

CLERK OF THE SCHOOL COMMITTEE  
 WORCESTER PUBLIC SCHOOLS  
 20 IRVING STREET  
 WORCESTER, MASSACHUSETTS 01609

The School Committee will hold a virtual and/or in-person meeting:

on: **Thursday, May 2, 2024**  
 at: 5:00 p.m. Executive Session  
 5:30 p.m. Regular Session  
 in: Esther Howland Chamber, City Hall  
 virtual: [Click here to view the meeting on Zoom](#)  
 Also accessible by telephone, to dial in call: +1 301-715-8592 or +1 305-224-1968

ORDER OF BUSINESS

**A. General Business Items taken in Executive Session**

To discuss strategy with respect to litigation if an open meeting may have a detrimental effect on the litigating position of the public body and the chair so declares – American Arbitration Association No. 01-23-002-6196, Coordinator of School Nurses/Director of Nursing and Health Services and Worcester Public Schools.

**B. Call to Order**

**C. Pledge of Allegiance/National Anthem**

**D. Roll Call**

**E. Consent Agenda**

- i. Approval of Minutes
- ii. Approval of Donations  
 To consider approval of a monetary donation from Greek Ladies Philoptochos Society to the Worcester Public Schools in the amount of \$500.
- iii. Notification of Personnel Records
- iv. Initial filing of Recognitions
- v. Notices of Interest to the District or to the Public

**F. Item for Reconsideration**

**G. Held Items**

4-48 Binienda

(May 2, 2024)

To modify the FY25 budget schedule to include a report on the proposed cuts to school / and district personnel due to the FY25 budget deficit at a school committee meeting or in executive session.

**H. Recognitions****I. Public Comment**

Any member of the public may address the Committee regarding any item before them for two (2) minutes. Those speaking will state their name, their residence, and the item on which they wish to speak for the record. Those speaking may do so in person or via remote participation. Those wishing to address the Committee in a language other than English are asked to notify the Clerk of the Committee in advance, so the Committee may be provided with an interpreter. Members of the Committee may not respond to the comments of the public at the meeting.

**J. Public Petition**

c&p 4-4 Killebrew

(May 2, 2024)

Geoffrey Killebrew from Worcester Renaissance Project is petitioning to gain School Committee Support for adding youth to street performers/street vendors/hawking work permits to enhance opportunities for young people.

**K. Report of the Superintendent**

ros 4-8 Administration

(May 2, 2024)

Budget Prioritization 2024-25: Prevention, Efficiencies, Coherence

**L. Reports of the Standing Committees****M. Student Advisory Committee Items****N. Approval of Grants and other Finance Items**

To consider approval of FY24 FC718 Commonwealth Preschool Partnership Initiative (CPPI) Planning and Implementation Grant from the MA Department of Early Education and Care in the amount of \$178,678.

To consider a prior year payment to ACCEPT Education Collaborative in the amount of \$7,223.04.

**O. General Business**

4-49 Johnson

(May 2, 2024)

To provide an update of the Core Knowledge Language Arts (CKLA) curriculum after the first year.

**Recommendation of Maker: Refer to Administration**

4-50 Mailman

(May 2, 2024)

To provide demographic data by high school, by grade, for early college participation, including English language learners, special education students, and low income students. Additionally, provide QCC and Worcester State enrollment information including how many hours of education are provided by each college on

campus versus at high school as well as completion data.

**Recommendation of Maker: Refer to Administration**

4-51 Binienda

(May 2, 2024)

To provide the funding and programming report for the summer credit recovery programs.

**Recommendation of Maker: Refer to Administration**

**P. Announcements**

Meeting Dates:

School Committee Meetings:

- May 16, 2024, 5:00 p.m., Regular Session, Esther Howland Chamber, Worcester City Hall.
- May 22, 2024, 4:30 p.m., Standing Committee on Teaching, Learning and Student Success, Room 410, Durkin Administration Building, 20 Irving Street.
- June 3, 2024, 4:45 p.m., Standing Committee on Finance, Operations, and Governance, Room 410, Durkin Administration Building, 20 Irving Street.

