

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

AGENDA #4

on: Thursday, January 16, 2020
at: 6:00 p.m. – Executive Session
7:00 p.m. – Regular Session
in: Esther Howland South Chamber, City Hall

ORDER OF BUSINESS

ACTION

I. CALL TO ORDER

INVOCATION – Reverend Bernard Poppe
All Saints Episcopal Church

PLEDGE OF ALLEGIANCE

NATIONAL ANTHEM

II. ROLL CALL

III. APPROVAL OF RECORDS

aor #0-1 - Clerk
(January 10, 2020)

Annex A 14 pages

To consider approval of the Minutes of the School Committee Meeting of Thursday, December 16, 2019.

aor #0-2 - Clerk
(January 10, 2020)

Annex A 1 page

To consider approval of the Minutes of the School Committee Meeting of Thursday, January 2, 2020 Agenda 1 - Straw Vote for the Vice-Chairperson and Seating Order.

aor #0 -3 Clerk
(January 10, 2020)

Annex A 6 pages

To consider approval of the Minutes of the School Committee Meeting of Thursday, January 2, 2020 Agenda 2 - Inauguration.

ACTION

APPROVAL OF RECORDS (continued)

aor #0-4 - Clerk
(January 10, 2020)

Annex A 1 pages

To consider approval of the Minutes of the School Committee Meeting of Thursday, January 2, 2020 Agenda 3 - Acceptance of Rules.

IV. MOTION FOR RECONSIDERATION – NONE

V. IMMEDIATE ACTION

gb #9-398.1 - Administration/Administration
(December 6, 2019)

To recognize Senator Harriette Chandler for having received the 2019 Outstanding Woman State Legislator Supporting the Arts Award.

gb #9-420.1 - Administration/Administration
(December 11, 2019)

To recognize Susan Gallagher, Special Education Department Head of Intervention Services, for having achieved a Meritorious Instructor status from the Crisis Prevention Institute (CPI).

gb #0-6 - Administration
(January 10, 2020)

To consider input from the School Committee's student representatives.

VI. REPORT OF THE SUPERINTENDENT

ros #0-1 - Administration
(January 10, 2020)

Annex A 9 pages

UPDATE ON THE CONSTRUCTION OF THE NEW SOUTH HIGH COMMUNITY SCHOOL

VII. COMMUNICATIONS AND PETITIONSACTION

c&p #0-1 - Clerk
(January 2, 2020)

Backup

To consider a communication from Gordon T. Davis, Chair of the Education Committee, Worcester Branch NAACP, relative to a policy regarding clear and uniform districtwide standards for suspensions.

c&p #0-2 - Clerk
(January 2, 2020)

Backup

To consider a communication from Gordon T. Davis, Chair of the Education Committee, Worcester Branch NAACP, relative to a uniform districtwide policy on age appropriate touching.

c&p #0-3 - Clerk
(January 2, 2020)

Backup

To consider a communication from Gordon T. Davis, Chair of the Education Committee, Worcester Branch NAACP, relative to a policy of an adequate number of counselors and teachers.

c&p #0-4 - Clerk
(January 2, 2020)

Backup

To consider a communication from Gordon T. Davis, Chair of the Education Committee, Worcester Branch NAACP, relative to a clear and uniform policy for the Worcester School District regarding emergency removals that do not have a racially adverse impact.

c&p #0-5 - Clerk
(January 2, 2020)

Backup

To consider a communication from Gordon T. Davis, Chair of the Education Committee, Worcester Branch NAACP, relative to the establishment of a Residents' Advisory Commission which can formally petition the Worcester School Committee and to which the Worcester School Committee would be required to provide a response.

VIII. REPORT OF THE STANDING COMMITTEE –NONE

IX. PERSONNELACTION

- 0-1 The Superintendent has APPROVED the APPOINTMENT of the persons named below:

Candalino, Bonnie, Teacher, Special Education, Systemwide, MA+15, Step 8, \$78,904, effective January 2, 2020. Licensed: Moderate Disabilities PreK-8.*

Dionne, Anna, Teacher, Mathematics, Claremont, BA, Step 1, \$48,310, effective January 2, 2020. Licensed: Mathematics 5-8. *

Kashmanian, Cortney, Occupational Therapist, Special Education, Systemwide, MA, Step 1, \$54,650, effective January 2, 2020. Licensed: Occupational Therapist.*

Platzer, Christopher, Teacher, Automotive Technology, Technical, VL3, Step 8, \$77,489, effective January 2, 2020. Waiver: Automotive Technology – Chapter 74. *

Seeger, Katelynn, Teacher, Special Education, Woodland, MA, Step 3, \$61,091, effective January 6, 2020. Licensed: Moderate Disabilities PreK-8. *

**prorated*

- 0-2 The Superintendent has ACCEPTED the RESIGNATION of the persons named below:

McIntire, Adam, School Adjustment Counselor, Systemwide, effective January 3, 2020.

Thomas, Denelee, Teacher, Special Education, Systemwide, effective January 3, 2020.

- 0-3 The Superintendent has ACCEPTED the RETIREMENT of the persons named below:

Baker, Denise, Teacher, Special Education, Systemwide, effective December 31, 2019.

Mawson, David, Teacher, Social Studies, Doherty, effective December 31, 2019.

GENERAL BUSINESS (continued)

ACTION

gb #8-181.1 - Administration/Miss Biancheria/Miss McCullough/
Mr. Monfredo
(January 6, 2020)

Annex A 50 pages

Response of the Administration to the request to provide a copy of the report contained in the FY19 Budget, prepared by an outside consultant, regarding the feasibility of combining certain city and school departments.

gb #9-153.3 - Administration/Mr. Monfredo
(January 6, 2020)

Response of the Administration to the request to invite Tina Grosowsky, Project Coordinator for the Central Massachusetts Tobacco Free Community Partnership, to give a short presentation on the issue of vaping.

gb #9-195.7 - Administration/Miss Biancheria
(January 6, 2020)

Annex A 1 page

Response of the Administration to the following motion from the FY20 Budget:

500101-96000 Retirement

Request that the Administration consider adopting a city based comprehensive Early Retirement Program. Mr. O’Connell

gb #9-260.1 - Administration/Mr. Monfredo/Miss Biancheria/
Mr. Foley/Ms. McCullough/Mr. O’Connell
(January 6, 2020)

Annex A 23 pages

Response of the Administration to the request to provide an update on the mold problem at Columbus Park Preparatory Academy and indicate whether or not the City Health Department has provided any recommendations for remediation of this problem.

gb #0-7 - Administration
(December 18, 2019)

Annex A 1 page

To accept the College, Career and Technical Education Grant in the amount of \$15,000.

GENERAL BUSINESS (continued)

ACTION

gb #0-8 - Administration
(December 23, 2019)

To consider approval of the following donations:

- \$561.47 to Lake View Elementary School from the Boon Supply Fundraiser
- \$1,000.00 to Worcester Technical High School to be used for Unified Sports (specifically Josh Menard’s participation costs) from the Nashoba Regional School District Athletic Department on behalf of the Z-Murphy Scholarship Fund.
- \$2,845.08 from the Worcester Technical High School Homecoming account to the ALS Association in memory of Mr. Scanlon, history teacher at Worcester Technical High School
- \$186.40 from Box Top for Education to City View Discovery School
- \$142.65 from the Thorndyke Road School PTG to Thorndyke Road School
- \$300.00 from Penske to the South High Community School Diesel Tech Program
- \$27.00 from a donor to the Worcester Public Schools

gb #0-9 - Administration
(January 2, 2020)

Annex A 1 page

To accept the Increased Access to Quality Afterschool and Summer Learning Programs Grant in the amount of \$47,000.

gb #0-10 - Miss Biancheria/Mrs. Clancey/Mr. Foley/Ms. McCullough/
Mr. Monfredo
(January 3, 2020)

Request that the Administration and School Committee consider setting up a meeting in March 2020 with the Worcester Legislative Delegation.

GENERAL BUSINESS (continued)ACTION

gb #0-11 - Miss Biancheria/Mrs. Clancey/Mr. Foley/Ms. McCullough/
Mr. Monfredo
(January 3, 2020)

Request that the Administration provide an update on the district's evidence based three year plans that address persistent disparities in achievement among student subgroups to include the four areas outlined in the new law which must be submitted to DESE by April 1, 2020.

gb #0-12 - Ms. McCullough/Miss Biancheria/Mrs. Clancey/
Mr. Foley/Mr. Monfredo/Ms. Novick
(January 6, 2020)

Request that the Administration provide data for the last 7-10 years on the number of students in the WPS who have mastered a particular trade and succeeded in securing a position in it and review this data in an effort to provide additional opportunities for students interested in pursuing trades.

gb #0-13 - Administration
(January 6, 2020)

Annex A 1 page

To accept the Gateway City Grant for High Quality-Intensive ELL Programs in the amount of \$161,867.

gb #0-14 - Ms. Novick/Mrs. Clancey/Mr. Foley/Ms. McCullough/
Mr. Monfredo
(January 6, 2020)

Backup

To set dates to meet with the Student Advisory Committee at least every other month, as required by MGL Ch. 71, Sec. 38M.

gb #0-15 - Administration
(January 6, 2020)

Annex A 13 pages

To approve the final FY20 General Fund Budget in the amount of \$369,535,329, reflecting an increase of \$4,607,306 over the budget amount approved in June 2019, based on the final state budget and request that the School Committee appropriate these funds into the accounts in accordance with the attached backup.

GENERAL BUSINESS (continued)

ACTION

gb #0-16 - Administration
(January 6, 2020)

Annex A 1 page

To authorize the Administration to enter into a contract for the lease-purchase of special education school buses for a term of up to five years for the operation of student transportation for a contract term to begin in June 2020 as part of the five-year fleet replacement cycle of existing school buses.

gb #0-17 - Administration
(January 6, 2020)

Annex A 6 pages

To authorize the Administration to submit Statements of Interest to the Massachusetts School Building Authority for the following Accelerated Repair Projects for 2020:

Vernon Hill School	Boiler Replacement
Worcester Arts Magnet School	Roof Replacement

gb #0-18 - Mr. Monfredo/Miss Biancheria
(January 6, 2020)

Request that the Administration consider placing shades at the Burncoat Middle and Burncoat High schools' classrooms this school year due to the fact that the sun's rays may impact learning.

gb #0-19 - Mr. Monfredo/Miss Biancheria/Mrs. Clancey/Mr. Foley/
Ms. McCullough
(January 6, 2020)

Request that the Administration encourage the schools to incorporate studies in black history during February's "Black History Month."

gb #0-20 - Administration
(January 6, 2020)

Annex A 1 page

To accept the Gateway City Grant for High Quality-Intensive ELL Programs in the amount of \$72,133.

GENERAL BUSINESS (continued)

ACTION

gb #0-21 - Mr. Monfredo/Miss Biancheria/Mrs. Clancey/
Ms. McCullough
(January 6, 2020)

Annex A 2 pages

Request that the Administration encourage elementary students in grades 3-6 to participate in the 42nd Annual Valentine's Day contest, sponsored by the Worcester Historical Museum.

gb #0-22 - Mr. Monfredo/Miss Biancheria/Mrs. Clancey/Mr. Foley/
Ms. McCullough/Mayor Petty
(January 7, 2020)

To set a date to recognize Worcester Arts Magnet School for being one of one hundred schools in the country to be named as a National ESEA Distinguished School by the state education agency in Massachusetts for exceptional student achievement in 2019.

gb #0-23 - Ms. McCullough/Miss Biancheria/Mrs. Clancey/Mr. Foley/
Mr. Monfredo
(January 7, 2020)

To explore the use of Polycom devices that can be used during presentations, teacher meetings and other school functions/meetings in order to enhance communication with non English speakers.

gb #0-24 - Miss Biancheria/Mrs. Clancey/Ms. McCullough/
Mr. Monfredo/Ms. Novick
(January 7, 2020)

Request that the Administration forward a letter to the City Manager and City Council, on behalf of the School Committee, in favor of the Worcester Regional Transit Authority fare free transportation system which will greatly impact the students of the WPS.

gb #0-25 - Miss Biancheria/Mrs. Clancey/Ms. McCullough/
Mr. Monfredo
(January 7, 2020)

Request that the Administration provide a report first to the School Committee and then to the City Council indicating the benefits of the Worcester Regional Transit Authority's fare free transportation and provide such services to students in the Worcester Public Schools to include those on internships and Chapter 74 courses.

GENERAL BUSINESS (continued)ACTION

gb #0-26 - Ms. Novick/Mrs. Clancey/Mr. Foley/Ms. McCullough/
Mr. Monfredo
(January 8, 2020)

To accept and abide by the state School Committee Code of Ethics.

gb #0-27 - Mayor Petty/Mrs. Clancey/Mr. Foley/Ms. McCullough/
Mr. Monfredo/Ms. Novick
(January 8, 2020)

Request that the Administration interact with the Massachusetts Association of School Committees and schedule a retreat for the members of the Worcester School Committee to develop strategic goals and clear metrics for the committee.

gb #0-28 - Mayor Petty/Miss Biancheria/Mrs. Clancey/Mr. Foley/
Ms. McCullough/Mr. Monfredo/Ms. Novick
(January 8, 2020)

To create an Ad Hoc Subcommittee of the Worcester School Committee to consider changes to the school committee rules, meetings and agendas to make the work of the School Committee and our meetings more effective and better aligned with the focus on the strategic direction of the district. These changes should reflect best practices and address the recommendations included in the Department of Elementary and Secondary Education's report from 2017.

gb #0-29 - Mayor Petty/Mrs. Clancey/Mr. Foley/Ms. McCullough/
Mr. Monfredo/Ms. Novick
(January 8, 2020)

To charge the Standing Committee on Finance and Operations with the responsibility to develop and conduct public forums that will solicit community input for the planned expenditure of new funding for public education as required by the Commonwealth under the Student opportunity Act. It should also recommend to the school committee alternative means for soliciting community-based input for this funding.

GENERAL BUSINESS (continued)ACTION

gb #0-30 - Mayor Petty/Miss Biancheria/Mrs. Clancey/Mr. Foley/
Ms. McCullough/Mr. Monfredo/Ms. Novick
(January 8, 2020)

Request that the Standing Committee on School and Student Performance monitor the benchmarks and metrics for the district, and in particular the new investment under the Student Opportunity Act, to gauge the success of our work and to identify the challenges still facing the district.

gb #0-31 - Mayor Petty/Mrs. Clancey/Mr. Foley/Ms. McCullough/
Ms. Novick
(January 8, 2020)

Request that the Standing Committee on Teaching, Learning and Student Supports recommend a comprehensive, inclusive, evidenced-based sexual and health curriculum and an appropriate level of increased classroom time for health education to the school committee for the FY21 budget.

gb #0-32 - Mr. Foley/Mrs. Clancey/Ms. McCullough/Mr. Monfredo/
Ms. Novick
(January 8, 2020)

Request that the Administration, upon the successful implementation of MyStop, monitor the movement of public school buses, to have the administration report daily (or weekly) to the school committee on any morning and afternoon late bus delays or “no shows”. This information from both Durham and Worcester Public school operated buses should include the route number, the destination school, the total minutes each bus was late and any routes that were not run by Durham and/or were picked up by Worcester buses. This daily information should also include any driver shortages experienced. This information should also be posted daily (or weekly) on the Worcester Public Schools’ website.

gb #0-33 - Mr. Foley/Mrs. Clancey/Ms. McCullough/Mr. Monfredo/
Ms. Novick
(January 8, 2020)

To include a standing item for “Transportation Update” at each Finance and Operations committee meeting with information provided regarding the problems facing student transportation and improvements experienced.

GENERAL BUSINESS (continued)

ACTION

gb #0-34 - Administration
(January 8, 2020)

Annex A 1 page

To accept the Alternative ELE Programs Grant in the amount of \$90,000.

gb #0-35 Mr. Monfredo/Miss Biancheria/Mrs. Clancey/Mr. Foley/
Ms. McCullough/Ms. Novick
(January 8, 2020)

Request that the Administration provide an update on the Dual Language expansion initiative made possible through grants awarded to the Worcester Public Schools.

XI. EXECUTIVE SESSION

gb #0-36 - Administration
(January 9, 2020)

To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the governmental body, to conduct strategy sessions in preparation for negotiations with nonunion personnel, to conduct collective bargaining sessions or contract negotiations with nonunion personnel.

XII. ADJOURNMENT

Helen A. Friel, Ed.D.
Clerk of the School Committee

III. APPROVAL OF RECORDS
Clerk
(January 10, 2020)

ITEM - aor #0-1
S.C. MEETING - 1-16-20

ITEM:

To consider approval of the Minutes of the School Committee Meeting of Thursday, December 16, 2019.

PRIOR ACTION:

BACKUP:

Annex A (14 pages) contains a copy of the School Committee Minutes of Thursday, December 16, 2019.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve.

IN SCHOOL COMMITTEE
Worcester, Massachusetts
Thursday, December 19, 2019
Agenda #22

The School Committee of the Worcester Public Schools met in Open Session at 6:10 p.m. in the Council Chamber at City Hall on Thursday, December 19, 2019.

There were present at the Call to Order:

Miss Biancheria, Ms. Colorio, , Mr. Foley, Miss McCullough, Mr. Monfredo and

There were absent: Mr. Comparetto and Mayor Petty

Mayor Petty arrived at 6:12 p.m.

It was moved to recess to Executive Session to discuss:

1. gb #9-421 - Administration Executive Session
(December 11, 2019)

To discuss strategy with respect to litigation for a Worker's Compensation for a School Bus Driver, if an open meeting may have a detrimental effect on the litigating position of the School Committee and the chair so declares.

To discuss strategy with respect to litigation for a Worker's Compensation for a Facilities Coordinator, if an open meeting may have a detrimental effect on the litigating position of the School Committee and the chair so declares.

To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares
-Contractual Arbitration - Instructional Assistant/Educational Association of Worcester.

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 – Janie Lanza Vowles, Personal Representative Estate of Suzanne F. Miville v. Worcester Public Schools, MCAD Docket No. 1785CV00162

On a roll call, the vote was as follows:

For the motion: Miss Biancheria, Ms. Colorio,
Mr. Foley, Miss McCullough,
Mr. Monfredo, 5

Against the motion: 0

Absent: Mr. Comparetto and Mayor Petty $\frac{2}{7}$

The motion carried.

The School Committee recessed to Executive Session from 6:10 p.m. to 6:50 p.m.

The School Committee reconvened in Open Session at 7:00 p.m.

There were present at the second Call to Order:

Miss Biancheria, Ms. Colorio, Mr. Comparetto, Mr. Foley, Miss McCullough, Mr. Monfredo and Mayor Petty

The invocation was given by Reverend Richard Trainor of the Blessed Sacrament Church.

The Pledge of Allegiance was offered and the National Anthem sung by the Madrigals from Doherty Memorial High School.

2. APPROVAL OF RECORDS

aor #9-25 - Clerk
(December 11, 2019)

To consider approval of the Minutes of the School Committee Meeting of Thursday, December 5, 2019.

Minutes/
approval of

It was moved and voice voted to approve the Minutes of the School Committee Meeting of Thursday, December 5, 2019.

aor #9-26 - Clerk
(December 11 30, 2019)

Executive Session
Minutes/
approval of

To consider approval of the Executive Session Minutes of January 21, 2016, February 25, 2016, April 7, 2016, April 28, 2016, November 17, 2016, August 29, 2017, January 18, 2018, February 1, 2018, April 5, 2018, August 23, 2018, March 21, 2019 and April 4, 2019.

It was moved and voice voted to approve the Executive Session Minutes of January 21, 2016, February 25, 2016, April 7, 2016, April 28, 2016, November 17, 2016, August 29, 2017, January 18, 2018, February 1, 2018, April 5, 2018, August 23, 2018, March 21, 2019 and April 4, 2019.

3. IMMEDIATE ACTION

gb #9-396.1 - Administration/Administration
(December 6, 2019)

Recognition/
Dante Comparetto

To recognize Dante Comparetto for his years of dedicated service to the Worcester Public Schools.

gb #9-398.1 - Administration/Administration
(December 6, 2019)

Recognition/held

To recognize Senator Harriette Chandler for having received the 2019 Outstanding Woman State Legislator Supporting the Arts Award.

gb #9-412 - Administration
(December 11, 2019)

Student
Representatives

To consider input from the School Committee's student representatives.

It was moved and voice vote to file the item.

Report of the
Superintendent/
Mid-Cycle Report

4. REPORT OF THE SUPERINTENDENT

ros #9-16 - Administration
(December 11, 2019)

**SUPERINTENDENT'S MID-CYCLE REPORT BASED ON
HER GOALS**

Superintendent Binienda presented an excellent PowerPoint relative to her Mid-Cycle Report based on her Goals and received positive feedback from the School Committee. She stated that the Summative Evaluation will take place in July 2020.

Mr. Monfredo made the following suggestions:

- improve the High Quality Teaching and Learning (HQTL) frameworks
- provide an update on the use of the districts' Stabilization Team and
- provide feedback from teachers regarding the Culturally Responsive Classroom Instruction.

Mr. Foley suggested that:

- the performance goals include more levels of metrics and benchmarks for the for FY21 evaluation process.
- emphasis be placed on outcomes more than just input to understand more fully student performance.
- student data be broken down by category, to include but not limited to, income level, class level, race and ethnicity to better understand the successes and challenges the system faces to be able to direct the additional monies from the state properly.

Miss McCullough requested more information on science across the elementary level by the end of the school year.

Mayor Petty suggested that the School Committee have a retreat to discuss the Superintendent's goals for 2020-21 and also invite MASC Executive Director Glen Koocher to discuss the proposed additional monies for 2020-21.

Mr. Foley suggested that three Community Meetings be held in February to discuss the allotment of the proposed additional funding.

5. REPORT OF THE STANDING COMMITTEE

The Standing Committee on Governance and Employee Issues met on Thursday, December 19, 2019 at 5:00 p.m. in the Esther Howland South Chamber at City Hall.

gb #8-153.2 - Administration/Administration (June 11, 2018)

Strategic Plan

To discuss the proposed Strategic Plan.

It was moved and voice voted to file the item.

gb #8-204 - Mr. Comparetto/Miss McCullough/Mr. Monfredo (June 13, 2018)

Development Specialist/
consider creating

Request that the Administration consider creating a Development Specialist position to help raise much needed funding for the Worcester Public Schools.

It was moved and voice voted to file the item.

gb #8-301.1 - Administration/Mr. O'Connell/Miss Biancheria/Mr. Comparetto/Mr. Foley/Miss McCullough/Mr. Monfredo (October 23, 2018)

Homeschool/
educational plan
approval process

Response of the Administration to the request to provide an update on the education plan approval process for homeschooled children and specify when the process will be completed for the current academic year, including an update on plans to expedite the process to assure its rapid and efficient completion for 2019-20.

It was moved and voice voted to file the item.

Policy/GCA

gb #9-42 - Mr. O'Connell/Miss Biancheria/Mr. Comparetto/Miss McCullough/Mr. Monfredo (January 30, 2019)

To establish a practice and procedure for expeditious compliance with School Committee Policy GCA ("All professional staff positions in the school system will be created initially by the Superintendent and approved by the School Committee.")

It was moved and voice voted to file the item.

Racial Equity/hire a consultant

gb #9-109 - Mr. Comparetto (March 13, 2019)

Request that the Administration consider hiring a consultant to study racial equity in the Worcester Public Schools.

It was moved and voice voted to file the item.

City Charter/consider updating

gb #9-132 - Mr. Comparetto (March 27, 2019)

Request that the City consider updating the City Charter by creating district School Committee seats.

It was moved and voice voted to file the item.

(Consider the gb #9-273 and gb #9-274 together)

Policy/cellphones in San Mateo California

gb #9-273 - Mr. O'Connell/Miss Biancheria/Mr. Monfredo (August 23, 2019)

To review the newly established policy and practice of San Mateo (California) High School, based on a successful pilot project, of prohibiting use of cellphones in school by students during the academic day.

Policy/cellphone in Crestwood Ohio

gb #9-274 - Mr. O'Connell/Miss Biancheria/Mr. Monfredo (August 23, 2019)

To review the newly established policy and practice of the Crestwood (Ohio) Local School District which prohibits use of cellphones in schools by students except before and after school, at extracurricular activities and at school-related lunches.

Mr. Monfredo made the following motion:

Request that the Administration provide any potential changes from the principals for the cell phone policy by April 2020.

On a voice vote the motion was approved.

It was moved and voice voted to file gb #9-273 and gb #9-274.

gb #9-323 - Administration (September 24, 2019)

Policy/Alcohol, Tobacco
and Drug Use by
Students

To consider amendments to the current Alcohol, Tobacco and Drug Use by Students Prohibited Policy as contained in both the Student Handbook and the Policy Manual.

On a roll call of 3-0, the item was approved.

gb #9-325 - Administration (October 4, 2019)

Policy/JBB-Educational
Equity

To consider approval of the MASC Policy JBB – Educational Equity to be included in the Policy Manual.

Mr. Monfredo made the following motion:

Request that the Alcohol, Tobacco and Drug Use by Students Prohibited Policy be approved as amended.

On a roll call of 3-0, the policy as amended was approved.

gb #9-350 - Miss McCullough/Mr. Foley/Mr. Monfredo (October 14, 2019)

Policy Forums

Request that the School Committee work with the Clerk of the School Committee to determine 3 or 4 dates in 2020 for policy forums/conversations that will be open to the community.

It was moved and voice voted to file the item.

Policies/approval
of

gb #9-377 - Administration (November 7, 2019)

To consider approval of the following MASC Policies:

- JB – Equal Educational Opportunities
- JFABD - Homeless Students: Enrollment Rights And Services
- JFABE - Educational Opportunities For Military Children
- JFABF - Educational Opportunities For Children In Foster Care

Mr. Monfredo made the following motion:

Request that MASC Policies JB, JFABD, JFABE and JFABF be approved.

On a roll call of 3-0, the item was approved.

6. **SCHOOL COMMITTEE ACTION**

The School Committee approved the action of the Standing Committee on Governance and Employee Issues as stated.

7. **PERSONNEL**

Appointments

9-65

The Superintendent has APPROVED the APPOINTMENT of the persons named below:

Boucher, Raymond, Teacher, Biology, Technical, BA, Step 2, \$50,945, effective December 9, 2019. Licensed: Biology 8-12.*

Gonzalez, Margarita, Teacher, Bilingual-Special Education, Chandler Magnet, DOC, Step 8, \$89,312, effective December 10, 2019. Licensed: Special Needs N-9.*

Graham, Kaitlyn, Teacher, Special Education, St. Casimir's, MA, Step 5, \$66,372 + alternative stipend of \$4,831, effective December 9, 2019. Licensed: Moderate Disabilities PreK-8.*

Jillson, Cailin, Teacher, Special Education, Systemwide, MA, Step 2, \$57,286, effective December 2, 2019. Licensed: Deaf and Hard of Hearing – all levels.*

McNamara, Meaghan, Teacher, Special Education-Kindergarten, Nelson Place, BA +15, Step 3, \$57,213, effective December 2, 2019. Licensed: Moderate Disabilities PreK-8.*

O'Harra, Christopher, Teacher, Culinary Arts, Technical, VL3, Step 1, \$54,650, effective December 2, 2019. Waiver: Culinary Arts - Chapter 74. *

Zick, Laura, Teacher, Special Education, Nelson Place, MA, Step 8, \$77,489, effective December 9, 2019. Waiver: Moderate Disabilities PreK-8.*

**prorated*

- | | | |
|------|---|--|
| 9-66 | The Superintendent has ACCEPTED the RESIGNATION of the person named below:

Dufault, Kara, Teacher, Special Education, Nelson Place, effective December 6, 2019. | Resignation |
| 9-67 | The Superintendent has ACCEPTED the RETIREMENT of the persons named below:

Habib, Zorita, Teacher, Special Education, Systemwide, effective December 15, 2019.

Perlman, Lisa, Teacher, Elementary, Belmont, effective December 17, 2019.
Ryan, Patricia, Teacher, English, Sullivan, effective December 1, 2019. | Retirements |
| 9-68 | The Superintendent has APPROVED the LEAVE OF ABSENCE of the persons named below:

Fahl, Andrea, Teacher, Elementary - 4 th Prep, Norrback, December 5, 2019 – June 30, 2020.

