

Worcester Public Schools

FY16 BUDGET *Preliminary Budget Estimates*



Melinda J. Boone
Superintendent
March 2015



Worcester Public Schools

Standard I: Instructional Leadership
E. Data-Informed Decision Making

Standard II: Management and Operations
E. Fiscal Systems

Standard III: Family and Community Engagement
A. Engagement Indicator

Standard IV: Professional Culture
C. Communications Indicator

FY15 Mid Year Budget Cuts

Grant Name	Amount Reduced	% Reduction	Impact
1. Quality Kindergarten Grant	\$206,620	21.8%	Equivalent to 15 Kindergarten Instructional Assistant Positions
1. Summer College – Community Connections Program	\$99,587	100%	Eliminate Summer Program for High Schools
1. MCAS Summer Camp	\$55,365	100%	Eliminates Summer Program for High Schools
1. Head Start Supplemental	\$51,030	11%	Reduces additional hours in comprehensive services for students eliminates nurse and family service advocate positions (currently vacant)

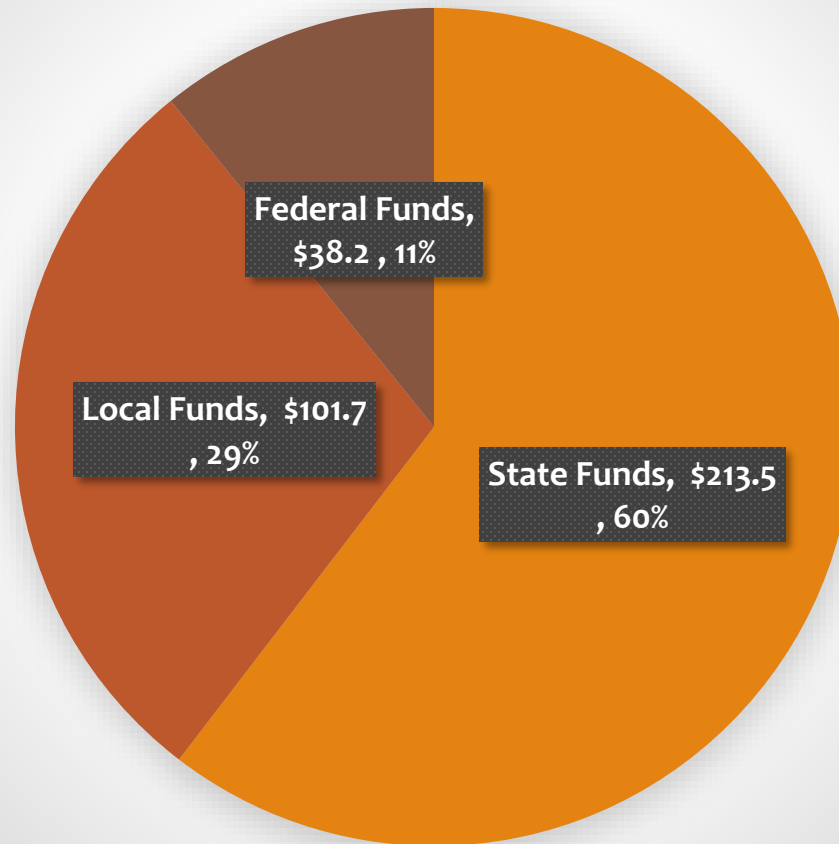
FY15 Mid Year Budget Cuts

Grant Name	Amount Reduced	% Reduction	Impact
1. Community Family & Community Engagement	\$47,500	7.1%	Eliminates an Early Literacy Coordinator position. This position coordinates playgroups, raising a reader activities, parent education and outreach activities.
1. Collaborative Partnership for Student Success	\$21,859	100%	Eliminates the North High School Summer Service program for 60 students
1. Learning Support Services & College And Career Readiness Program	\$10,513	80%	
1. Innovation Schools Enhancement & Sustainability Grant	\$3,128	4.2%	Eliminates innovation school planning time for school faculty
TOTAL	\$495,602		

FY16 Budget Themes

- **Enrollment Increases**
- **Increases in ELL and Low Income Enrollment Categories**
- **Third Straight Year of Low Inflation Growth
*(and five out of last six years)***
- **State Budget: Increases and Cuts**
- **Continued Cost Centers Exceeding “Normal” Inflation**

FY15 Funding Sources (in millions)



Governor's Budget: *(released 3/4/15)*

- **Chapter 70 Fully Funded to reflect enrollment changes! (\$10.9 million)**
- **Elimination of Quality Kindergarten Grant (funding for 29 of 63 IA's) (91 total K classrooms) (-\$946,300)**
- **Circuit Breaker level funded**
- **Charter School Reimbursement level funded**

Governor's Budget:

Consolidates Funding into Partnership Schools Network Intervention, including:

- **Program for ELL in Gateway Cities**
- **Innovation Schools**
- **MCAS Low Scoring Student Support**
- **College and Career Readiness Program**

Federal Grant Funding:

Grant	FY15	FY16	Change
RTTT Carryover	\$612,067	\$0	-\$612,067
Burncoat Prep SRG	\$421,715	\$0	-\$421,715
Total	\$1,033,782	\$0	-\$1,033,782

All other Federal Grants:

At level funding of all other federal grants creates \$0.7 million level-service gap.

RTTT and SRG Grants Currently Provide:

- **Level 4 School Costs**
 - Services must continue as part of Turnaround Plans and Exit Assurance Plans
- **Staff Development**
- **Wrap Around Zone Coordinators**
 - Included in Level 4 Turnaround Plans and Exit Assurance Plans

Federal Grants Currently Provide:

- **78 Teachers**
- **259 Instructional Assistants**
- **Afterschool & Summer Programs**
- **Specialized Programs and Services**
- **Funds for Professional Learning Opportunities**

City Contribution:

- **Net School Spending**
 - **FY15 Required Increase (“Growth Factor”)**
 - **\$1.66 million increase**
 - **City Increase capped by state’s calculation of “target contribution”**

Foundation Budget is based on student enrollment as of October 1, 2014.

***Foundation Budget* is a per pupil funding formula with differentiated rates for grade or program adjusted annually for inflation.**

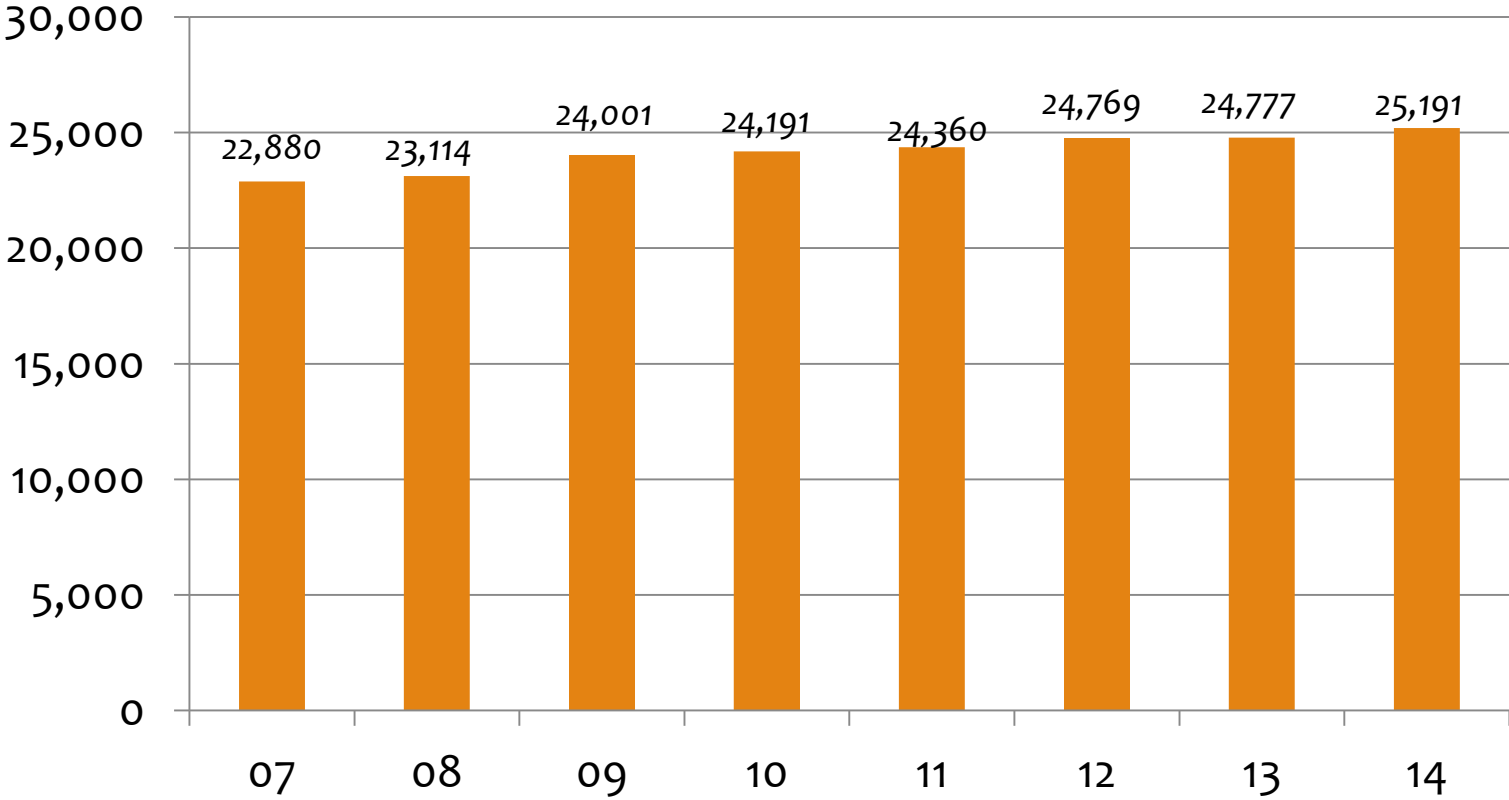
WPS Enrollment

Grades	Enrollment (Oct 1)	Change from Last Year
Pre-School	1,398	-172
Kindergarten	2,186	+4
Grades 1-6	11,383	+412
Grades 7-8	3,309	+29
Grades 9-12	6,915	+224
Total	25,191	+497 (1.7%)
ELL (Foundation Budget)	8,331	+834 (11.1%)
Low Income (Foundation Budget)	19,651	+696 (3.7%)