**Q. Adjournment**

The Worcester Public Schools is an Equal Opportunity/Affirmative Action Employer/Educational Institution and does not discriminate regardless of race, color, ancestry, sex, gender, age, religion, national origin, gender identity or expression, marital status, sexual orientation, disability, pregnancy or a related condition, veteran status or homelessness. The Worcester Public Schools provides equal access to employment and the full range of general, occupational and vocational education programs. For more information relating to Equal Opportunity/Affirmative Action, contact the Human Resource Manager, 20 Irving Street

We, the undersigned, representing F.A.M. Jam! Event Group Inc., 501c3, cordially requests the consideration and support of the Worcester School District in our Worcester Renaissance Project. This initiative seeks to foster economic and cultural development within historically marginalized communities while promoting transparency, equity, and opportunity for all.

Our requests and offers are as follows:

1. Participation of the Superintendent's Office: We ask for the participation of the Superintendent's office in the Worcester Renaissance project by providing work permits for youth aged 14 and above to obtain Hawkers and Peddlers Licenses from the Worcester Police Department (WPD), enabling them to start businesses as street vendors or performers.
2. Approval and Sharing of Flyers: We request approval to share our project flyers with wrap-around coordinators across the district to organize and promote our initiative within the school community.
3. Support for Targeted Outreach Efforts: We seek support for targeted outreach efforts for organizing and promoting the Worcester Renaissance Project throughout the district, ensuring maximum engagement and participation.
4. Establishment of Referral Relationships: We propose establishing referral relationships with CPAC and all family engagement groups across the district. In return for their support, we offer them a free vendor table at our events to connect with the parents and students they serve, along with the opportunity to fundraise through donation jars.
5. Inclusion of Youth Leadership: We intend to include youth on a board to review vending and performing applicants, involve them in making morning announcements about opportunities at school, and offer them volunteering opportunities at events, such as making posters, promoting on social media, and recruiting young artists and entrepreneurs interested in street vending or busking in Worcester.
6. Assistance with Licensing and Permits: We commit to assisting students in applying for Hawkers and Peddlers Licenses with the WPS approved work permits to facilitate their participation in the project.
7. Recruitment and Engagement Activities: We aim to recruit students to volunteer in street teams to gauge interest among other youth in underserved neighborhoods after school, accompanied by CORI'd volunteer chaperones. Volunteers will include family members, college students, teachers, and with CORI.

8. Talent Search and Showcasing: We seek permission to distribute backpack fliers in middle and high school classrooms, extend invitations to school bands and choirs to perform and participate in contests at festivals, and host a series of auditions and pop-ups at schools within the district to search for talent.
9. Sponsorship of Events: We kindly request that the Worcester School District sponsor our events by covering the cost of facility use and necessary staffing. For instance, our upcoming event this Saturday incurred a cost of \$1,830 for the use of Elm Park Community School for 8 hours. This support will significantly contribute to the success and sustainability of our initiatives, allowing us to allocate resources towards further community engagement and empowerment efforts.

We believe that by partnering with the Worcester School District, we can amplify the impact of the Worcester Renaissance Project, empowering youth, fostering entrepreneurship, and enriching the cultural fabric of our community.

Thank you for your consideration.

Sincerely,

Geoffrey Killebrew President F.A.M. Jam! Event Group Inc., 501c3

# Budget Prioritization 2024-25: *Prevention, Efficiencies and Coherence*

May 2, 2024

Rachel H. Monárrez, PhD, Superintendent of Schools  
Brian Allen, Deputy Superintendent, CFO, COO

**From Here, Anywhere....**

*Together*



**WORCESTER**  
PUBLIC SCHOOLS

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## Expected Outcomes

# School Committee Members will:

- Gain an understanding of budget prioritization process for school year 2024-2025
- Receive an overview of budget reduction categories

# Strategic Plan

## Superintendent's Goals

Ensure district-wide system for recruitment, hiring, and retention of a highly talented, culturally and linguistically competent workforce.

Strengthen maintenance protocols and implement school safety recommendations to guarantee the continual modernization of all WPS facilities, cultivating an environment that is both secure and supportive for learning.