Rapp, Elizabeth, Teacher, Elementary, Chandler Elementary, December 2, 2019 – June 30, 2020. | Leaves of Absence |
| 9-69 | The Superintendent has APPOINTED the person named below to the position of Cafeteria Substitute Helper, permanent/intermittent at a salary of \$14.00 per hour, from Civil Service List #319-044, effective as shown:

Balkishun, Karishma | Appointment/
Cafeteria Substitute
Helper |

12/9/19

GENERAL BUSINESS

- | | | |
|---|-----|--|
| Programs/
afterschool and
out of school | 8. | <p><u>gb #9-144.1</u> - Administration/Mr. Comparetto
(December 5, 2019)</p> <p>Response of the Administration to the request to provide a report on after school and out of school programming to include, but not be limited to, attendance and results.</p> <p>It was moved and voice voted to file the item.</p> |
| Policy/pick-up
and drop-off | 9 | <p><u>gb #9-226.1</u> - Administration/Miss McCullough/
Miss Biancheria/Mr. Monfredo/
Mr. O'Connell
(November 11, 2019)</p> <p>Response of the Administration to the request to review pick-up and drop-off policies for all schools to ensure student safety and smooth traffic flow.</p> <p>Miss McCullough suggested that the Administration encourage students at Belmont Street Community School to use the footbridge and not cross the very busy road.</p> <p>It was moved and voice voted to file the item.</p> |
| Cursive Writing | 10. | <p><u>gb #9-227.3</u> - Administration/Mr. Monfredo
(November 27, 2019)</p> <p>Response of the Administration to the request to provide a report on the system's plan to continue teaching cursive writing in grades 4 and 5.</p> <p>Mr. Monfredo made the following motion:</p> <p>Request that the Administration forward a letter to principals encouraging them to use cursive writing in the Language Arts period.</p> <p>On a voice vote, the motion was approved.</p> <p>It was moved and voice voted to file the item.</p> |

11. gb #9-413 - Administration
(December 4, 2019) Prior Fiscal Year
Payment/teacher
- To approve a prior fiscal year payment in the amount of \$1,144.18 to a teacher.
- On a voice vote, the motion was approved.
- On a roll call, the vote was as follows:
- For the motion: Miss Biancheria, Ms. Colorio,
Mr. Foley, Miss McCullough,
Mr. Monfredo, Mayor Petty 6
- Against the motion: 0
- Absent: Mr. Comparetto $\frac{1}{7}$
- The motion carried.
12. gb #9-414 - Administration
(December 4, 2019) Prior Fiscal Year
Payment/MicroNet
Associates, Inc.
- To approve a prior fiscal year payment in the amount of \$625.00 to MicroNet Associates, Inc.
- On a voice vote, the motion was approved.
- On a roll call, the vote was as follows:
- For the motion: Miss Biancheria, Ms. Colorio,
Mr. Foley, Miss McCullough,
Mr. Monfredo, Mayor Petty 6
- Against the motion: 0
- Absent: Mr. Comparetto $\frac{1}{7}$
- The motion carried.

Donations

13. gb #9-415 - Administration
(December 4, 2019)

To consider approval of the following donations:

- \$380.00 from Dogfather Vending, LLC to Worcester Technical High School
- \$100.00 from donors to the George & Marie Maloney Scholarship Fund
- \$100.00 from 495 Truck Center to City View School
- \$27.00 from a donor to the Worcester Public Schools

On a voice vote, the motion was approved.

On a roll call, the vote was as follows:

For the motion: Miss Biancheria, Ms. Colorio,
Mr. Foley, Miss McCullough,
Mr. Monfredo, Mayor Petty 6

Against the motion: 0

Absent: Mr. Comparetto $\frac{1}{7}$

The motion carried.

RESPECTfully/
incorporate into
the Sex Ed
Curriculum

14. gb #9-416 - Miss McCullough/Mr. Foley/
Mr. Monfredo
(December 4, 2019)

Request that the Administration consider incorporating the campaign entitled "RESPECTfully" when the Sex Ed Curriculum is established.

It was moved and voice voted to refer the item to the Standing Committee on Teaching, Learning and Student Supports.

15. gb #9-417 - Miss Biancheria/Mr. Foley/
Miss McCullough/Mr. Monfredo
(December 10, 2019) Brian A. O'Connell
Tribute/form a
committee for

Request that the Administration consider forming a Committee consisting of School Committee administrators, staff and a representative from the Mayor's office to discuss plans to initiate a fitting tribute and dedication to Brian A. O'Connell, an outstanding former member of the School Committee who served from 1983 to 2019.

The Mayor appointed Dr. Friel to work with him on a fitting tribute to Mr. O'Connell

It was moved and voice voted to refer the item to the Administration.

16. gb #9-418 - Administration Outstanding Items and
Motions
(December 11, 2019)

To consider filing a list of outstanding General Business items or motions.

It was moved and voice voted to accept and file the list of outstanding items and motions.

17. gb #9-419 - Administration Prior Fiscal Year
Payment/teacher
(December 11, 2019)

To approve a prior fiscal year payment in the amount of \$1,323.00 to a teacher.

On a voice vote, the motion was approved.

On a roll call, the vote was as follows:

For the motion: Miss Biancheria, Ms. Colorio, Mr. Foley, Miss McCullough, Mr. Monfredo, Mayor Petty	6
---	---

Against the motion:	0
---------------------	---

Absent: Mr. Comparetto	$\frac{1}{7}$
------------------------	---------------

The motion carried.

Recognition/set date 18. gb #9-420 - Administration
(December 11, 2019)

To set a date to recognize Susan Gallagher, Special Education Department Head of Intervention Services, for having achieved a Meritorious Instructor status from the Crisis Prevention Institute (CPI).

It was moved and voice voted to set the date of Thursday, January 16, 2019.

The meeting adjourned at 8:30 p.m.

Helen A. Friel, Ed.D.
Clerk of the School Committee

III. APPROVAL OF RECORDS
Clerk
(January 10, 2020)

ITEM - aor #0-2
S.C. MEETING - 1-16-20

ITEM:

To consider approval of the Minutes of the School Committee Meeting of Thursday, January 2, 2020 Agenda 1 - Straw Vote for the Vice-Chairperson and Seating Order.

PRIOR ACTION:

BACKUP:

Annex A (1 page) contains a copy of the School Committee Agenda 1 -Straw Vote Minutes of Thursday, January 2, 2020.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve.

IN SCHOOL COMMITTEE
Worcester, Massachusetts
Tuesday, January 2, 2020
Agenda #1

The School Committee met in a special meeting at 4:50 p.m. in the Blair Room at Mechanics Hall, January 2, 2020.

There were present at the Call to Order:

Miss Biancheria, Mrs. Clancey, Mr. Foley,
Ms. McCullough, Mr. Monfredo, Ms. O'Connell-Novick
and Mayor Petty

GENERAL BUSINESS

Vice-Chairperson/
informal straw
vote/Mr. Foley

- 1. qb #0-1 - Clerk
(December 26, 2019)

To take an informal straw vote of the School Committee Elect to determine the Vice-Chairperson for 2018.

Mr. Foley was selected, by straw vote, to serve as the Vice-Chairperson of the Worcester School Committee for 2020.

Seating Order/
School Committee

- 2. qb #0-2 - Clerk
(December 26, 2019)

To select the seating order of the 2020-21 Worcester School Committee.

M A Y O R

Ms. McCullough S E A T 4
Mrs. Clancey S E A T 5
Miss Biancheria S E A T 6

Mr. Foley S E A T 1
Ms. O-Connell Novick S E A T 2
Mr. Monfredo S E A T 3

The meeting adjourned at 4:55 p.m.

Helen A. Friel, Ed.D.
Clerk of the School Committee

III. APPROVAL OF RECORDS
Clerk
(January 10, 2020)

ITEM - aor #0-3
S.C. MEETING - 1-16-20

ITEM:

To consider approval of the Minutes of the School Committee Meeting of Thursday, January 2, 2020 Agenda 2 - Inauguration.

PRIOR ACTION:

BACKUP:

Annex A (6 pages) contains a copy of the School Committee Agenda 2 - Inauguration Minutes of Thursday, January 2, 2020.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve.

IN SCHOOL COMMITTEE
 Worcester, Massachusetts
 Tuesday, January 2, 2020
 Agenda #2

The School Committee met with the City Council for the purpose of Inaugural Ceremonies at 5:35 p.m. at Mechanics Hall on Tuesday, January 2, 2020.

GENERAL BUSINESS

Inaugural
 Ceremonies

1. gb #0-3 - Clerk
 (December 26, 2019)

Inaugural Ceremonies

The program for the Inaugural Ceremonies is contained in Annex A and the actions are as follows:

1. The Oath of Office was administered to the City Council and the School Committee by the Honorable Timothy M. Bibaud, U.S. District Court.
2. By a roll call by Dr. Helen A. Friel, Mr. Foley was unanimously elected as the Vice-Chairman of the School Committee for 2020.
3. The Oath of Office was administered to the Vice-Chairs of the City Council and School Committee by the Honorable Timothy M. Bibaud, U.S. District Court to:
 - Donna M. Colorio - Vice-Chairman of the City Council
 - John L. Foley - Vice-Chairman of the School Committee for 2020
4. The Oath of Office was administered to Mayor Joseph M. Petty by the Honorable Timothy M. Bibaud, U.S. District Court.

Vice-Chairperson/
election of/2020/
Mr. Foley

2. gb #0-4 - Clerk
(December 26, 2019)

Election of the Vice-Chairperson of the School
Committee for 2020.

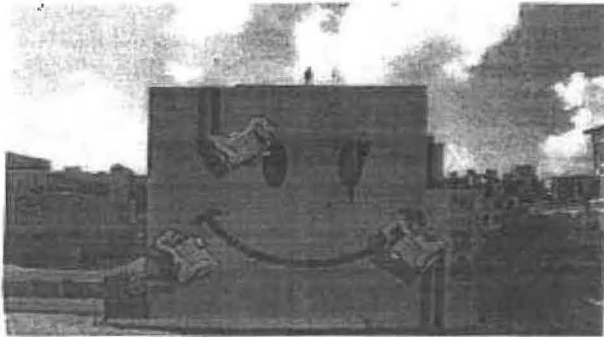
On a roll call vote, John L. Foley was unanimously
elected as Vice-Chairman of the School Committee
for 2020.

The meeting adjourned at 6:45 p.m.

Helen A. Friel, Ed.D.
Clerk of the School Committee



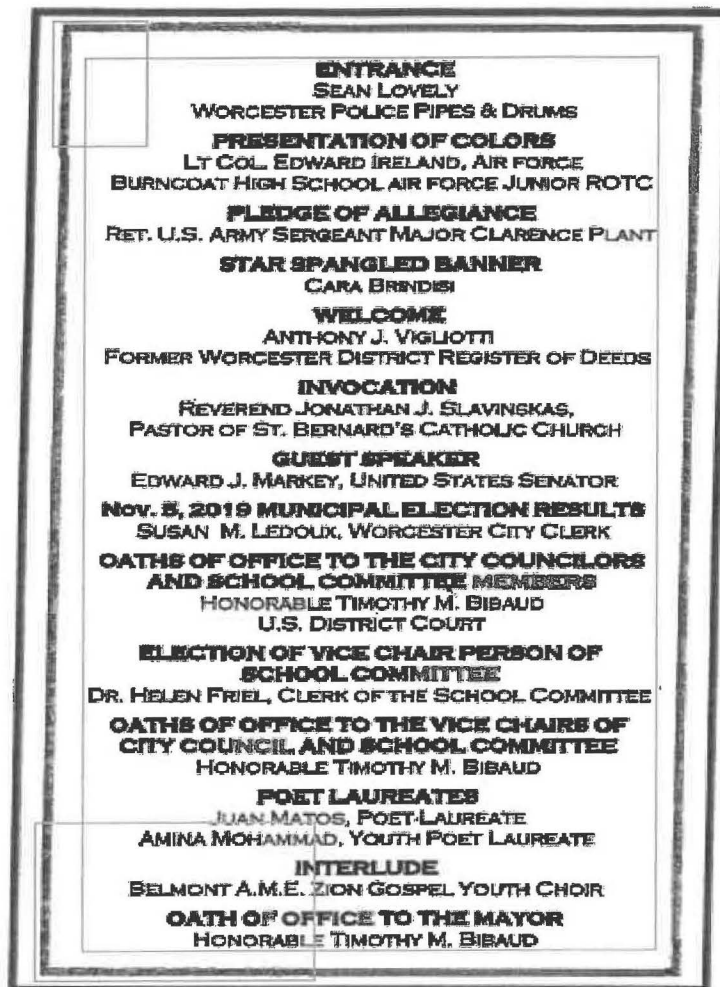
**CITY OF WORCESTER
INAUGURAL EXERCISES
THURSDAY, JANUARY 2, 2020
MECHANICS HALL**



**EMPOWERING WORCESTER
THROUGH ART**

**SINCE ITS INCEPTION IN 2016, POW!
WOW! WORCESTER HAS CURATED OVER
130 PIECES OF PUBLIC ART, AND NOW
MAINTAINS THE LARGEST COLLECTION OF
MURALS IN NEW ENGLAND.**





INAUGURAL ADDRESS

HONORABLE JOSEPH M. PETTY

CLOSING PRAYER

REVEREND CLYDE D. TALLEY
BELMONT A.M.E. ZION CHURCH

RETIRING/RECOVERY OF THE COLORS

BURNCOAT HIGH SCHOOL AIR FORCE JUNIOR ROTC

AMERICAN SIGN LANGUAGE INTERPRETERS

JUDY FREEDMAN FASK & NOELLE LOBO

☆☆☆☆☆☆☆☆

**BURNCOAT HIGH SCHOOL AIR FORCE
JUNIOR ROTC**

JOEL VELEZ, AUSTIN MARTIN,
BEN LAPIDUS, JOSH LAPIDUS

BELMONT A.M.E. ZION GOSPEL YOUTH CHOIR

MINISTER OF MUSIC

MELISSA MANIGAULT

CHOIR DIRECTOR:

RANE' BRACEY-WESTBROOK

CHOIR MEMBERS:

JOANNE CALLENDER, KARENA FIELDS'

SHAENNA HOLMES, PAT HOMANS,

DANA KELLY, JR., HERMORNE MCCONNER,

JENNIFER MOSS, TYASIA MOSS'

JEN ROSS, YOLANDA SMITH,

REV. CLYDE D. TALLEY, BARBARA WARD

BASS PLAYER

MONROE PITTMAN

☆☆☆☆☆☆☆☆

IMMEDIATELY FOLLOWING THE CEREMONY
A RECEPTION SPONSORED BY MAYOR PETTY,
MEMBERS OF THE CITY COUNCIL AND SCHOOL
COMMITTEE WILL BE HELD IN WASHBURN HALL.

CATERED BY THE FLYING RHINO CAFÉ

BURNCOAT HIGH SCHOOL JAZZ ENSEMBLE



MAYOR

HONORABLE JOSEPH M. PETTY

CITY COUNCILORS

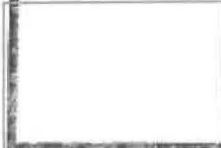
**MORRIS A. BERGMAN, DONNA M. COLORIO,
KHRYSTIAN E. KING, CANDY F. MERO-
CARLSON, SARAI RIVERA, SEAN M. ROSE,
GARY ROSEN, GEORGE J. RUSSELL,
KATE TOOMEY, MATTHEW E. WALLY**



SCHOOL COMMITTEE

**DIANNA L. BIANCHERIA, LAURA CLANCEY,
JACK L. FOLEY, MOLLY O. MCCULLOUGH,
JOHN F. MONFREDO, TRACY O'CONNELL,
NOVICK**

THANK YOU TO OUR GENEROUS SPONSORS!



RICHARD HALL

III. APPROVAL OF RECORDS
Clerk
(January 10, 2020)

ITEM - aor #0-4
S.C. MEETING - 1-16-20

ITEM:

To consider approval of the Minutes of the School Committee Meeting of Thursday, January 2, 2020 Agenda 3 - Acceptance of Rules.

PRIOR ACTION:

BACKUP:

Annex A (1 pages) contains a copy of the School Committee Agenda 3 Acceptance of Rules Minutes of Thursday, January 2, 2020.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve.

IN SCHOOL COMMITTEE
Worcester, Massachusetts
Tuesday, January 2, 2020
Agenda #3

The School Committee of the Worcester Public Schools met in Open Session at 6:50 p.m. in Mechanics Hall on Tuesday, January 2, 2020.

There were present at the Call to Order:

Miss Biancheria, Mrs. Clancey, Mr. Foley,
Ms. McCullough, Mr. Monfredo, Ms. O'Connell-Novick
and Mayor Petty

GENERAL BUSINESS

Policies, By-laws
and Rules of the
School
Committee/
acceptance of

- 1. gb #0-5 - Clerk
(December 26, 2019)

To accept the policies, by-laws and rules of the previous School Committee, such policies, by-laws and rules to be in force until changes are effected as required by Rule 9368.13.

It was moved to approve the item.

On a roll call, the vote was as follows:

For the motion: Miss Biancheria, Mrs. Clancey, Mr. Foley, Ms. McCullough, Mr. Monfredo, Ms. Novick Mayor Petty	7
---	---

Against the motion:	$\frac{0}{7}$
---------------------	---------------

The motion carried.

The meeting adjourned at 8:45 p.m.

Helen A. Friel, Ed.D.
Clerk of the School Committee

VI. REPORT OF THE SUPERINTENDENT
Administration
(January 10, 2020)

ITEM - ros #0-1
S.C. MEETING - 1-16-20

ITEM:

UPDATE ON THE CONSTRUCTION OF THE NEW SOUTH HIGH COMMUNITY
SCHOOL

PRIOR ACTION:

BACKUP:

Annex A (9 pages) contains a copy of information regarding the item.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Accept and file.

Meeting Agenda | School Committee Update

1.16.2020

Agenda Items:

- Schedule update
- 3D fly-through video (approximately 8-10 minutes)
- Recent photos of building construction (approximately 5-8 minutes)

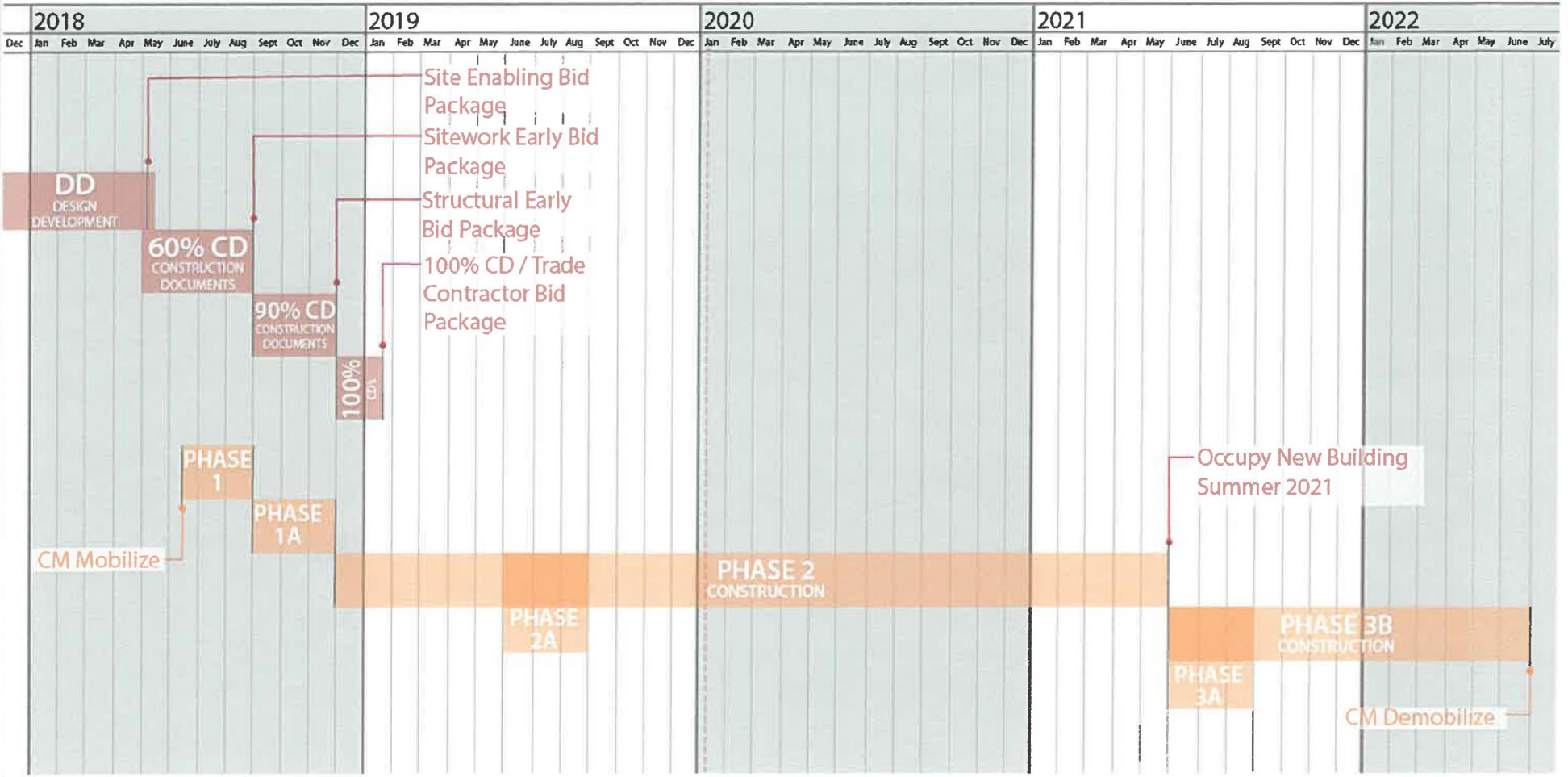
I:\PROJECTS\2016\1611-South High School\MINUTES\1611MO School Committee Update Agenda

**SOUTH HIGH
COLONELS**



LAMOUREUX • PAGANO
ARCHITECTS PROJECT MANAGERS

PROJECT SCHEDULE



SITE DRONE FOOTAGE



PROPOSED AERIAL VIEW FROM SOUTH



EXISTING AERIAL VIEW FROM SOUTH



CONSTRUCTION PHOTOS



CONSTRUCTION PHOTOS



CONSTRUCTION PHOTOS



CONSTRUCTION PHOTOS



VII. COMMUNICATION & PETITION
Clerk
(January 2, 2020)

ITEM - c&p #0-1
S.C. MEETING - 1-16-20

ITEM:

To consider a communication from Gordon T. Davis, Chair of the Education Committee, Worcester Branch NAACP, relative to a policy regarding clear and uniform districtwide standards for suspensions.

PRIOR ACTION:

BACKUP: The Worcester NAACP petitions the Worcester School Committee for a policy of citywide uniform standards for suspensions. This includes no suspension for grades K through 3 and not more than 1 day suspension for non-drug and non-violent suspensions.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Referred to the Standing Committee on Governance and Employee Issues.

VII. COMMUNICATION & PETITION
Clerk
(January 2, 2020)

ITEM - c&p #0-2
S.C. MEETING - 1-16-20

ITEM:

To consider a communication from Gordon T. Davis, Chair of the Education Committee, Worcester Branch NAACP, relative to a uniform districtwide policy on age appropriate touching.

PRIOR ACTION:

BACKUP: The Worcester NAACP petitions the Worcester School Committee to establish a policy of a clearly defined and age appropriate districtwide standard for inappropriate touching.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Referred to the Standing Committee on Governance and Employee Issues.

VII. COMMUNICATION & PETITION
Clerk
(January 2, 2020)

ITEM - c&p #0-3
S.C. MEETING - 1-16-20

ITEM:

To consider a communication from Gordon T. Davis, Chair of the Education Committee, Worcester Branch NAACP, relative to a policy of an adequate number of counselors and teachers.

PRIOR ACTION:

BACKUP: The Worcester NAACP petitions the Worcester School Committee to establish a policy of maintaining an adequate number of counselors and teachers especially for the support of children who have experienced trauma. The adequacy shall be determined by objective standards and results.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Referred to the Standing Committee on Governance and Employee Issues.

VII. COMMUNICATION & PETITION
Clerk
(January 2, 2020)

ITEM - c&p #0-4
S.C. MEETING - 1-16-20

ITEM:

To consider a communication from Gordon T. Davis, Chair of the Education Committee, Worcester Branch NAACP, relative to a clear and uniform policy for the Worcester School District regarding emergency removals that do not have a racially adverse impact.

PRIOR ACTION:

BACKUP: The Worcester NAACP petitions the Worcester School Committee to establish a policy of emergency removals that do not have a racially adverse disparate impact.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Referred to the Standing Committee on Governance and Employee Issues.

VII. COMMUNICATION & PETITION
Clerk
(January 2, 2020)

ITEM - c&p #0-5
S.C. MEETING - 1-16-20

ITEM:

To consider a communication from Gordon T. Davis, Chair of the Education Committee, Worcester Branch NAACP, relative to the establishment of a Residents' Advisory Commission which can formally petition the Worcester School Committee and to which the Worcester School Committee would be required to provide a response.

PRIOR ACTION:

BACKUP: The Worcester NAACP and others petition the Worcester School Committee to establish a Residents Advisory Commission which would be authorized to petition the Worcester School Committee and the Worcester School Committee would be required to respond.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Referred to the Standing Committee on Governance and Employee Issues.

X. GENERAL BUSINESS
Administration/Miss Biancheria/
Miss McCullough/Mr. Monfredo
(January 6, 2020)

CURRENT ITEM - gb #8-181.1
S.C. MEETING - 1-16-20

1ST ITEM gb #8-181 S.C.MTG. 6-7-18
2ND ITEM gb #8-181.1 S.C.MTG. 1-16-20

ITEM:

Response of the Administration to the request to provide a copy of the report contained in the FY19 Budget, prepared by an outside consultant, regarding the feasibility of combining certain city and school departments.

ORIGINAL ITEM: Miss Biancheria/Miss McCullough/Mr. Monfredo
(May 30, 2018)

Request that the Administration provide a copy of the report contained in the FY19 Budget, prepared by an outside consultant, regarding the feasibility of combining certain city and school departments.

PRIOR ACTION:

6-7-18 - Referred to the Administration.

BACKUP:

Annex A (50 pages) contains a copy of the Administration response to the item.

RECOMMENDATION OF MAKER:

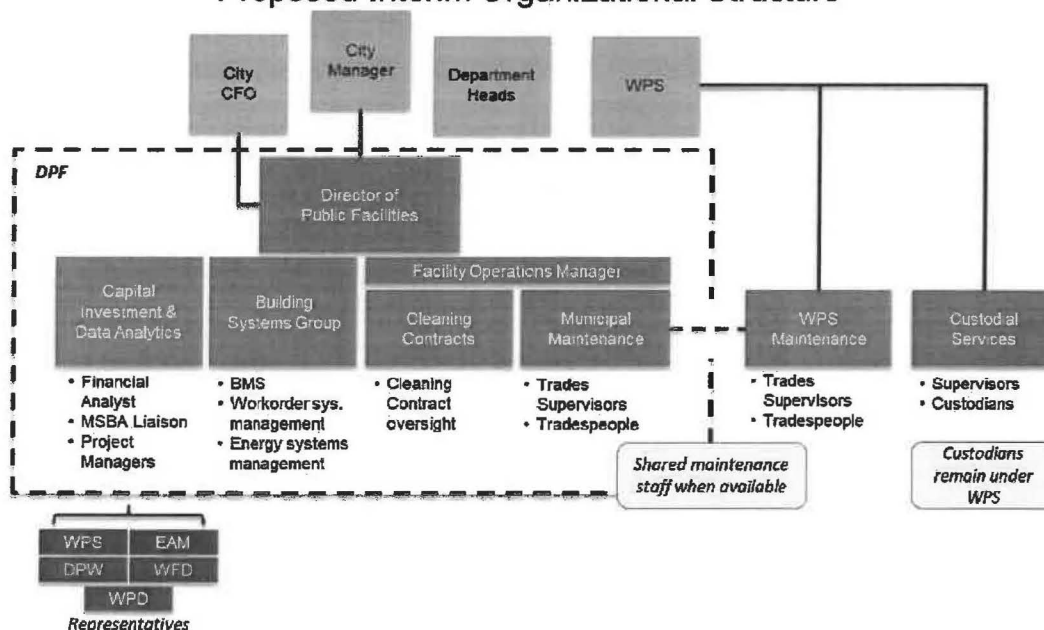
RECOMMENDATION OF ADMINISTRATION:

Accept and file.