Student Enrollment *as of October 1 each year*

Enrollment Trends:

1 year: 1.7%
5 year: 5.0%
7 year: 10.1%

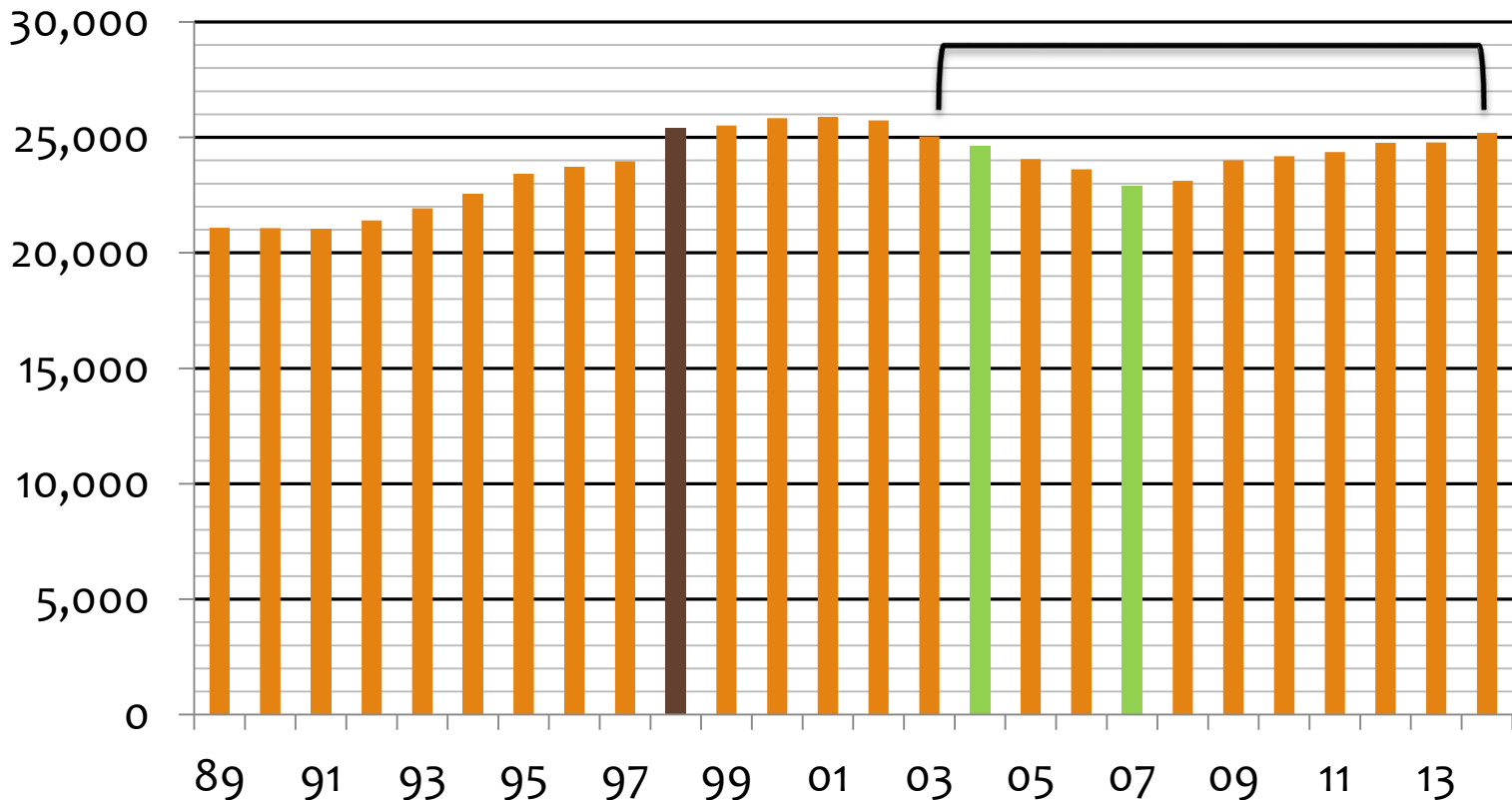


Student Enrollment as of October 1 each year

Enrollment Trends:

10 year (2004):	2.0%
15 year (1999):	-1.3%
20 year (1994):	11.6%
25 year (1989):	19.5%

2014 equal to 2003 enrollment



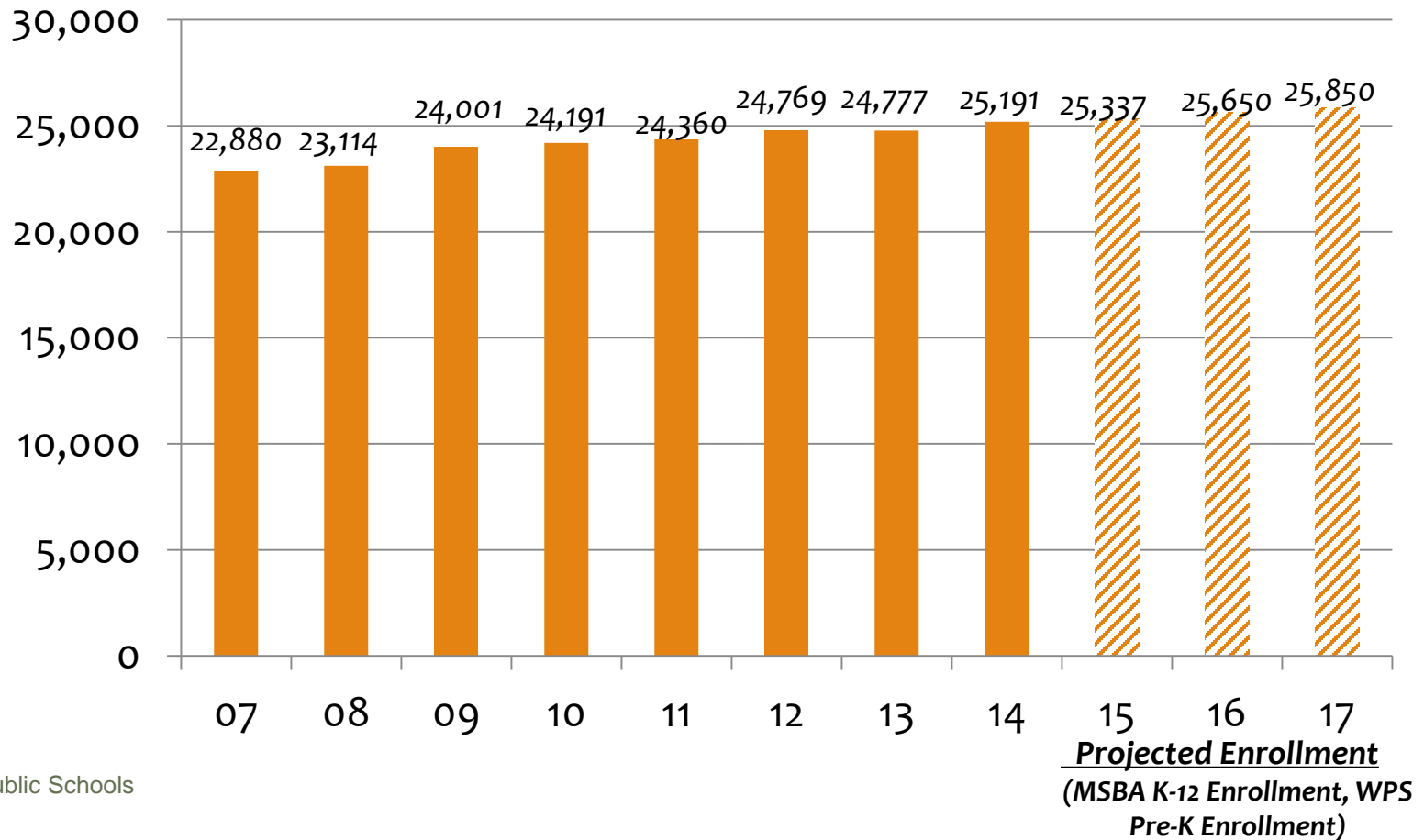
Student Enrollment 3-Year Projections

Enrollment Projections:

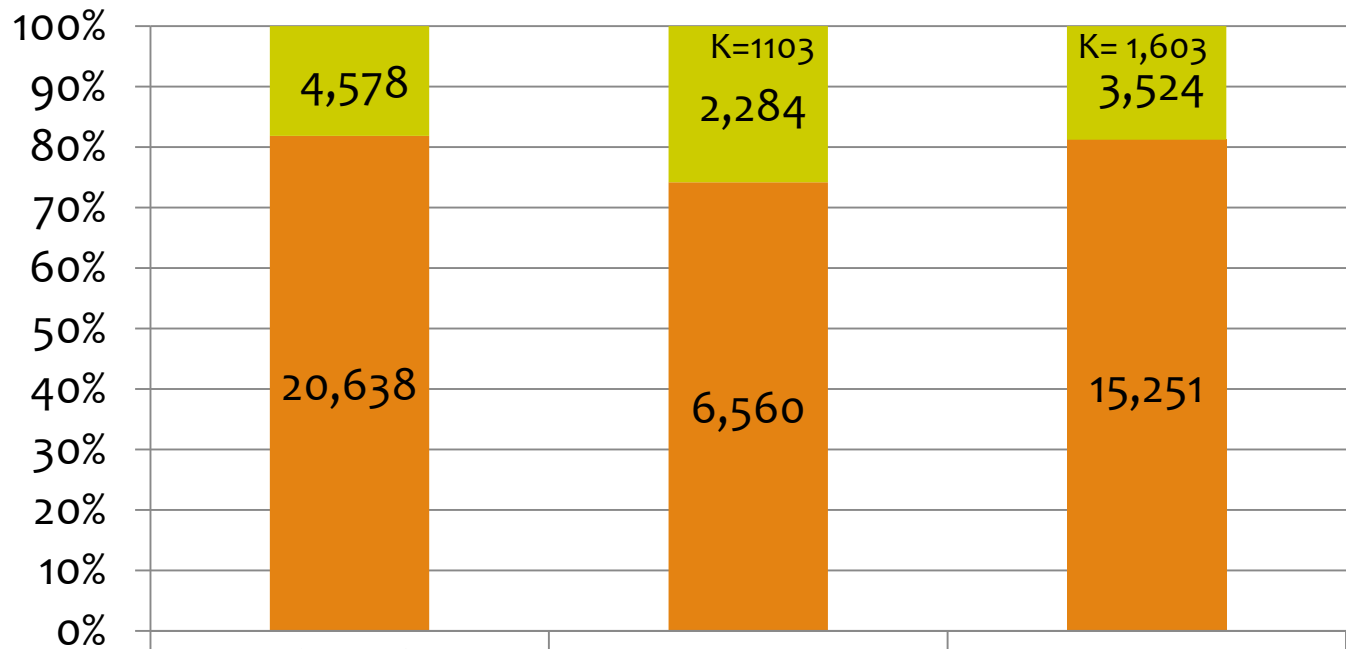
1 year: 0.6%

2 year: 1.8%

3 year: 2.6%



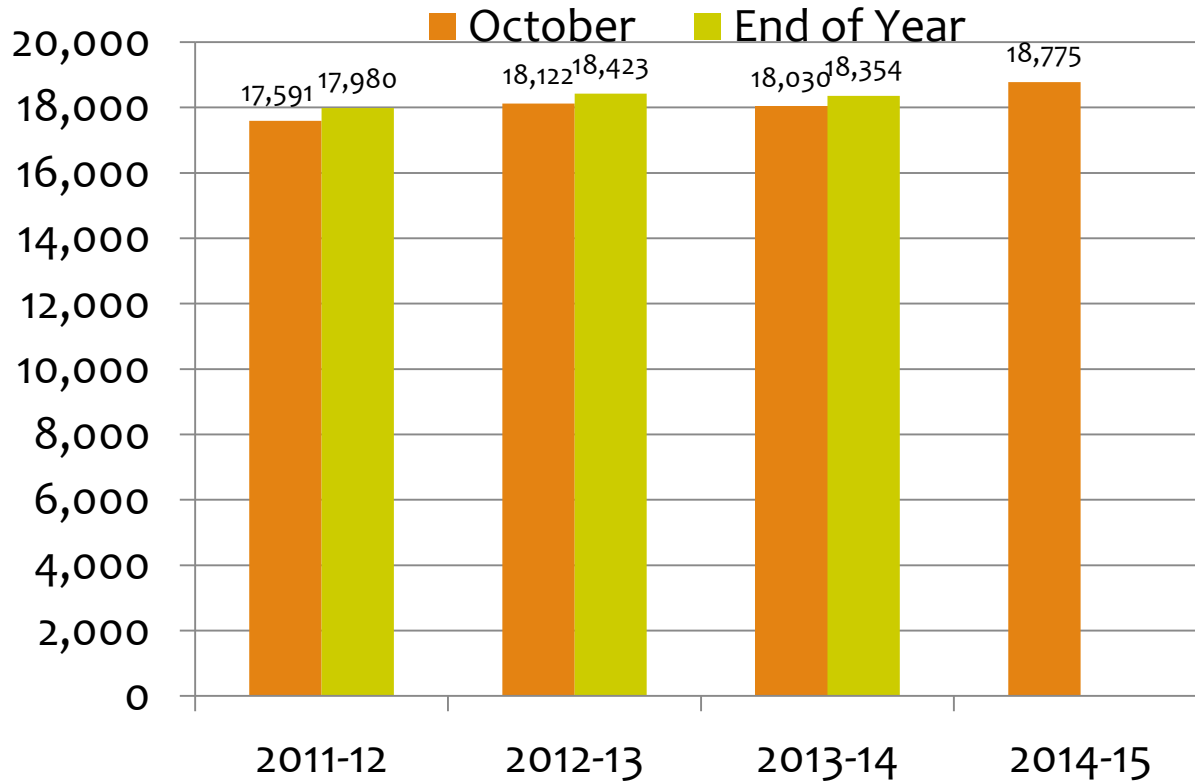
Student Enrollment Analysis of Students



	Total Students	ELL	Low Income
■ Not Enrolled 2013-14	4,578	2,284	3,524
■ Enrolled 2013-14	20,638	6,560	15,251

Student Enrollment

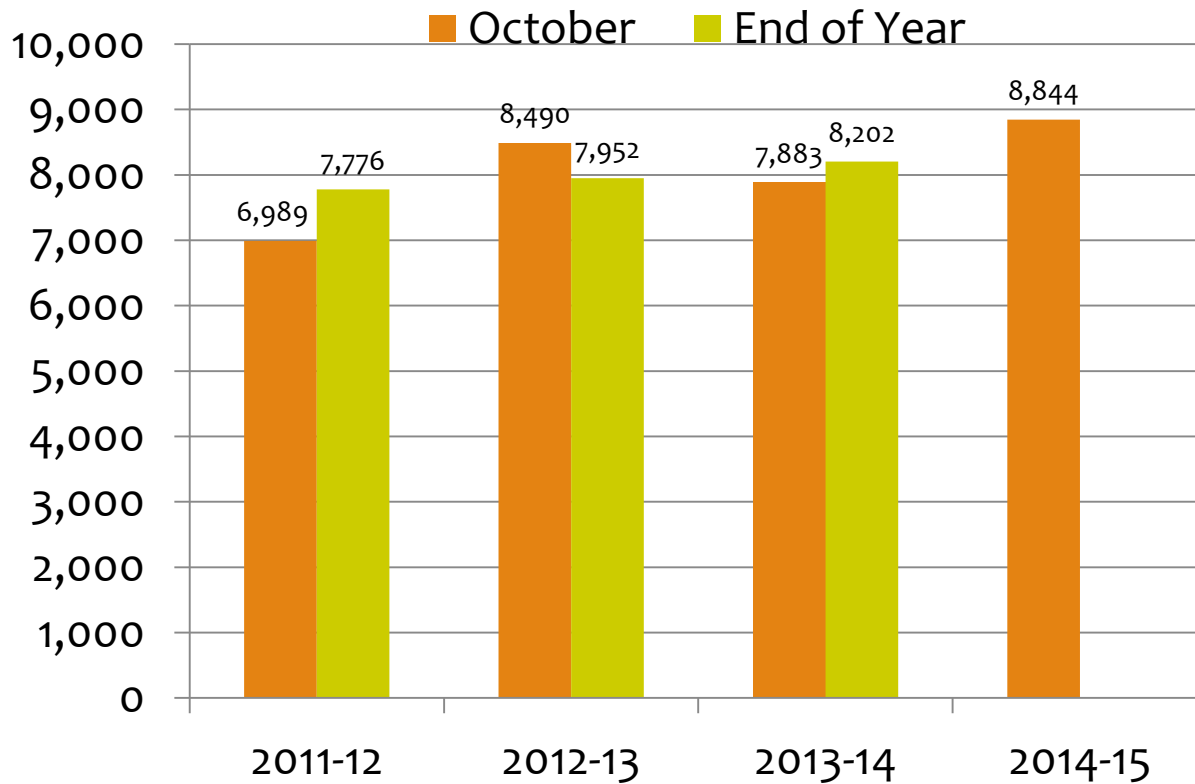
Low Income Enrollment



- WPS overall student enrollment increased 1.7% from 2013 to 2014. Number of low income students increased 4.4%
- **2014-15: of the 18,775 students: 81.2% (15,251) were enrolled in WPS in 2013-14, and 18.8% (3,524) were not enrolled in WPS in 2013-14.**
- **There are 1,160 students that were enrolled in WPS last year that are identified as low income this year that were not identified as low income last year.**

Student Enrollment

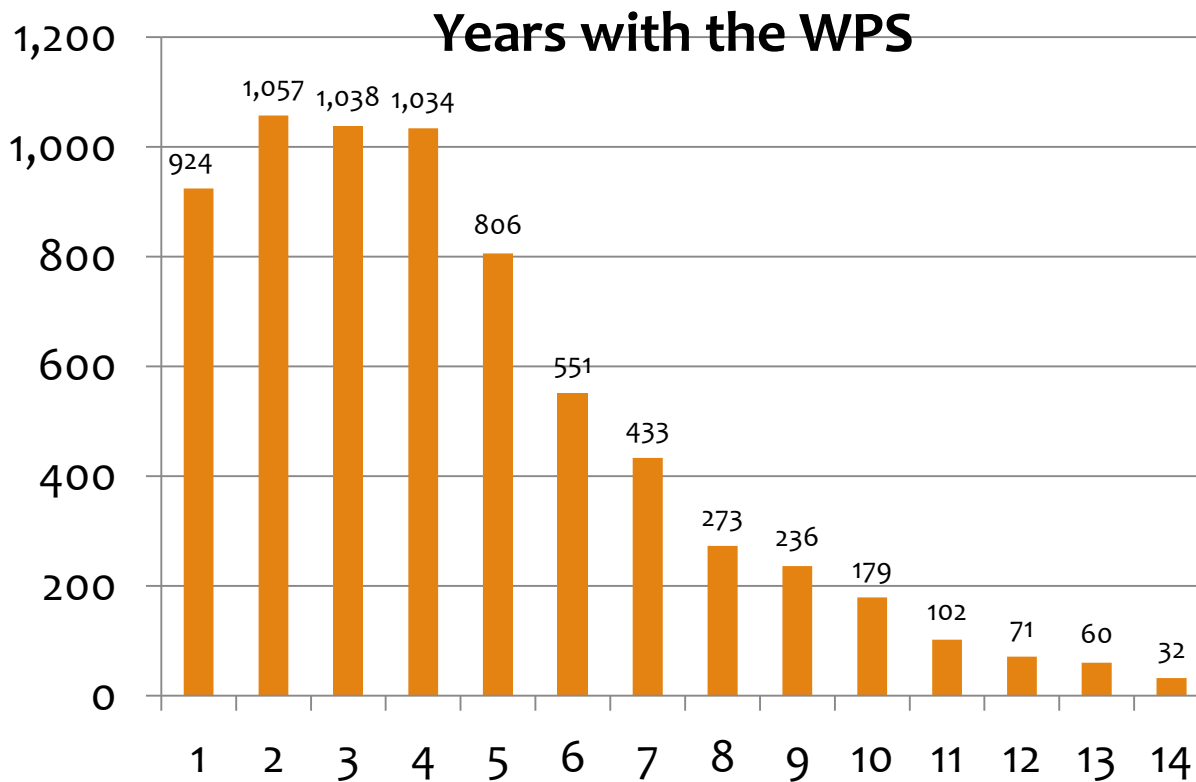
E.L.L. Enrollment



- Student reported as ELL account for 35.1% of WPS enrollment.
- **2014-15: of the 8,844 students: 74.2% (6,560) were enrolled in WPS in 2013-14, and 25.8% (2,284) were not enrolled in WPS in 2013-14.**