Collaboratively lead school teams in identifying and use multiple sources of evidence to assess, respond, and improve outcomes in all schools with an intentional focus on historically underserved youth.

Participation in New Superintendent Induction Program (NSIP) year 2 will have been completed with all required projects submitted

## School Growth Plans

Vision of a Learner

Grade 3 Reading Level

Student Engagement





# Budget Prioritization Framework

# Levers for Success



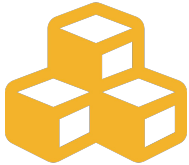
**Involved  
Families**



**Collaborative  
Teachers**



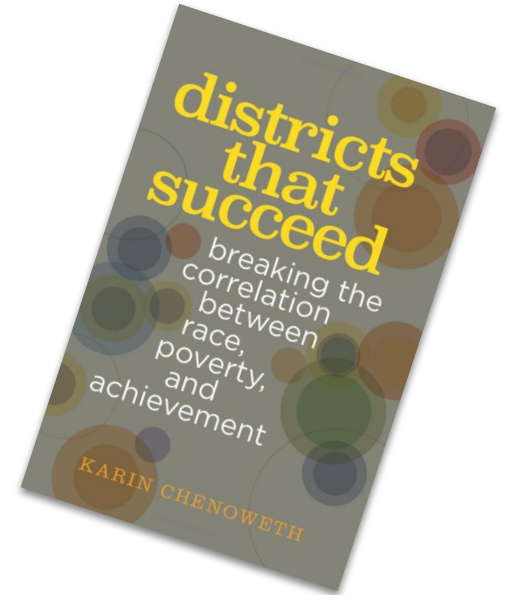
**Effective  
Leaders**



**Supportive  
Environment**

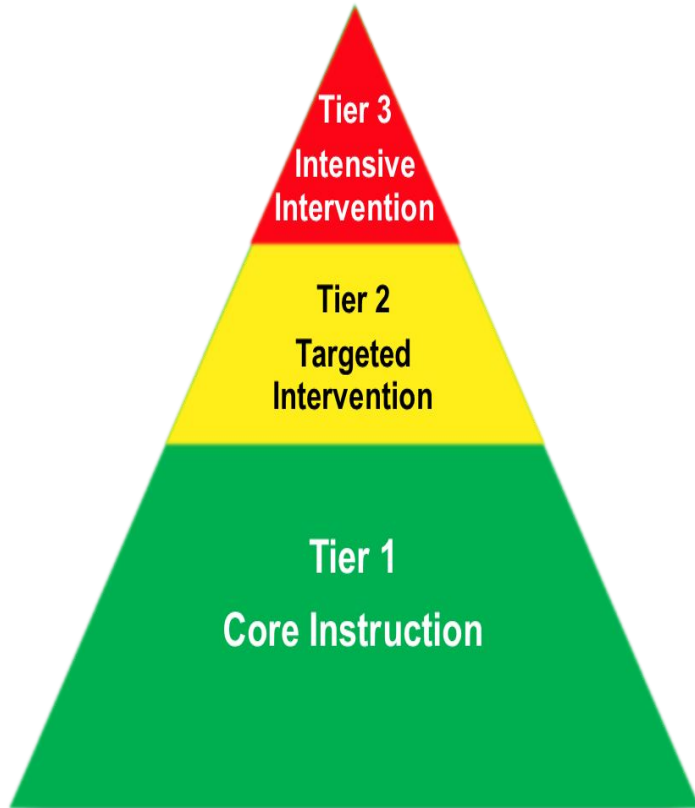


**Ambitious  
Instruction**



*Districts that Succeed: Breaking the Correlation Between Race, Poverty and Achievement*  
Karin Chenoweth (2021)

