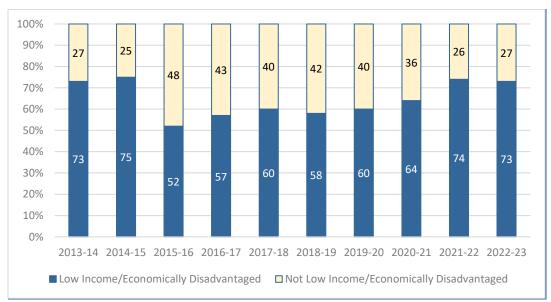
The proportion of Worcester Public Schools students receiving special education services has changed minimally over the past decade.

### The proportion of student enrollment by special education status, 2013-14 to 2022-23





## Student enrollment in the Worcester Public Schools by student socioeconomic status\*: 2013-14 to 2022-23



<sup>\*</sup> 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 FY24 budget.

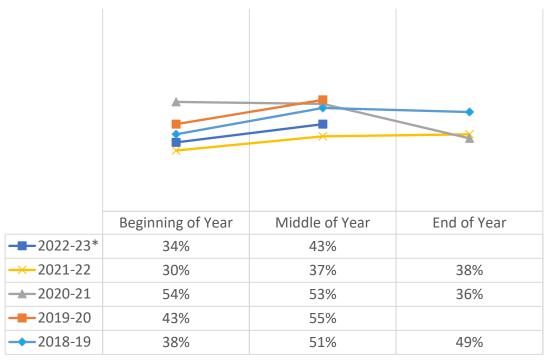
Beginning in 2018-19, the district transitioned to the Renaissance STAR Early Literacy assessment, which is administered online. School Year 2023 represents the fifth year of STAR Early Literacy administration.



The following graph summarizes first grade student performance for important foundational reading skills based on beginning, middle, and end of year measures collected through the STAR Early Literacy assessment from fall 2018 through winter 2023. Spring 2020 data was unable to be collected due to the pause on in-person learning from the Coronavirus outbreak. STAR Early Literacy assessments were conducted remotely during the fall and winter and either remotely or in person in the spring of the 2020-21 school year. For School Year 2022, in-person assessment administration was resumed. The unique assessment environment and administration brought about by the Coronavirus response requires extreme caution in comparing changes in early literacy performance across years. With similar test administration procedures, School Years 2019, 2022 and 2023 are the most comparable from a pre-pandemic and post-pandemic perspective. The lower average performance at the beginning of year assessment in School Year 2022 may be evidence of learning loss impact from the pandemic.



### 2018-19 through 2022-23 STAR Early Literacy: Percentage of 1st Graders At or Above Benchmark



<sup>\*</sup>At the time of publication, the School Year 2023 End of Year assessment has not been administered. Note: There was no End of Year testing in School Year 2020 due to the pandemic. In School Year 2021, the Beginning and Middle of Year assessments were remote, and the End of Year assessment was a combination of remote and in-person.



### **Massachusetts Comprehensive Assessment System (MCAS)**

The state implemented the Massachusetts Comprehensive Assessment System (MCAS) as part of the 1993 Education Reform Act as required in MGL ch.69, sec.1l:

**State Testing** 



...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 mathematics, and grades 5, 8, and high school in science. To graduate from high school, students (excluding students who take the alternative assessment) must achieve the state-determined level of competency on the high school English language arts, mathematics, and science exams.

Over the past several years, all grade levels and tests 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:

- <u>Exceeding Expectations</u>: A student who performed at this level exceeded grade-level expectations by demonstrating mastery of the subject matter.
- <u>Meeting Expectations:</u> 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.
- <u>Partially Meeting Expectations</u>: 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.
- <u>Not Meeting Expectations</u>: 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.

MCAS assessments were not administered in spring 2020 due to coronavirus closures but did resume in spring 2021. Consistent with reported national findings, performance on the state assessment after a year-plus of distance learning showed declines particularly in elementary and middle grades and widening performance gaps for student subgroups. The impact persisted in some areas and for some groups into 2022. In the spring 2021 MCAS English language arts exam, 28 percent of Worcester Public School students tested in grades 3 to 8 scored Meeting or Exceeding Expectations. In spring 2022 27 percent of students scored Meeting or Exceeding Expectations. In mathematics, 15 percent of Worcester Public School students tested in grades 3 to 8 scored Meeting or Exceeding Expectations in spring 2021. In spring 2022, 23 percent scored Meeting or Exceeding. For School Year 2022 in Science and Technology/Engineering, 23 percent of Worcester Public School students who tested in grades 5 and 8 scored Meeting or Exceeding Expectations.



In high school, 39 percent of tested Worcester Public School students scored Meeting or Exceeding Expectations in the ELA MCAS assessment; 27 percent scored Meeting or Exceeding Expectations on the mathematics MCAS assessment. Students in the graduating class of 2023 were not required to take the STE test therefore there are no Grade 10 results for spring 2021 STE. Twenty-four percent of grade 10 students scored Meeting or Exceeding Expectations on the science exam.

Student Growth Percentiles (SGP) reflect growth on the 2022 MCAS exams relative to the 2021 or 2019 MCAS exams depending on availability of scores. Among tested students in grades 3 through 8, the average ELA Student Growth Percentile was 51, indicating that the typical student in the Worcester Public Schools had comparable growth to Massachusetts students with similar performance histories. In Mathematics, the average SGP across grades 3 through 8 was 51, indicating comparable growth to Massachusetts students with similar performance histories. The negative impacts of COVID on student learning have been documented and were reflected in SGPs reported in School Year 2021. In School Year 2022, students returned to in-person instruction and schools pursued an acceleration agenda as guided by DESE.

In 2017, Massachusetts shifted grades 3-8 to the Next Generation MCAS; in the spring of 2019, high school grades followed. The Next Generation MCAS is intended to better align with measuring college and career readiness in all students. The tables below display the spring 2022 MCAS performance by grade level.