The Worcester Public Schools Administration continues to work with the City Manager and City Administration and their consultant, The Ripples Group, to explore the feasibility of combining facilities maintenance functions between the City and School Departments. Attached is the September 2019 Report from the Ripples Group and City Manager as presented to the City Council.

In summary, the City Manager intends to create a Department of Sustainability and Resilience in the FY21 City of Worcester Budget and begin the consolidate city-side facilities operations. The proposed interim public buildings structure as contained on page 34 of The Ripples Group Report, with WPS Administration input and feedback, illustrates the following:

Worcester – Department of Public Facilities (DPF) Proposed Interim Organizational Structure



This interim structure would have WPS skilled trades staff and City of Worcester (COW) skilled trades staff be shared as needed and as available but would remain separate under the WPS and COW, respectively. All custodial services would remain solely under the WPS.

An important element of the report’s recommendation (on page 36) is to develop a citywide capital investment prioritization scheme and management process. This coordination should assist the allocation of funds to address the deferred maintenance in both school and public buildings in the city.

The WPS Administration will continue to collaborate with the City Administration and The Ripples Group in a phased approach that allows for shared services and coordinated support of school and public building maintenance within the city.



Edward M. Augustus, Jr.
City Manager

CITY OF WORCESTER

cm2019oct08044920

Attachment for Item #

9.27 A

October 15, 2019

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

The attached communication relative to the current state of public facility management operations, as received from John Odell, Director of Energy and Asset Management, and forwarded for the information of your Honorable Body.

This report, prepared by the Ripples Group, is Phase 1 of the project and includes recommendations concerning a future-state facility management model to enhance customer service, improve operational efficiency, and increase scalability. The report recommends an eventual full consolidation of both municipal and school district facilities, using a multi-step phased approach, in order to address current facility management challenges.

Phase 2 and 3 of the project, for which we plan to again engage the Ripples Group, will include guidance and assistance for the following:

Phase 2:

- a) Refinement and Finalization of the Proposed Facilities Consolidation Approach.
- b) Strategy Development and Execution of the Stakeholder Outreach and Implementation.
- c) Implementation Support for the City (excluding the Worcester Public Schools), including establishment of the Department of Public Facilities.



Phase 3:

- a) The city will seek the assistance of the consultant to propose a design and roadmap for a new Department of Sustainability & Resilience.
- b) The creation of these new departments is proposed for fiscal year 2021.

Respectfully submitted,

A handwritten signature in cursive script, reading "Edward M. Augustus, Jr.".

Edward M. Augustus, Jr.
City Manager



CITY OF WORCESTER, MASSACHUSETTS

Department of Administration and Finance
Energy and Asset Management

Thomas F. Zidelis
Chief Financial Officer

John W. Odell
Director, EAM

To: Edward M. Augustus, Jr., City Manager
From: John W. Odell, Director of Energy & Asset Management
Date: September 12, 2019
Re: Status of the Facilities Management Consolidation Project

Attached please find the **Phase 1** report¹ from the city's consultant regarding their comprehensive study examining the current state of public facility management operations with recommendations regarding a future-state facility management model to enhance customer service, improve operational efficiency, and increase scalability.

The report recommends an eventual full consolidation of both municipal and school district facilities, using a multi-step phased approach, in order to address current facility management challenges.

Phase 2 and 3 of the project, for which we plan to again engage the Ripples Group, will include guidance and assistance for the following:

Phase 2:

- a) Refinement and Finalization of the Proposed Facilities Consolidation Approach
- b) Strategy Development and Execution of the Stakeholder Outreach and Implementation
- c) Implementation Support for the City (excluding the Worcester Public Schools), including establishment of the Department of Public Facilities²

Phase 3:

In conjunction with the ongoing Green Worcester³ planning efforts, the city will also be exploring internal resource reorganization to align with the expected new policies, goals, and priority actions coming in the spring of 2020 as a result of the Green Worcester work and other, related internal priorities. Therefore, the city will be seeking the

assistance of the consultant to propose a design and a roadmap for a new Department of Sustainability & Resilience.

The creation of these new departments is proposed for fiscal year 2021.

Thank you for your time and consideration.

Sincerely,



John W. Odell

¹ Worcester Municipal and School District: Consolidation Feasibility Study Report. May 21, 2019. The Ripples Group.
² The decision to exclude the WPS from Phase 2 at present is based on the understanding that the WPS already has a centralized facilities department, whereas the City does not. Therefore, the city will first develop a plan and execute consolidation of management of city facilities and then, once completed, engage with the WPS to develop and execute a potential merger of all facilities management.
³ www.worcesterma.gov/GreenWorcester

**WORCESTER MUNICIPAL AND SCHOOL DISTRICT
CONSOLIDATION FEASIBILITY STUDY REPORT**

The Ripples Group

May 21, 2019

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Table of Contents

Acknowledgments.....	4
Executive Summary.....	5
Introduction	7
Methodology.....	7
Study Findings.....	9
Overall Facilities Landscape and Facility Management Budget.....	9
Facility Management Organization Across Departments	14
Key Facilities Management Processes	15
Comparison to APPA Standards.....	17
Building Occupant and User Perspective.....	18
Learnings from Benchmarking Efforts	28
Major Challenges	29
Consolidation Analysis	29
Evaluation Criteria for Facility Management Consolidation Scenarios.....	29
Consolidation Scenarios.....	31
Recommendations	35
Recommended Organizational Changes	35
Recommended System Related Changes	36
Recommended Process Related Changes.....	36
Appendix A – Internal Documents & Data.....	38
Appendix B – Subject Matter Expert and Benchmarking Interviews.....	39
Appendix C – Select List of Research Documents.....	40
Appendix D – Survey Questionnaires.....	41
Appendix E – Building Database	42
Appendix F – Capital Allocation Tool	42
Appendix G – Facility Management Consolidation Draft Implementation Plan.....	43

Acknowledgments

We would like to thank the City of Worcester for giving us the opportunity to carry out this important project. We are grateful to the Worcester City Leadership, especially City Manager, Edward M. Augustus Jr. and our Project Manager, John Odell (EAM Director), for the open discussions and access to data, documents, and staff. The Worcester Leadership welcomed this study as an opportunity to improve operational efficiency and enhance customer service. We are thankful for their unwavering collaboration.

We would also like to express our gratitude to the following City executives and professionals who have been guiding and supporting our work:

Department	Subject Matter Expert
Worcester Public Schools	<ul style="list-style-type: none"> • Maureen F. Binienda, Worcester Public Schools Superintendent • Brian Allen, CFO & COO • Paul Comerford, Director of Facilities • Tom Barrett, Building Coordinator • Jake Cabrera, Energy Manager
Department of Public Works	<ul style="list-style-type: none"> • Matthew Labovites, Associate Commissioner of Operations • Russell Adams, Associate Commissioner of Engineering and Architectural Services
Worcester Fire Department	<ul style="list-style-type: none"> • Martin Dyer, Deputy Chief • Sean O'Neil, Plant Engineer
Worcester Police Department	<ul style="list-style-type: none"> • Lt. Gary Quitadamo, Fleet & Facilities Manager • Mark Giangregorio, Plant Engineer
Administration & Finance Department	<ul style="list-style-type: none"> • Thomas Zidelis, CFO • Erin Arvizu, Assistant Treasurer

Executive Summary

The Ripples Group has been engaged by the City of Worcester starting in late February of 2018 to assess the current state of Worcester public facility management operations and to make recommendations regarding the future state facility management model including the potential organizational, operational, and technological improvements to enhance customer service, improve operational efficiency, and increase scalability.

From late February 2018 to July 2018, The Ripples Group conducted an in-depth, fact-driven facilities management consolidation study for the City of Worcester, utilizing the available data, expert interviews, document reviews, site visits, resource allocation models, benchmarking, and customer satisfaction surveys.

Based on our findings, the major facility management challenges the City is facing can be summarized as:

1. Lack of a unified vision for Worcester City public building facility management, resulting in limited effectiveness;
2. Lack of an umbrella organization responsible for all key facility management-level decisions with a city-wide view of needs;
3. Lack of a prioritization scheme for capital improvement and deferred maintenance management across all City public buildings, leading to siloed investment decisions;
4. Inconsistency of building management and work order systems availability across all buildings, limiting managerial visibility.

To address the challenges mentioned above, we provide the following recommendations for the City of Worcester regarding facilities management and consolidation.

Recommendations

Recommended Organizational Changes

- Establish a Facility Management vision for the City.
- Form a Department of Public Facilities, through a phased approach, with representatives from all stakeholder groups and develop Key Performance Metrics.
- Enable collaboration across facility management stakeholders.
- Close staffing gaps for custodial and tradesmen teams to cover the needs of all 85 occupied buildings.
- Start developing an outreach campaign to communicate potential upcoming changes to internal and external stakeholders.

Recommended System Related Changes

- Implement building management and work order management systems across the facilities management operation, likely leveraging existing systems as mentioned above.
- Implement supply/inventory management system.

Recommended Process Related Changes

- Develop a capital investment prioritization scheme and management process.
- Develop Cleaning and Maintenance Standards and field periodic online customer satisfaction surveys to measure progress.
- Implement a Facilities Management Dashboard.
- Establish consistent annual performance reviews for tradesmen and hired custodians.
- Prioritize facility management training and a Continuous Quality Improvement (CQI) process.

Introduction

The second most populous city in Massachusetts with 180,000 residents, the City of Worcester operates with four overarching goals:

- Creating a vibrant, thriving city,
- Building strong neighborhoods,
- Maintaining a sound fiscal government, and
- Providing opportunities for all.

The 30 municipal and 55 public-school buildings that the City currently occupies play a key role every day in supporting these goals. To mention a few examples, Worcester's facilities enable education through its schools, house its public safety resources, contain essential utilities services like DPW fleets, and serves as the focal point for the City engagement through City Hall and other public access areas. The adequacy of facility management for the five million gross square footage in these buildings is closely correlated with the City's ability to maintain essential functions and ultimately fulfill its goals.

Methodology

This facility management assessment project was overseen by Mr. John Odell, the City's Energy and Asset Management Director. The scope of the project included five departments: Energy & Asset Management (EAM), Department of Public Works (DPW), Worcester Fire Department (WFD), Worcester Police Department (WPD), and Worcester Public School (WPS). We placed particular focus on three aspects of facility management:

1. Capital Planning – Budgeted capital expenditures, grant and MSBA funded expenditures
2. Maintenance – Ongoing preventive and deferred management of maintenance activity
3. Custodial and Cleaning services -Day-to-day cleaning and support activities

The key research questions included:

- How does the existing facility management operations structure support the critical functions of each department? What are the critical factors that define facility quality for each department?
- What are the major challenges the City is facing regarding facility management? Which challenges are shared across departments?
- How does the City utilize economies of scale in procurement and management of public facilities?
- How is capital planning managed? How are resource trade-offs considered and communicated?
- What are the current facility management processes and technology in use by department?
- How are resources deployed and what processes and standards are used for oversight?
- Based on these findings, what are the potential areas for improved cost, quality, and efficiency of maintenance operations? What options exist for consolidation and how could the management processes be improved?

To answer these questions pragmatically, our team has:

- Interviewed the City Manager, Edward M. Augustus Jr. and WPS Superintendent, Maureen F. Binienda, to solicit their vision
- Interviewed Mr. John Odell to solidify our understanding of the project objectives
- Interviewed the key leadership and facility management subject matter experts in-person by department
- Reviewed relevant facility management industry best practices and standards
- Reviewed the City's relevant organizational charts, budgets, vendor contracts, and prior reports
- Collected and analyzed financial and operational data
- Conducted site visits to selected buildings by department as recommended by department managerial staff. These included multiple schools, the DPW East Worcester Street campus, the police station, and numerous fire stations
- Developed and conducted two stakeholder surveys (Worcester staff and public building users) to quantify the level of occupant and customer satisfaction with the City's public buildings
- Built a detailed spreadsheet-based building-level resource allocation model
- Interviewed facilities managers from other cities and industries to inform potential challenges and success factors to making major changes
- Benchmarked the City's facility management practices against comparable cities and organizations in Massachusetts
- Identified industry benchmarks for comparison of operational and cost effectiveness of maintenance operations and capital planning
- Developed and evaluated discrete management consolidation scenarios and quantified potential cost savings
- Reviewed opportunities to enhance technology utilization
- Reviewed ADA self-assessment results
- Vetted our recommendations with John Odell (Project Manager) and key stakeholders and incorporated their feedback

For the purposes of this report, Facility Management is defined as the continuum of activities including:

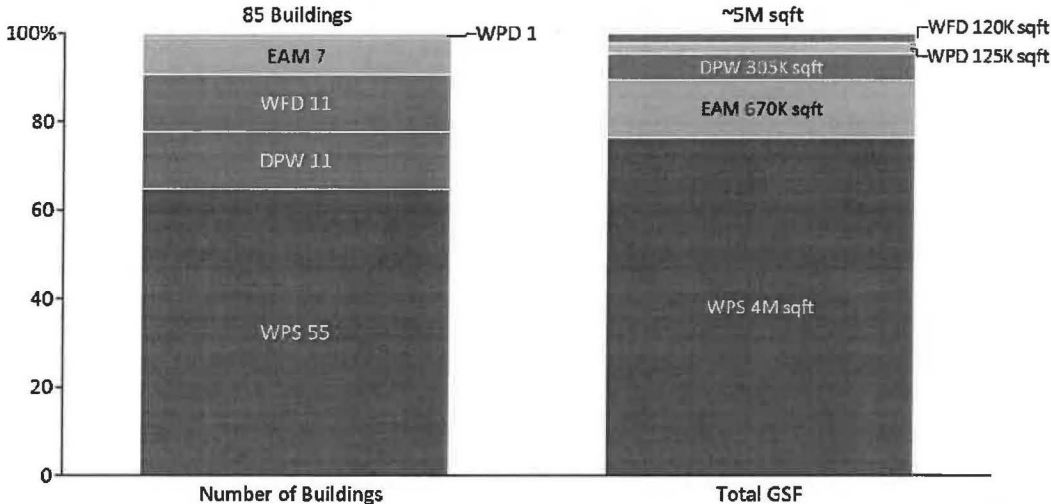
- Facility capital maintenance (interior & exterior)
- Facility cleaning and non-capital maintenance
- Building work order management and tracking
- Snow removal
- Supplies management for cleaning and maintenance

Please note that the critical strategic question whether the City has the right number of public buildings (e.g. fire stations, public schools) as a function of projected population growth was outside our scope. Similarly, identifying building-level energy efficiency opportunities was excluded from this study as it was the focus of a City-wide study by Honeywell.

Study Findings

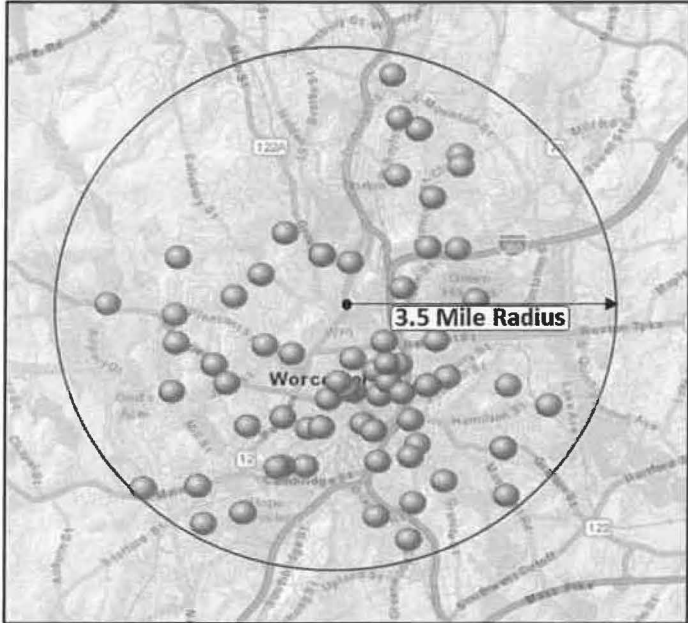
Overall Facilities Landscape and Facility Management Budget

➤ The City of Worcester operates 30 occupied municipal and 55 public school buildings, spanning 5M gross square feet (GSF). The following chart illustrates the number of buildings and area by department:

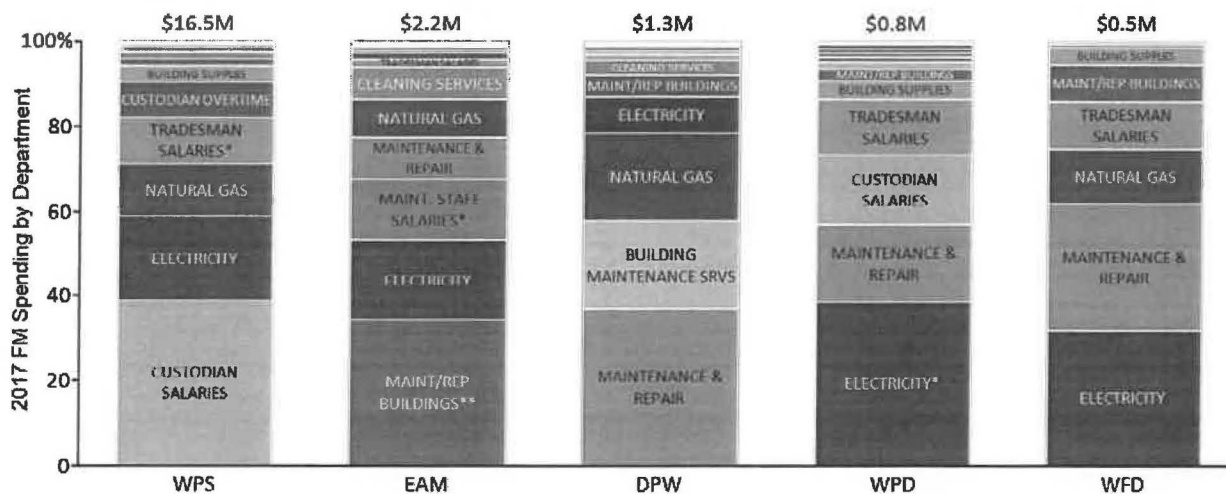


Source: RFR Attachment A, Ripples Analysis

➤ All 85 buildings are within a 3.5-mile radius as depicted below:

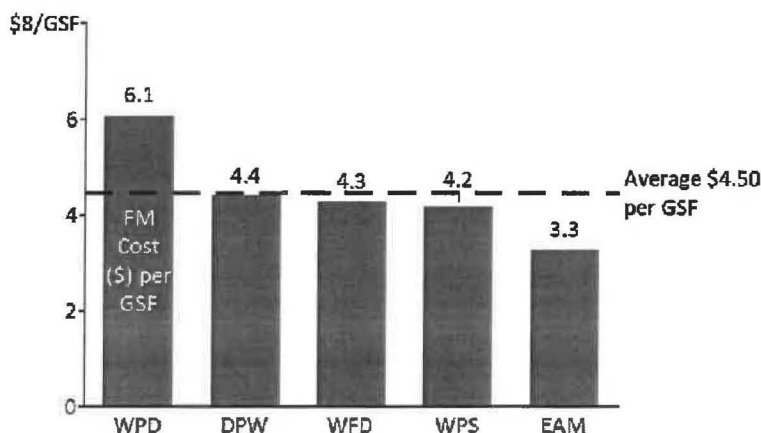


- Aggregate annual facility management operating expenses are estimated to be ~\$21M for FY2017 (or ~3% of the City's annual budget of ~\$610M) as broken down by department and key expenditure area below:



Source: Worcester Financial Data, Ripples Analysis, does not include management positions
 *Estimated from FY17 Worcester Budget
 **Includes Honeywell Implementation costs

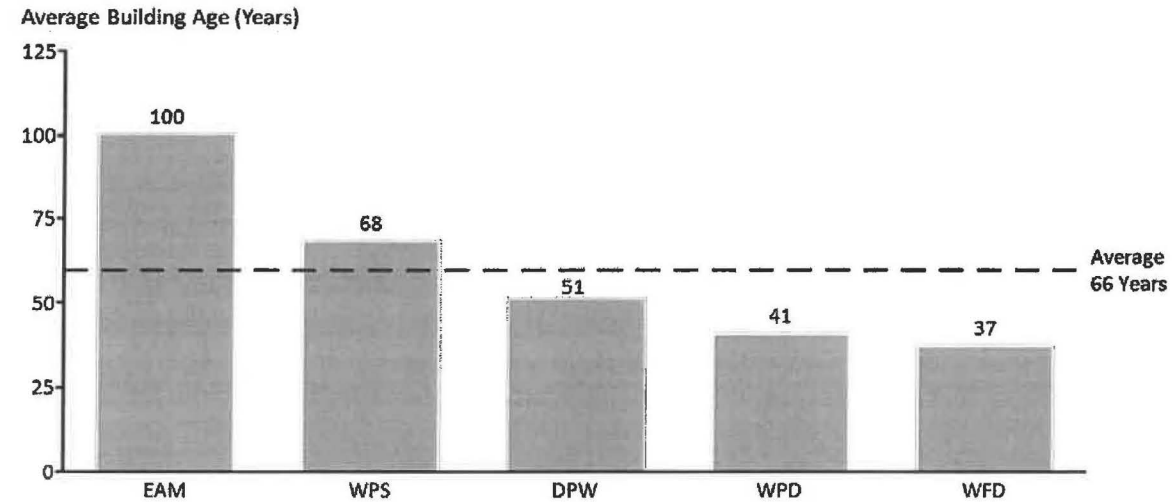
- Based on the estimated operating expenses stated above, the average 2017 facilities management cost per GSF is \$4.50. This value is 10% below the average industry estimate of ~\$5.00. The estimated cost per department is depicted below:



Source: Worcester Financial Data, Ripples Analysis
 Does not include management positions

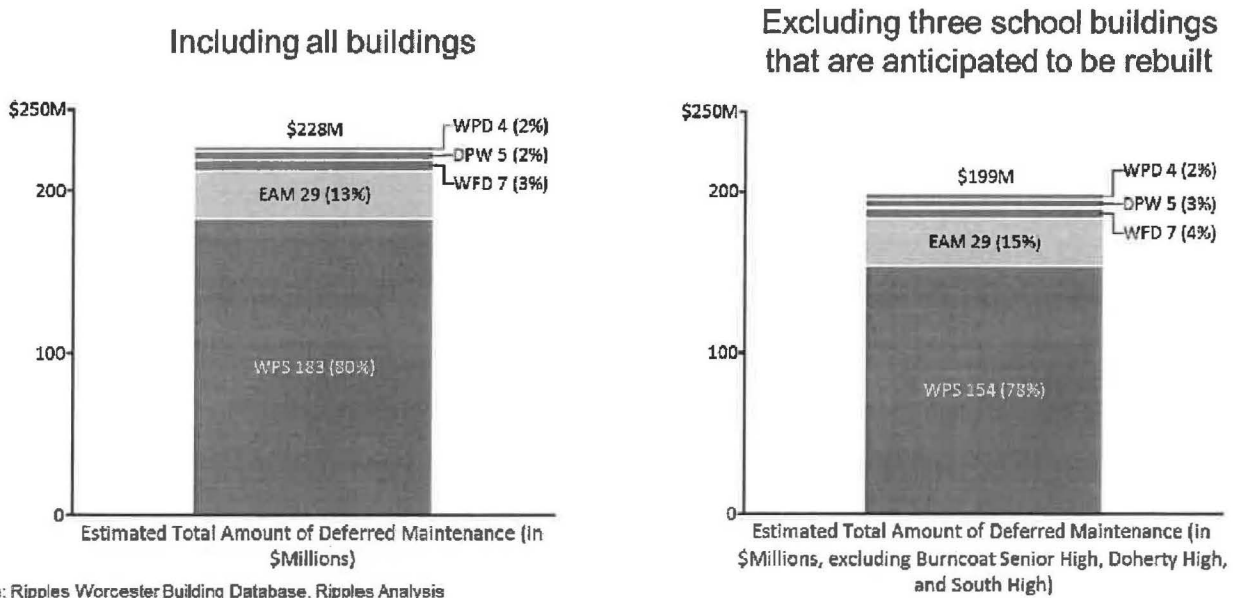
- The City's public buildings are funded by five different sources:
 1. Tax levy for most departments
 2. Enterprise budget for four revenue-generating DPW buildings (e.g. water and sewer buildings)
 3. Allocations from the City's capital improvement budget for all departments
 4. Federal and state grants
 5. Massachusetts School Building Authority (MSBA) funding for public school construction and expansion

- The average age of Worcester public buildings is relatively high at 66 years as illustrated below by department. Based on a study the National Center for Education Statistics conducted for the U.S. Department of Education in 2012–13, the average age of public school buildings in the U.S. is 44 years. Using the school buildings as a proxy for the City, (representing 65% of the buildings covered in this study) Worcester’s average building age is significantly higher than other public-school buildings.



Source: RFR Attachment A, Ripples Analysis

- Based on our current estimates, the total accumulated deferred maintenance for all the 85 buildings is about ~\$230M. However, three school buildings, Burncoat Senior High, Doherty High, and South High are anticipated to be rebuilt in the upcoming years. If these three buildings were to be excluded, the total estimated deferred maintenance for the remaining buildings would be ~\$200M. The following graph captures the deferred maintenance in dollar terms by department:



Source: Ripples Worcester Building Database, Ripples Analysis

We should note that while the City is endowed with historic and impressive architecture and state-of-the-art facilities such as the DCU, the impact of deferred maintenance needs also became apparent on our site visits. The table below summarizes the number of buildings that have deferred maintenance by department (e.g. WFD has three buildings that have deferred roof maintenance).

Number of buildings with deferred maintenance						
Deferred Maintenance Type	WPS 55 buildings	DPW 11 buildings	EAM 7 buildings	WPD 1 building	WFD 11 buildings	Total Count of Buildings
Roof	40	5	2	1	3	51
HVAC/ Chiller	44		4	1	1	50
Boiler	26	4	2		3	35
Walls, Flooring, Stairs, Basement, & Plumbing	43	6	4	1	6	60
Windows	19	4	1		1	25
Fire Alarm Replacement	38		1			39
Paint	53		2		8	63
Building Modulars	2					2
Fire Protection Sprinklers	39					39
Indoor Air Quality	21			1		22
Asbestos Presence	37				5	42
Lead Paint Presence	22					22
Pest Management	28				11	39
Other	42	1	4	1	6	54

Many of these issues directly impact the usability and safety of existing facilities. We provide below some of the photographs we took during our site visits.



Facility Management Organization Across Departments

We had the opportunity to meet all Worcester facility management subject matter experts, from strategic managers to tactical leaders. Without exception, they exhibit unquestionable pride, knowledge, and ownership of their buildings.

- The City’s facility management operations are currently department-based. All hiring is conducted at the department level.
- Two crucial functions, however, have already been consolidated over the last few years:
 - Energy management for all departments and their buildings, with the exception of billing, is overseen by EAM, and
 - Supplies contract and vendor management, except life-cycle management, is operated by the City’s Purchasing Department.
- Within the respective departments, the extent of in-house resources for ongoing facilities maintenance varies:
 - WPS has a dedicated facilities department with a staff of almost 200, including 155 custodians and 32 tradesmen. The breakdown of tradesmen by specialty is captured below:

Tradesman Specialty	Number of Tradesmen
Carpenter	8
Electrician	5
HVAC	4
Plumber	4
Steamfitter	3
Glazier	2
Coord Building & Grounds	1
Locksmith	1
Facilities Coordinator	1
Energy Management	1
CAD/Draftsman	1
Environmental Management Coordinator	1

- WPD has a facility management team of five responsible for the Police Headquarters (only one building) and the WFD, with 11 buildings, has only one craftsman.
- Almost every EAM and DPW building has its own facility management structure. In most cases, there is one designated person who oversees a building. For example, the facilities management of the DPW Administration building is overseen by the Sewer Operations Supervisor, while other DPW buildings are managed by another resource. This structure is similar in EAM too. DPW generally deploys DPW Laborers (e.g. Motor Equipment Operators) to address routine maintenance needs, while EAM utilizes a team of maintenance crew and a half-time tradesman. In most cases, both departments contract out cleaning services and other maintenance needs.

- Collaboration amongst departments as it pertains to facility management is limited due to a lack of shared facility management technology platforms and a mechanism for consistent, periodic communication and knowledge sharing.