# Tiered Supports



## TIER 3: INTENSIVE SUPPORTS

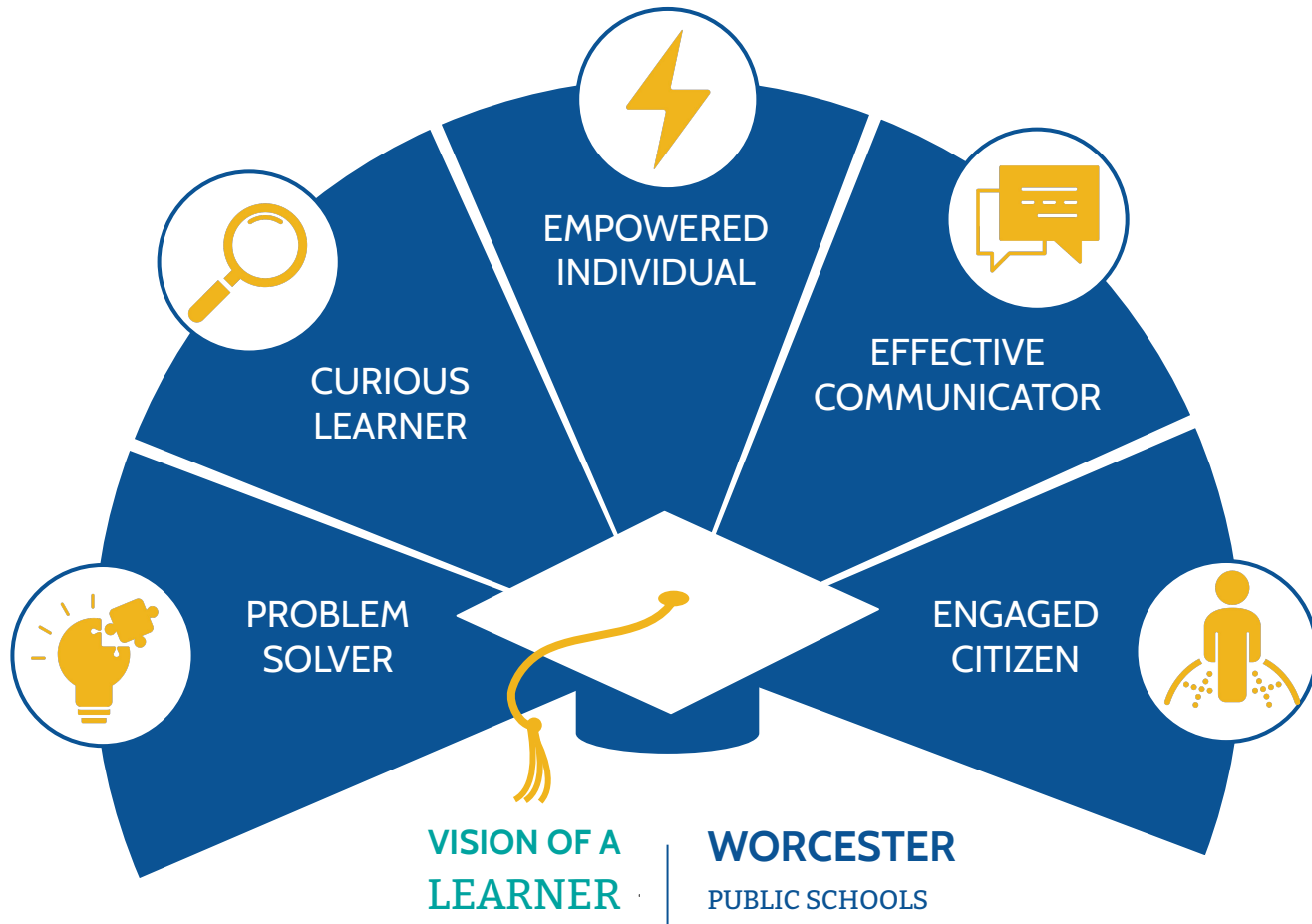
Support is provided to students who need **intensive support**. Support may include individualized instruction, one-on-one coaching or counseling, and more frequent progress monitoring

## TIER 2: TARGETED SUPPORTS

Support is provided to students who need **additional support beyond what is provided in Tier 1**. Tier 2 support may include small-group instruction, targeted interventions, and progress monitoring to ensure that the interventions are working