Student Enrollment

E.L.L. Enrollment



- *ELL students, with five years or less in the WPS, consist of 71.5% of ELL enrollment.*

FY16 Foundation Budget

Category	Enrollment*	Per Pupil Rate	Foundation Budget
Pre-Kindergarten	761	\$3,639.42	\$2,769,606
ELL Pre-K	642	\$4,651.62	\$2,986,340
Kindergarten	1,250	\$7,278.92	\$9,098,650
Grades 1-5	6,711	\$7,322.68	\$49,142,505
Grades 6-8	4,128	\$6,942.38	\$28,658,145
Grades 9-12	4,411	\$8,656.64	\$38,184,439
ELL K-12	8,331	\$9,303.15	\$77,504,543
Vocational (Ch 74)	1,919	\$13,199.96	\$25,330,723
Special Ed - In	1,022	\$25,332.42	\$25,889,733
Special Ed - Out	248	\$26,461.47	\$6,562,445
Low Income - Elem	12,521	\$3,473.60	\$42,555,074
Low Income - Other	7,400	\$2,808.96	\$20,786,304
Total	27,452		\$329,468,507

Worcester Public Schools

* *Foundation Enrollment includes Worcester resident charter and school choice students*

FY16 Foundation Budget

The Foundation Budget Per Pupil Rates are allocated as follows (Using Elementary Rate as Example):

Category	Amount	% of Rate
Administration	\$364.80	5.0%
Instructional Leadership	\$658.87	9.0%
Classroom & Specialist Teachers	\$3,021.12	41.3%
Other Teaching Services	\$774.86	10.6%
Professional Development	\$119.56	1.6%
Instructional Materials & Technology	\$437.27	6.0%
Guidance and Psychological	\$219.84	3.0%
Pupil Services	\$131.19	1.8%
Operations & Maintenance	\$838.94	11.5%
Employee Benefits and Fixed Charges	\$756.23	10.3%
Total	\$7,322.68	100%

FY16 Foundation Budget

Excludes Transportation, and Charter & Choice Tuition

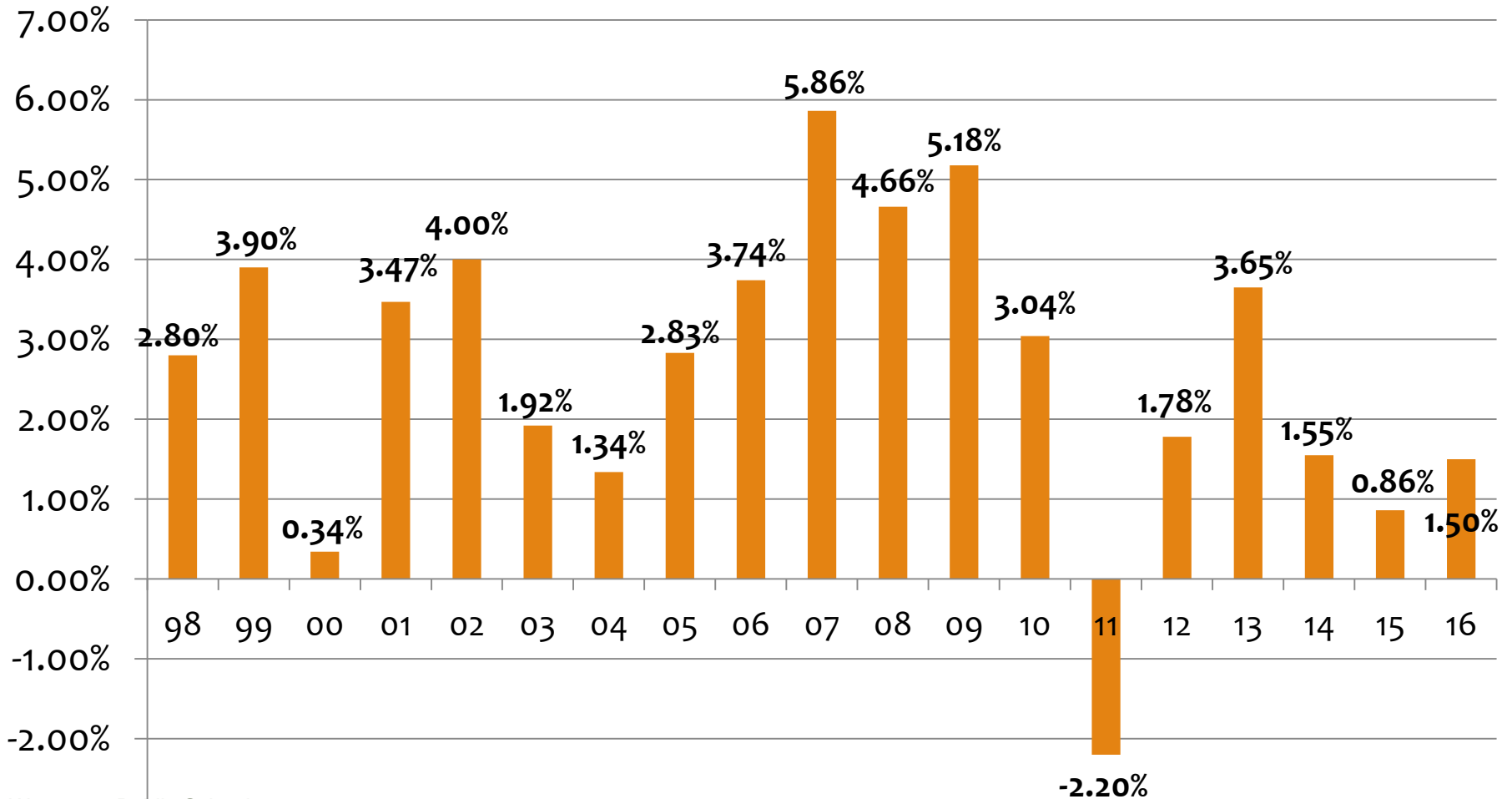
What the Budget Looks Like Using Foundation Budget Funding:

Category	Foundation Amount	FY14 Actual (Adj for Inflation)	Actual Spending as % of Foundation
1. Administration	\$12,011,005	\$8,179,493	68.1%
2. Instructional Leadership	\$16,450,014	\$23,435,459	142.5%
3. Classroom & Specialist Teachers	\$150,046,053	\$127,902,905	85.2%
4. Other Teaching Services	\$22,692,011	\$17,253,913	76.0%
5. Professional Development	\$5,034,021	\$2,448,297	48.6%
6. Instruct. Materials & Technology	\$13,765,727	\$4,981,543	36.2%
7. Guidance and Psychological	\$7,208,471	\$8,886,712	123.3%
8. Pupil Services	\$5,607,096	\$4,686,474	83.6%
9. Operations & Maintenance	\$35,694,834	\$21,456,192	60.1%
10. Employee Benefits & Fixed Charges	\$28,838,318	\$63,536,647	220.3%
11. Out-of District Special Education	\$5,354,767	\$19,934,682	372.3%
Total	\$302,702,317	\$302,702,317	

Inflation Index History

FY98-FY16

Price Deflator Index for State & Local Governments



FY16 Projected Revenues

Worcester's FY16 Projected Foundation Budget

\$329,468,507

**Increasing \$14.6 million* from \$ 314.85 million
(including charter/choice students)**

**Chapter 70 and Local Contribution increase is
\$12.54 million (due to Hold Harmless and Minimum
Aid in FY15).*

Funding the Foundation Budget

Calculation of **State's** Local Target Contribution:

Aggregate Wealth (Target Local Contribution)

2014 equalized valuation	\$977,191,967,900
Property Percentage	0.3808%
Local effort from property wealth	\$3,720,971,611
2012 income	249,227,209,602
Income Percentage	1.4930%
Local effort from income	\$3,720,971,611
Combined effort yield	\$7,441,943,229

Funding the Foundation Budget

Calculation of Worcester's Target Local Contribution:

Aggregate Wealth (Target Local Contribution)

2014 equalized valuation	\$11,615,944,200
Property Percentage	0.3808%
Local effort from property wealth	\$44,231,430
2012 income	\$3,528,203,000
Income Percentage	1.4930%
Local effort from income	\$52,676,203
Combined effort yield (Target Local Contribution)	\$96,907,634

Funding the Foundation Budget

Calculation of Worcester's Local Contribution:

Increment Towards Effort Goal

Required FY15 Local Contribution	\$96,374,700
Municipal Revenue Growth Factor	2.67%
FY15 Preliminary Local Contribution	\$98,947,904
Target Local Contribution	\$96,907,634
Excess Local Effort	\$2,040,270
45% Reduction Towards Goal	\$918,122
FY16 Required Local Contribution	\$98,029,783

Funding the Foundation Budget

Putting it all Together:

FY16 State Aid

A. Foundation Budget	\$329,468,507
B. Required Local Contribution	\$98,029,783
C. Difference (A – B): Chapter 70 State Aid:	\$231,438,724
D. Prior Year Chapter 70 Aid	\$220,569,583
E. Foundation Aid (C – D)	\$10,869,141

Funding the Foundation Budget

Putting it all Together:

FY16 State Aid

A. FY16 Foundation Budget Increase	\$14,614,394
B. Required Net School Spending Increase	\$12,524,224
C. Difference	\$2,090,170
D. FY15 Total Hold Harmless Aid	1,418,320
E. FY15 Minimum \$25 per pupil Aid from State	\$671,850
F. FY15 Total Hold Harmless and Minimum Aid	\$2,090,170

Funding the Foundation Budget

Putting it all Together:

FY16 Required Spending

A. Foundation Budget	\$329,468,507
B. Required district contribution	\$98,029,783
C. Chapter 70 State Aid	\$231,438,724
D. Required Net School Spending (B+C)	\$329,468,507
Amount of Required Spending Above Foundation Budget	\$0
FY15 Required Net School Spending	\$316,944,283
Change in Required Net School Spending	\$12,524,224