Key Facilities Management Processes

We describe below our findings by key facility management activity:

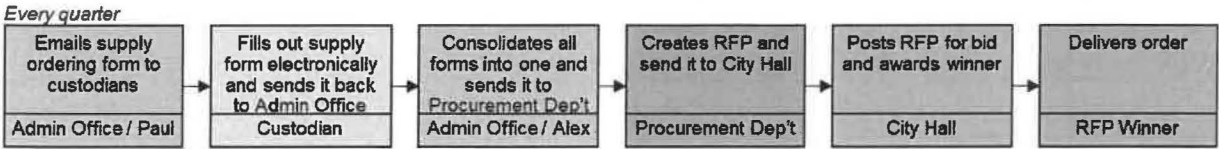
- **Facility capital maintenance (interior & exterior):** Building envelope and interior maintenance is managed at the department level. Individual departments submit annual capital improvement budget requests to the City and invest in their own facilities depending on the amount approved by the City. MSBA-funded construction and improvements for public schools is coordinated by WPS and DPW's Engineering Team. Major DPW buildings (e.g. Headquarters) are not subject to the budgeting process described above as the maintenance needs for those buildings are nearly fully funded through the water and sewer enterprises.
- **Facility cleaning and non-capital maintenance:** As mentioned above, WPS and WPD employ their own custodial and tradesmen teams who are responsible for facility cleaning, minor repairs and routine maintenance. More complex repairs or facility systems-related work is typically outsourced. DPW, WFD, and EAM rely on internal resources for basic interior maintenance. EAM and DPW mostly contract out cleaning services. DPW, WFD, and EAM generally outsource maintenance work to contractors.

At EAM, WPD, and WFD, the individual who has a request emails, calls, or texts various individuals (Plant Engineer, Facilities Manager, Custodian, Chief) who are involved in building maintenance from their department. In the case of EAM, all called-in requests are also verified in writing. At WPD, the individual who has a request might contact the custodian, the supervisor, or the fleet and facilities manager.

Similarly, the person who has a request at DPW and WPS can call, email or text various individuals (Director of Facilities, Building Coordinator, Custodian, Division Director, Division Supervisor). Both departments also receive requests through their respective IT software system (Customer Service Request System for DPW and School Dude for WPS).

- **Building work order management and tracking:** Work orders are not always formally tracked and data on total number of work orders are not always available, such as the breakdown of requests by type, whether they are completed in-house, and by whom, which in return, limits opportunities to increase efficiency. While still working through full deployment and utilization, WPS leverages work order management technology (School Dude) to collect and track its maintenance needs. DPW relies on a Customer Service Request System for the same purpose. The other departments employ manual methods to track work orders and the resulting contractor response where applicable.
- **Snow removal:** DPW is responsible for snow removal from all public roads and DPW facilities with currently limited capacity to support expansion of snow removal activities. In most cases, WPS, WFD, WPD and EAM are responsible for their own parking lots, sidewalks, and stairs. The clearing of public school parking lots is assigned to WPS custodial staff. All departments have their own snow removal equipment with different resources.

➤ **Supplies management for cleaning and maintenance:** Supplies inventory management is consolidated at the City-level and managed by the Purchasing Department. In most cases, the City's open purchase orders are utilized to purchase supplies. As opposed to other departments, EAM cleaning contractors are responsible for ordering their own supplies. Although each department is slightly different in this aspect, a representative process flow for WPS is depicted below.

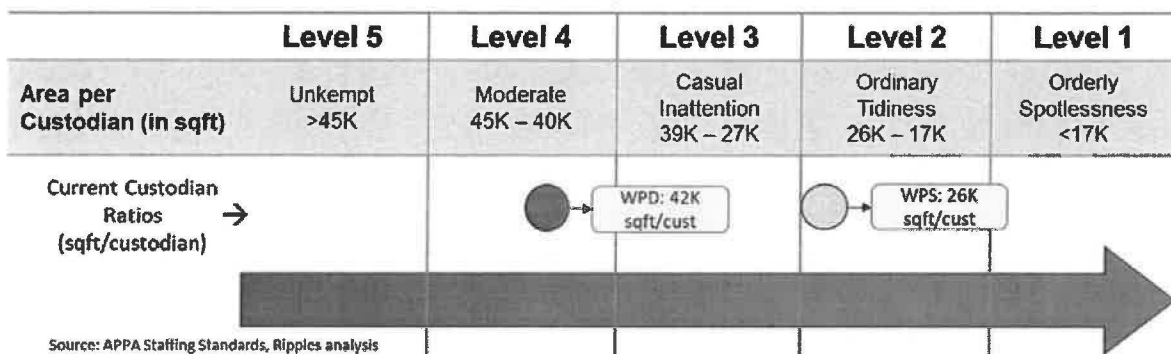


Currently, there is not a system-wide inventory tracking IT system in place. Such an IT system would provide valuable data to management and lead to an increase in overall efficiency. For instance, through a supply management system, the respective managers could decide whether one product is better than another substitute product or identify whether the cleaning staff are using the right type or amount of supplies.

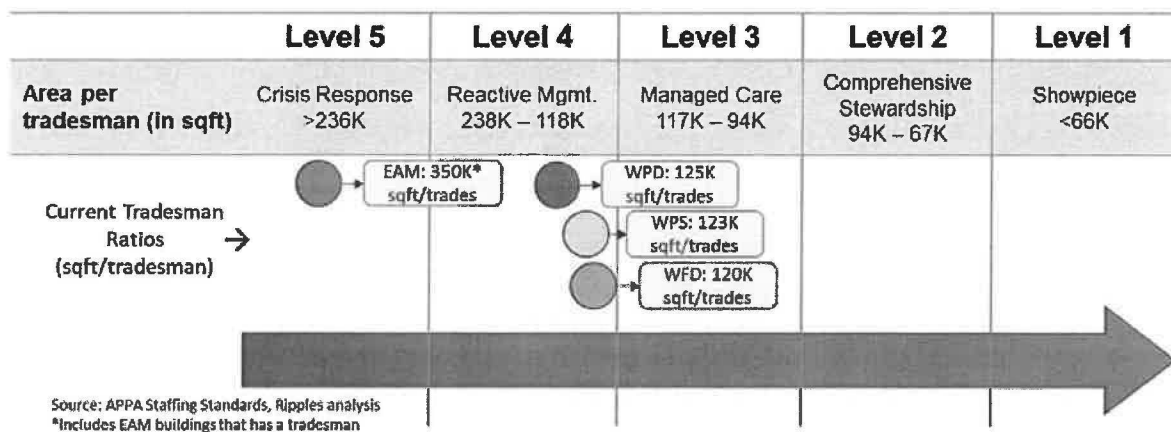
Comparison to APPA Standards

We benchmarked the current level of service achievable for departments with inhouse custodian and maintenance staff. To that end, we compared the average square footage per staff member to staffing standards from APPA, the leading organization for educational facility improvement. The level of service provided can be interpreted as the level of quality building occupants and users are receiving.

- Based on APPA standards and current Worcester custodial staffing per square foot, out of 5 possible levels (level 1 being the best), the average level of service provided to WPD is level 4 and level 2 for WPS. The other three departments outsource their cleaning services or maintain the cleanliness of their buildings through non-dedicated staff resources (e.g. WFD).



- Similarly, based on APPA standards and current Worcester tradesman staffing per square foot, out of 5 possible levels (level 1 being the best), the average level of service provided to EAM, WPS, WPD, and WFD is between level 5 and level 4. However, it is important to note that all departments supplement their maintenance staff by outsourcing work to qualified professionals when funding is available.



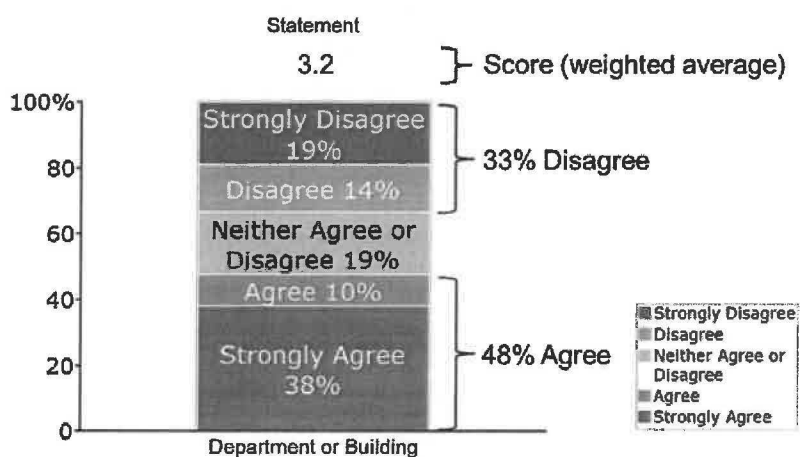
Building Occupant and User Perspective

While analyzing processes and interviewing key leadership is crucial for this study, incorporating the perspective of City employees and public users is just as important. To that end, the Ripples Group, developed and conducted two stakeholder facility surveys (Worcester staff and public building users) to assess the level of occupant and customer satisfaction with the City's public buildings.

The Worcester staff survey consisted of 3 respondent background questions, 17 ranking questions, and 1 open-ended feedback question. The public user survey was derived from a subset of the staff survey and only included 8 questions. Overall, we received 996 responses (782 staff, 214 user) . The breakdown of responses by department and public building is depicted in the table below:

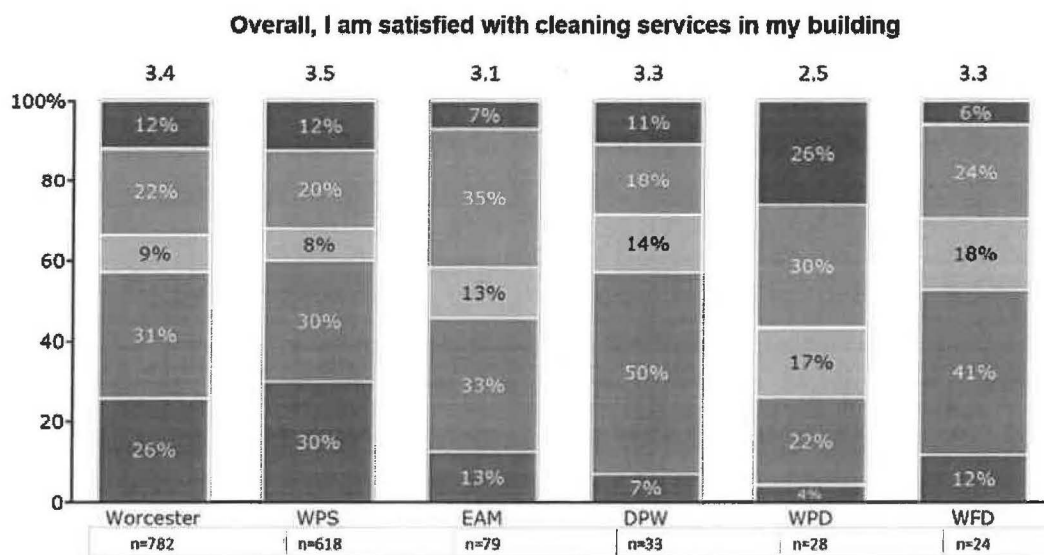
Worcester Facilities Staff Survey		Worcester Facilities Public User Survey	
Department	Number of Responses	Public Building	Number of Responses
Worcester Public Schools (WPS)	618	City Hall	47
Energy and Asset Management (EAM)	79	Franklin Square Library (Salem St.)	49
Department of Public Works (DPW)	33	Police HQ	41
Worcester Police Department (WPD)	28	Union Station	49
Worcester Fire Department (WFD)	24	Worcester Senior Center	28
Grand Total	782	Grand Total	214

In the surveys, we asked each respondent to indicate their level of agreement with the statements provided, ranging from Strongly Agree to Strongly Disagree. We then weighted each response (5=Strongly Agree, 1=Strongly Disagree) to calculate the overall score for each statement. The chart below illustrates an example of how to read the charts that follow in this section:



Overall, 57% of Worcester staff respondents are satisfied with the cleaning services in their buildings. Although the satisfaction level is similar throughout most departments, WPD received the lowest satisfaction level regarding cleaning services. It is important to note that this should not be directly correlated with the performance of the cleaning staff but is related to the shortage of cleaning staff

resources at the WPD building. As explained previously, based on APPA standards and current WPD custodial staffing per square foot, out of 5 possible levels (level 1 being the best), WPD is at level 4:



For all departments, on average, roughly half of the comments regarding unsatisfactory cleanliness levels mention bathrooms. Respondents would like the bathrooms to be cleaned more often and kept in good shape:

“Staff bathrooms are consistently disgusting - limited amounts of toilet paper, dirty floors, some don't have trash cans, all have terrible and persistent odors as if they are never cleaned...” (WPS)

“It would be nice if the bathrooms were cleaned more often and if filters were added to improve the smell and air quality in there!” (EAM)

For WPS only, there are mixed reviews on school custodian effectiveness. Some respondents are very satisfied with their custodians while others highlight room for improvement:

“Outstanding job done by a very limited group of hard working people, always see everyone going way above and beyond the set standards...” (WPS)

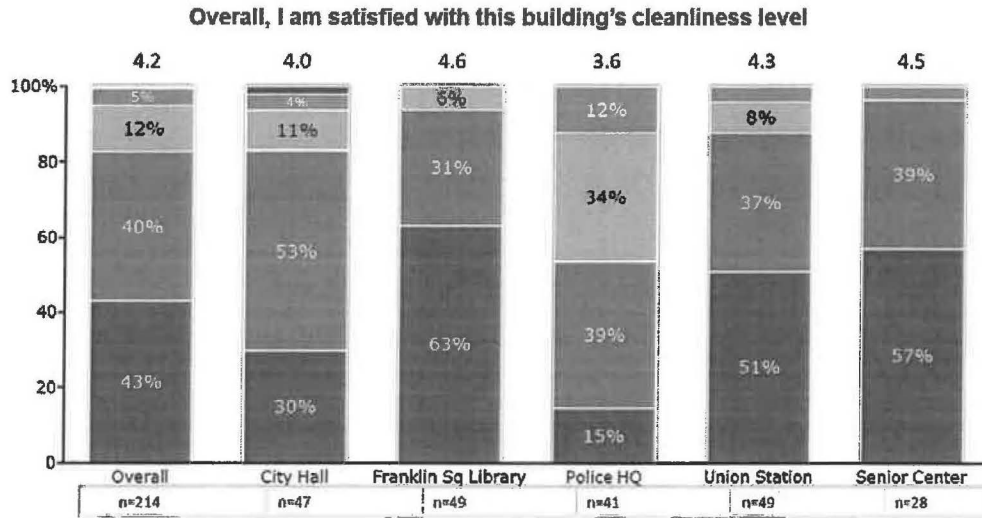
... while some voice concerns:

“The lack of effort to clean and maintain this building is a disgrace. Yes, the building is old but that does not mean we cannot keep toilet paper in the bathrooms and wipe them down daily. I have NEVER had my classroom swept - I do it myself...” (WPS)

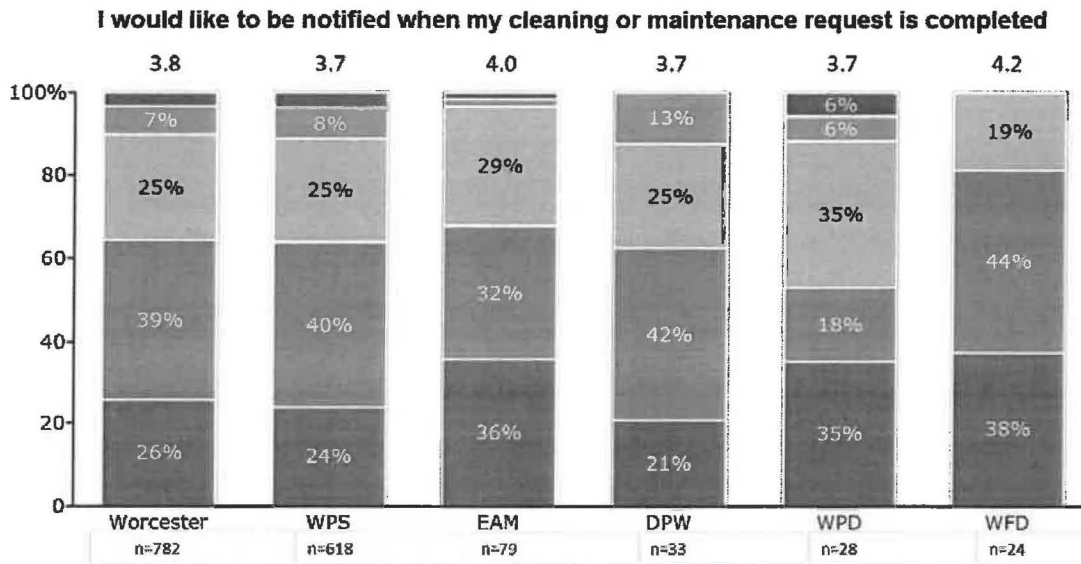
Similarly, for WPS only, a handful of schools seem to have been struggling with rodent issues.

“The mouse problem in our school has also been significant over the last two years. Teachers constantly have to clean off mouse poop from closets, desks, boxes stored, and many other things. I do not feel as though these things are healthy and could absolutely be causing health problems...” (WPS)

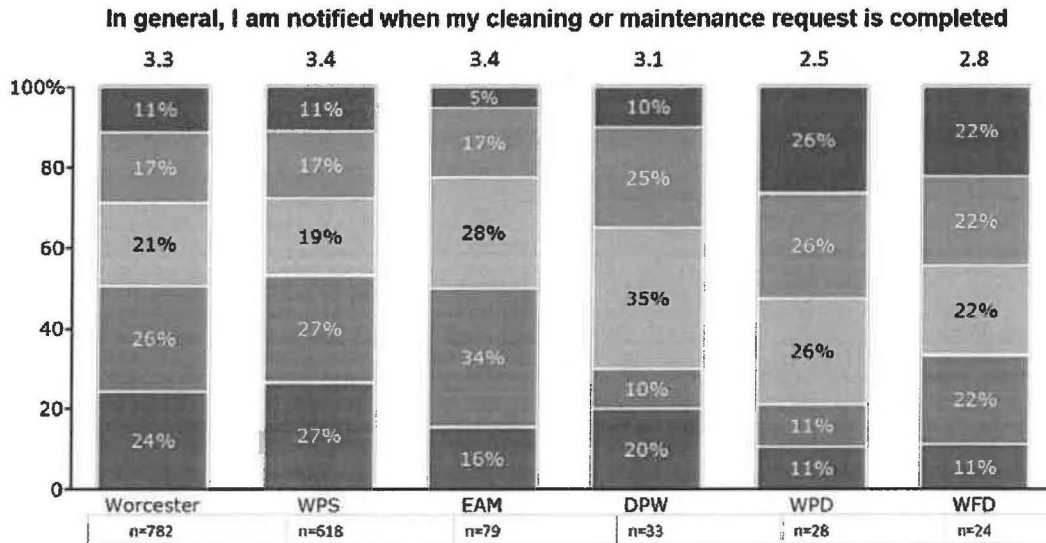
On the other hand, when the same question was posed to public users, over 80% of the respondents indicated that they were satisfied with the buildings' cleanliness levels:



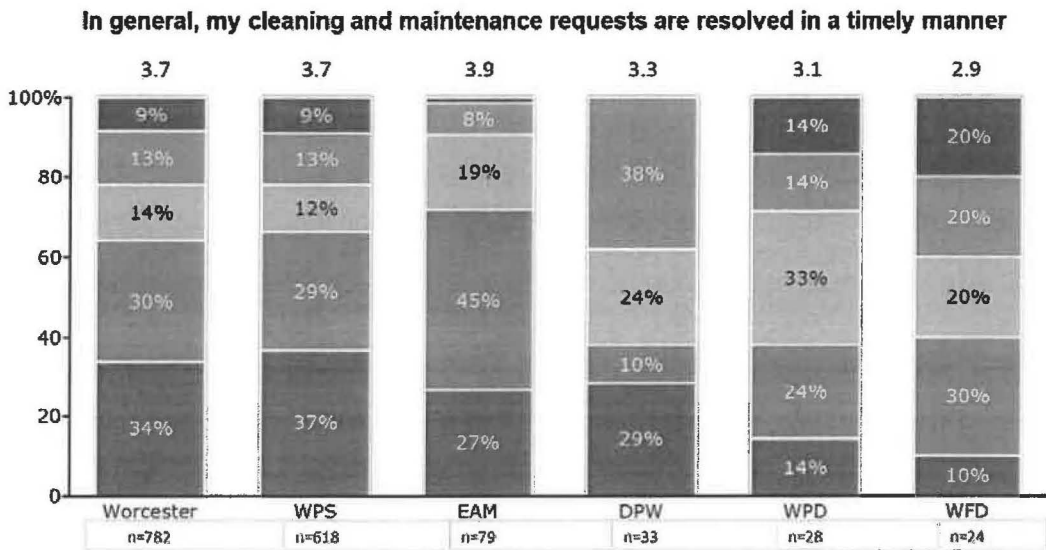
Shifting from cleanliness to service requests and overall timeliness, we then asked whether City employees would like to be notified when their request is completed. On average, 65% of the respondents indicate that they would. Specifically, WFD, indicated the highest interest with 82%:



However, due to the lack of an integrated City-wide work order request system half of City employees are not notified when their cleaning or maintenance request is completed:



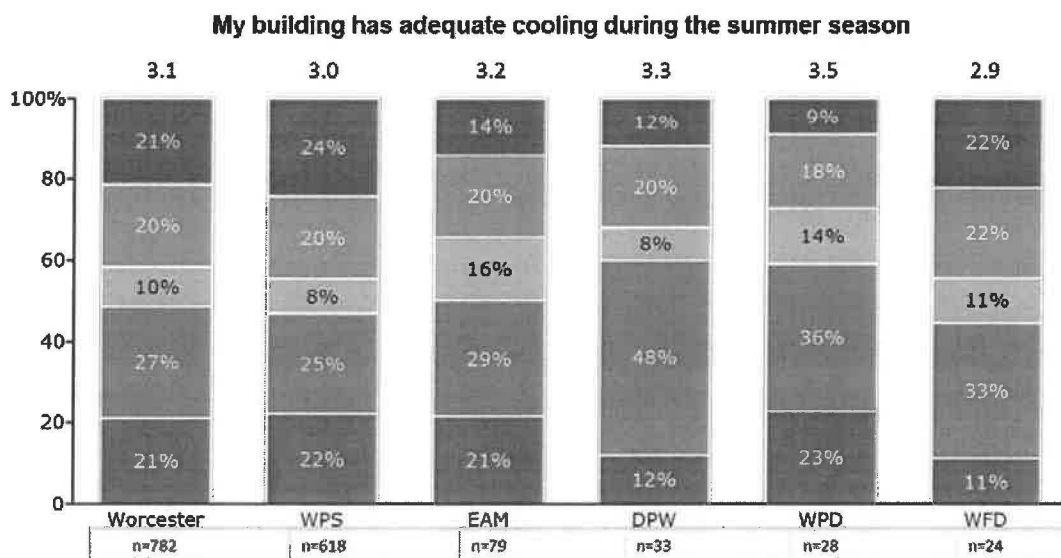
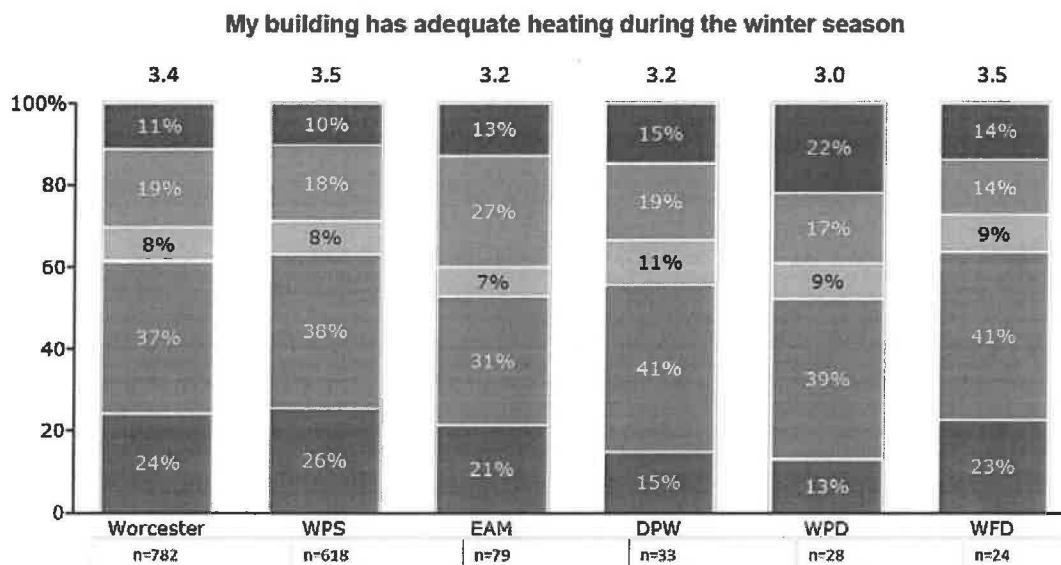
When asked about the timeliness of cleaning and maintenance requests, on average, 64% of the City employee respondents were satisfied with the turnaround time. However, compared to WPS and EAM, DPW, WPD, and WFD indicated significantly lower satisfaction rates:



“It takes forever to get the simplest thing done, and when I am assigned to a new classroom, I have to reinvent the wheel. I have a white board that was not attached to the wall this year, simply because we do not have a smooth system for getting request filled.” (WPS)

Besides cleanliness and request updates, adequate cooling, heating, and air quality were other factors affecting the City’s overall satisfaction rate. In particular, based on the survey responses, the City seems to have done a better job with heating the buildings during the winter season compared to cooling

during the summer. On average, 61% agree that their building has adequate heating while only 48% indicated their building has adequate cooling. More detail is displayed in the charts below:

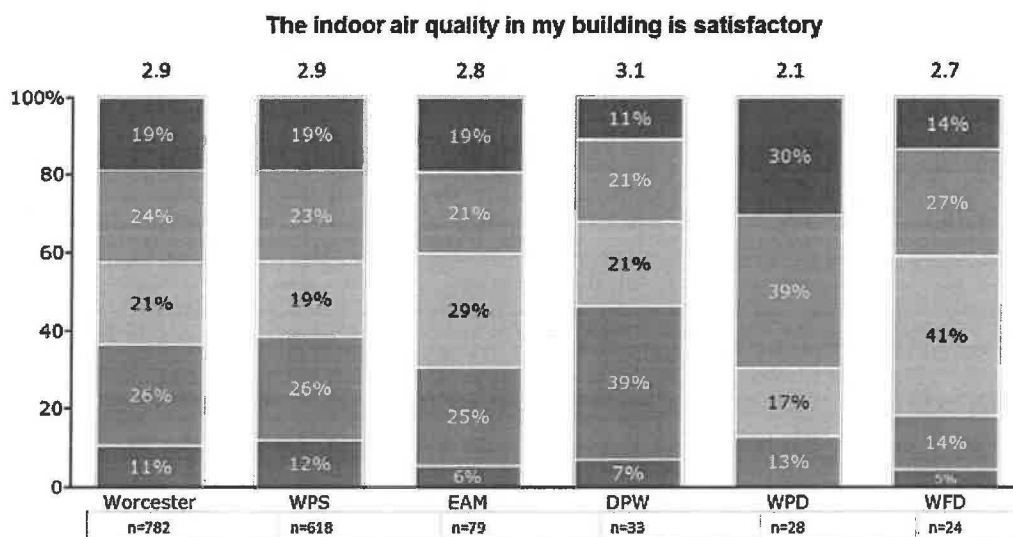


“The lack of AC makes our building an unbearable hotbox whenever the outside temperature is 75 degrees or above, which makes teaching and learning very difficult and nearly impossible as the temperature increases.” (WPS)

“The heating is very erratic. In the winter and spring, the 4th floor frequently reaches temps as high as the 80’s-90’s and as low as the low 60’s. It can make working on the 4th floor very uncomfortable.” (DPW)

“More precise temperature in each section/room of the building. Usually it is either too hot or too cold in some parts of the building.” (EAM)