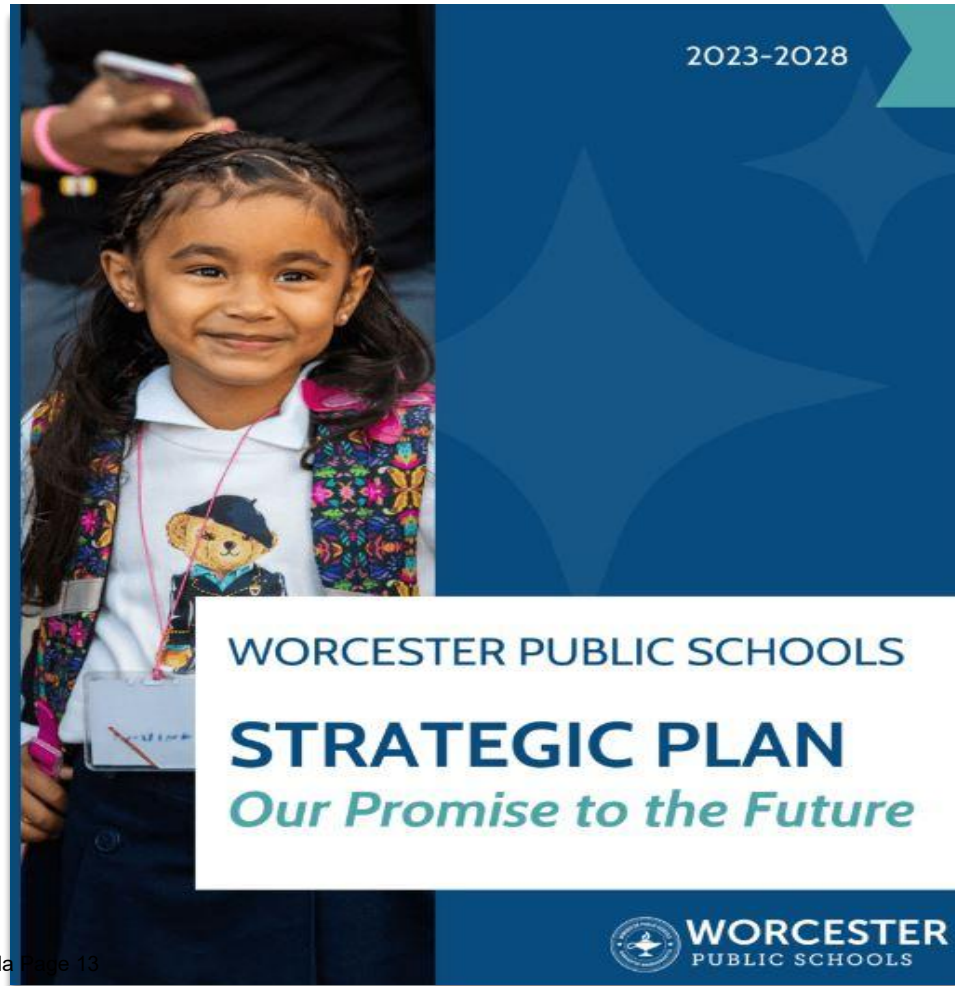
## TIER 1: UNIVERSAL SUPPORTS

Provided for all students, **evidence-based practices** that are usually effective for **most students**.



Worcester Public Schools

**Strategic Plan:**  
*Our Promise for Our  
Future*





# Theory of Action

*#WPSExcellence*

**If we build systems & conditions that support schools in nurturing a culture that builds and honors capacity, ensures a sense of belonging, and offers authentic engagement then our schools will actualize the WPS Vision of a Learner for all scholars.**

# WPS Guiding Principles for Budget decision making

Adhere to Collective Bargaining Agreements  
as well State and Federal Laws



Engage in transparent, data driven  
practices that promote WPS success

Ensure quality academic excellence  
through continuous improvement



Embrace culture of equity and  
engagement that allows for variability

Commitment to safe, secure, and  
welcoming schools

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# Budget Prioritization Process



# Stakeholder Engagement



**Superintendent  
Student  
Advisory  
Council**

**Family &  
Community  
Engagement  
Roundtable**

**Citywide  
Parent  
Planning  
Advisory  
Council**

**WPS Team:  
Principals,  
Educators**

Foster and Promote a Sense of Belonging Through Authentic Engagement

We need to determine how to prioritize adjustments and reductions to close our projected deficit of \$22 million.