English Language Arts MCAS 2.0 Results by Grade Level (Next Generation MCAS Grades 3-8)

| Grade | Number<br>of<br>Students | % Exceeding & Meeting Expectations | %<br>Exceeding<br>Expectations | %<br>Meeting<br>Expectations | %<br>Partially<br>Meeting<br>Expectations | %<br>Not Meeting<br>Expectations | Median<br>SGP |
|-------|--------------------------|------------------------------------|--------------------------------|------------------------------|---|----------------------------------|---------------|
| 3     | 1,667                    | 26                                 | 3                              | 23                           | 48  | 27                               | NA            |
| 4     | 1,683                    | 23                                 | 2                              | 22                           | 50  | 27                               | 49            |
| 5     | 1,654                    | 28                                 | 3                              | 25                           | 50  | 22                               | 53            |
| 6     | 1,634                    | 30                                 | 4                              | 27                           | 37  | 32                               | 56            |
| 7     | 1,684                    | 27                                 | 2                              | 24                           | 38  | 35                               | 46            |
| 8     | 1,685                    | 28                                 | 4                              | 24                           | 41  | 31                               | 51            |

### Mathematics MCAS 2.0 Results by Grade Level (Next Generation MCAS Grades 3-8)

| Grade | Number<br>of<br>Students | % Exceeding & Meeting Expectations | %<br>Exceeding<br>Expectations | %<br>Meeting<br>Expectations | % Partially Meeting Expectations | %<br>Not Meeting<br>Expectations | Median<br>SGP |
|-------|--------------------------|------------------------------------|--------------------------------|------------------------------|----------------------------------|----------------------------------|---------------|
| 3     | 1,672                    | 25                                 | 2                              | 23                           | 41                               | 34                               | NA            |
| 4     | 1,678                    | 26                                 | 1                              | 24                           | 45                               | 30                               | 51            |
| 5     | 1,655                    | 20                                 | 1                              | 19                           | 53                               | 27                               | 56            |
| 6     | 1,634                    | 28                                 | 2                              | 26                           | 49                               | 23                               | 59            |
| 7     | 1,684                    | 20                                 | 3                              | 17                           | 43                               | 38                               | 44            |
| 8     | 1,685                    | 18                                 | 2                              | 15                           | 49                               | 33                               | 46            |



### **Science MCAS Results by Grade Level (Next Generation MCAS Grades 5 and 8)**

| Grade | Number<br>of<br>Students | % Exceeding & Meeting Expectations | %<br>Exceeding<br>Expectations | %<br>Meeting<br>Expectations | %<br>Partially<br>Meeting<br>Expectations | %<br>Not Meeting<br>Expectations |
|-------|--------------------------|------------------------------------|--------------------------------|------------------------------|---|----------------------------------|
|       |                          |                                    |                                |                              |   |                                  |
| 5     | 1,646                    | 26                                 | 2                              | 23                           | 47  | 28                               |

### **English Language Arts MCAS Results 10<sup>th</sup> Grade (Next Generation MCAS)**

| Grade | Number<br>of<br>Students | % Exceeding & Meeting Expectations | %<br>Exceeding<br>Expectations | %<br>Meeting<br>Expectations | %<br>Partially<br>Meeting<br>Expectations | %<br>Not Meeting<br>Expectations | Median<br>SGP |
|-------|--------------------------|------------------------------------|--------------------------------|------------------------------|---|----------------------------------|---------------|
| 10    | 1,728                    | 39                                 | 4                              | 35                           | 44  | 17                               | 43            |

### **Mathematics MCAS Results 10th Grade (Next Generation MCAS)**

| Grade | Number<br>of<br>Students | % Exceeding & Meeting Expectations | %<br>Exceeding<br>Expectations | %<br>Meeting<br>Expectations | % Partially Meeting Expectations | %<br>Not Meeting<br>Expectations | Median<br>SGP |
|-------|--------------------------|------------------------------------|--------------------------------|------------------------------|----------------------------------|----------------------------------|---------------|
| 10    | 1,715                    | 27                                 | 3                              | 24                           | 49                               | 24                               | 43            |

### Science and Technology/Engineering (STE) MCAS Results 10<sup>th</sup> Grade (Next Generation MCAS)

|   | Grade | Number<br>of<br>Students | % Exceeding & Meeting Expectations | %<br>Exceeding<br>Expectations | %<br>Meeting<br>Expectations | %<br>Partially<br>Meeting<br>Expectations | %<br>Not Meeting<br>Expectations |
|---|-------|--------------------------|------------------------------------|--------------------------------|------------------------------|---|----------------------------------|
| Ī | 10    | 1,636                    | 24                                 | 3                              | 22                           | 44  | 31                               |



## **Advanced Placement** AP

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. All seven public high schools in

Worcester currently 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 careers.

The table below displays district-wide trends in the performance of WPS students on Advanced Placement exams across all subjects and over the past eleven 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 should not be compared to other years. AP exams resumed being in-person in School Year 2020-21, however, test participation and performance have not reached rates seen prior to the pandemic. The percentage of students scoring 3 or above improved in School Year 2022 from 2021.