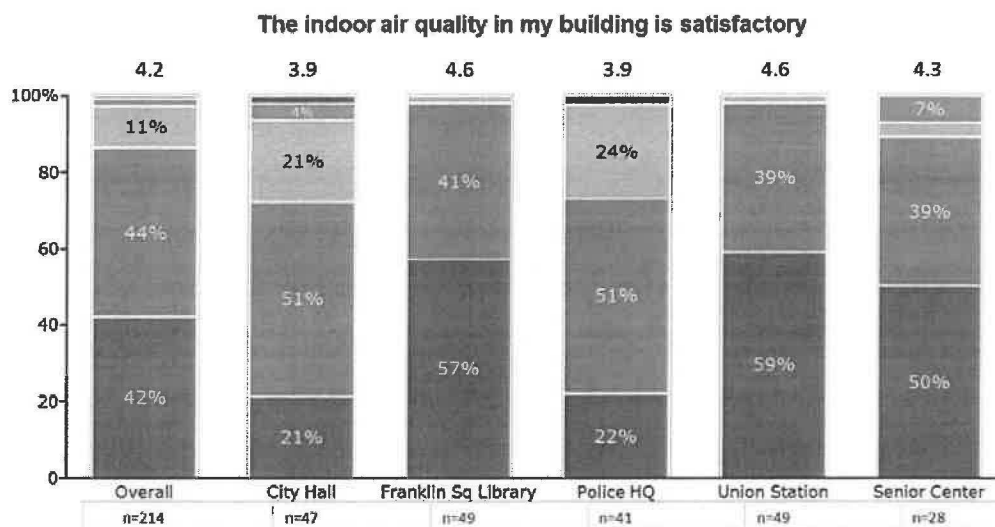
In regard to indoor air quality, although all departments expressed concern (one of the lowest scores in the survey), WPD and WFD had the lowest satisfaction rates. In particular, 69% of WPD staff do not believe the air quality in their building is satisfactory:



“The air quality is less than healthy. We have old, dusty vents, because of the age of the building, and are not being properly cleaned. There are many respiratory illnesses in our building, some chronic.” (WPS)

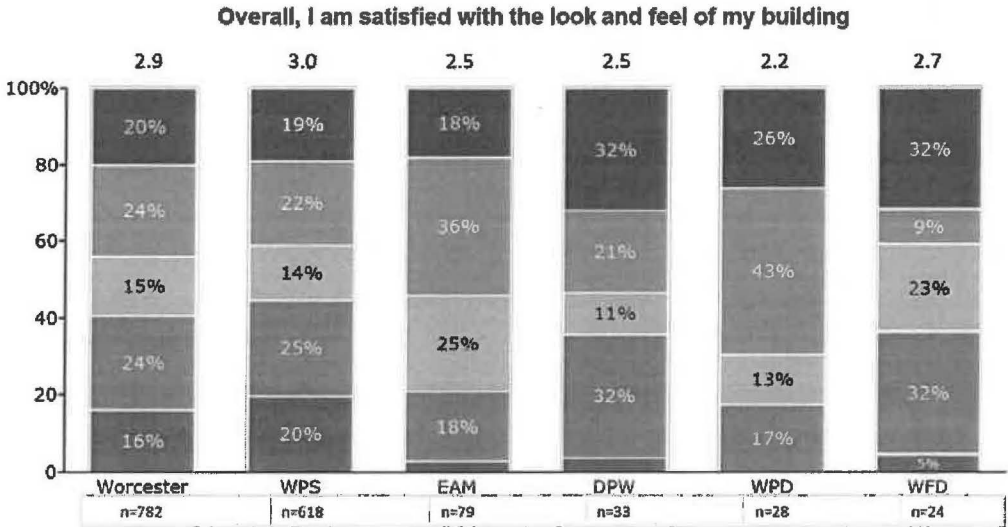
“There appear to be potential mold spores along numerous air vents throughout the Police department. I feel the air quality within the building, specifically stairwells are not maintained and could be dangerous for our health.” (WPD)

When the same question regarding air quality was posed to the public users, on average, a staggering 86% of the respondents indicated that they are satisfied:



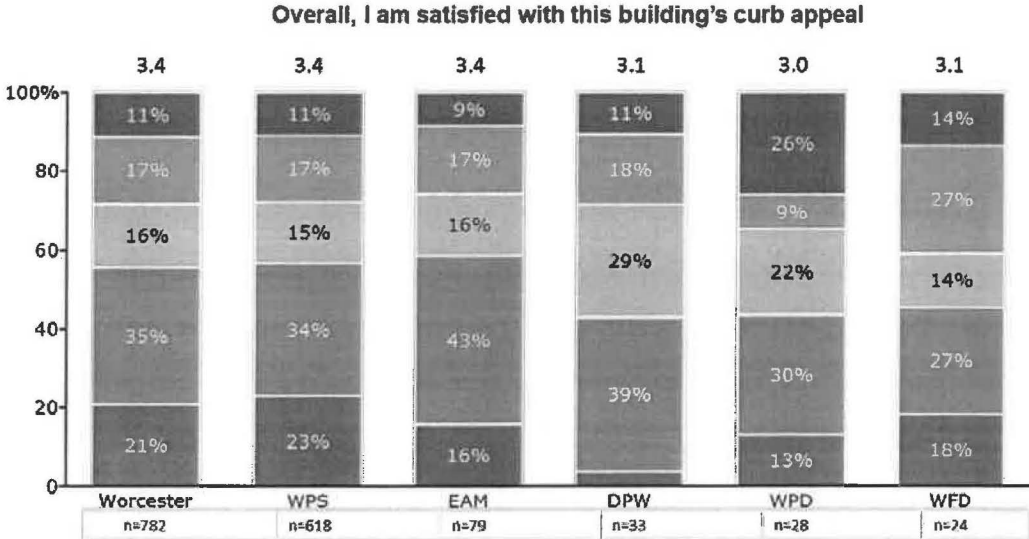
Our next set of questions focused on the general look and feel of the buildings, as well as the curb appeal. On average, 56% of Worcester City employees are satisfied with the curb appeal of their

buildings while only 40% is satisfied with the look and feel. Amongst all the departments, WPD is the department with the lowest look and feel satisfaction. However, EAM and DPW also received significantly lower scores compared to the City average:

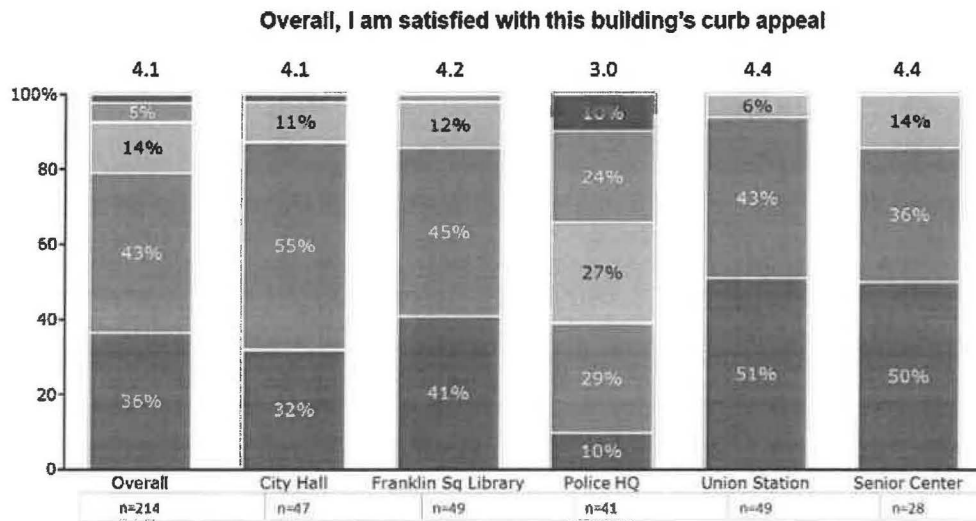
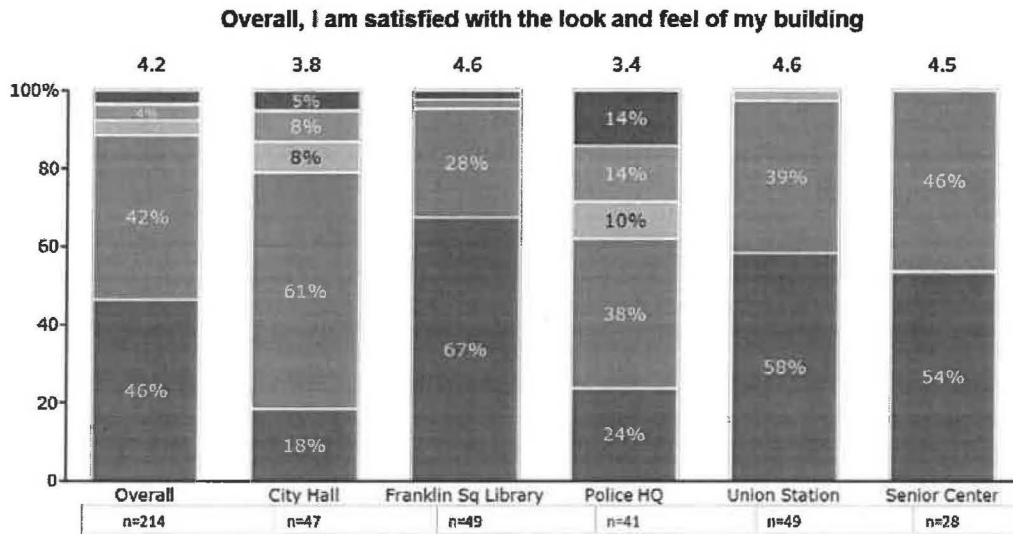


"I think the day to day maintenance is adequate (general cleaning, bathrooms, etc.) but the facilities are so old and outdated that the daily upkeep doesn't do much for the overall cleanliness feel. There are off-putting stains on the walls and in bathrooms, on carpets, and on upholstered furniture. Paint is chipped off in the stairwells and on windowsills, in some cases exposing mold. Tiles are broken and missing in the kitchen..." (DPW)

"Stairs are dangerous and creaky, floors creaky, carpet musty and in disrepair..." (EAM)

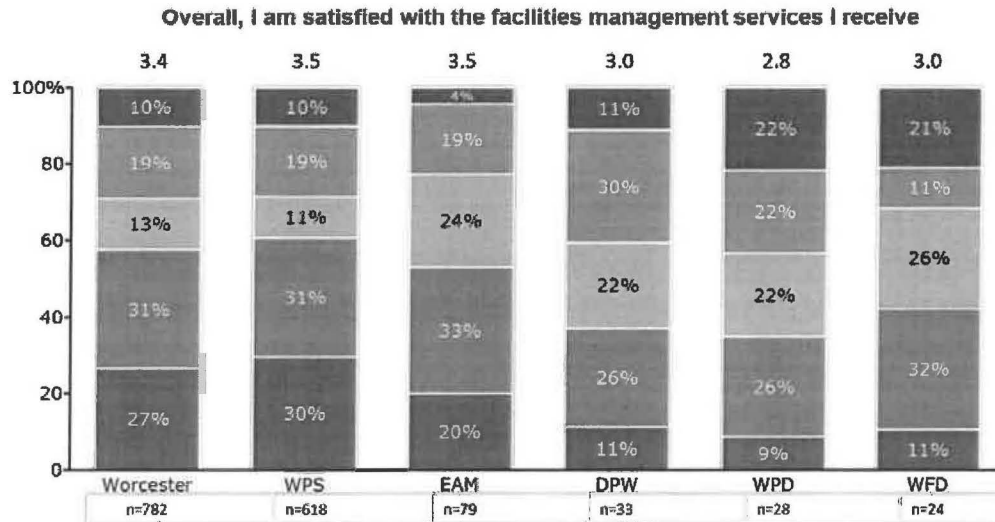


Consistent with previous responses, the public user perception is significantly higher for the same set of questions. On average, 84% of the public users are satisfied with the look and feel of the buildings they visit. Similarly, on average, 79% are satisfied with the curb appeal of the buildings:

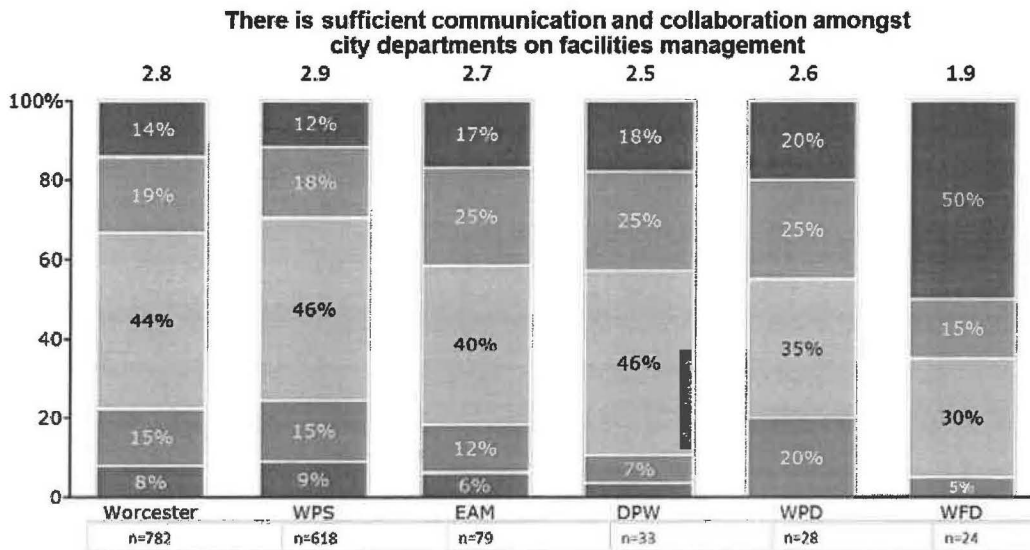


The final set of questions we asked Worcester City employees entailed overall management services, sufficient communication and collaboration, and whether the City has a clear vision on municipal facilities management.

Overall, 58% of the Worcester staff respondents are satisfied with the facilities management services they receive in their building. Compared to the overall rating the City received, DPW, WPD, WFD received significantly lower scores:

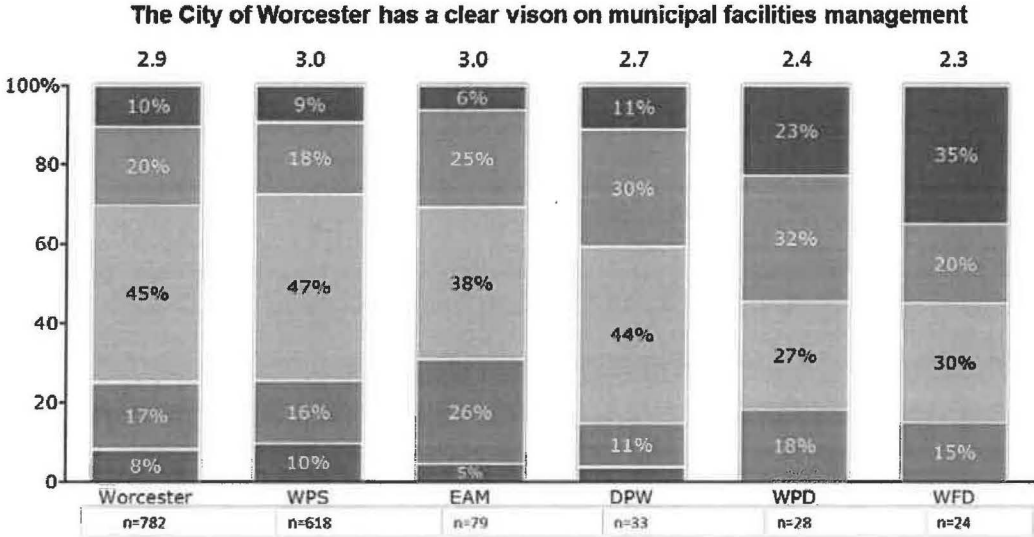


Compared to the City's overall score, sufficient communication and collaboration amongst City



departments on facilities management received the lowest score:

Whether the City has a clear vision on municipal facilities management received the second lowest score of the survey. In particular, WFD expressed strong disagreement:



In summary, The City of Worcester received a score of 3.4/5 from the staff survey. EAM and WPS received the highest departmental scores at 3.4/5 while WPD received the lowest at 3.0/5. On average, only 35% - 42% of WPD, DPW, and WFD respondents are satisfied with the level of facilities management they receive. The lowest scores of the survey were given to indoor air quality, satisfaction with the look and feel of the buildings, vision for Worcester facility management, and communication and collaboration amongst city departments.

In response to our open-ended questions for additional comments, respondents were vocal about their concerns regarding:

- Performance of some school custodial staff
- Cleanliness of bathrooms
- Rodent problem in some schools
- Long response times for requests
- HVAC and air quality in some buildings

On the other hand, the Worcester public user survey that captured five public buildings received significantly higher scores. On average, the public buildings received a score of 4.2/5.

Learnings from Benchmarking Efforts

While an introspective look is an indispensable starting point for any facility management assessment, it is equally important to incorporate perspectives from outside the City. To that end, we reached out to facility management experts at the Massachusetts Trial Court, Harvard University, City of Fall River, City of Quincy, City of Springfield, City of Englewood (Colorado), and reviewed multiple public facility consolidation reports in MA and NY. A high-level summary of our learnings is provided below:

- The current trend in public building facility management clearly favors consolidation and centralization: The Town of Natick, the Town of Lexington, the City of Quincy, the City of Springfield, and the Town of Fall River as well the MA Trial Court System (including 100 court houses) have all undertaken (and most completed) consolidation efforts;
- This momentum for consolidation is driven by cost-reduction efforts, as well as, the intention to improve customer service and scalability through a streamlined organizational structure and more effective decision-making;
- A consistent component of consolidation is the deployment of inter-connected building management and work order systems across the respective facility portfolios;
- Centralization of building facility management does not automatically imply that all facility management efforts are outsourced. For example, Harvard University, the MA Trial Court and most cities and towns mentioned above typically recruit and employ their own internal custodial and tradesmen team to maximize flexibility and enhance customer service. On the other hand, experts at the City of Fall River and the City of Englewood (Colorado) strongly believe that outsourcing cleaning services (but not maintenance) led to significant cost savings without hindering customer service.

As summarized above, most of the cities we benchmarked provided consistent information. In addition, exploring the current structure of the City of Springfield more closely can inform viable consolidation scenarios for the City of Worcester.

The City of Springfield is the third largest city in Massachusetts, right after Worcester. Similar to Worcester, Springfield has 55 school buildings and 20 municipal buildings. The average age of Springfield public buildings is also relatively high at 55 years (vs. 66 at Worcester). While consolidating, Springfield decided to review their options through three different lenses: Capital Improvement, Building Maintenance and Repair, and Custodial Staff. Today, the Capital Improvement is run by the City, and Building Maintenance and Custodial Staff are fully consolidated. Springfield utilizes one work order IT system consistently across the City. The City of Springfield currently has 40 legacy tradesman positions and 212 in-house custodians. The City currently achieves 100% utilization with their tradesmen (tracked through their IT system) and outsource the remainder of the work wherever necessary.

When asked about their biggest challenge during consolidation, the City of Springfield executives highlighted the importance of transparency and clear communication.

Major Challenges

Based on our findings, the major facility management challenges the City is facing are summarized below.

As illustrated through our Facilities Survey results:

- Worcester lacks a unified vision for public building facility management, resulting in limited effectiveness.

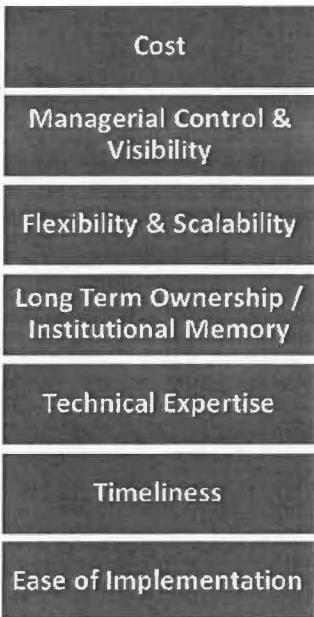
As identified through our facilities management process and organizational review:

- The City lacks an umbrella organization responsible for all key facility management-level decisions.
- Worcester lacks a prioritization scheme for capital improvement and deferred maintenance management across all City public buildings, leading to silo-ed investment decisions.
- The City has inconsistent building management and work order systems deployment across all buildings, limiting managerial visibility and creating inconsistency in cleanliness and maintenance standards.

Consolidation Analysis

Evaluation Criteria for Facility Management Consolidation Scenarios

We developed a set of criteria to evaluate possible consolidation scenarios for the City of Worcester. The criteria were shared and vetted by the key department heads. This distinct set of criteria enabled us to consistently evaluate each proposed scenario through the perspective of the City as a whole. Our set of seven criteria is captured below.



Cost

The Cost criterion seeks to determine whether the proposed scenario is a worthwhile public investment from a purely financial perspective. Specifically, we looked at whether the scenarios had the potential to generate savings in terms of reduced management overhead or service cost for cleaning and maintenance.

Managerial Control & Visibility

As the title suggests, the Managerial Control & Visibility criterion seeks to provide insight into workloads and backlogs at each department, reduce management complexity, and enable better management prioritization and resource trade-offs. Currently, each department functions in silos and almost all departments lack a work order tracking system that is consistently used.

Flexibility & Scalability

This criterion serves two purposes. The first is to allow the City of Worcester to scale up and support a larger square footage or greater complexity, if necessary. The second is to identify whether the scenario provides increased flexibility to the City in times of emergencies. For example, if the City maintains a central team of tradesmen, at any given time, the City will have a larger pool of resources to deploy to resolve an emergency.

Long-term Ownership / Institutional Memory

The Long-term Ownership / Institutional Memory identifies the benefit of having an inhouse custodian or tradesman team. As mentioned previously, the City has 85 buildings with an average age of 66 years and respective needs. Having an inhouse team would allow this knowledge to remain in the City rather than getting lost over time through outsourced work. It is possible to support a longer-term viewpoint through contracted efforts, but this is harder to accomplish in practice and will likely cost more.

Technical Expertise

This criterion tests whether the scenario provides adequate technical ability to address the needs of existing and future infrastructure. A larger tradesman team that includes all departments, including WPS, will enable the city to maintain more inhouse expertise compared to only having a team of tradesmen for the municipal buildings (excluding school buildings) due to scale. For example, hiring an electrician for 30 buildings might not justify the cost, while hiring two electricians for 85 buildings might be cost efficient. On the other hand, if all of the work was outsourced, the City would still be able to receive the technical expertise required. However, this might conflict with other criteria (such as cost or long-term ownership).

Timeliness

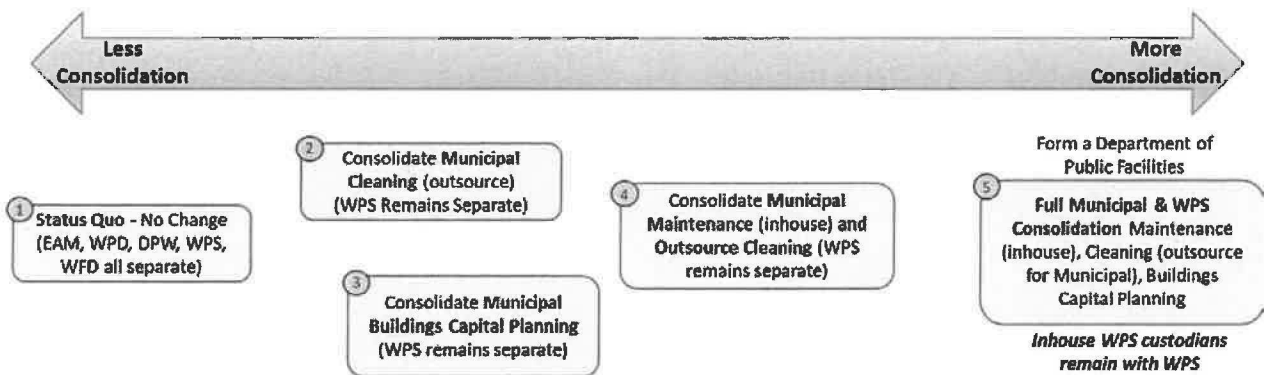
This criterion seeks to establish whether the scenario improves the total time of response for maintenance and cleaning from request to completion.

Ease of Implementation

The last one of the evaluation criteria is Ease of Implementation. This point of evaluation considers multiple factors from stakeholder buy-in, logistics, and expected time to implementation.

Consolidation Scenarios

Bringing together the learnings from our interviews, document reviews, site visits, data analysis, benchmarking, and surveys, the Ripples Group developed a set of consolidation scenarios for the City of Worcester. Although the image below does not display every single consolidation scenario we identified, it depicts the main scenarios that the City should consider.



Although each scenario has its own benefits, when the evaluation criteria were applied to each option, scenario 5 or full municipal and WPS consolidation came out to be the most effective consolidation scenario for the City of Worcester. A high-level summary of each scenario is described below.

Scenario 1 (Status Quo): This scenario was included as a baseline. Continuing in the current state and not making any changes will clearly not address any of the challenges identified in our study nor does it enable the City to benefit from consolidation.

Scenario 2 (Outsourced Municipal Cleaning Consolidation): This option assumes the consolidation of all current outsourced cleaning contracts for the City’s municipal buildings (excluding WPS). Although minimal, compared to other scenarios, this scenario may lead to cost savings through economies of scale. It also improves management control by enabling centralized management of one cleaning contract, rather than multiple. However, it does not improve management visibility, promote long term ownership, provide flexibility, and improve technical expertise or timeliness for the City of Worcester.

Scenario 3 (Consolidate Municipal Capital Planning): This option assumes the consolidation of municipal capital planning only (excluding WPS). EAM, DPW, WFD, and WPD would submit their capital plans to a Capital Investment Committee which includes representatives from EAM, DPW, WFD, and WPD. This scenario would enable better informed prioritization of resources and trade-offs, which has the potential to generate long term cost savings through enhanced decision making. However, this

scenario, does not improve the City's flexibility or scalability, long term ownership, technical expertise or timeliness.

Scenario 4 (Consolidate Municipal Maintenance and Outsource Cleaning): This assumes that all municipal buildings (excluding WPS) consolidate their outsourced cleaning contracts and maintain one inhouse tradesman team for their 30 buildings. In terms of cost, this option reduces management overhead by 1 to 2 FTEs and generates ~75% of savings every time previously outsourced work gets completed through the newly developed inhouse maintenance team. Based on our calculations, the estimated net annual savings could be between \$200K to \$350K. In addition, as mentioned in scenario 2, one municipal cleaning contract may lead to savings through economies of scale. This option also provides improved management visibility into municipal buildings, enables centralized management and better-informed prioritization of resources. Furthermore, it is relatively easy to scale up and may provide flexibility during emergencies. It also promotes long term ownership by enabling institutional knowledge to remain in the organization, as well as enable the City to hire specific technical skills based on the maintenance work needed. Finally, less outsourced work will clearly result in shorter response times and faster request completion, (assuming the implementation of an effective work-order system).

On the other hand, this scenario has three drawbacks: Firstly, it does not include capital planning for WPS, which prevents the City from achieving maximum managerial control and visibility and potential long-term cost savings through better prioritization and informed decision making. Secondly, it does not provide flexibility to the City as the municipal maintenance team will be smaller compared to a team that oversees municipal and school buildings. Finally, it does not allow the City to hire the optimal staff with specific technical skills due to the size and volume of the tradesman team and work orders. For example, as mentioned previously, hiring an electrician for 30 buildings might not justify the cost, while hiring two electricians for 85 buildings is likely be cost efficient.

Scenario 5 (Full Municipal and WPS Consolidation): Our final and recommended scenario is a combination of all previous options. It assumes that all municipal and school buildings consolidate their building capital planning and maintenance services. Under this scenario, EAM, DPW, WFD, and WPD would outsource their cleaning contracts, while WPS would continue to manage their custodian staff separately for cleaning. Since WPS would be the only department with custodians, bringing WPS custodians under this consolidation scenario would increase complexity without adding any benefits. WPS custodians are an integral part of school operations, which should remain under the control of WPS. As to maintenance, there would be one inhouse tradesman team for all 85 buildings. Building capital planning would be developed based on inputs from all five departments, rather than in silos. This scenario satisfies all the criteria and captures all the benefits options 2, 3, and 4 generate. Furthermore, the combination of each scenario leads to further synergies, such as having one central management or tradesman team, making the whole greater than the sum of each option.



Although this scenario implies one maintenance team for all 85 buildings as a path to a successful implementation, we recommend that the municipal buildings first develop their own maintenance team (~5 new FTEs) before consolidating with the WPS maintenance team. This will ensure that adequate staff are hired to maintain all 85 buildings without overburdening the current WPS maintenance staff.