## Tier 1

Reductions that would have **less** impact on school and district operations. These are “easier” reductions to make.

## Tier 2

Reductions that would have a **significant** impact on school and district operations.

## Tier 3

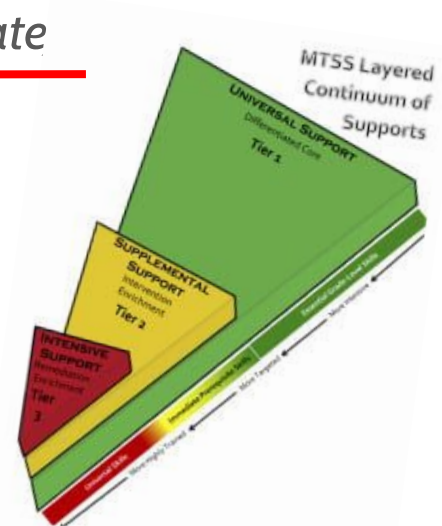
Reductions that would likely have a **tremendous** impact on school and district operations.

# Aggregated Prioritization Buckets: *principals, families, scholars*

<b>Mid-Tier Priorities to Keep</b>	<b>Top Priorities to Keep</b>
<ul style="list-style-type: none"><li>● Gizmos (<i>elementary science resource</i>)</li><li>● Interventionists</li><li>● Kindergarten Paraeducators</li><li>● Middle School Sports</li><li>● Small Schools</li><li>● Technology Applications</li></ul>	<ul style="list-style-type: none"><li>● APs/Deans at Secondary Schools</li><li>● Assessment Specialists</li><li>● Classroom Teachers (maintain class size less than 20)</li><li>● Executive Directors</li><li>● Family &amp; Community Engagement Office</li><li>● Focused Instructional Coaches</li><li>● Guidance Support</li><li>● Athletic Teams</li><li>● Internship Coordinators</li><li>● SAIL Staff</li><li>● School Adjustment Counselors</li><li>● Wraparound Coordinators</li></ul>

# Proactive Tier I Supports

1. Positive Youth Development Quadrant Support Teams:
  - a. 1 Board Certified Behavior Analyst (BCBA)
  - b. 4 Trained Paraprofessionals
2. Class Size Average 21:1 with Kindergarten Paraprofessionals
3. Equitable Special Education Caseload at the Elementary Level
  - a. 30:1 with 2 Paraeducators (*non-substantially separate*)
4. School Psychology Interns
  - a. build a bench
  - b. support for school psychologists
5. Climate and Culture Inclusivity
  - a. Middle School Dean of Students
  - b. Climate and Culture Assistants
6. Targeted Professional Learning Resources



# Aggregated Reductions\*

Category	Share of Reductions to Solve Budget Gap
DAB Administrative & Support Positions	13%
School-Based Elementary Classroom Positions	16%
School-Based Secondary Classroom Positions	15%
Other School-Based Instructional & Support Positions & Non-Salary	28%
Department, Programs, Services, and Systemwide	28%
<b>Total Reductions</b>	<b>\$22,046,500</b>

# Impactful Breakthrough Strategies to Strengthen & Scale



Direct and Timely Support  
to Schools: Q Teams



Implementing the  
Science of Reading



SPARK Educators



Engagement Strategies



Climate and Culture  
Supports & Services



Family and Community  
Engagement Supports



# Voices from the Field

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# Embrace the Squiggle

Success



what people think  
it looks like

Success



what it really  
looks like

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# Thank You!