FY16 Budget

Preliminary Estimate:

Budget	FY15	FY16	Change
Ch70 State Aid	\$220,569,583	\$231,438,724	\$10,869,141
Charter Reimbursement	\$1,787,786	\$2,973,651	\$1,185,865
City Contrib. – NSS*	\$98,090,118	\$99,745,201	\$1,655,083
City Contrib. - Non NSS	\$11,546,372	\$11,546,372	\$0
Less: Charter Tuition	-\$24,314,870	-\$25,118,461	\$803,591
Less: School Choice	-\$2,766,438	-\$2,641,818	-\$124,620
Less: Special Educ. Offset	-\$160,701	-\$147,660	-\$13,041
TOTAL BUDGET	\$304,751,850	\$317,796,009	\$13,044,159

* WPS currently under Net School Spending by \$3.0 million due to prior year carryover . **No change** in city contribution above required increase amount results in WPS under net school spending by \$4.0 million

FY16 Total Funding Change

FY16 Funding Change from Current Year

General Fund (State Aid & Local Contribution)	\$13,044,159
Grant Reduction (Federal Phase-Out)	-\$1,033,782
Grant Elimination (State Kindergarten)	<u>-\$946,300</u>
FY16 Revenue Change from FY15:	\$11,064,077

FY16 Level Service Increases

Contractual Increases:

in millions


▪ Employee Salaries	\$6.1	(3.3%)
▪ Health Insurance	\$2.6	(7.5%)
▪ Out-of-District Tuition	\$1.6	(10.3%)
▪ Transportation	\$0.8	(6.0%)
▪ Retirement Assessments	\$0.7	(4.6%)
▪ Building Utilities	\$0.4	(5.0%)
▪ All Other Cost Centers	<u>\$1.1</u>	
Total Cost Increases:	\$13.3	(4.3%)

FY 15 Elementary Class Size

Current Class Sizes	
Less than 23	296 (52%)
23-26	216 (38%)
27-30	55 (10%)
Greater than 30	4 (0%)

District Average Class Size: 22.1

Elementary Enrollment

Kindergarten Enrollment	Students
2010-2011	2,068
2011-2012	2,145
2012-2013	2,176
2013-2014	2,182
2014-2015	2,067
2015-2016	
2015-2016 Kindergarten	2,060 (MSBA)
2014-2015 Grade 6*	1,481
Change	+579

* Grade 6 Enrollment in K-6 schools only (not including Innovation Schools) and does not include students enrolled in substantially separate programs.

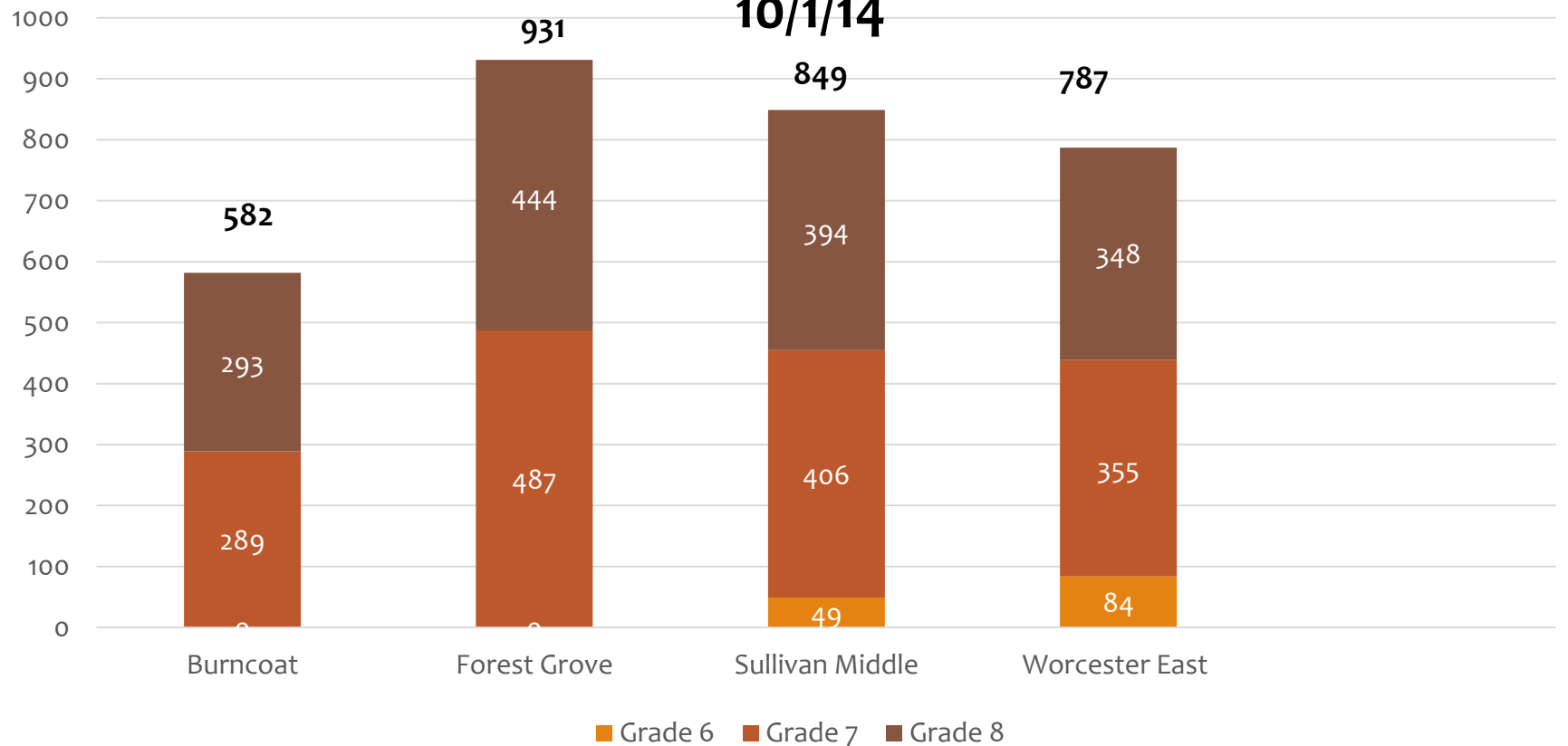
Elementary Class Size

Class Sizes	14-15 Current Levels	15-16 No added Staff	15-16 +30 Teachers
Less than 23	296 (52%)	232 (41%)	322 (54%)
23-26	216 (38%)	242 (42%)	246 (41%)
27-30	55 (10%)	79 (14%)	33 (5%)
31+	4 (0%)	18 (3%)	0 (0%)
Average	22.1	23.1	22.0
			\$2.5 million