### Advanced Placement (AP) Program Exam Results from School Year 2012 through 2022

| AP Score               |   | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  | 2019  | 2020  | 2021  | 2022  |
|------------------------|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 1                      | % | 35.9% | 32.2% | 35.3% | 42.6% | 40.4% | 38.0% | 38.9% | 37.2% | 29.2% | 46.5% | 41.6% |
| 1                      | # | 607   | 582   | 732   | 974   | 907   | 900   | 1,098 | 969   | 547   | 957   | 850   |
| 2                      | % | 26.2% | 29.7% | 30.1% | 26.3% | 27.8% | 29.4% | 28.1% | 25.5% | 23.6% | 22.7% | 23.7% |
| 2                      | # | 444   | 536   | 624   | 601   | 623   | 696   | 794   | 666   | 442   | 467   | 485   |
| 3                      | % | 21.6% | 23.0% | 18.7% | 19.2% | 18.0% | 19.7% | 19.7% | 20.3% | 24.4% | 16.8% | 17.9% |
| 5                      | # | 365   | 415   | 387   | 438   | 404   | 465   | 536   | 529   | 457   | 346   | 367   |
| 4                      | % | 10.9% | 9.5%  | 11.1% | 8.5%  | 9.4%  | 8.4%  | 9.2%  | 11.7% | 14.9% | 9.3%  | 11.5% |
| 4                      | # | 185   | 172   | 230   | 195   | 210   | 199   | 261   | 305   | 278   | 192   | 236   |
| -                      | % | 5.4%  | 5.6%  | 5.1%  | 3.5%  | 4.5%  | 3.3%  | 5.1%  | 5.3%  | 7.9%  | 4.8%  | 5.2%  |
| 5                      | # | 92    | 101   | 105   | 79    | 101   | 77    | 136   | 138   | 148   | 98    | 107   |
| 3 or                   | % | 37.9% | 38.1% | 34.8% | 25.9% | 31.9% | 31.3% | 33.0% | 37.3% | 77.2% | 30.9% | 34.7% |
| above                  | # | 642   | 688   | 722   | 593   | 715   | 741   | 933   | 972   | 1,446 | 636   | 710   |
| Total # o              |   | 1,693 | 1,806 | 2,071 | 2,287 | 2,245 | 2,366 | 2,825 | 2,607 | 1,872 | 2,060 | 2,045 |
| Total # of 1<br>Takers |   | 1,067 | 1,135 | 1,270 | 1,379 | 1,364 | 1,422 | 1,675 | 1,568 | 1,266 | 1,322 | 1,373 |

Note: 2020 was a remote administration of AP exams



## SAT Participation and Performance



The Scholastic Assessment Test (SAT) is a paper-based standardized assessment of evidence-based reading and writing, and mathematics generally administered to 11<sup>th</sup> and 12<sup>th</sup> grade students. The scores on the SAT

are used to help colleges and universities identify students who could succeed at their institutions. Performance is based on each of the tested sections on a scale of 200 to 800. These scores are combined to determine the overall SAT score which is between 400 and 1600. The reported scores reflect the redesign of the SAT in 2016.

### SAT Participation and Performance from School Year 2016 through 2022

|  | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022  |
|--|------|------|------|------|------|------|-------|
| # Test Takers                              | 855  | 1782 | 1891 | 1967 | 498  | 643  | 1,375 |
| Average Math                               | 505  | 490  | 481  | 469  | 496  | 521  | 443   |
| Average Evidence-Based Reading and Writing | 497  | 484  | 478  | 468  | 498  | 518  | 453   |
| Average Total Score                        | 1002 | 974  | 959  | 937  | 994  | 1039 | 896   |

Participation in the SAT among WPS students has fluctuated throughout the years. Participation 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. In 2021, participation remained lower than the peak participation from 2017 to 2019. In 2022 the number of students participating in the SAT increased.



The four-year graduation rate statistic tracks a cohort of students beginning in 9th grade through high school and represents the percentage of the cohort that has graduated within that period. Over the past ten years, the Worcester Public Schools four-year high

# **Graduation and Dropout**

school graduation rate increased in each consecutive year to a high of 88% for the graduating class of 2021. District-wide, the graduation rate has risen by 15.7 percentage points since 2012. Statewide, the percentage of students graduating within four years in 2021 was 89.8 percent, slightly improved from 89.0 percent in 2020.

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 1.1 percent from 1.7 percent in 2020. Statewide, the dropout rate has decreased slightly from 1.6 percent in 2020 to 1.5 percent in 2021.

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 |  |
| 2022 | 87.7%                   | 90.1% | 6.4%                            | 4.8%  |  |
| 2021 | 88.0%                   | 89.6% | 5.4%                            | 4.6%  |  |
| 2020 | 87.3%                   | 89.0% | 5.7%                            | 4.7%  |  |
| 2019 | 83.6%                   | 88.0% | 7.6%                            | 5.3%  |  |
| 2018 | 83.5%                   | 87.9% | 5.2%                            | 4.8%  |  |
| 2017 | 83.3%                   | 88.3% | 6.6%                            | 4.9%  |  |
| 2016 | 81.9%                   | 87.5% | 5.8%                            | 4.9%  |  |
| 2015 | 80.8%                   | 87.3% | 7.2%                            | 5.1%  |  |
| 2014 | 79.2%                   | 86.1% | 9.6%                            | 5.6%  |  |
| 2013 | 73.4%                   | 85.0% | 11.0%                           | 6.5%  |  |
| 2012 | 72.3%                   | 84.7% | 12.9%                           | 6.9%  |  |



## **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 Chart of Accounts

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

## Understanding the State's Foundation Budget Formula



a minimum funding requirement, or "foundation budget," for each district that seeks to ensure an adequate education consistent with education reform standards. The foundation budget is a per pupil-based formula, with differentiated amounts based on many factors, including the district's grades, programs, and demographics, as follows:

Foundation Budget Per Pupil Allocation

| Student Demographic                                     | FY24 Per Pupil<br>Allotment | Comment   |
|---|-----------------------------|---|
| Pre-School, Kindergarten Half                           | \$4,726.02                  |   |
| Kindergarten-Full                                       | \$9,452.26                  |   |
| Elementary  | \$9,505.29                  | Grades 1-5  |
| Junior/Middle   | \$9,131.57                  | Grades 6-8  |
| High School   | \$11,042.59                 |   |
| Vocational  | \$16,490.76                 |   |
| Special Ed-In School                                    | \$30,771.12                 | Not actual headcount: assumed at 3.82% of enrollment  |
| Special Ed-Tuition Out                                  | \$37,115.41                 | Not actual headcount: assumed at 1% of enrollment   |
| English Learners PK-Grade 5                             | \$2,724.17                  | Increment funding to student grade level above.   |
| English Learners Junior/Middle                          | \$2,887.50                  | Increment funding to student grade level above.   |
| English Learners High School                            | \$2,899.89                  | Increment funding to student grade level above.   |
| Low Income (70.00-79.99%)                               | \$7,077.71                  | Increment funding to student grade level above (amount based on 12 low-income concentration categories) |
| Worcester's Average Foundation<br>Budget Per Pupil Rate | \$18,001                    | Foundation Budget \$477,974,879 divided by 26,552 pupils.   |

Using this state formula per-pupil allocation, the foundation budget for the Worcester Public Schools is \$478.0 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 \$120.4 million. Then, the difference between the foundation budget and the City's required contribution is made up through state funds, also known as "Chapter 70 Aid." This amount is \$357.5 million.