The table below captures the benefits of scenario 5 according to each criterion:

Scenario 5 Evaluation	
Full Municipal & WPS Consolidation (building capital planning, cleaning, and maintenance)	
Cost	<ul style="list-style-type: none"> ▪ Reduces management overhead [Reduces mgmt. overhead by 2+ FTEs] ▪ Reduces outsourced work, leading to lower service costs [~75% decrease for outsourced work cost. \$570K - \$700K savings annually (assuming a fully built maintenance team)] ▪ Requires hiring of maintenance staff by ~5 FTEs** [~\$-360K] + expanded work sys. [~\$6K] ▪ Implies one municipal cleaning contract which may lead to savings through economies of scale ▪ Promotes potential long term cost savings through better prioritization and informed decision making
Managerial Control & Visibility	<ul style="list-style-type: none"> ▪ Provides management visibility into all buildings* (maintenance, cleaning, capital) ▪ Enables centralized management (rather than siloed mgmt. / multiple cleaning contracts) ▪ Enables better informed prioritization of resources and trade-offs
Flexibility & Scalability	<ul style="list-style-type: none"> ▪ Promotes flexibility during emergencies and overtime (e.g. building flood) ▪ Easy to scale up if needed (no change to model)
Long Term Ownership / Institutional Memory	<ul style="list-style-type: none"> ▪ Promotes ownership and enables institutional knowledge to remain in the organization
Technical Expertise	<ul style="list-style-type: none"> ▪ Enables the city to hire staff with specific technical skills due to size and volume
Timeliness	<ul style="list-style-type: none"> ▪ Reduces outsourced work, leading to shorter response times and faster request completion [assumes implementation of effective work-order system] ▪ Enables on-call services or splitting to early and late day shifts
Ease of Implementation	<ul style="list-style-type: none"> ▪ Requires hiring of maintenance staff (~5 FTEs to maintain current average quality level**) ▪ No insurmountable barriers

*85 buildings that are included in this study
 **Based on Ripples analysis, benchmarks, and interviews. Does not include DCU Center

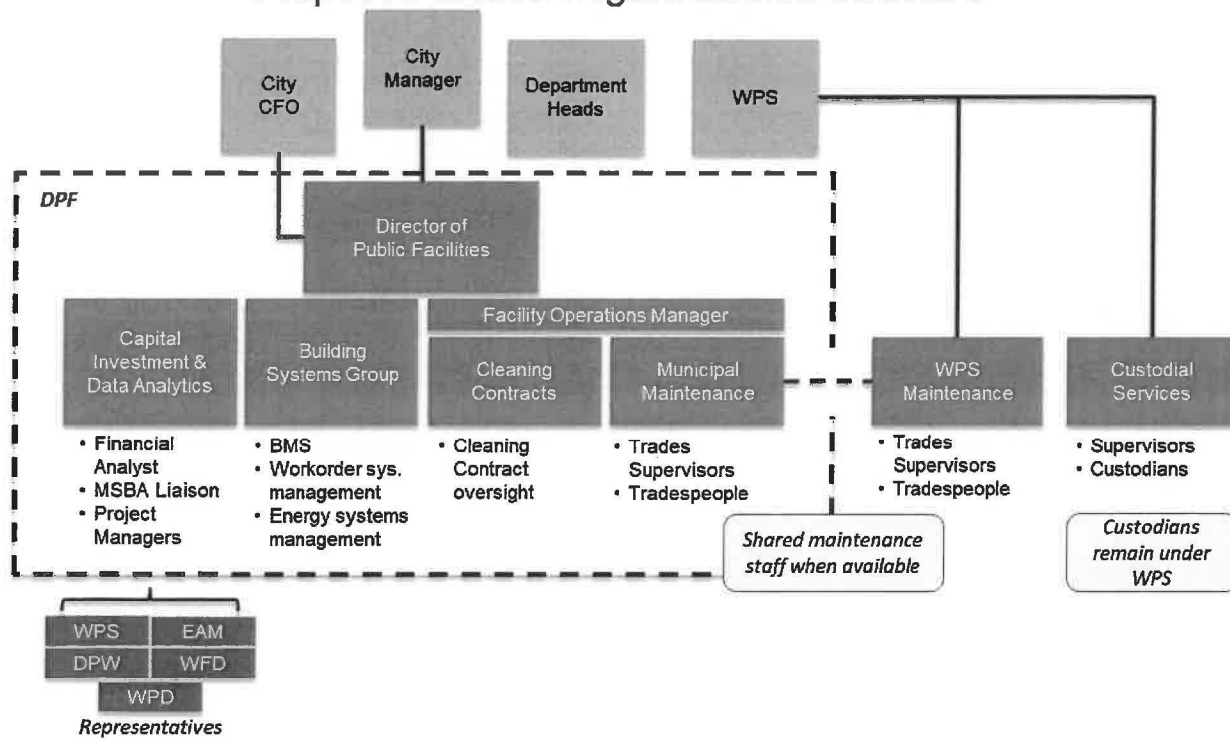
In line with our benchmarking efforts, scenario 5 would necessitate a new department of facility management to be formed (Department of Public Facilities [DPF]). This department would be created from existing Worcester staff and, in most part, would not require new hires. It is crucial for the new department to implement more detailed cost accounting measures to ensure data-driven processes and consistent allocation of resources. Specifically, this department should be:

- Sensitive to City and department priorities
- Equitable
- Information-driven (financial and operational)
- Flexible enough to enable contingency planning

In order to ensure success, the Department of Public Facilities (DPF) should be developed through a phased approach over the next two fiscal years. It is crucial for The City to take the necessary steps and develop the critical components of the new department before creating a new department. (e.g. extend work order management system to municipal buildings, develop the Municipal maintenance team, etc.). A detailed Facility Management Consolidation Implementation Plan is captured in Appendix G.

Our high-level proposed Interim Organizational Structure for the Department of Public Facilities (DPF) is captured below. As mentioned previously, we recommend that the municipal buildings first develop their own maintenance team before consolidating with the WPS maintenance staff. During this transition period, WPS and DPF should share their tradesman resources whenever the opportunity arises.

Worcester – Department of Public Facilities (DPF) Proposed Interim Organizational Structure



Once both maintenance teams are fully developed, all maintenance staff should be combined under DPF.

As mentioned above, this department should be created by utilizing existing City employees. As depicted in the proposed organizational chart above, there would be three main divisions that are responsible for all 85 buildings included in this study:

- Capital Planning & Data Analytics
- Building Systems Group
- Facility Operations (maintenance & cleaning [excluding WPS custodians])

The Capital Planning & Data Analytics division would have representatives from each department to promote inclusive decision-making. It is important to emphasize that all recommended changes should account for existing bargaining unit agreements.

Recommendations

Based on our findings, we provide below our full set of recommendations for the City of Worcester. Our recommendations are broken into three sections: Organizational, Systems Related, and Process Related.

Recommended Organizational Changes

- **Establish a Facility Management vision for the City.** As Robert H. Goddard once put it, in rather colloquial but effective terms, “Every vision is a joke until the first man accomplishes it; once realized, it becomes commonplace.” To set the right tone for all relevant stakeholders, the City should set a facility management vision now. The major components of the Worcester public facility management vision should likely include a focus on occupant safety, accessibility, customer service, operational efficiency, cost containment, scalability, and continuous quality improvement.
- **Form a Department of Public Facilities, through a phased approach, with representatives from all stakeholder groups and develop Key Performance Metrics.** While the original RFP inquired about the possibility of consolidating all public building facility management under EAM, given the wide variance in needs and capabilities across departments, we recommend establishing a dedicated organization with full authority to make investment decisions. This department would be guided by clear standards and measures informed by the priorities and functional needs of each department. In addition, it is crucial for the new department to implement more detailed cost accounting measures to ensure data-driven processes and consistent allocation of resources.
 - a) Consolidate Building Capital Planning (with representatives from all departments)
 - b) Develop one maintenance team for all 85 occupied buildings
 - c) Outsource all municipal (non-school) building cleaning as one cleaning contract and maintain custodial staff for all school buildings
- **Enable collaboration across facility management stakeholders.** The City has an opportunity to increase efficiency and optimize resource utilization through systemic communication and periodic check-ins across departments. This recommendation could be implemented independent of the ones mentioned above and could have an immediate cost reduction impact. For example, our work with WFD introduced us to a concrete construction expert there whose knowledge could be leveraged across the entire system.

- **Close staffing gaps for custodial and tradesmen teams to cover the needs of all 85 occupied buildings.** By closing staffing gaps, the City can increase customer satisfaction and lower the magnitude of deferred maintenance and the overall cost of maintaining public buildings.
 - Consider converting custodial expenditure to custodian FTEs over time to increase flexibility and reduce costs.

- **Start developing an outreach campaign to communicate potential upcoming changes to internal and external stakeholders.** In our experience, changes of the magnitude described above require clear and consistent communication with all stakeholders who may be impacted. Therefore, it is not premature to establish a communication plan and start generating the required content today.

Recommended System Related Changes

- **Implement building management and work order management systems across the facilities management operation, likely leveraging existing systems as mentioned above.** This step is a must-have for any level of consolidation as it will create managerial visibility and enable continuous quality improvement at the City level. The initial focus should clearly be on the larger departments. All departments should be required to consistently use the system for their cleaning and maintenance requests. As a second phase, the City should consider providing handheld tablets / smart phones to tradesmen to better track maintenance request completion.

- **Implement supply/inventory management system.** This system would provide valuable data to management and lead to an increase in overall efficiency. For instance, through a supply management system, the respective managers could decide whether one product is better than another substitute product or identify whether the cleaning staff are using the right type or amount of supplies.

Recommended Process Related Changes

- **Develop a capital investment prioritization scheme and management process.** In our humble opinion, this step will be the most challenging in consolidating the City's public building facility management initiatives. The prioritization scheme must meticulously balance the operational and financial needs of all internal and external stakeholders. Below we propose a preliminary list of criteria that could contribute to such a building-level prioritization model:
 - a) Daily number of Worcester residents served through the building/daily traffic excluding occupants (to assess impact on safety and customer service)
 - b) Number of building occupants (to assess impact on safety)
 - c) % of building occupants who are children or elderly (to assess impact on safety and customer service)
 - d) Magnitude of deferred maintenance investment needs in dollar terms

- e) Likelihood that investment will result in financial or operational efficiency within 3-5 years
- f) % of investment to be sourced from capital budget (vs. foundation budget, grants, MSBA)
- g) Whether the project can be conducted partially
- h) Risk of investment delay on public health, safety, and accessibility
- i) Risk of investment delay on service quality
- j) Risk of investment delay on project cost over time
- k) Ability of building to generate revenue for the City
- l) Impact of capital investment on City curb appeal
- m) City's willingness to invest in building (vs. divesting it)
- n) Number of operating hours per day for building

As capital investment management is improved over time, the City should shift its focus to preventive and predictive maintenance such that the remediated needs do not revert to become new capital needs.

- **Develop Cleaning and Maintenance Standards and field periodic online customer satisfaction surveys to measure progress.** This recommendation not only allows the City to gauge the satisfaction level of its staff on an ongoing basis, but it also enables them to capture issues that might have otherwise fallen through the cracks. For example, during our recent Worcester Facilities Staff Survey, respondents clearly voiced their dissatisfaction with:
 - a) Performance of some custodial staff
 - b) Cleanliness of bathrooms
 - c) Rodent problem
 - d) Long response times for requests
 - e) HVAC and air quality in some buildings
- **Implement a Facilities Management Dashboard.** In many instances, public and private sector organizations fail to leverage the data they have been collecting due to insufficient reporting tools. Assuming the implementation of building management and work order management systems across the facilities, it will be crucial for the City to leverage the data gathered and turn them into actionable insights.
- **Establish consistent annual performance reviews for tradesmen and hired custodians.** This is a key step in ensuring consistency and communicating expectations to City employees. Without it, managers and supervisors cannot provide constructive feedback to their employees and hold them accountable. Clearly, this should be accomplished in accordance with existing collective bargaining contracts where applicable.
- **Prioritize facility management training and a Continuous Quality Improvement (CQI) process.** Processes and management styles can always be improved. To ensure the City of Worcester is benefiting from best practices and optimizing their processes, management training and CQI processes should always be prioritized.

Appendix A – Internal Documents & Data

Documents Reviewed

- Worcester Annual Budget FY18
- Organizational Charts
- Facilities Department Fact Sheet
- Worcester ADA Self-Evaluation
- WPS – Master Plan for Urgent Repairs
- WPS – Maintenance Budget for MSBA
- WPS – Facilities Capital Improvement Plan
- EAM – Facilities Capital Improvement Plan
- City of Worcester IGA Honeywell Report
- Relevant Job Descriptions
- WPS – Custodian Training Manual

Data Analyzed

- WPS, EAM, DPW, WFD, WPD historical operating expenses
- WPS – Historical Work Order Submissions (School Dude)
- WPS – Custodian Pay Scale
- WPS – Maintenance Personnel
- WPS – Equipment Inventory
- City and School Occupied Facilities and Energy Data
- Honeywell Excel Database
- Worcester Facilities Survey for City Employees
- Worcester Facilities Survey for Public Users

Appendix B – Subject Matter Expert and Benchmarking Interviews

- Paul Dunphy, Harvard Facility Compliance Coordinator
- John Bello, MA Trial Court, Associate Court Administrator (Former Facilities Director)
- Paul Hines, City of Quincy, Commissioner of Department of Public Buildings
- Garry Cunniff, City of Quincy, Head of Engineering
- Walter Macdonald, City of Quincy, Director of Building Maintenance
- Kevin Murphy, City of Quincy, Director of Tradesman
- Chris Gallagher, City of Fall River, Director of Facilities Maintenance
- Ken Pacheco, City of Fall River, Chief Operating Officer for Public Schools
- Tammy Moutinho, City of Fall River, Head Admin Clerk
- Eric Keck, Englewood Colorado, City Manager
- Patrick Roach, Springfield, Chief Financial Officer for Public Schools

Appendix C – Select List of Research Documents

- Consolidation of Buildings and Grounds Departments and Other Initiatives of the Town of Carver, MA and the Carve School Department
- Lexington Facility Consolidation
- City of Danvers, Sharing Services with Schools – Facilities
- Town of Natick Facilities management Consolidation Study
- Center for Governmental Research – A review of Collaborative Options for Functions & Facilities – City of Tonawanda, NY
- Center for Governmental Research – A review of Shared Service Options – Addison, NY
- MA Trial Court Building Cleaning and Maintenance Standards
- Federal Energy Management Program – Operations & Maintenance Best Practices
- Service Sharing between Municipalities and Schools in New York State
- Organizational Study of Facilities Maintenance Fall River, MA
- APPA Standards
- APPA Facilities Performance Report 2014
- Best Practices for School Districts Facilities and Maintenance (Hanover Research)
- IFMA Maintenance and Operations Survey
- IFMA Facility Management Staffing Report
- IFMA Benchmarking for Facility Professionals
- Worcester Comprehensive Annual Financial Report June 30, 2017
- Facilities Information Management - A guide for state and local education agencies
- Office of Superintendent of Public Instruction - Facilities Maintenance & Operations - Classified Adequacy Staffing Report
- Blue Pillar - Centralized Facility and Energy Management
- National Center for Education Statistics and the National Cooperative Education Statistics System – Planning Guide for Maintaining School Facilities

Appendix D – Survey Questionnaires

Worcester Survey Questions for Staff Members

- Which department manages the building you primarily work in?
 - Which DPW building do you work at most often?
 - For how many years have you been working for the City of Worcester?
1. Overall, I am satisfied with cleaning services in my building (specifically, office, restroom, hallway, stairwell cleanliness, restroom supplies availability, etc.).
 2. I know who to contact when I have a cleaning or maintenance request (e.g. lights, HVAC, Plumbing).
 3. In most cases, I have to contact only one person for all my cleaning and maintenance requests (e.g. lights, HVAC, Plumbing).
 4. In general, my cleaning and maintenance requests are resolved in a timely manner
 5. In general, I am notified when my cleaning or maintenance request is completed.
 6. I would like to be notified when my cleaning or maintenance request is completed.
 7. My building has adequate heating during the winter season.
 8. My building has adequate cooling during the summer season. Please select N/A if your building doesn't have A/C.
 9. The indoor air quality in my building is satisfactory.
 10. Overall, I am satisfied with the look and feel of my building (building condition, comfort, etc.).
 11. Overall, I am satisfied with my building's accessibility for individuals with disabilities.
 12. Overall, I am satisfied with this building's curb appeal (main entrance, building exterior and grounds).
 13. Overall, I am satisfied with the facilities management services (cleaning and maintenance) I receive.
 14. I would like to submit my cleaning and maintenance requests through an easy to use online system.
 15. In general, I am satisfied with the adequacy of snow removal conducted for my building.
 16. The City of Worcester has a clear vision on municipal facilities management.
 17. There is sufficient communication and collaboration amongst city departments on facilities management.

18. Is there any other feedback you would like to provide regarding your building's facility management?

Worcester Survey Questions for Public Users (Franklin Square Library, City Hall, Worcester Senior Center, Police HQ, Union Station)

- How often do you visit this building?
- 1. Overall, I am satisfied with this building's cleanliness level (specifically, restrooms, hallways, stairwells, etc.).
- 2. The indoor air quality for this building is satisfactory.
- 3. Overall, I am satisfied with the look and feel of this building (building condition, comfort, etc.).
- 4. Overall, I am satisfied with this building's accessibility for individuals with disabilities.
- 5. Overall, I am satisfied with this building's curb appeal (main entrance, building exterior and grounds).
- 6. Is there any other feedback you would like to provide regarding this building's facility management? (open ended)

Appendix E – Building Database



Worcester Building
Database Final.xlsx
(See attachments)

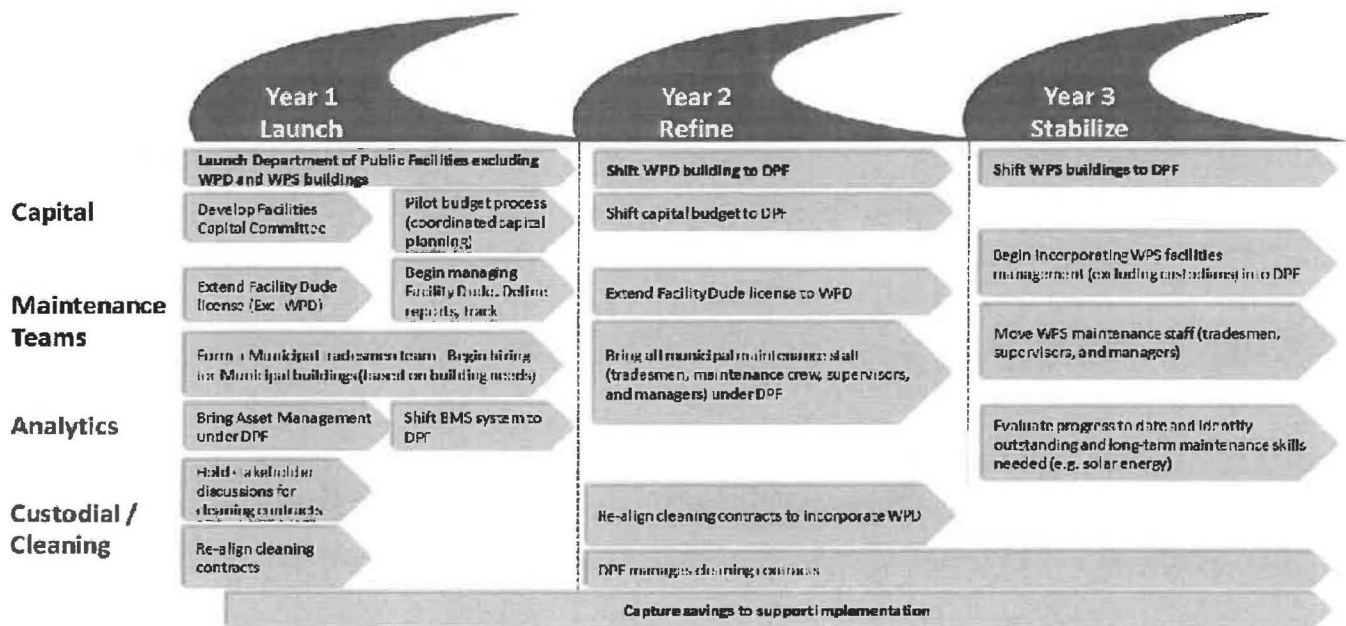
Appendix F – Capital Allocation Tool



Capital Allocation
 Tool Final.xlsx

(See attachments)

Appendix G – Facility Management Consolidation Draft Implementation Plan



Year 1

The first step we propose in the first year, following the forming of DPF, is the development of the Facilities Capital Planning Committee. The Committee should have equitable representation from EAM, DPW, WFD, WPD, and WPS. We suggest establishing a clear set of criteria, that all members agree upon, to collectively prioritize and allocate. The criteria selection is a crucial starting point to align viewpoints and support a City-wide perspective across the committee, which would enable the Committee to focus on the key needs of the City. Historically, each department submitted their requests without a full understanding of the City’s needs as a whole and the relative needs of all departments. This initial, but vital step will allow the City of Worcester to begin facility management consolidation and address current deferred maintenance with a holistic view.

To enable flawless work order tracking, DPF should expand the license of the work order management technology currently used by WPS (School Dude). The upgraded “Facility Dude” license should be extended to all facilities (excluding WPD in the first year) with the school and municipal facilities

managed separately. The upgraded system will increase managerial visibility and enable continuous quality improvement at the City level. The initial focus should be on the larger departments. Over time, all departments should be required to consistently use the same system for their cleaning and maintenance requests. While this will require a major effort to fully deploy, consistent use will provide an opportunity to enhance customer service and improve response times.

As the work order tracking system is being implemented, in a staggered fashion, all current municipal building resources, including tradesmen, maintenance crew, supervisors and managers, should be moved under DPF and become a part of the municipal maintenance team. In addition, the City should begin hiring additional tradesmen for municipal buildings that possess the required set of skills to address requests. Hiring should be done by carefully studying building needs and work orders to focus on high-cost efforts that can be managed in-house more efficiently. Finally, the Building Management System (BMS) should also be shifted over to DPF at approximately the 6-month mark in Year 1.

At this point, DPF should engage in stakeholder discussions to consolidate all cleaning services (excluding WPS and WPD) into one cleaning contract for easier management and potential cost savings due to scale.

Assuming that the new maintenance team is up and running in the first six months, estimated potential savings will be in the range of \$250,000 to \$300,000 (excluding cost of hiring staff; we estimate that ~5 additional staff would be needed for all municipal buildings). These savings stem primarily from a shifting of outsourced work to internal resources.

Year 2

By Year 2, DPF will be ready to expand. At this point, the WPD building and maintenance resources should also be shifted to DPF oversight. Incorporating the WPD building will require DPF to repeat some of the steps mentioned above: setting up a Facility Dude license for WPD and ensuring consistent usage of the system for cleaning and maintenance requests.

Another important component will be the transfer of WPD custodial staff, who are currently tasked with cleaning and maintenance, to DPF. Labor involvement at this stage will be critical to ensure buy-in and a smooth transition. One alternative path could be moving current WPD custodian staff into WPS, which will maintain a custodian-based operation going forward.

Assuming the WPD building can be incorporated into DPF in a short time frame, the estimated potential savings during year 2 should range from \$500,000 to \$750,000 (including savings from outsourcing WPD cleaning services but excluding cost of hiring staff; we estimate that ~5 additional staff would be needed for all municipal buildings, as mentioned above.)

Year 3

Assuming the timely and on-budget completion of all Year 1 and 2 activities, in Year 3, DPF should focus on bringing WPS buildings into the new structure, excluding the custodian staff. Clearly, this will be a monumental undertaking and should be managed in very close collaboration with WPS.

Once WPS buildings are incorporated, DPF should focus on stabilization: managing all the maintenance of its municipal buildings under its purview, including work order requests with a team that can meet most of its needs. Outsourced work should be limited to specialty tasks (such as slate roof maintenance) to maximize the City's return on building an in-house maintenance team.

Another critical effort in Year 3 will be the review of progress to date. This includes the analysis of the Department's functioning to date, reduction in backlogged maintenance needs, improved deployment of resources (in-house vs outsourced work), and ultimately visible improvement in the quality and functioning of the City's municipal buildings.

The incremental savings of adding WPS buildings and maintenance staff under DPF are assumed to be minimal but the quality of service, responsiveness, and reduction in backlog should increase consistently. Realistically, there will be savings to combining both teams into one under DPF, such as having one central management and tradesmen team, reducing management overhead, and coordination cost. There will also be savings associated with the cost of monitoring and reviewing the maintenance backlog. The true test of facility management consolidation will be DPF's ability to improve the efficient functioning of all facilities, further supporting the progress of Worcester in the 21st century.

X. GENERAL BUSINESS
Administration/Mr. Monfredo/
Miss Biancheria/Mr. O'Connell
(September 25, 2019)

CURRENT ITEM - gb #9-153.3
S.C. MEETING - 1-16-20

1ST ITEM	gb #9-153 S.C.MTG. 5-2-19
2ND ITEM	gb #9-153.1 S.C.MTG. 6-6-19
3RD ITEM	gb #9-153.2 S.C.MTG. 10-3-19
4TH ITEM	gb #9-153.3 S.C.MTG. 1-16-20

ITEM:

Response of the Administration to the request to invite Tina Grosowsky, Project Coordinator for the Central Massachusetts Tobacco Free Community Partnership, to give a short presentation on the issue of vaping.

ORIGINAL ITEM: Mr. Monfredo/Miss Biancheria/Mr. O'Connell (April 8, 2019)

Request that the Administration invite Tina Grosowsky, Project Coordinator for the Central Massachusetts Tobacco Free Community Partnership to give a short presentation on the issue of vaping.

PRIOR ACTION:

5-2-19 - Referred to the Administration.
6-6-19 - Approved for a presentation in the Fall of 2019.
10-3-19 - Held for January 2020.

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Accept and file.

X. GENERAL BUSINESS
Administration/Miss Biancheria
(January 6, 2020)

CURRENT ITEM - gb #9-195.7
S.C. MEETING - 1-16-20

1ST ITEM	gb #9-195	S.C. MTG. 5-16-19
2ND ITEM	gb #9-195.1	S.C. MTG. 6-6-19
3RD ITEM	gb #9-195.2	S. C. MTG. 6-20-19
4 th ITEM	gb #9-195.3	S.C. MTG. 10-3-19
5 th ITEM	gb #9-195.5	S.C. MTG. 10-17-19
6 th ITEM	gb #9-195.6	S.C. MTG. 11-7-19
7 th ITEM	gb #9-195.7	S.C. MTG. 1-16-20

ITEM:

Response of the Administration to the following motion from the FY20 Budget:

500101-96000 Retirement

Request that the Administration consider adopting a city based comprehensive Early Retirement Program.
Mr. O'Connell

ORIGINAL ITEM: Administration (May 8, 2019)

To set the dates for the FY20 Budget Hearings.

PRIOR ACTION:

- 6-20-19 - SCHOOL COMMITTEE MEETING
500-91110 - Administration Salaries
Miss Biancheria made the following motion:
Request that the Administration provide the Job Description for the Innovation Pathway Coordinator position at Worcester Technical High School in line C. School Based Supervision. If feasible, consider sharing this position with the Doherty Memorial High School's Engineering Program.
On a voice vote, the motion was approved.
- 6-2-19 - 500152-92000 - Facilities Department Non-Salary
Mr. Biancheria made the following motion:
Request that the Administration provide a report as to the increase in testing and indicate what was done in the schools, as contained in line F Environmental Management Systems.

BACKUP:

Annex A (1 pages) contains a copy of the Administration's response to motion.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Accept the report and file the motion

An Early Retirement Program generally allows members to add a number of years to either age or creditable service to achieve a higher retirement benefit. The City (WPS) would pay the Retirement System an amount to cover the increased pension cost for these employees.

From time-to-time the Administration is requested to explore a variety of early retirement incentive programs. In only a few instances over the past twenty-five years has the WPS participated in such plans (1994, 2002, and 2010). The Administration does not recommend adopting a city based comprehensive Early Retirement Program at this time based on the following reasons:

- **Budget:** Based on the adoption of the Student Opportunity Act, the next several years of budgets are not expected to have reductions in positions due to funding. (Although there may be positions reallocated as part of the annual review of resource allocation and district needs, it would be difficult to target these areas of possible reduction with an ERI).
- **Cost:** Early Retirement Incentives generally provide immediate savings but overall cost more than other budget saving strategies.