From Here, Anywhere....  
*Together*



**WORCESTER**  
PUBLIC SCHOOLS

**Administrator:** Assistant Superintendent of Teaching and Learning

**Date:** April 22, 2024

**Item:** Grant Acceptance - FY24 FC718 Commonwealth Preschool Partnership Initiative (CPPI) Planning and Implementation Grant

**Name of Grant:** FY24 FC718 Commonwealth Preschool Partnership Initiative (CPPI) Planning and Implementation Grant

**Type of Funder:** MA Department of Early Education and Care

**Awarded Amount:** \$178,678

**Grant Funding Period:** March 1, 2024 to August 31, 2024

**Project Title:** WPS Preschool Partnership Initiative

**Program Coordinator:** Marie Morse/Laurie Kuczka

**Purpose:** Funding for this grant supports the development of partnerships between school districts and local private early education and care programs to expand access to high quality preschool within the district, with particular attention to addressing existing barriers such as cost and access to special education services.

**Description of the program:** Staff from the WPS Special Education and Intervention Services and Head Start and Early Childcare departments will work with its preschool service providers and community partners to conduct a needs assessment and develop a strategic plan related to the district's early childhood needs. The group will then conduct an initial implementation of that plan into six CPPI classrooms.

**Program location:** District-wide

**Outcomes and Measures:** WPS and its partners will assess the early childhood needs for the district and strategically plan for and conduct the initial stages of CPPI classroom implementation as measured by a needs assessment, a completed strategic plan and program reports.

**Grant Acceptance Form**

**Name of Grant:** FY24 FC718 Commonwealth Preschool Partnership Initiative (CPPI) Planning and Implementation Grant

**Type of Funder:** MA Department of Early Education and Care **Awarded**

**Amount:** \$178,678

**Grant Funding Period:** March 1, 2024 to August 31, 2024

**Project Title:** WPS Preschool Partnership Initiative

**Coordinator:**

**Program**

Marie Morse/Laurie Kuczka

**Purpose:** Funding for this grant supports the development of partnerships between school districts and local private early education and care programs to expand access to high quality preschool within the district, with particular attention to addressing existing barriers such as cost and access to special education services.

**location:**

**Description of the program: Program**

Staff from the WPS Special Education and Intervention Services and Head Start and Early Childcare departments will work with its preschool service providers and community partners to conduct a needs assessment and develop a strategic plan related to the district's early childhood needs. The group will then conduct an initial implementation of that

plan into six CPPI classrooms.

District-wide

**Outcomes and Measures:** WPS and its partners will assess the early childhood needs for the district and strategically plan for and conduct the initial stages of CPPI classroom implementation as measured by a needs assessment, a completed strategic plan and program reports.



OFFICE OF THE GOVERNOR  
**COMMONWEALTH OF MASSACHUSETTS**  
STATE HOUSE BOSTON, MA 02133  
(617) 725-4000

**MAURA T. HEALEY**  
GOVERNOR

**KIMBERLEY DRISCOLL**  
LIEUTENANT GOVERNOR

March 15, 2024

Rachel Monárrez  
Superintendent  
City of Worcester - Public Schools  
20 Irving Street  
Worcester, MA 01609

Dear Superintendent Monárrez,

Congratulations! We are pleased to notify you that **City of Worcester's** application for the **Commonwealth Preschool Partnership Initiative Planning and Implementation Grant** has been approved. The amount of your grant award is **\$178,678.00** for Fiscal Year (FY) 2024.

This grant award is subject to final appropriation in the Department of Early Education and Care's (EEC) FY 2024 budget. EEC will contact you with information on next steps for receiving payment. In the interim, if you have any questions, please feel free to email [EECSubmission@mass.gov](mailto:EECSubmission@mass.gov).

Sincerely,

**FY24 FC718 Commonwealth Preschool Partnership Initiative Planning and Implementation Grant**

**Budget Summary**

<b>Expense</b>	<b>Amount</b>
<b>1. Administrator Salaries</b>	
<b>2. Instructional/Professional Staff Salaries</b>	\$135,344
4 WPS Special Service Team Members	
<b>3. Support Staff Salaries</b>	\$1,215
WPS Family Partnership Coordinator	
<b>4. Stipends</b>	
<b>5. Fringe Benefits</b>	\$16,632
4 WPS Special Service Team Members	
<b>6. Contractual Services</b>	\$17,208
Guild of Saint Agnes, YWCA, Edward St., CLASS Observation Provider	
<b>7. Supplies and Materials</b>	\$1,000
Planning meeting supplies	
<b>8. Travel</b>	\$576
WPS Staff Site Visits	
<b>9. Other Costs</b>	\$2,820
Focus group incentives \$1,200 Professional Development \$1,620	