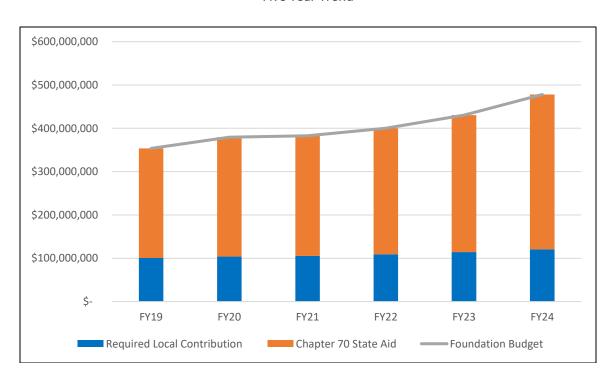
## **Massachusetts Department of Education Foundation Budget Formula**

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.

### FY23 to FY24 Comparison

|   | FY23          | FY24          | Change       | Pct. Chg. |
|---|---------------|---------------|--------------|-----------|
| Foundation budget                         | \$430,557,180 | \$477,974,879 | \$47,417,699 | 11.01%    |
| Required district contribution            | \$114,317,014 | \$120,432,974 | \$6,115,960  | 5.35%     |
| Chapter 70 aid                            | \$316,240,166 | \$357,541,905 | \$41,301,739 | 13.06%    |
| Required net school spending (NSS)        | \$430,557,180 | \$477,974,879 | \$47,417,699 | 11.01%    |
|   |               |               |              |           |
| Target state aid share of budget          | 70.60%        | 70.10%        |              |           |
| Chapter 70 aid % of the foundation budget | 73.45%        | 74.80%        |              |           |
| Required NSS % of the foundation budget   | 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 FY23

| 1) 2022 equalized valuation 2) Uniform property percentage 3) Local effort from property wealth 66,213,810 4) 2020 income 5) Uniform income percentage 6) Local effort from income 76,704,547 7) Combined effort yield (3 + 6) 8) FY24 Foundation budget 9) Maximum local contribution (82.5% * 8) 10) Target local contribution (lesser of 7 or 9) 11) Target local share (10 as % of 8) 12) Target aid share (100% minus 11) 70.10% FY24 Increments Toward Goal  |
|--|
| 3) Local effort from property wealth  4) 2020 income 5) Uniform income percentage 6) Local effort from income 76,704,547 7) Combined effort yield (3 + 6) 8) FY24 Foundation budget 9) Maximum local contribution (82.5% * 8) 10) Target local contribution (lesser of 7 or 9) 11) Target local share (10 as % of 8) 12) Target aid share (100% minus 11)  66,213,810 66,21 |
| 4) 2020 income 5,003,741,000 5) Uniform income percentage 1.5329% 6) Local effort from income 76,704,547 7) Combined effort yield (3 + 6) 142,918,357 8) FY24 Foundation budget 477,974,879 9) Maximum local contribution (82.5% * 8) 394,329,275 10) Target local contribution (lesser of 7 or 9) 142,918,357 11) Target local share (10 as % of 8) 29.90% 12) Target aid share (100% minus 11) 70.10% FY24 Increments Toward Goal  |
| 5) Uniform income percentage 6) Local effort from income 76,704,547 7) Combined effort yield (3 + 6) 8) FY24 Foundation budget 9) Maximum local contribution (82.5% * 8) 10) Target local contribution (lesser of 7 or 9) 11) Target local share (10 as % of 8) 12) Target aid share (100% minus 11) 1.5329% 1.5329% 1.5329% 1.5329% 1.5329% 1.7524 Foundation budget 1.75329% 1.7524 Foundation budget 1.75329% 1.7524 Foundation budget 1.75329% 1.7524 Foundation budget 1.75329% 1.7524 Foundation budget 1.7524 Foundation budget 1.75329% 1.7524 Foundation budget 1.75329% 1.7524 Foundation budget 1.75329% 1.7524 Foundation budget 1.7524 Foundation budget 1.75329% 1.7524 Foundation budget 1.75329% 1.7524 Foundation budget 1.75329% 1.7524 Foundation budget 1.75329% 1.7524 Foundation budget 1.7524 Foundation  |
| 6) Local effort from income 76,704,547 7) Combined effort yield (3 + 6) 142,918,357 8) FY24 Foundation budget 477,974,879 9) Maximum local contribution (82.5% * 8) 394,329,275 10) Target local contribution (lesser of 7 or 9) 142,918,357 11) Target local share (10 as % of 8) 29.90% 12) Target aid share (100% minus 11) 70.10%  FY24 Increments Toward Goal   |
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| 8) FY24 Foundation budget 477,974,879 9) Maximum local contribution (82.5% * 8) 394,329,275 10) Target local contribution (lesser of 7 or 9) 142,918,357 11) Target local share (10 as % of 8) 29.90% 12) Target aid share (100% minus 11) 70.10%  FY24 Increments Toward Goal   |
| 9) Maximum local contribution (82.5% * 8) 394,329,275  10) Target local contribution (lesser of 7 or 9) 142,918,357  11) Target local share (10 as % of 8) 29.90%  12) Target aid share (100% minus 11) 70.10%  FY24 Increments Toward Goal  |
| 10) Target local contribution (lesser of 7 or 9)  11) Target local share (10 as % of 8)  12) Target aid share (100% minus 11)  FY24 Increments Toward Goal   |
| 11) Target local share (10 as % of 8)       29.90%         12) Target aid share (100% minus 11)       70.10%         FY24 Increments Toward Goal   |
| 12) Target <b>aid</b> share (100% minus 11) 70.10%  FY24 Increments Toward Goal  |
| FY24 Increments Toward Goal  |
|  |
| 13) EV23 required local contribution 114 317 014   |
| 15/1125 required local contribution  |
| 14) Municipal revenue growth factor (DOR) 4.35%  |
| 15) FY24 preliminary contribution (13 raised by 14) 119,289,804  |
| 16) Preliminary contribution pct of foundation (15 / 8) 24.96%   |
| If preliminary contribution is below the target share:   |
| 21) Shortfall from target local share (10 - 15) 23,628,553   |
| 22) Shortfall percentage (11 - 16) 4.94%   |
| 23) Added increment toward target (13 x 1% or 2%)* 1,143,170   |
| *1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%  |
| 24) Special increment toward 82.5% target**  |
| **if combined effort yield > 175% foundation  Combined effort yield as % of foundation   |
| 25) Shortfall from target after adding increments (10 - 15 - 23 - 24) 22,485,383   |
| 26) FY24 required local contribution (15 + 23 + 24) 120,432,974  |
| 27) Contribution as percentage of foundation (26 / 8) 25.20%   |