City-based early retirement programs would only be eligible for the following groups:

- Certain Administrators
- Instructional Assistants
- Transportation Drivers and Monitors
- Custodians and Skilled Trades Staff
- Full Year Clerical
- School Year Clerical
- Non-Instructional Staff
- Certain Educational Support Staff

In each of these groups, the positions would need to be backfilled to support district and school operations. If the position is immediately backfilled, any first year salary savings through the backfill of the position with a lower salary person is negated by the additional health insurance and OPEB costs for the new employee.

There have been considerable deliberations on ERI programs in the past. Most employees need to reach a certain retirement percentage or income replacement strategy in order to achieve participation. These incentives are and have been very costly.

In recent years, the WPS budget has included \$456,000 in assessments for the two prior early retirement programs (2002 and 2010). These additional assessments are costly and unnecessary at this time. The early retirement incentive offered to certain teachers and administrators in 1994 cost the district \$5.1 million over a 15 year repayment period. The total cost of the 2002 early retirement program cost the WPS more than \$5.5 million over the 15 year repayment schedule. The cost of the 2010 early retirement program for 12 employees will cost \$1 million over the ten year repayment period after initial budget savings of \$328,000.

It is for these reasons that the Administration's consistent reluctance to participate in ERI programs has been based on financial prudence and future costs to the budget of the Worcester Public Schools rather than immediate, short term possible savings.

X. GENERAL BUSINESS
Administration/Mr. Monfredo/
Miss Biancheria/Mr. Foley/
Ms. McCullough/Mr. O'Connell
(January 6, 2020)

CURRENT ITEM - gb #9-260.1
S.C. MEETING - 1-16-20

1ST ITEM gb #9-260 S.C.MTG. 9-5-19
2ND ITEM gb #9-260.1 S.C.MTG. 1-16-20

ITEM:

Response of the Administration to the request to provide an update on the mold problem at Columbus Park Preparatory Academy and indicate whether or not the City Health Department has provided any recommendations for remediation of this problem.

ORIGINAL ITEM: Mr. Monfredo/Miss Biancheria/Mr. Foley/
Miss McCullough/Mr. O'Connell (August 13, 2019)

Request that the Administration update the School Committee on the mold problem at Columbus Park Preparatory Academy and indicate whether or not the City Health Department has provided any recommendations for remediation of this problem.

PRIOR ACTION:

9-5-19 - Mr. Monfredo made the following motion:
Request that the Administration provide an update at the first meeting in October on the environmental problems at Columbus Park Preparatory Academy.
On a voice vote, the motion was approved.
Referred to the Administration.

BACKUP:

Annex A (23 pages) contains a copy of the Administration's response to the item.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Accept and file.

During the 2018-19 school year, the Administration has worked to identify the sources of complaints of mold at Columbus Park Preparatory School.

Based on the assumption on the presence of mold, the Administration engaged its environmental consultant, O'Reilly, Talbot, and Okun (OTO), to conduct an industrial hygiene assessment at the school. This assessment included the utilization of various direct reading instruments to assist with evaluation of building materials, including a forward facing infrared (Flir) camera, and moisture meter. OTO and district staff also had a number of discussions with staff in the school to identify and isolate areas of concern within the building.

OTO conducted a site visit on June 14, 2019 and performed as a preliminary baseline assessment of the school. The general goal of the visit was to perform a visual assessment of the school to gain an understanding of the school systems (i.e. mechanical, building materials, etc.), listen to teachers and staff regarding indoor air quality complaints, and observe conditions throughout the school building.

This initial assessment identified the following:

- The heating system was not in use; therefore, variances in temperature were not observed.
- There were numerous areas throughout the basement level where the walls/ceiling had visible evidence of water staining. These areas were assessed using the Flir and moisture meters, and identified as being dry.
- There was visible evidence of moisture infiltration through the basement level brick exterior walls and concrete floor (i.e. bubbling latex paint, efflorescence, etc). Areas were confirmed to be dry during the assessment.
- Visible evidence of water staining to walls and ceilings in various third floor locations. These were reportedly from roof leaks that have been repaired. Moisture testing revealed these water stained areas were dry at the time of testing.
- Brown water staining observed on pipe insulation of various heating system pipes in the basement level. These stains appear to be adjacent to pipe valves and regulators. All stained insulation was confirmed to be dry at the time of the assessment.
- There were no musty/mold type odors detected during the assessment throughout the school building.
- A sewer type odor was detected in the basement level main hallway. This odor was localized in the hallway between the rest room and a storage room on the opposite side of the hall. It was noted there is a pass-through air louver in the wall from the rest room to the hall. There is no local mechanical exhaust ventilation in the restroom.

Testing of mold spores in the building by the Massachusetts Teachers Association and the Education Association of Worcester indicated there were some settled spores and potential growth

on some surfaces in the school. These conditions are typical for the types of locations, activities, contents, and atmospheric conditions present in the school. Recommended methods of cleaning these surfaces include damp wiping methods with a common cleaning detergent solution. Results of air sampling appear to generally indicate that total airborne fungal concentrations inside are lower than outside/ambient conditions.

As it has been generally concluded that mold does not appear to be an issue at the school, but the staff report a variety of environmental symptoms, the Administration requested that the Massachusetts Department of Public Health (MDPH), Bureau of Environmental Health, Indoor Air Quality Program provide an indoor air quality assessment of the school to gain a better understanding of issues that may be effecting the school. The full assessment is attached, noting the following summary:

- Carbon dioxide levels were above the MDPH guidelines of 800 parts per million in more than half of the locations assessed, indicating a lack of air exchange, mainly due to sealed fresh air intakes and deactivated/outdated ventilation components.
- The operational lifespan of the buildings unit ventilators (univents) has been exceeded in all areas of the school. The univents are the mechanical system that draws air from outdoors through a fresh air intake located in the exterior walls and return air through an intake located at the base of each unit. Fresh and return air are mixed, filtered, heated and provided to classrooms through an air diffuser located at the top of the unit.
- The basement level contains a significant amount of material that can support mold growth if exposed to moisture. Porous materials such as paper, cardboard, cloth and leather can all be mold colonized if repeatedly exposed to moisture.
- Based on an EPA National School Radon Survey, the MDPH recommends that the school be tested for radon.

Based on the observation and assessment, the MDPH recommends the following:

Short Term Measures:

1. Operational existing HVAC components to the extent possible when school is occupied to provide fresh air and exhaust.

District Action: The district's Facilities staff are monitoring all HVAC components to ensure that they are operation for fresh air and exhaust.

2. Use openable windows to provide fresh air during temperate weather. Ensure windows are closed tightly at the end of each day and during heavy rain.

District Action: The school staff has been advised of this recommendation to open windows as intended for fresh air during temperate weather.

3. Consider temporarily sealing the fresh air intake of the HVAC system during hot, humid weather with a non-porous, solid material to prevent wind-driven hot, moist air from entering the building.

District Action: The district's Facilities staff is working to ensure all mechanical dampers are operational to be closed during hot, humid weather.

4. Remove all porous materials from the basement including carpeting and store materials. Reduce the amount of materials stored in the basement area in general, and store remaining materials in waterproof totes.

District Action: The school staff has been advised of this recommendation to reduce the amount of porous materials in the basement.

5. Ensure all former locker room drains are permanently sealed.

District Action: The district Facilities staff will ensure all locker room floor drains are permanently sealed. .

6. Operate dehumidifiers during hot, humid weather to reduce relative humidity in basement areas. Ensure all dehumidifiers are emptied, cleaned and maintained regularly to prevent spills and odors.

District Action: Dehumidifiers are installed in each basement classroom and are maintained as recommended.

7. Ensure all sinks in the lower level have wet drain traps throughout the summer break. Run faucets at least twice a week to maintain the airtight seal of the trap.

District Action: The school custodial staff will ensure that lower level drain traps are kept wet during the summer break to maintain the airtight seal of the trap.

8. After consulting with a ventilation engineer, examine the feasibility of changing filters in HVAC units at least twice per year with Minimum Efficiency Reporting Value (MERV) 8 (or higher) filters. Clean HVAC uninvent cabinets of debris and dust when filters are changed.

District Action: The district already maintains the uninvents as recommended.

9. Clean carpets annually or semi-annually in soiled high traffic areas as per the recommendations of the Institute of Inspection, Cleaning and Restoration Certification.

District Action: The carpets are cleaned during the annual deep clean of the school.

10. For more information on mold refer to "Mold Remediation in Schools and Commercial Buildings" published by the US Environmental Protection Agency.

11. [If] not done so already, the school, the school should be tested for radon measurement specialist during the heating season when school is in session.

District Action: This testing will be conducted at the end of January with results known in February.

12. Consider adopting the US EPA (2000) document, "Tools for Schools", as an instrument for maintain good IAQ environment in the building.

District Action: This district uses the "Tools for Schools" strategies part of the Environmental Management System.

13. Refer to the resource manual and other related IAQ documents located on the MDPH's website for further building-wide evaluations and advice on maintaining public buildings.

Long-term Recommendations:

1. Consideration should be given to replace HVAC units/components as they become past their service life. If not conducted already, consider contacting an HVAC engineering firm for assessment of the ventilation system's components and control systems (e.g., controls, air intake louvers, thermostats). Based on the age, physical deterioration, and availability of parts for ventilation components, such an evaluation is necessary to determine the operability and feasibility of repairing and replacing the equipment.

District Action: The district engaged a mechanical engineering firm to conduct a preliminary review of the existing conditions and to develop a proposal that would consist of an upgrade for the heating and ventilations system. The preliminary estimate to replace the schools' heating and ventilation system is \$3.5 million. This amount represents the current full annual building rehabilitation budget for the Worcester Public Schools and must be addressed within the context of other building renovations accelerated repair, and deferred maintenance projects within the district's five-year capital plan.

The Administration is implementing the MDPH suggestions as described within each action recommendations and will continue to maintain the current heating and ventilation system to its potential operational level to control fresh air exchange, as well as maintain other building mitigation systems (dehumidifiers, removal of porous materials, drain maintenance, and the deep clean of high traffic areas). The long term replacement of the heating and ventilation system will be evaluated and considered as part of the district's capital improvement plan.

INDOOR AIR QUALITY ASSESSMENT

**Columbus Park School
75 Lovell Street
Worcester MA**



Prepared by:
Massachusetts Department of Public Health
Bureau of Environmental Health
Indoor Air Quality Program
November 2019

Background

Building:	Columbus Park School (CPS)
Address:	75 Lovell Street, Worcester MA
Assessment Requested by:	James Bedard, Director Of Environmental Compliance & Capital Projects, Worcester Public Schools
Reason for Request:	General Indoor Air Quality (IAQ)
Date of Assessment:	October 4, 2019
Massachusetts Department of Public Health/Bureau of Environmental Health (MDPH/BEH) Staff Conducting Assessment:	Michael Feeney, Director, IAQ Program
Building Description:	The CPS is a brick building complex. The original building was constructed in 1913. A wing was added in the 1950s. When the 1950s addition was built, classrooms were equipped with mechanical ventilation.
Windows:	Windows are openable

Methods

Please refer to the IAQ Manual for methods, sampling procedures, and interpretation of results (MDPH, 2015).

IAQ Testing Results

The following is a summary of indoor air testing results (Table 1):

- **Carbon dioxide levels** were above the MDPH guideline of 800 parts per million (ppm) in more than half of the locations assessed, indicating a lack of air exchange, mainly due to sealed fresh air intakes and deactivated/outdated ventilation components. This is explained further in the **Ventilation** section of this report.
- **Temperature** was within or close to the recommended range of 70°F to 78°F the day of assessment. Note it is difficult to control temperature/maintain comfort without operating the mechanical ventilation systems as designed.

- *Relative humidity* was within the recommended range of 40 to 60% the day of assessment.
- *Carbon monoxide* levels were non-detectable (ND) in all areas tested.
- *Fine particulate matter (PM_{2.5})* concentrations measured were below the national ambient air quality standard (NAAQS) limit of 35 $\mu\text{g}/\text{m}^3$ in all areas tested.

Discussion

Ventilation

A heating, ventilating and air conditioning (HVAC) system has several functions. First it provides heating and, if equipped, cooling. Second, it is a source of fresh air. Finally, an HVAC system will dilute and remove normally occurring indoor environmental pollutants by not only introducing fresh air, but by filtering the airstream and ejecting stale air to the outdoors via exhaust ventilation. Even if an HVAC system is operating as designed, point sources of respiratory irritation may exist and cause symptoms in sensitive individuals.

Mechanical ventilation equipment was deactivated in almost every area throughout the building the day of assessment, in both classrooms and common areas (e.g., cafeteria, gym, and library) (Table 1).

The building has two types of ventilation systems. The 1913 wing was originally equipped with a natural ventilation system that used the stack effect to circulate heat and air through classrooms. It appears that the original airshafts were converted into a mechanical ventilation system with an air handling unit (AHU) located in the basement. Classrooms in the 1913 wing have vents that now function as mechanical supply and return vents (Pictures 1 and 2). The basement has been subdivided into classrooms; added ductwork supplies fresh air through diffusers (Picture 3).

The 1913 portion of the building appears to be originally designed to provide fresh air by opening windows and using cross-ventilation. The building is equipped with windows on opposing exterior walls along with hinged windows (called transoms, Picture 4) located above the doors between classrooms and the hallways. The transom enables the classroom doors to be closed while maintaining a pathway for airflow. This design allows for airflow to enter an open window, pass through a classroom, pass through the open transom, enter the hallway, pass through the opposing open classroom transom, into the opposing classroom and exit the building

on the leeward side (opposite the windward side) (Figure 1). With all windows and transoms open, airflow can be maintained in a building regardless of the direction of the wind. The system fails if the windows or transoms are closed (Figure 2). All transoms in the building were sealed, which prevents cross-ventilation as originally designed. The 1950s building has no transoms.

Fresh air for classrooms in the 1950s wing is supplied by a unit ventilator (univent) system (Picture 5). Univents draw air from outdoors through a fresh air intake located on the exterior walls of the building and return air through an intake located at the base of each unit. Fresh and return air are mixed, filtered, heated and provided to classrooms through an air diffuser located in the top of the unit (Figure 3).

In order to have proper ventilation with a mechanical supply and exhaust system, these systems must be balanced to provide an adequate amount of fresh air to the interior of a room while removing stale air from the room. It is recommended that existing ventilation systems be re-balanced every five years to ensure adequate air systems function (SMACNA, 1994). In its current condition, the HVAC system cannot be balanced.

With regard to HVAC system function, according to the American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE), the service life for a unit heater, hot water or steam is 20 years, assuming routine maintenance of the equipment (ASHRAE, 1991). Despite attempts to maintain the univents (e.g., oiling bearings, changing filters regularly), the operational lifespan of this equipment has been exceeded in all areas of the CPS. Maintaining the balance of fresh to exhaust air will become more difficult as the equipment ages and as replacement parts become increasingly difficult to obtain.

Microbial/Moisture Concerns

As mentioned previously, the lowest floor of the building was converted into classrooms sometime in the 1950s-1960s. The basement has several flooring materials, including terrazzo and tile. Due to the condition of hallway floor tiles (Picture 6), it appears that the basement floor becomes wet with condensation during hot, humid weather, despite the use of dehumidifiers in basement classrooms. This phenomenon was likely exacerbated during the weather conditions experienced in New England during the summer of 2018:

The New England area experienced an unprecedented period of extended hot, humid weather. According to the Washington Post, “[d]ata...show[s]...cities in the Northeast have witnessed such humidity levels for record-challenging duration...[i]ncluding Albany, Boston, Burlington Portland and Providence” during the summer of 2018 (WP, 2018). “Boston and nearby locations... [saw]...historic numbers of those warm nights with low temperatures at or above 70 degrees...Providence and Blue Hill Observatory have already broken their annual records” (WP, 2018).

Since the building was originally constructed in 1913, it is highly unlikely that the floor has either insulation or a vapor barrier. In this condition, the floor likely has a temperature similar the material beneath the floor (e.g. soil, sand, rock ledge, rock fill). If the temperature of the floor is below or equal to the dew point, the floor will begin to accumulate condensation¹.

The key to managing condensation is understanding dew point. Condensation is the collection of moisture on a surface at or below the dew point. The dew point is the temperature that air must reach for saturation to occur. If a building material/component has a temperature *below the dew point*, condensation will accumulate on that material. Over time, condensation can collect and form water droplets. With a floor chilled through contact with soil/rock, and the infiltration of unconditioned hot, humid air during the warmer months, condensation on the floor is likely.

In addition, the presence of high relative humidity (>70%) alone for a significantly long period, can also cause water damage to susceptible materials. If these materials are porous, carbon-containing items (e.g., gypsum wallboard, carpeting, cloth, paper, and cardboard), mold can grow (ASHRAE, 1989).

It is recommended that porous material be dried with fans and heating within *24 to 48 hours of becoming wet* (US EPA, 2008, ACGIH, 1989). If porous materials are not dried within this time frame, mold growth may occur. Water-damaged porous materials cannot be adequately cleaned to remove mold growth.

¹ Condensation is the collection of moisture on a surface with a temperature below the dew point. The dew point is a temperature determined by air temperature and relative humidity. For example, at a temperature of 73°F and relative humidity of 57 percent indoors, the dew point for water to collect on a surface is approximately 57°F.

The basement level of the building contains a significant amount of materials that can support mold growth if exposed to moisture (Pictures 7 and 8). In addition, a number of conditions exist that may increase relative humidity/moisture conditions in the basement:

- The basement used to contain locker rooms including a shower (Picture 9). It could not be determined if the shower floor drains were permanently sealed. Drains are usually equipped with curved pipe in an “s” shape to form a device called a trap. Drain traps are normally filled with water to create a seal between the building's sanitary sewer line and the system designed to ventilate sewer gas. Without the water seal in a drain trap, water vapor and sewer gas can be drawn into an area. Sewer water can contain a number of bioaerosols (including fungi such as mold) that can be drawn into an area with a dry drain trap, particularly when a sewer system has a large influx of water during heavy rainstorms. The water inside the trap requires replenishment on a regular basis (every other day, particularly during the heating season) to maintain airtightness of the trap.
- Sinks in the lower level may also develop dry drain traps during summer months when school is on break.
- The fresh air intake for the main retrofitted HVAC system is located at the rear of the building. Hot, moist air may migrate into classrooms under westerly/southwesterly wind conditions via the deactivated HVAC system if the fresh air intake dampers are in the open position.
- Porous materials were present in the basement area. It is highly recommended that materials that can support mold growth be removed. Porous materials such as paper, cardboard, cloth and leather can all become mold colonized if repeatedly exposed to moisture.

These types of conditions conducive to mold growth may result in an indoor environment that could adversely affect the health of occupants with respiratory disease such as asthma.

Note that EPA conducted a National School Radon Survey in which it discovered nearly one in five schools had “...at least one frequently occupied ground contact room with short-term radon levels above 4 [picocuries per liter] pCi/L” (US EPA, 1993). The BEH/IAQ Program therefore recommends that every school be tested for radon, and that this testing be conducted during the heating season while school is in session in a manner consistent with USEPA radon

testing guidelines. Radon measurement specialists and other information can be found at www.nrsb.org and <http://aarst-nrpp.com/wp>, with additional information at: <http://www.mass.gov/eohhs/gov/departments/dph/programs/environmental-health/exposure-topics/iaq/radon>.

Conclusions/Recommendations

The conditions related to IAQ problems at the CPS raise a number of issues. The general building conditions/design, maintenance, and the condition of HVAC equipment, if considered individually, present conditions that could degrade IAQ and are typically found in buildings of this age. When combined, these conditions can serve to degrade IAQ. Some of these conditions can be remedied by actions of building occupants. Other remediation efforts will require alteration to the building structure and equipment. For these reasons, a two-phase approach is recommended. The first consists of **short-term** measures to improve air quality and the second consists of **long-term** measures that will require planning and resources to adequately address overall IAQ concerns.

Short-term measures:

1. Operate existing HVAC components to the extent possible when school is occupied to provide fresh air and exhaust.
2. Use openable windows to provide fresh air during temperate weather. Ensure windows are closed tightly at the end of each day and during heavy rain.
3. Consider temporarily sealing the fresh air intake of the HVAC system during hot, humid weather with a non-porous, solid material to prevent wind-driven hot, moist air from entering the building.
4. Remove all porous materials from the basement floor including carpeting and stored materials. Reduce the amount of materials stored in the basement area in general, and store remaining materials in waterproof totes.
5. Ensure all former locker room drains are permanently sealed.
6. Operate dehumidifiers during hot, humid weather to reduce relative humidity in basement areas. Ensure all dehumidifiers are emptied, cleaned and maintained regularly to prevent spills and odors.

7. Ensure all sinks in the lower level have wet drain traps throughout the summer break. Run faucets at least twice a week to maintain the airtight seal of the trap.
8. After consulting with a ventilation engineer, examine the feasibility of changing filters in HVAC units at least twice a year with Minimum Efficiency Reporting Value (MERV) 8 (or higher) filters. Clean HVAC and univent cabinets of debris and dust when filters are changed.
9. Clean carpeting annually or semi-annually in soiled high traffic areas as per the recommendations of the Institute of Inspection, Cleaning and Restoration Certification (IICRC 2012).
10. For more information on mold refer to “Mold Remediation in Schools and Commercial Buildings” published by the US Environmental Protection Agency (US EPA, 2008). <http://www.epa.gov/mold/mold-remediation-schools-and-commercial-buildings-guide>.
11. If not done so already, the school should be tested for radon by a certified radon measurement specialist during the heating season when school is in session. Radon measurement specialists and other information can be found at: www.nrsb.org, and <http://aarst-nrpp.com/wp>.
12. Consider adopting the US EPA (2000) document, “Tools for Schools”, as an instrument for maintaining a good IAQ environment in the building. This document is available at: <http://www.epa.gov/iaq/schools/index.html>.
13. Refer to resource manual and other related IAQ documents located on the MDPH’s website for further building-wide evaluations and advice on maintaining public buildings. These documents are available at: <http://mass.gov/dph/iaq>.

Long-term Recommendations:

1. Consideration should be given to replace HVAC units/components as they become past their service life. If not conducted already, consider contacting an HVAC engineering firm for an assessment of the ventilation system’s components and control systems (e.g., controls, air intake louvers, thermostats). Based on the age, physical deterioration, and availability of parts for ventilation components, such an evaluation is necessary to determine the operability and feasibility of repairing/replacing the equipment.

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Figure 1

Cross Ventilation in a Building Using Open Windows and Doors/Transoms

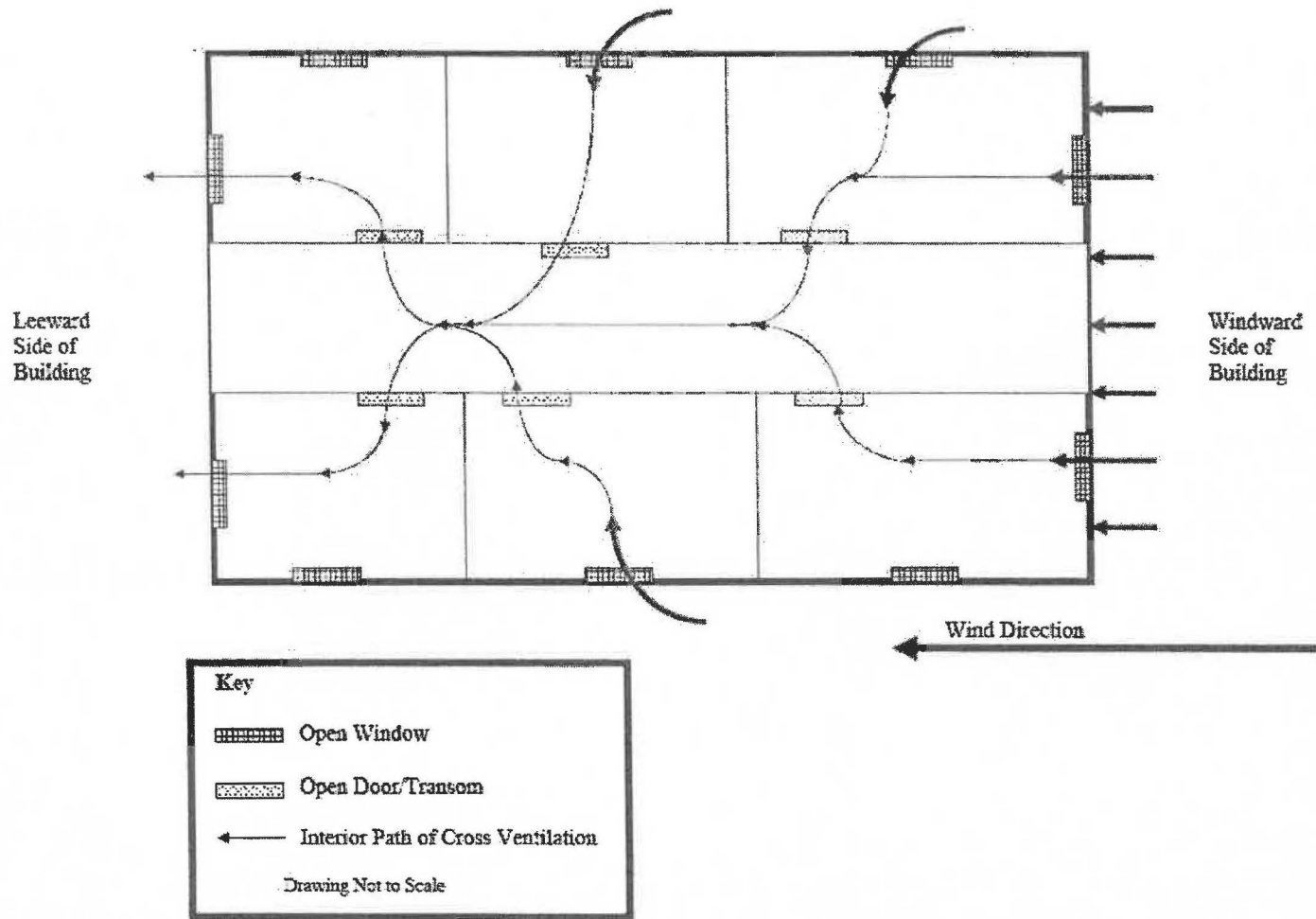


Figure 2

Inhibition of Cross Ventilation in a Building with Several Windows and Doors/Transoms Closed