Middle Schools

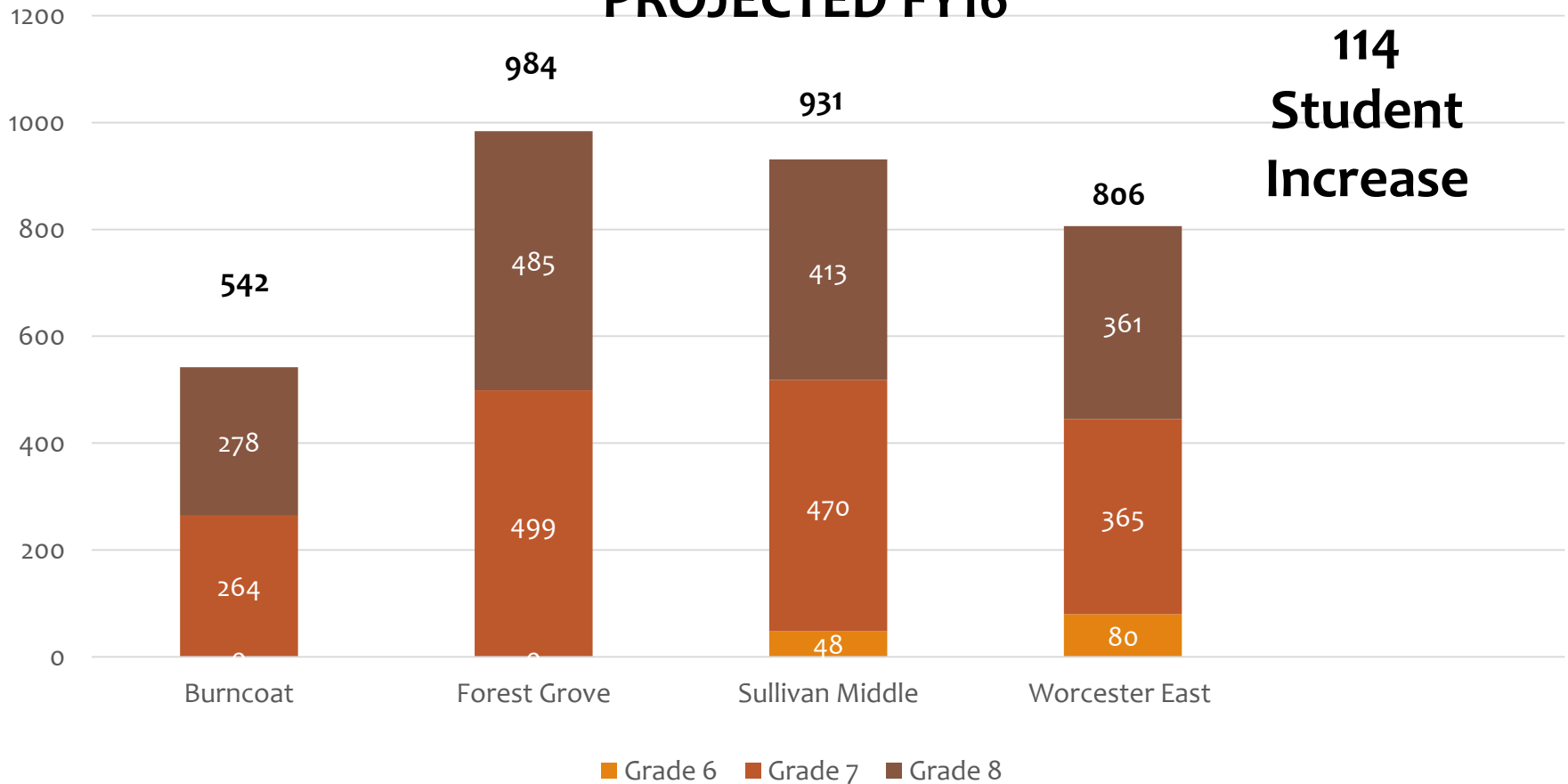
Student Enrollment

10/1/14



Middle Schools

Student Enrollment PROJECTED FY16



FY 16 Middle School Teachers

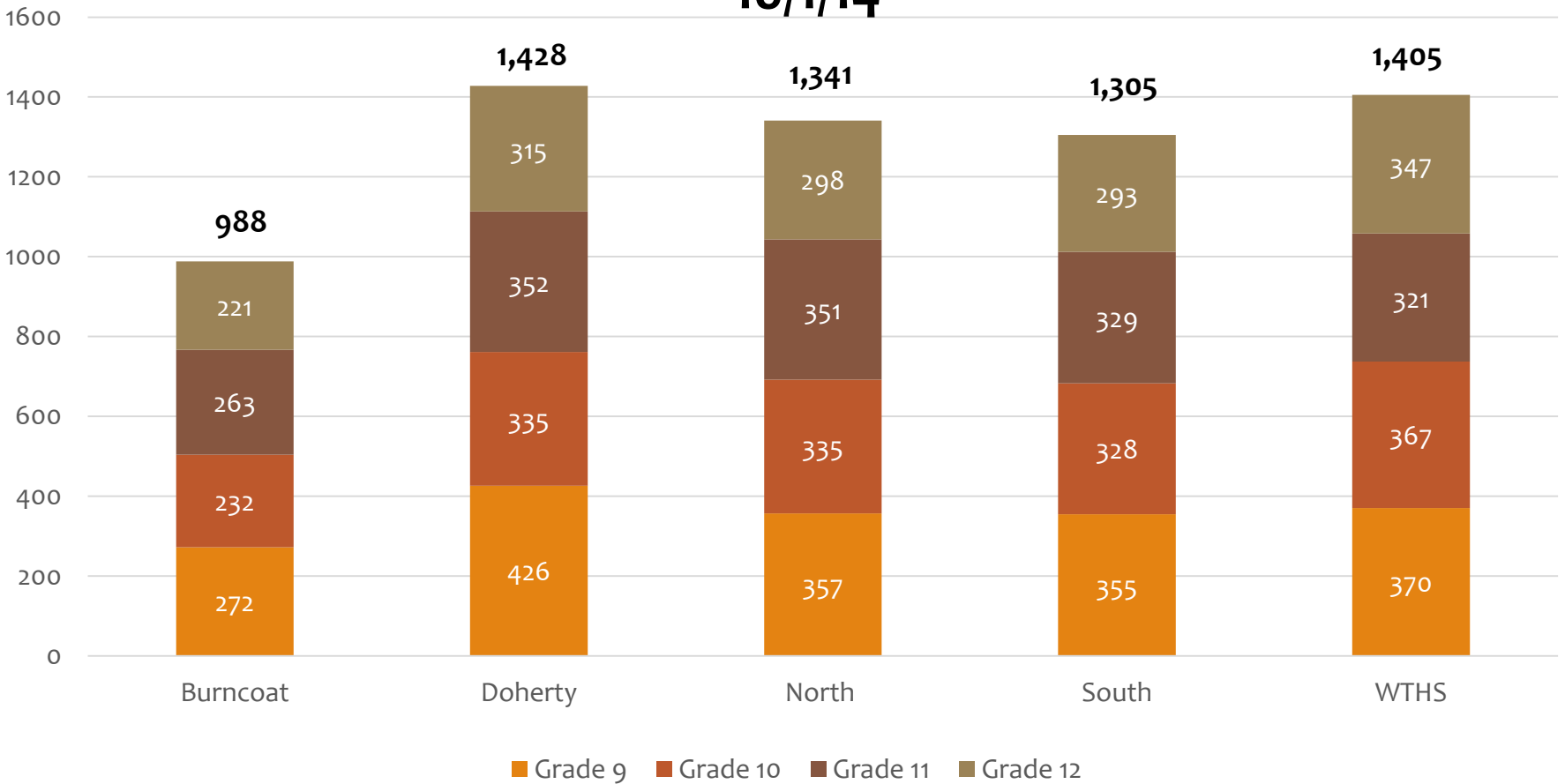
*To address enrollment, class size, and teacher loads
Based on school resource allocation requests*

Content Areas	Number of Teachers
English Language Arts	1
Mathematics	4
Science & Technology	1
World Languages	1
Other (Phys Ed, Music, Art, etc.)	6
TOTAL	13 (\$1.1million)

High Schools

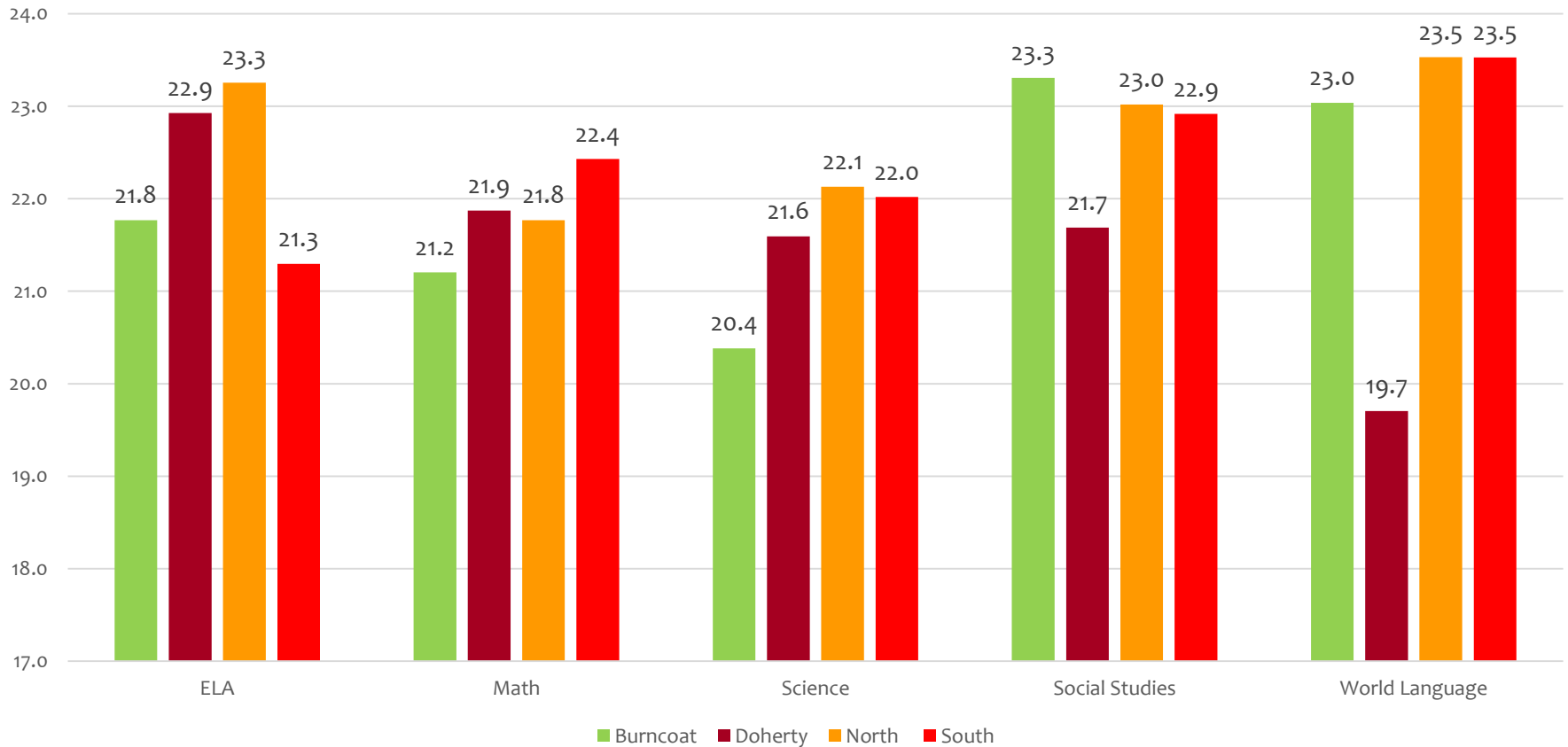
Student Enrollment

10/1/14



FY 16 High School Teachers

Average Class Size by High School and Content Area



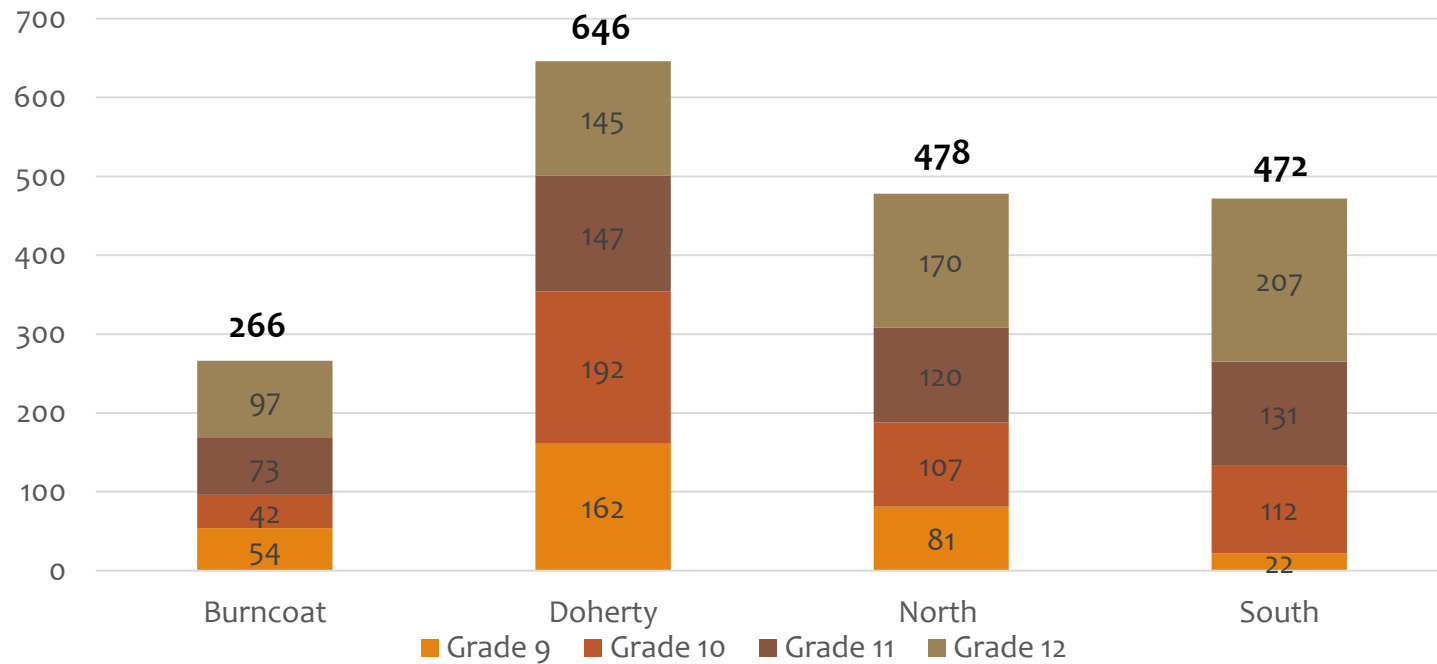
FY 16 High Schools Teachers

*To address current enrollment, class size, and teacher loads
Based on school resource allocation requests:*