## **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:

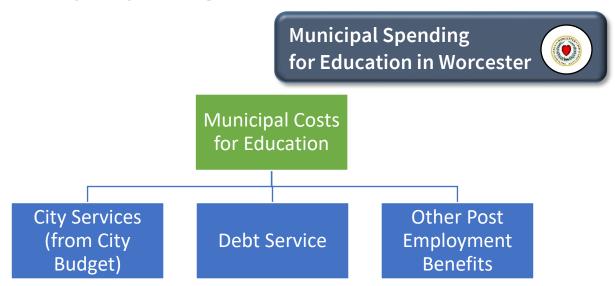




| Fiscal Year | Required Local | Chapter 70 State | Total Required |
|-------------|----------------|------------------|----------------|
|             | Spending       | Aid              | Spending       |
| FY15        | \$96,374,700   | \$220,569,583    | \$319,944,283  |
| FY16        | \$97,927,769   | \$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        | \$108,945,977  | \$291,115,647    | \$400,061,624  |
| FY23        | \$114,317,014  | \$316,240,166    | \$430,557,180  |
| FY24        | \$120,432,974  | \$357,541,905    | \$477,974,879  |

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 for the 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).





### Share of Local Revenue for Education in Worcester

The City of Worcester provides direct and indirect funding support for the Worcester Public Schools. 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 city's required net school spending under Massachusetts General Laws. The municipal agreement and calculations for meeting net school spending are detailed on the following 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 FY24 these costs total \$24.8 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 and new technology, school buses, school safety equipment, and facilities equipment are necessary for the operation of the district. In FY23, the city's debt costs associated with Worcester Public Schools were \$12.7 million. As submitted to the Massachusetts Department of Elementary and Secondary Education, the debt schedules 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 effect on the city for school employees and retirees.