<b>10. Indirect Costs</b>	<b>\$3,883</b>
DESE Required Rate 2.36%	
<b>11. Equipment</b>	
<b>Grand Total</b>	<b>\$178,678</b>

**From Here, Anywhere....**

*Together*



**WORCESTER**  
PUBLIC SCHOOLS

**Administrator:** Assistant Superintendent of Teaching and Learning

**Date:** April 22, 2024

**Prior Year Payment:** ACCEPT Education Collaborative

Please accept the enclosed invoices for prior year payments from ACCEPT Education Collaborative totaling \$7,223.04.

Thank you.

**INVOICE**

**ACCEPT Education Collaborative**

4 Tech Circle  
Natick, MA 01760-1100

<b>Invoice Date</b>	<b>Invoice Number</b>	<b>Rev.</b>
05/12/2023	2029	0
<b>Customer P.O. Number</b>		
April 2023		
<b>Reference</b>		
TRANSPORTATION		

Questions ? Lisa Geller (508) 653-6776

**Bill To :**

Worcester Public Schools  
20 Irving St  
Worcester, MA 01609

Attn: Tran, Trinny

Phone: (508) 799-3041

Fax:

**Project:** Undesignated

Qty	Unit	Product#	Description	Unit Price	Extended	Tax	Freight
739.20	Mile	30T Miles	30 Transportation Mileage Rate	3.6000	2,661.12	0.00	0.00

NOTES:

<b>Sub-Total:</b>	2,661.12
<b>Freight:</b>	0.00
<b>Tax:</b>	0.00
<b>Total Amount:</b>	2,661.12

**ORIGINAL**



**INVOICE**

**ACCEPT Education Collaborative**  
4 Tech Circle  
Natick, MA 01760-1100

<b>Invoice Date</b>	<b>Invoice Number</b>	<b>Rev.</b>
05/12/2023	2030	0
<b>Customer P.O. Number</b>		
March 2023		
<b>Reference</b>		
TRANSPORTATION		

Questions ? Lisa Geller (508) 653-6776

**Bill To :**

Worcester Public Schools  
20 Irving St  
Worcester, MA 01609

Attn: Tran, Trinny

Phone: (508) 799-3041

Fax:

**Project:** Undesignated

Qty	Unit	Product#	Description	Unit Price	Extended	Tax	Freight
1,161.60	Mile	30T Miles	30 Transportation Mileage Rate	3.6000	4,181.76	0.00	0.00

NOTES:

<b>Sub-Total:</b>	4,181.76
<b>Freight:</b>	0.00
<b>Tax:</b>	0.00
<b>Total Amount:</b>	4,181.76

**ORIGINAL**

**INVOICE**

**ACCEPT Education Collaborative**

4 Tech Circle  
Natick, MA 01760-1100

<b>Invoice Date</b>	<b>Invoice Number</b>	<b>Rev.</b>
04/13/2023	1845	0
<b>Customer P.O. Number</b>		
FEB 2023		
<b>Reference</b>		
TRANSPORTATION		

Questions ? Lisa Geller (508) 653-6776

**Bill To :**

Worcester Public Schools  
20 Irving St  
Worcester, MA 01609

Attn: Tran, Trinny

Phone: (508) 799-3041

Fax:

Project: Undesignated

Qty	Unit	Product#	Description	Unit Price	Extended	Tax	Freight
105.60	Mile	30T Miles	30 Transportation Mileage Rate	3.6000	380.16	0.00	0.00

NOTES:

[Empty rectangular box for notes]

<b>Sub-Total:</b>	380.16
<b>Freight:</b>	0.00
<b>Tax:</b>	0.00
<b>Total Amount:</b>	380.16

**ORIGINAL**