Content Areas	Number of Teachers
English Language Arts	6
Mathematics	5
Science & Technology	2
History and Social Science	3
World Languages	6
Other (CTE, Ch74, Phys Ed, Music, Art, AVID, etc.)	21
TOTAL	43 (\$3.6 million)

FY 16 High School Teachers

Number of Scheduled HS Students in Study Halls (1,862)



17 Teachers = \$1.4 million

English Language Learners

ACCESS Level	Description	ESL Instruction	Sheltered Content Instruction
1	Entering	2.5 hours per day of direct instruction delivered by a licensed ESL teacher	Teacher qualified to teach ELL and licensed in appropriate content area
2	Emerging		
3	Developing	1-2 hours per day of direct instruction delivered by a licensed ESL teacher	ELA or Reading instruction delivered by teacher qualified to teach ELL's Other hours as available for math, science, social studies, delivered SEI teacher
4	Expanding	2.5 hours per week of direct instruction delivered by a licensed ESL teacher	
5	Bridging	2.5 hours per week of direct instruction delivered by a licensed ESL teacher	Same hours of content area instruction as native English speaking peers by SEI teacher and licensed in content area of instruction.
6	Reaching	No ESL Instruction	

English Language Learners

ACCESS Level	Description	ESL Instruction	FY14 Enrollment	FY15 Enrollment
1	Entering	2.5 hours per day of direct instruction delivered by a licensed ESL teacher	2,112	2,421
2	Emerging			
3	Developing	1-2 hours per day of direct instruction delivered by a licensed ESL teacher	1,916	2,382
4	Expanding	2.5 hours per week of direct instruction delivered by a licensed ESL teacher	1,776	2,073
5	Bridging	2.5 hours per week of direct instruction delivered by a licensed ESL teacher	1,272	1,324
TOTAL: 43 Teachers and 5 Full Time Tutors			\$3.8 million	

Special Education

Compliance and Internal Capacity Needs

History of Reduction of Third Party – Contracted Services and Internal Capacity Building for Autism Service Delivery

Contracted Services Spending:

FY13	FY15	SAVINGS
\$5,108,575	\$1,400,000	\$3,708,575

Special Education

Compliance and Internal Capacity Needs

Special Education In-District Service Delivery:

Level	Full Inclusion	Partial Inclusion	Substantially Separate	Total
Elementary	1,012	400	542	2,679
Secondary	2,625	924	567	1,979
Total	2,625	924	1,109	4,658

Special Education

Compliance and Internal Capacity Needs

Position	Cost
19 Teachers: 10 Inclusion 3 Speech/Language 2 BCBA 1 STEP 2 SAIL 1 AU/Life Skills	\$1.6 million
3 Speech/Language Assistants	<u>\$0.2 million</u>
Total Special Education Staff Needed:	\$1.8 million

Additional Budget Needs

To Address Enrollment and Demographic Change:

- Additional Guidance Counselors (1), School Adjustment Counselors & Psychologists (9), School Nurses (2)
- 1 Librarian (Elm Park), 1 System-wide Health/PE Teacher
- School Clerical (2) & Bilingual Office Aide (1) to assist families with school interactions
- Non-Teaching Assistant Principals (2)
- Secondary Textbooks (Annual Replacement and New Course Materials (\$250,000))
- High School Academy for High Achievers Pilot Year (\$236,400)

Additional Budget Needs

To Address Enrollment and Demographic Change:

Level Service Increase (with grants): \$14.0

Elementary Class Size: \$ 2.5

Middle School Class Size: \$ 1.1

High School Course Offerings: \$ 3.6

High School – Reduce Study Periods: \$ 1.4

ELL Student Services: \$ 3.8

Special Education Services: \$ 1.8

Other Spending Needs: \$ 1.9

Total Spending Increases: \$30.1

FY15 Budget Status

in millions

Total Funding Needs:	\$30.1
Total Revenue Increase:	<u>\$ 11.1</u>
Funding Need to Revenue Gap	-\$19.0

Budget Actions Items

- **State Budget**
- **Transportation Contract**
- **Utilities Contract**
- **Out-of-District Tuition Budget**
- **Health Insurance**
- **Level 4 Costs**
- **Additional Internal Capacity in Special Education Services**

Seven Point Plan

For Advancing Student Achievement and Program Sustainability

- Zero-based budgeting – Year 6: All positions, programs and services under thorough annual review.
- Long term planning and allocation: student achievement and finance.
- Transparent Budget Process: Continues through presentations, listening sessions, and frequent updates.

Seven Point Plan

For Advancing Student Achievement and Program Sustainability

- Quarterly Financial Reporting: Detailed review of spending through Standing Committee of Finance & Operations
- Supplemental & Sustainable Programs: Being addressed through reallocation of funds and on-going submittal of new grant funds.
- Cap Administrative Spending at 1.5% of Foundation Budget: FY16 Cap is \$4,942,028

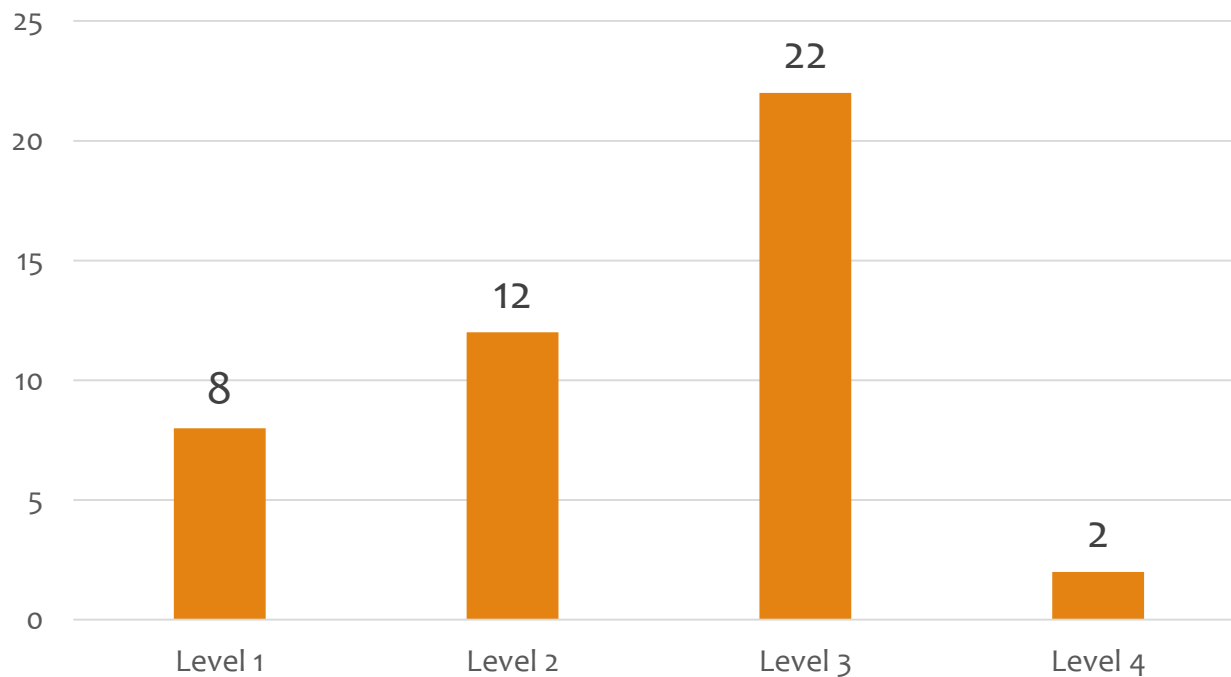
Seven Point Plan

For Advancing Student Achievement and Program Sustainability

- **Target New Revenues:** All new revenues from the School Committee's general fund budget will be earmarked for instructional, student or school support and services, school safety, building maintenance, student transportation, except to address increases in health insurance, retirement assessments, unemployment, workers compensation, or other areas for statutory compliance. All other new spending will only be achieved through the reallocation of existing funds or cost savings identified through operational or programmatic efficiencies.