Fiscal Years 2023 and 2024 Budget, **Actual Spending for 2020-2022** 

## **State Spending Compliance** Net School Spending

|     |   | Actual       | Actual      | Actual       | Budget       | Budget      |
|-----|---|--------------|-------------|--------------|--------------|-------------|
|     |   | 2020         | 2021        | 2022         | 2023         | 2024        |
|     | Calculation of Required Contribution:   |              |             |              |              |             |
| 1   | <b>o</b>  | 379,530,589  | 382,606,984 | 400,061,624  | 430,557,180  | 477,974,879 |
| 2   | Less:   | 275 45 4 026 | 277 205 007 | 204 445 647  | 24.6.240.466 | 257.544.005 |
| 2   | Chapter 70 aid  | 275,454,036  | 277,395,997 | 291,115,647  | 316,240,166  | 357,541,905 |
| 3   | Required Contribution   | 104,076,553  | 105,210,987 | 108,945,977  | 114,317,014  | 120,432,974 |
|     | Calculation of Actual Contribution:   |              |             |              |              |             |
|     | School expenditures:  |              |             |              |              |             |
| 4   | School budget   | 369,535,327  | 372,398,667 | 388,472,088  | 417,802,152  | 462,693,121 |
|     | Add state charges:  | 303,333,327  | 372,330,007 | 300, 172,000 | 117,002,132  | 102,033,121 |
|     | Charter schools   | 25,963,176   | 26,653,189  | 29,397,983   | 31,700,231   | 38,405,151  |
|     | School Choice   | 3,207,796    | 3,407,199   | 3,655,255    | 3,912,636    | 3,779,988   |
|     | Special Education   | 194,565      | 190,808     | 212,177      | 223,483      | 216,629     |
| 5   | Total   | 398,900,864  | 402,649,863 | 421,737,503  | 453,638,502  | 505,094,889 |
|     | Less School Local Aid:  |              |             |              |              |             |
|     | Chapter 70 aid  | 275,454,036  | 277,395,997 | 291,115,647  | 316,240,166  | 357,541,905 |
|     | Charter school tuition reimbursement  | 2,763,726    | 2,696,646   | 2,988,660    | 4,029,778    | 9,013,553   |
| 6   | Total School Local Aid  | 278,217,762  | 280,092,643 | 294,104,307  | 320,269,944  | 366,555,458 |
|     |   |              |             |              |              |             |
| 7   | Actual contribution   | 120,683,102  | 122,557,220 | 127,633,196  | 133,368,558  | 138,539,431 |
|     |   |              |             |              |              |             |
| 8   | Required contribution   | 104,076,553  | 105,210,987 | 108,945,977  | 114,317,014  | 120,432,974 |
| 0   | Francis and other states  | 16 606 540   | 47.246.222  | 10 607 310   | 10.051.544   | 40 400 457  |
| 9   | Excess contribution   | 16,606,549   | 17,346,233  | 18,687,219   | 19,051,544   | 18,106,457  |
|     | Calculations of total excess contributions:                                       | 16 606 540   | 47.246.222  | 40.607.240   | 10.051.544   | 40 400 457  |
|     | Excess contribution from above schedule Additional contributions (city services): | 16,606,549   | 17,346,233  | 18,687,219   | 19,051,544   | 18,106,457  |
|     | City Administration (1)   | 5,480,156    | 5,738,566   | 6,121,134    | 6,617,519    | 6,816,045   |
|     | Police(1)   | 727,543      | 439,333     | 448,610      | 557,303      | 574,022     |
|     | Water/Sewer   | 594,567      | 627,627     | 603,488      | 671,972      | 692,131     |
| 10  | Total excess contributions  | 23,408,815   | 24,151,759  | 25,860,451   | 26,898,338   | 26,188,655  |
|     |   | -, -, -, -   | , , , , , , |              |              | 2, 22,22    |
|     | School expenditures not eligible for net school                                   | spending:    |             |              |              |             |
|     | Transportation  | 18,914,505   | 13,183,289  | 22,309,962   | 21,446,528   | 21,230,704  |
|     | Crossing Guards   | 518,774      | 111,043     | 406,412      | 472,626      | 478,566     |
|     | Building Rentals  | 600,171      | 762,710     | 1,503,212    | 2,843,612    | 2,958,013   |
|     | Adult Education   | 24,812       | 0           | 71,237       | 203,408      | 107,120     |
|     | Recreation Worcester  | 33,713       | 48,090      | 40,152       | 0            | 0           |
|     | Capital Expenses  | 0            | 0           | 0            | 0            | 0           |
|     | Prior year unexpended encumbrances  | 0            | 0           | 0            | 0            | 0           |
| 11  | Total Non Educational Expenditures  | 20,091,975   | 14,105,132  | 24,330,975   | 24,966,174   | 24,774,403  |
|     | 5 (16: )  | 2 24 5 24 5  | 40.045.53=  | 4 500 150    | 4 000 404    | 4 44 - 0=5  |
| 12  | Excess (deficient) contribution   | 3,316,840    | 10,046,627  | 1,529,476    | 1,932,164    | 1,414,252   |
| 12  | Populing Chanding Chartfell Dries Vers  |              |             |              |              |             |
| 13  | Required Spending Shortfall Prior Year  |              |             |              |              |             |
| 1./ | Funding (Deficiency)  | 3,316,840    | 10,046,627  | 1,529,476    | 1,932,164    | 1,414,252   |
| 14  | ranang (Dendency)   | 3,310,040    | 10,040,027  | 1,323,470    | 1,332,104    | 1,714,434   |



### Agreement for Allowable Municipal Expenditures

The City of Worcester and Worcester Public Schools



In accordance with 603 CMR 10.04, the Worcester Public Schools and the 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 to 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.



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 no other recurrent school-related expenditures are 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 the 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.

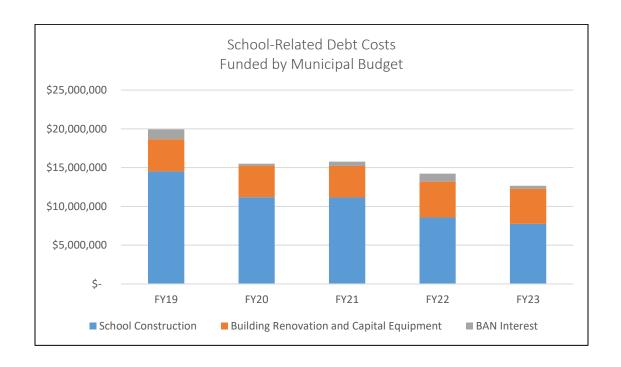


As a municipal department of the City of Worcester, the Worcester Public Schools cannot directly incur debt to purchase equipment or buildings. The City of Worcester funds capital equipment, building renovations, and new building construction for the Worcester Public Schools. In



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.

| Description                                 | FY19         | FY20         | FY21         | FY22         | FY23         |
|---|--------------|--------------|--------------|--------------|--------------|
| School Construction                         | \$12,849,968 | \$11,193,115 | \$11,145,886 | \$8,576,772  | \$7,745,335  |
| Building Renovations<br>& Capital Equipment | \$3,983,531  | \$4,062,912  | \$4,065,898  | \$4,610,371  | \$4,532,596  |
| BAN Interest                                | \$631,969    | \$249,848    | \$551,449    | \$1,042,270  | \$374,979    |
| TOTAL                                       | \$17,465,468 | \$15,505,875 | \$15,763,233 | \$14,229,413 | \$12,652,910 |







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 KMS Actuaries in June 2022 to highlight the costs of the OPEB for school district employees.

### **Worcester Public Schools**

| Summary of Member Data                 |                |
|--|----------------|
| Active Members                         | 3,897          |
| Retired Members & Survivors            | 2,432          |
| Total                                  | 6,329          |
| Balance as of 6/30/2021                | \$935,850,167  |
| Changes for the Current Year           |                |
| Service Cost                           | \$42,453,426   |
| Interest                               | \$20,908,180   |
| Difference between expected and actual | \$0            |
| Change in Assumptions / Inputs         | -\$211,186,953 |
| Contributions by Employer              | -\$20,664,625  |
| Net Benefit Change                     | -\$168,489,972 |
| Balance as of 6/30/2022                | 767,360,195    |
| Fiduciary Net Position                 | -\$18,617,786  |
| Total OPEB Expense                     | \$748,742,409  |



## Impact of the Education Budget on Local Revenue and Taxes



Based on the City of Worcester's estimated FY24 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).

| Revenue         | Total City Revenue<br>(Less Chapter 70<br>State Aid) <sup>1</sup> | Share for non-<br>school municipal<br>services | Share to WPS* | Share to charter/school choice |
|-----------------|---|--|---------------|--------------------------------|
| Total Municipal |   |  |               |                                |
| General Fund    |   |  |               |                                |
| Revenue         | \$490,186,174   | \$351,646,733                                  | \$129,215,192 | \$9,324,249                    |

<sup>\*</sup> 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.

|  | FY24 Budget   |
|--|---------------|
| TOTAL CITY BASE REVENUE <sup>1</sup>   | \$490,186,174 |
| (Not Including Educational State Aid)  |               |
| City Contribution to Worcester Public Schools (Less Pro-Rated City Costs for | \$129,215,192 |
| Resident Charter School and School Choice Assessment)                        |               |
| Total City Revenue Contribution to Education                                 | 26.4%         |

Of these totals, it is also important to highlight that costs for charter schools and students attending other school districts through the state's school choice are included in the required spending for education (both through local and state funds), and municipal funds are allocated to support these tuition assessments on a pro-rated basis. In FY24, the Worcester Public Schools account for 93.3% of all education spending from local and state resources, while tuition assessments for charter schools and school choice equal 6.7%. The following is the share of school and municipal services on the city's FY22 tax rate:

### Impact of Education on the individual property tax rate (using FY23 Rates):

| Tax Rate                    | Total Tax Rate<br>Per \$1,000<br>valuation | Share for non-<br>school municipal<br>services | Share to WPS | Share to<br>charter/choice<br>schools |
|-----------------------------|--|--|--------------|---------------------------------------|
| Residential                 | \$14.34                                    | \$10.29  | \$3.78       | \$0.27                                |
| Commercial, Industrial, and | \$31.26                                    | \$22.43  | \$8.24       | \$0.59                                |
| Personal Property           |  |  |              |                                       |

With an average median home value of \$360,000, the annual property tax bill of \$5,162 results in **\$1,360** of the payment to the Worcester Public Schools. The city also funds school-related debt for construction and renovation projects, totaling approximately \$12.7 million. This amount equals \$0.37 of the residential tax bill and \$0.81 of the commercial, industrial, and personal property tax bill. This equals \$133 annually for the average homeowner.

<sup>&</sup>lt;sup>1</sup> City of Worcester's budget number is estimated.



## **Glossary of Terms**

### 7D Vans:

Massachusetts General Laws Chapter 90, Section 7D is the state law that governs pupil transportation in vehicles other than school buses. These vehicles are called "school pupil transport vehicles" (or "7D vehicles" after the Section number creating the law) and are generally vans and station wagons. The law restricts them to carrying a maximum of eight (8) passengers.

**Accounting System:** The total structure of records and procedures that identify, record, classify and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Adopted Budget:** An annual plan of financial operations approved by the School Committee.

**Allocation Grants:** Grants are 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 the time it may be spent (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 <a href="https://www.avid.org">www.avid.org</a>.

**Biliteracy:** The ability to read and write proficiently in two languages.

**Bond Anticipation Notes (BANs):** A short-term interest-bearing security issued before a larger, future bond issue. Bond anticipation notes are smaller short-term bonds 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 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 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. A charter school must demonstrate good results within five years or risk losing its charter in return for this freedom.



**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 tuition 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 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 by 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 who meet the grant application's eligibility criteria.

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 initially competitive grants and are continuously funded for multiple years.

**Coronavirus Aid, Relief, and Economic Security (CARES) Act:** Stimulus law signed by President Donald Trump in March 2020 in response to the coronavirus pandemic. The CARES Act allocated \$30.75B for early education through higher education nationally.

**Deficit**: The excess of expenditures over revenues during an accounting period. It 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 department's work 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 11<sup>th</sup> and 12<sup>th</sup> 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 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, 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 and
American Rescue Plan. 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 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 helps 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 and funds used to augment the state's foundation budget funding to assist with a federal stimulus between 2009 and 2011.

**Fiscal Year (FY)** – A budget cycle designated by the calendar year in which the fiscal year ends. Since 1974, the Commonwealth and Massachusetts municipalities have operated on a fiscal year that begins July 1 and ends June 30; since 1976, the federal government fiscal year has begun on October 1 and ended on 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 perpupil 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 that was 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 a 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. Each employee's group schedule determines the total number of hours worked in a pay period.

**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.

**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 actual costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund**: The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.

**Generally Accepted Accounting Principles (GAAP):** A collection of commonly followed accounting rules and standards for financial reporting.

**Governmental Accounting Standards Board (GASB)**: The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

**Heating, Ventilation, and Air Conditioning (HVAC):** A program of study at Worcester Technical School and a set of employees of the Worcester Public Schools specializing in installing and maintaining 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 and 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 from 1993 to 2018 was primarily a paper and pencilbased 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 community's school district(s). The contribution 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 that oversees 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 <a href="https://www.miaa.net">www.miaa.net</a>

### Massachusetts School Building Authority (MSBA):

A quasi-independent government authority that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement.

Massachusetts Teachers Retirement System (MTRS): The state board that administers the teachers' retirement system is 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 successfully completing 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 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: an 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 <a href="https://www.neasc.org">www.neasc.org</a>

**Next-Gen (Next Generation) MCAS:** The state's student assessment system that began in 2019 (in some cases, districts participated in 2017 and 2018) is 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. Generally, an operating budget 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, capital equipment, or capital improvements.

Other **Postemployment Benefits** (OPEB): Compensation for state and local government employees 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 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)

**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 artificial organic chemicals known as chlorinated hydrocarbons 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, including window caulk, expansion joints, light ballasts, and other commercial building materials.