Seven Point Plan For Advancing Student Achievement and Program Sustainability

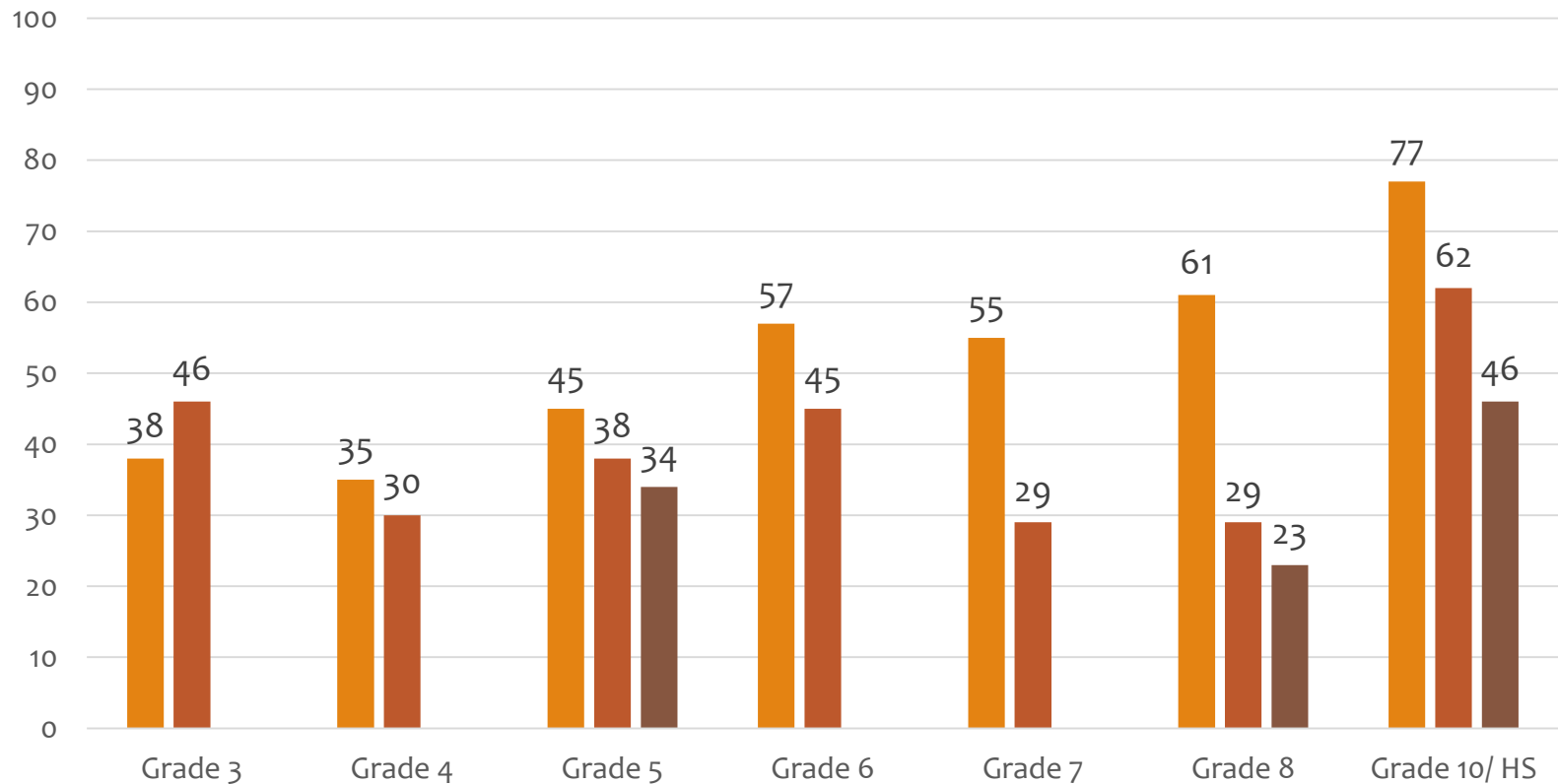
Current Status Under State Accountability
System (2014)



Seven Point Plan

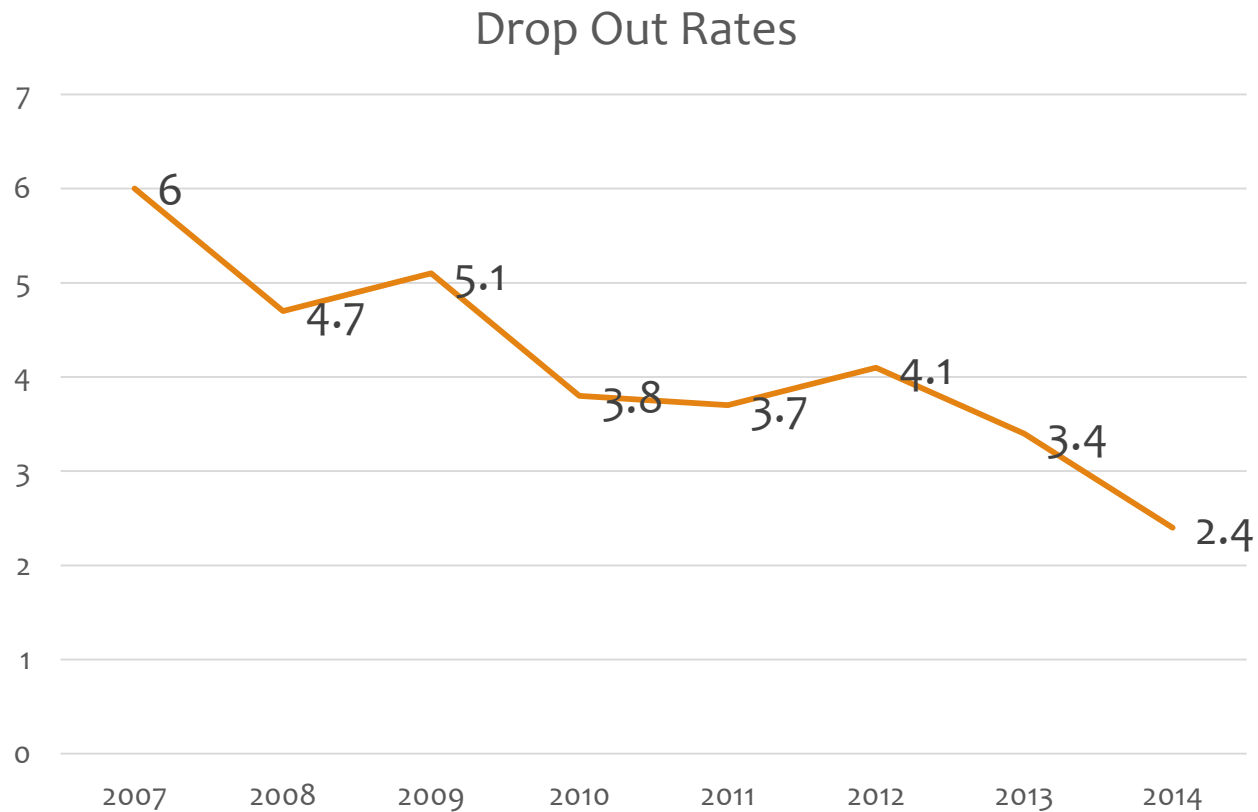
For Advancing Student Achievement and Program Sustainability

MCAS (2014)
Percent Proficient or Above



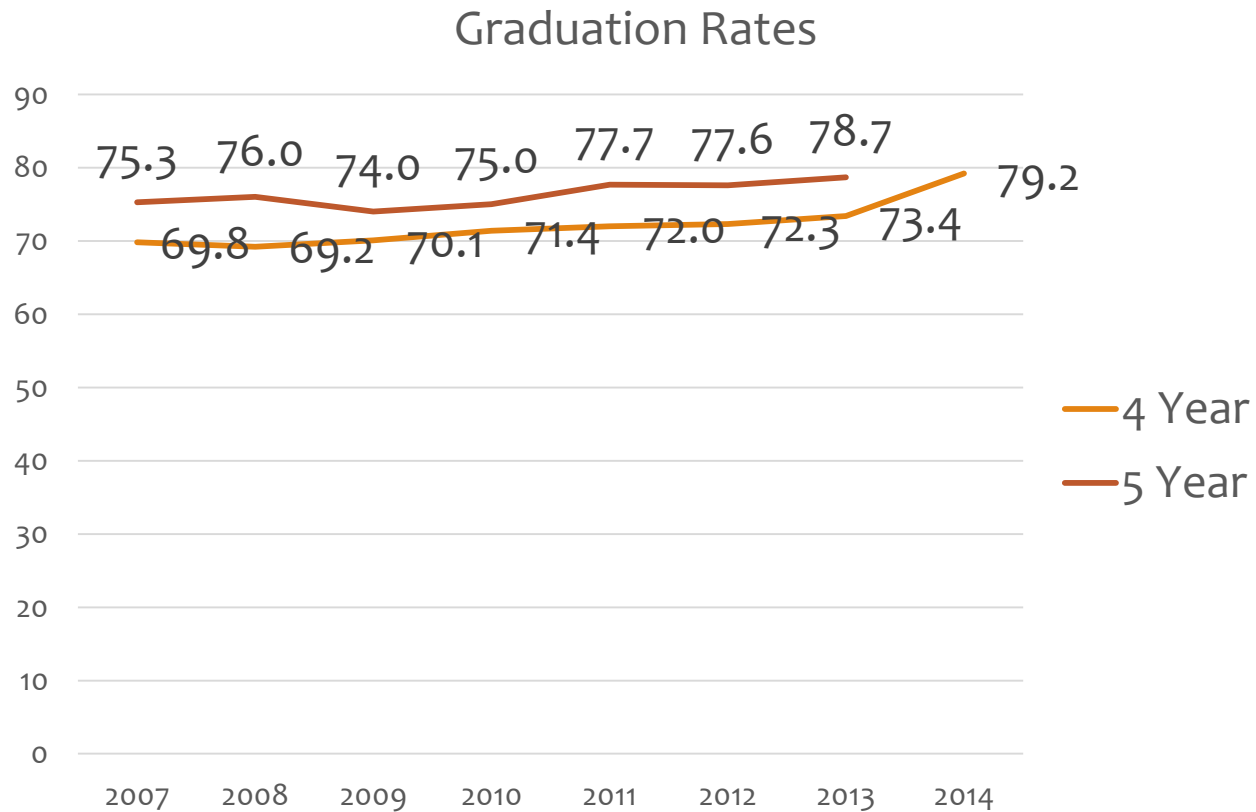
Seven Point Plan

For Advancing Student Achievement and Program Sustainability



Seven Point Plan

For Advancing Student Achievement and Program Sustainability



Budget Schedule

- **Administration had initial meetings with all building principals and continues to meet with district administrators to finalize needs assessment.**
- **Listening Sessions with Students, Parent Groups, Business Leaders, and Community Groups over next two months.**

Budget Schedule

- **School Committee Budget Priority Session to be scheduled at next School Committee Meeting (March 19, 2015).**
- **House of Representatives (April)***
- **Senate Budget (May)**
- **FY16 Budget to School Committee**
May 8, 2015