**Preliminary Scholastic Assessment Test (PSAT):** 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 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 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, penciland-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. The sending district pays tuition to the receiving district. By an annual vote of the School Committee, districts may elect not to enroll school choice students if no space is available.

**School Climate:** Refers to the quality and character of school life. School climate is based on patterns of students', parents', and school personnel's experience of school life and reflects norms, goals, values, interpersonal relationships, teaching and learning practices, and organizational structures.

**Social-Emotional Learning (SEL)**: The process through which children and adults understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.

**Special Revenue Fund:** Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved appropriation, revolving funds, grants from governmental entities, and aifts from private individuals or organizations.

**State Aid**: State payment distributed to communities to help establish educational equity among municipal and regional school districts established by Massachusetts General Law Chapter 70 under the Education Reform Act of 1993.

**Structured English Immersion (SEI):** A program-to assist in acquiring 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 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 other 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://udlquidelines.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 OBEB 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 to meet these obligations. The dollar value of the unfunded pension liability is determined every three years. It 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 for 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.

**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.

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 starts again at zero prompting scrutiny and prioritization of costs annually.



### **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 <a href="https://www.avid.org">www.avid.org</a>.

### **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 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. The CARES Act allocated \$30.75B for early education through higher education nationally.

### **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 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, a set of criteria 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 focusing on education and transition planning to life after high school. When a student is found eligible for services in the COAST program, the student will be supported by a Special Education teacher and a BCBA (Board Certified Behavior Analyst) if needed. The student's placement and IEP services could range from inclusion to a substantially separate classroom. IEP services may also vary based on IEP Team recommendations.

### **COLA: Cost of Living Adjustment**

It is often used in municipal contracts that provide for annual or periodic increases in salaries and wages for employees 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., the 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 comprises parents who represent the schools that their children attend.

### **CVTE: Career Vocational Technical Education**

Programs of high school study that are governed under the 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 department's work 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 <a href="https://www.doe.mass.edu">www.doe.mass.edu</a>.

# **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, bus monitors, and other smaller groups. For more information, see <a href="https://worcester.massteachers.org">https://worcester.massteachers.org</a>.

### **EEC: Early Education and Care**

The Commonwealth of Massachusetts department that oversees 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 phonology, syntax, vocabulary, and semantics and including the areas of pragmatics or language use within various domains or social circumstances.

### **ESEA: Elementary and Secondary Education Act:**

Federal law, first signed in 1965 by President Lyndon B. Johnson as part of the federal "War on Poverty" and updated multiple times since then, creating federal allotments of funding to states to provide further for traditionally underserved groups of students.

### **ESCO: Energy Service Company**

A commercial or non-profit business that provides a broad range of energy solutions, including design and implementation of energy savings projects, retrofitting, energy conservation, energy infrastructure outsourcing, power generation and 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** The federal reauthorization of the Elementary and Secondary Education Act (ESEA) was 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:**

The legislative commission that was 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. Each employee's group schedule determines the total number of hours worked in a pay period.

### 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.

### **GASB: Governmental Accounting Standards Board**

The authoritative accounting and financial reporting standard-setting body for state and local governments.

### **GED: General Educational Development**

Used for educational testing services designed to provide a high school equivalency credential.

Also known as Graduate Equivalency Degree, General Education Diploma. Related: See HiSET

### **HiSET: High School Equivalency Test**

Used for educational testing services designed to provide a high school equivalency credential as an alternative test to the GED. *Related: See GED* 

### HVAC: Heating, Ventilation, and Air Conditioning

A program of study at Worcester Technical School and a set of employees of the Worcester Public Schools specializing in installing and maintaining systems that provide heating and cooling services to buildings.

### IDEA: Individuals with Disabilities in Education Act

Federal law that makes available a free appropriate public education to eligible children with disabilities throughout the nation and ensures special education and related services to those children. The federal government provides formula grants (passed through state Departments of Education to school districts) for meeting the excess costs of providing special education and related services to children with disabilities.

### **IEP: Individualized Education Program**

A legal plan individualized for each qualifying student lays out the program of special education instruction, support, 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 <a href="https://www.miaa.net">www.miaa.net</a>

### 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: an 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 <a href="https://mtrs.state.ma.us">https://mtrs.state.ma.us</a>

### MTSS: Multi-Tiered System of Support

The practice of providing high-quality instruction and interventions matched to student needs, 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 <a href="https://www.neasc.org">www.neasc.org</a>

### **NSS: Net School Spending**

School and municipal budget amounts are attributable to education, excluding long-term debt service, student transportation, school lunches, and 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 various forms for state and local government employees 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 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 their beneficiaries. They may also include some 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 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, including window caulk, expansion joints, light ballasts, and other commercial buildings 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 pre-kindergarten students 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**

Many colleges and universities use an entrance exam 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**

This program aims to acquire 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 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 that provides nutrition benefits to supplement the food for needy families.

### SRSD: Self-Regulated Strategy Development

An instructional model used to teach various writing strategies to elementary, middle, and high school-aged students.

### STE: Science, Technology, and Engineering

**STEM**: Science, Technology, Engineering, and Mathematics

### **STEP: Structured Therapeutic Education Program**

A program designed to meet the academic needs of students with disabilities and improve upon Social Emotional Learning, which is defined as the process of developing students' and adults' social and emotional competencies - the knowledge, skills, attitudes, and behaviors that individuals need to make successful choices" (Collaborative for Academic, Social, and Emotional Learning (CASEL)). The five core Social Emotional Learning competencies addressed in this program are self-regulation, social awareness, responsible decision-making, relationship skills, and self-awareness. Students are instructed 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 support 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 <a href="http://udlquidelines.cast.org/">http://udlquidelines.cast.org/</a>.

### **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 a 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.

# Informational

# Our teacher became a U.S. President

John Adams

# Our student was the father of modern rocketry

Robert H. Goddard





....Together