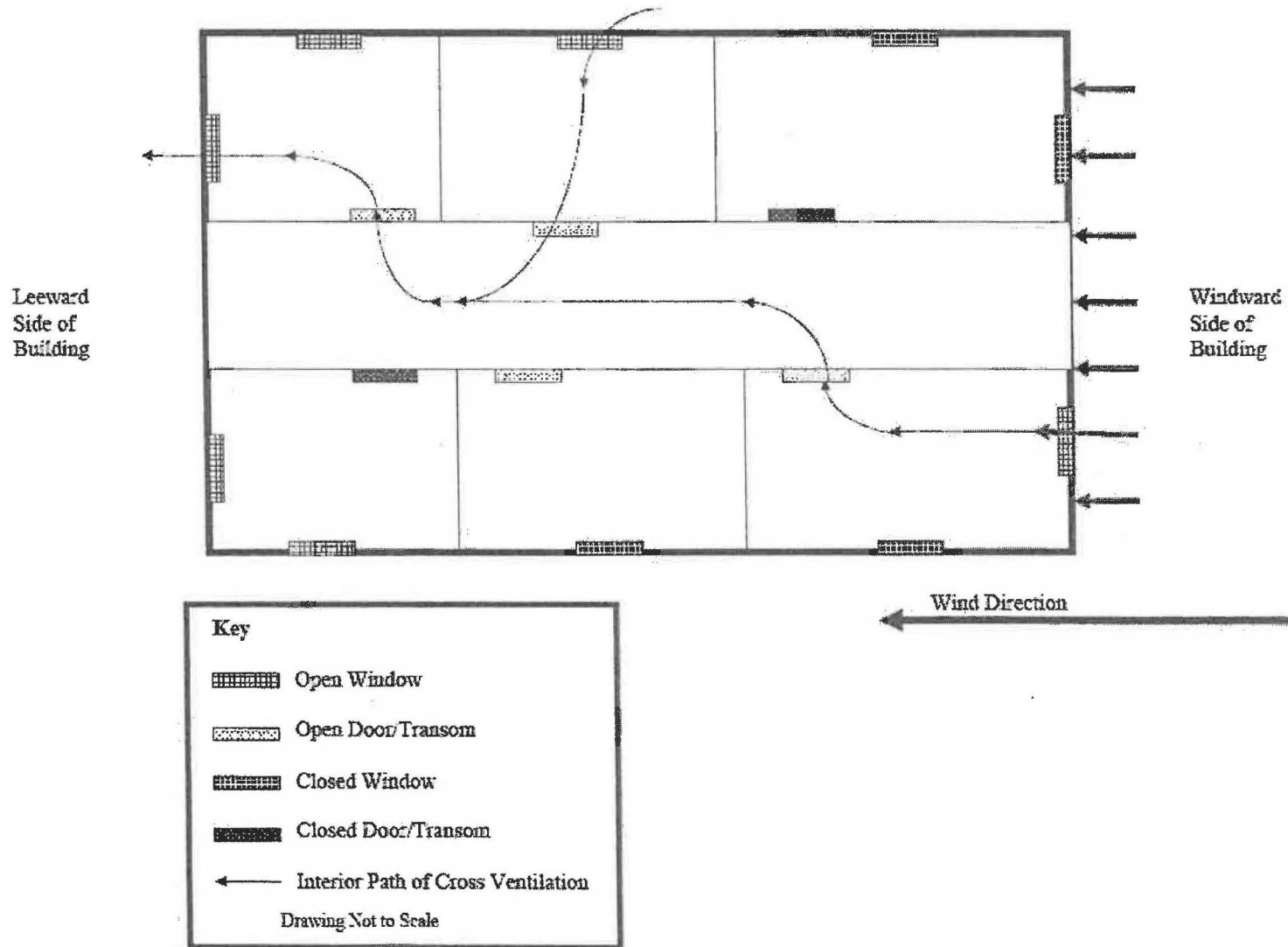
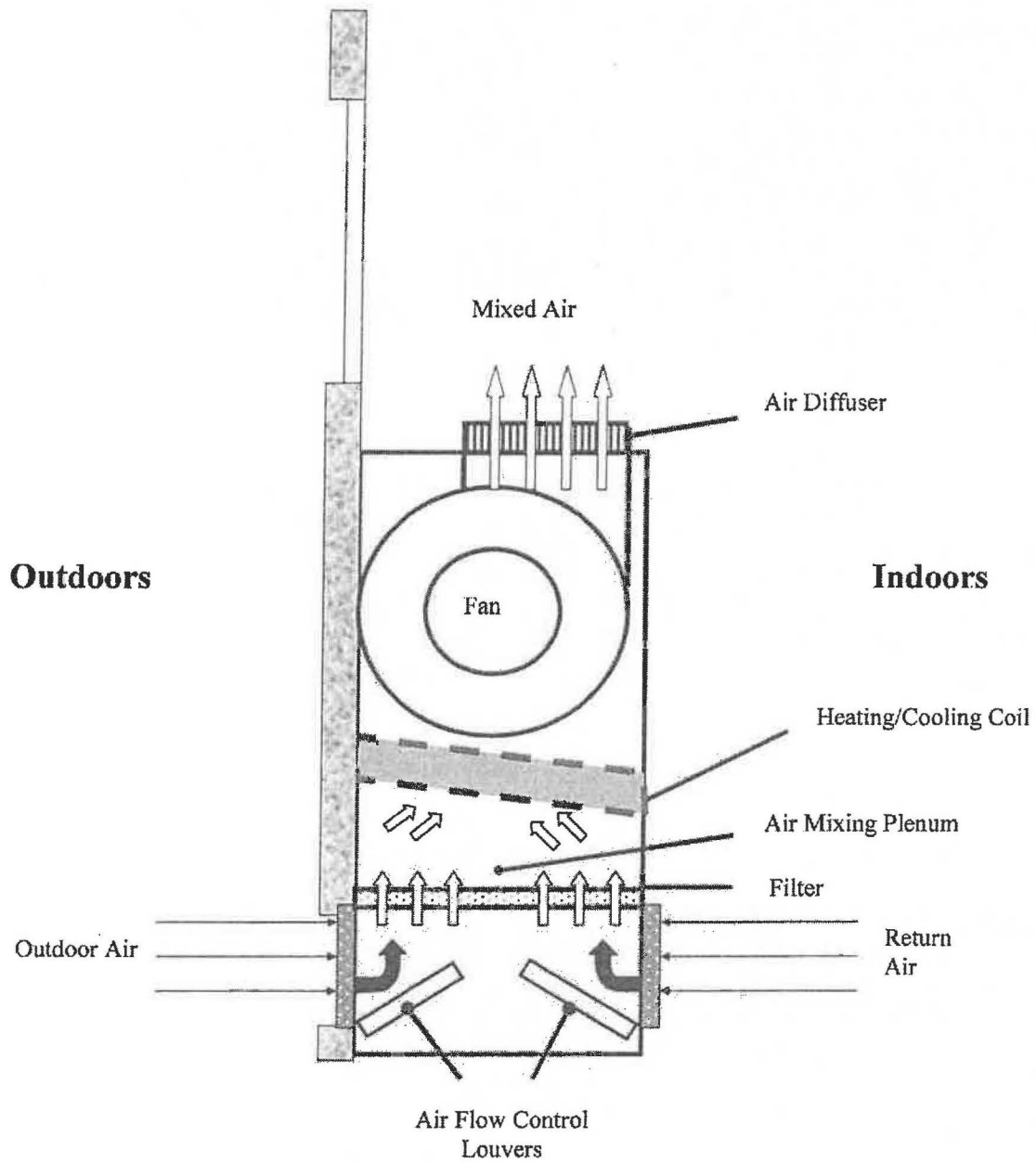


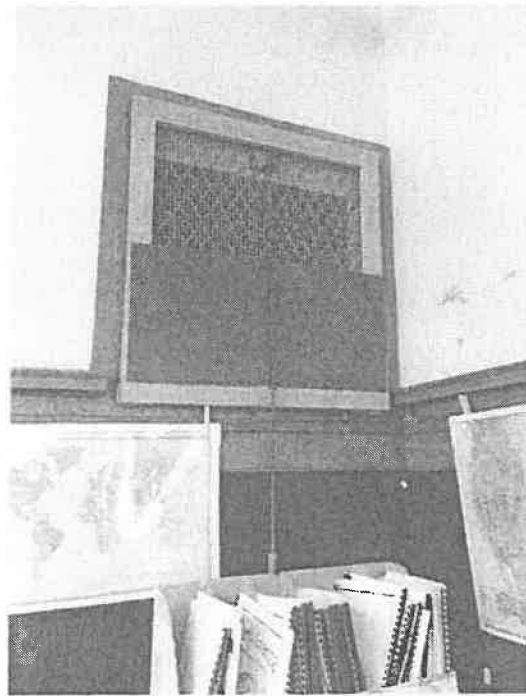
Figure 3: Unit Ventilator (Univent)



Air Flow

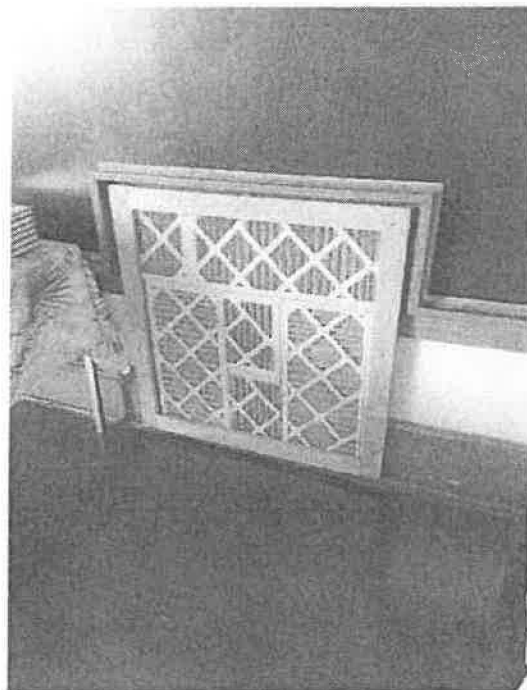
- ← = Fresh air return
- ⇐ = Mixed air

Picture 1



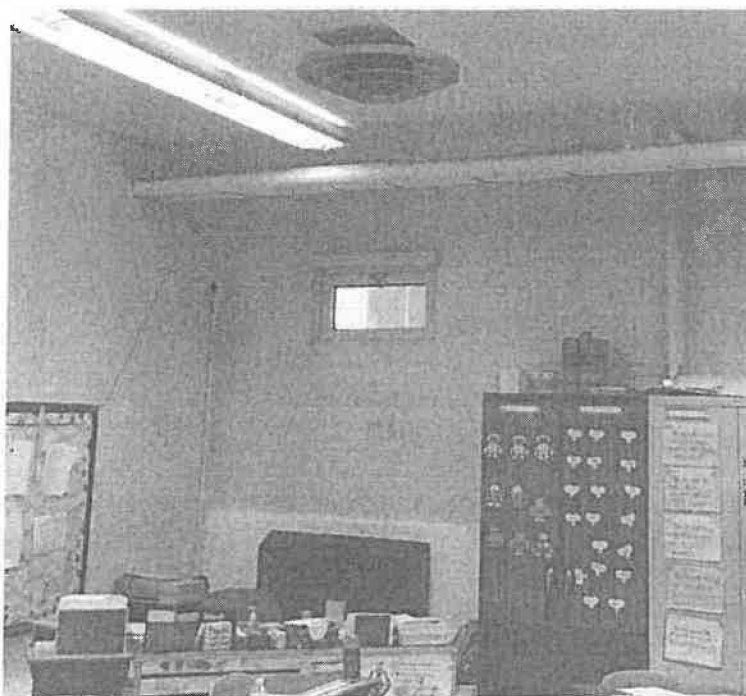
Fresh air supply vent

Picture 2



Return air vent with filters attached

Picture 3



Retrofitted basement fresh air supply and ductwork

Picture 4



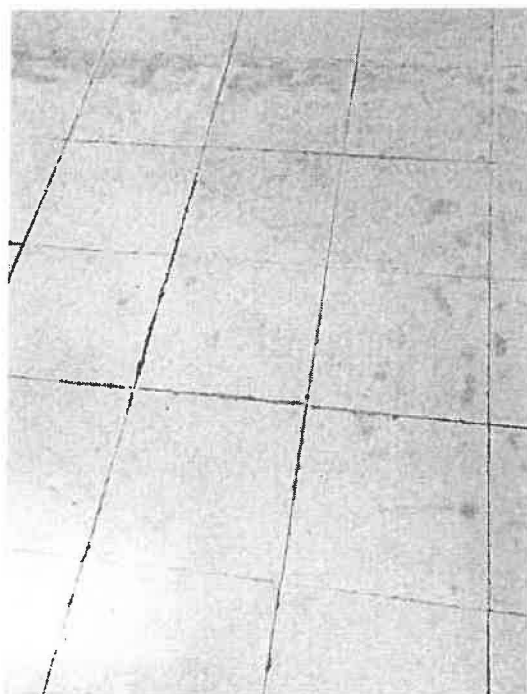
Transom

Picture 5



Unit ventilator (univent)

Picture 6



Water-damaged floor tiles in basement

Picture 7



Stored materials in basement

Picture 8



Stored materials in basement

Picture 9



Former locker room shower area

Location: Columbus Park School

Address: 75 Lovell Street, Worcester, MA

Indoor Air Results

Date: 10/4/2019

Table 1

Location	Carbon Dioxide (ppm)	Carbon Monoxide (ppm)	Temp (°F)	Relative Humidity (%)	PM2.5 (µg/m ³)	Occupants in Room	Windows Openable	Ventilation		Remarks
								Supply	Exhaust	
Background (outside)	422	ND	62	72	11					
Special Education	682	ND	70	52	1	2	N	N	N	
Custodian	786	ND	70	53	1	1	Y	N	N	
Teacher's room	842	ND	71	51	2	2	Y	N	Y	
Cafeteria	1347	ND	73	56	1	100+	Y	Y	Y	
Gym	609	ND	70	45	1	20+	Y	Y	Y	20+ water-damaged ceiling tiles
101	877	ND	71	54	1	22	Y	Y	Y	
105	995	ND	72	52	3	18	Y	Y	N	Tennis balls
106	1087	ND	70	52	3	15	Y	Y	Y	
108	604	ND	68	49	0	0	Y	Y	N	
110	577	ND	70	42	0	1	Y	Y	N	

ppm = parts per million

µg/m³ = micrograms per cubic meter

ND = non detect

Comfort Guidelines

Carbon Dioxide: 600 - 800 ppm = preferable
 > 800 ppm = indicative of ventilation problems

Temperature: 70 - 78 °F
 Relative Humidity: 40 - 60%

Location: Columbus Park School

Indoor Air Results

Address: 75 Lovell Street, Worcester, MA

Table 1 (continued)

Date: 10/4/2019

Location	Carbon Dioxide (ppm)	Carbon Monoxide (ppm)	Temp (°F)	Relative Humidity (%)	PM2.5 (µg/m ³)	Occupants in Room	Windows Openable	Ventilation		Remarks
								Supply	Exhaust	
201	878	ND	70	51	1	17	Y	Y	Y	
202	748	ND	69	48	2	16	Y	Y	Y	
204A	796	ND	70	48	1	4	Y	N	N	
205	808	ND	70	49	0	6	Y	Y	Y	
206	801	ND	70	49	1	10	Y	Y	Y	Upholstered furniture
207	802	ND	69	48	1	14	Y	Y	Y	Tennis balls
302	764	ND	70	46	0	0	Y	Y	Y	
303	1336	ND	70	53	1	0	Y	Y	N	Exhaust sealed
305	1577	ND	71	54	3	2	Y	Y	Y	
306	1810	ND	71	54	1	0	Y	Y	Y	
307	1198	ND	68	52	1	1	Y	N	N	

ppm = parts per million

µg/m³ = micrograms per cubic meter

ND = non detect

Comfort Guidelines

Carbon Dioxide: <800 = preferable
> 800 ppm = indicative of ventilation problems

Temperature: 70 - 78 °F
Relative Humidity: 40 - 60%

X. GENERAL BUSINESS
Administration
(December 18, 2019)

ITEM - gb #0-7
S.C. MEETING - 1-16-20

ITEM:

To accept the College, Career and Technical Education Grant in the amount of \$15,000.

PRIOR ACTION:

BACKUP: Annex A (1 page) contains a copy of the Grant Acceptance Form.

The purpose of this grant is to support regional and local partnerships to expand existing and/or develop new Career and Technical Education (CTE) programs and initiatives that increase student access to CTE opportunities, primarily through more effective use and integration of existing capacity and resources.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve on a roll call.

*Worcester Public Schools
Office of Grants Management*

Grant Acceptance Form

Name of Grant: College, Career, and Technical Education

Type of Funder: Massachusetts Department of Elementary and Secondary Education

Awarded Amount: \$15,000.00

Grant Funding Period: December 12, 2019 – June 30, 2020

Project title: CCTE Partnership Planning Grant

Program coordinator: Foley, O'Neil

Purpose: To support regional and local partnerships to expand existing and/or develop new CTE programs and initiatives that increase student access to CTE opportunities, primarily through more effective use and integration of existing capacity and and resources.

Description of the program: Project Green House (HOriculture for Urban StudEnts) is an effort led by the Worcester Public Schools in collaboration with the workforce investment system and regional economic development agencies. It will connect current Worcester Public Schools students with an integrated longitudinal pathway that will effectively facilitate the transition of the participants into highly sought-after employees. This training will prepare them for placement in the area of Horiculture-Applied Horiculture and Horticultural Business.

Program location: Worcester Public Schools

Outcomes and Measures: To provide students with a career pathway's; one that will lead to a well-paying entry level job and an advanced start on a career

X. GENERAL BUSINESS
Administration
(December 23, 2019)

ITEM - gb #0-8
S.C. MEETING - 1-16-20

ITEM:

To consider approval of the following donations:

- \$561.47 to Lake View Elementary School from the Boon Supply Fundraiser
- \$1,000.00 to Worcester Technical High School to be used for Unified Sports (specifically Josh Menard's participation costs) from the Nashoba Regional School District Athletic Department on behalf of the Z-Murphy Scholarship Fund.
- \$2,845.08 from the Worcester Technical High School Homecoming account to the ALS Association in memory of Mr. Scanlon, history teacher at Worcester Technical High School
- \$186.40 from Box Top for Education to City View Discovery School
- \$142.65 from the Thorndyke Road School PTG to Thorndyke Road School
- \$300.00 from Penske to the South High Community School Diesel Tech Program
- \$27.00 from a donor to the Worcester Public Schools

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve on a roll call.

X. GENERAL BUSINESS
Administration
(January 2, 2020)

ITEM - gb #0-9
S.C. MEETING - 1-16-20

ITEM:

To accept the Increased Access to Quality Afterschool and Summer Learning Programs Grant in the amount of \$47,000.

PRIOR ACTION:

BACKUP: Annex A (1 page) contains a copy of the Grant Acceptance Form.

The purpose of this grant is to increase access to quality afterschool and summer learning programs.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve on a roll call.

*Worcester Public Schools
Office of Grants Management*

Grant Acceptance Form

Name of Grant: Increased Access to Afterschool and Summer

Type of Funder: Massachusetts Department of Elementary and Secondary Education

Awarded Amount: \$47,000.00

Grant Funding Period: School Year 12/20/19-06/30/20 – Summer 07/01/20-08/31/20

Project title: Increased Access to Afterschool and Summer

Program coordinator: Houlihan/O'Neil

Purpose: To increase access to quality afterschool and summer learning programs.

Description of the program: To implement an after school and summer program at North High that will include multi-disciplinary academic and enrichment activities developed around the need for homework support, enhanced English Language Arts, Mathematics and STEM activities, as well as opportunities for social and emotional development. Furthermore, parents will be engaged in the learning process through family engagement activities.

Program location: North High School

Outcomes and Measures: By providing enrichment opportunities which offer a high level of engagement through hands-on learning projects. The offered enrichment opportunities will support students' capacity for socially acceptable and rewarding interactions to think productively, and to analyze and solve problems connected to their academic and social lives.

X. GENERAL BUSINESS
Miss Biancheria/Mrs. Clancey/Mr. Foley/
Ms. McCullough/Mr. Monfredo
(January 3, 2020)

ITEM - gb #0-10
S.C. MEETING - 1-16-20

ITEM:

Request that the Administration and School Committee consider setting up a meeting in March 2020 with the Worcester Legislative Delegation.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Prerogative of the School Committee.

X. GENERAL BUSINESS
Miss Biancheria/Mrs. Clancey/Mr. Foley/
Ms. McCullough/Mr. Monfredo
(January 3, 2020)

ITEM - gb #0-11
S.C. MEETING - 1-16-20

ITEM:

Request that the Administration provide an update on the district's evidence based three year plans that address persistent disparities in achievement among student subgroups to include the four areas outlined in the new law which must be submitted to DESE by April 1, 2020.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Refer to the Administration.

X. GENERAL BUSINESS
Ms. McCullough/Miss Biancheria/
Mrs. Clancey/Mr. Foley/Mr. Monfredo/
Ms. Novick
(January 6, 2020)

ITEM - gb #0-12
S.C. MEETING - 1-16-20

ITEM:

Request that the Administration provide data for the last 7-10 years on the number of students in the WPS who have mastered a particular trade and succeeded in securing a position in it and review this data in an effort to provide additional opportunities for students interested in pursuing trades.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Refer to the Administration.

X. GENERAL BUSINESS
Administration
(January 6, 2020)

ITEM - gb #0-13
S.C. MEETING - 1-16-20

ITEM:

To accept the Gateway City Grant for High Quality-Intensive ELL Programs in the amount of \$161,867.

PRIOR ACTION:

BACKUP: The purpose of this grant is to support Gateway districts that have English learners and wish to implement a new and innovative ELL Program, while also providing districts with an opportunity to create a more culturally and linguistically diverse workforce.

Annex A (1 page) contains a copy of the Grant Acceptance Form.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve on a roll call.

Worcester Public Schools
Office of Grants Management

Grant Acceptance Form

Name of Grant: Gateway City Grant for High Quality – Intensive ELL Programs

Type of Funder: Massachusetts Department of Elementary and Secondary Education

Awarded Amount: \$161,867.00

Grant Funding Period: January 2, 2020 – June 30, 2020 – School

Project title: Intensive ELL Programs

Program coordinator: Melendez-Quintero/O’Neil

Purpose: To support Gateway districts that have English learners and wish to implement a new and innovative ELE Program, while also providing districts with an opportunity to create a more culturally and linguistically diverse workforce.

Description of the program: To provide the opportunity to provide a range of high-quality professional development activities intended to enhance the breadth and depth of knowledge of educators in the Worcester Public Schools current and expanding bilingual programs;

Goal 1: Create (and cultivate) a “grow your own” bilingual education hub
Goal 2: Develop and implement High School Academies

Program location: Worcester Public Schools

Outcomes and Measures: To ensure bilingualism and biliteracy as well as high academic achievement through each student’s educational career.

X. GENERAL BUSINESS
Ms. Novick/Mrs. Clancey/Mr. Foley/
Ms. McCullough/Mr. Monfredo
(January 6, 2020)

ITEM - gb #0-14
S.C. MEETING - 1-16-20

ITEM:

To set dates to meet with the Student Advisory Committee at least every other month, as required by MGL Ch. 71, Sec. 38M.

PRIOR ACTION:

BACKUP:

School Committees of cities, towns and regional school districts shall meet at least once every other month, during the months school is in session, with a student advisory committee to consist of five members to be composed of students elected by the student body of the high school or high schools in each city, town or regional school district.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Refer to the Administration.

X. GENERAL BUSINESS
Administration
(January 6, 2020)

ITEM - gb #0-15
S.C. MEETING - 1-16-20

ITEM:

To approve the final FY20 General Fund Budget in the amount of \$369,535,329, reflecting an increase of \$4,607,306 over the budget amount approved in June 2019, based on the final state budget and request that the School Committee appropriate these funds into the accounts in accordance with the attached backup.

PRIOR ACTION:

BACKUP:

Annex A (13 pages) contains a copy of information regarding the item.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve on a roll call.

As part of the city's tax rate setting process, the City Manager has recommended and the City Council has adopted the final FY20 Budget for the Worcester Public Schools to reflect actions taken in the final state budget after the FY20 Budget was approved by the City Council and School Committee. These budget actions have already been incorporated into the district budget as reported to the School Committee in August and as contained within the district's First Quarter Budget Status Report. However, it is necessary for the School Committee to adopt these final budget amounts.

In summary, the final FY20 State Budget provides \$4,607,306 more than the budget approved by the School Committee in June. The following is a summary of the final budget amounts:

<u>Revenue:</u>	FY20 Budget Approved June 2019	FY20 Final Budget	Change from Adopted
Chapter 70 State Aid & Reimbursement:			
Chapter 70 State Aid (Total)	271,330,278	275,454,036	\$4,123,758
Charter School Reimbursement	<u>\$1,879,990</u>	<u>\$2,734,934</u>	<u>\$854,944</u>
Total Chapter 70 State Aid & Reimbursement	\$273,210,268	\$278,188,970	\$4,978,702
City Contribution			\$0
Total City Contribution	\$122,193,540	\$122,193,541	\$1
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total General Fund Revenues	\$395,403,808	\$400,382,511	\$4,978,703
Less Tuition Assessments:			\$0
Charter School Tuition Assessment	\$27,017,786	\$27,613,016	\$595,230
School Choice Tuition Assessment	\$3,201,234	\$2,977,401	-\$223,833
Special Education Revenue Offset	<u>\$256,765</u>	<u>\$256,765</u>	<u>\$0</u>
Total Tuition Assessments	<u>\$30,475,785</u>	<u>\$30,847,182</u>	<u>\$371,397</u>
Total General Fund Revenue:	\$364,928,023	\$369,535,329	\$4,607,306

These additional funds were allocated in the following accounts in August to address many of the outstanding needs within the district.

<u>Account</u>	<u>Amount</u>
500-91111 Teacher Account	
Focused Instructional Coaches (6) To provide instructional support and turnaround efforts at Burncoat High, Burncoat Middle, Forest Grove Middle, Sullivan Middle, Worcester East Middle, and Challenge & Reach Academy.	
Elementary Classroom Teachers (4) Elementary Assistant Principal (1)	
ESL Teachers (5) (includes 1 Kindergarten Dual Language at Woodland Academy)	
Special Education Teachers (2) and convert existing position to Early Childhood Department Head (stipend increase only) Teacher of Deaf and Hard of Hearing and Evaluation Team Chairperson	
Health / Drug Educator (1)	
Guidance Counselor (2) (0.5 Burncoat Middle / 0.5 Burncoat High, 1 North High)	
Secondary Teacher (1) (Worcester East Middle) and convert GCC Evening Program Administrator from hourly paid position to full-time position (increase of \$2,800)	
Total Teacher Account	\$1,978,298
500-91115 Instructional Assistants – Line A. Special Education	
10 Special Education Instructional Assistants	\$271,055
500-91116 Athletic Salaries and 500122-9200 Athletics OM	\$48,780
An increase in middle school and freshman sport opportunities. This amount will provide for coaching salaries for added teams.	
500-91121 Administrative Clerical	\$65,500
An additional administrative clerical position for the Department of Special Education is needed to support compliance and administrative support for the department.	
500-91122 School-Year Clerical	\$30,172
To provide school clerical (1) support for Special Education Transitions and NCC Young Adult Program at Fanning Building. These programs currently do not have school clerical support.	

500-91133 School Nurses	
To provide an additional School Nurse (1) position to support student medical needs in schools.	\$59,175
500-91134 Educational Support Salaries Line B. English Proficiency Testers	\$20,000
Increase one of the three positions from part-time to full time and provide additional hours of office coverage at Parent Information Center.	
500-91134 Educational Support Salaries Line E. Literacy Tutors	\$480,000
To increase ten literacy tutor positions from 36 to 46 positions to support instruction at elementary classrooms and 14 MCAS Tutors.	
500122-92000 Athletic Ordinary Maintenance	\$81,220
An increase in middle school and freshman sport opportunities. This amount will provide uniforms, supplies, and transportation costs for added teams.	
500123-96000 Health Insurance (for added employees)	\$346,382
500130-92000 Personal Services Line A. Staff Development	
Staff Development for Focused Instructional Coaches, Social Emotional Staff, Technology Training, CPI and Restraint Training, and CPR Training	\$37,650
500-92204 Educational Supplies – Line B. Educational Materials	
Dual Language Curriculum	\$77,000
500136-92000 Miscellaneous OM – Line A. Fees and Licenses	\$37,812
To provide funds reflecting an increase in costs for the district’s STAR Assessment tool.	
500136-92000 Miscellaneous OM – Line G. Instructional Technology	\$396,000
To provide additional Chromebooks at the Elementary and Middle School Level as well as computers for additional staff added through this budget.	
500136-92000 Miscellaneous OM – Line G. Instructional Technology	\$225,000
To begin the process of developing an RFP for a new student information system and implementation process.	
50136-92000 Miscellaneous OM – Line N. School Nurse Supplies	\$19,862
To provide funds for an increase in School Nurse software to web-based program to allow for greater access for school nurses in district.	
500136-92000 Miscellaneous OM – Line O. School Safety	\$160,000
Sullivan Middle School Security System Upgrade	

500152-92000 Building Maintenance

Sullivan Middle Carpet Replacement (28 rooms)

\$273,400

North High School Phone System Upgrade

Claremont Academy – Additional Student Lockers for enrollment increase

Special Education Office Painting and Carpet Replacement

TOTAL RECOMMENDATION

\$4,607,306



Edward M. Augustus, Jr.
City Manager

CITY OF WORCESTER

cm2019nov22105438

Attachment for Item # 8.33 B

November 26, 2019

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend City Council's approval of the attached adjustments required to finalize the FY20 budget, as received from Thomas F. Zidelis, Chief Financial Officer, and forwarded for the consideration of your Honorable Body.

Each year, the City's budget is developed and predicated on assumptions of revenue estimates by both the Commonwealth and the City based upon the best information at the time. Once this budget is formulated and adopted by City Council, revenues are refined and adjustments are required to finalize the annual City budget. To complete the budget for submission of the City's annual tax recapitulation (Tax Recap) to the Department of Revenue, the adjustments are required to be recommended and voted by the City Council.

The required adjustments include the recognition of changes in the Cherry Sheet revenues and expenses, which have occurred between the adoption of the City's FY20 Budget and the adoption of the Commonwealth's FY20 Budget. The final State budget increased the City's Chapter 70, Charter School, and state-owned land revenues by \$4,987,282. Additionally, school assessments had a net change of (\$371,397) which resulted in an increase to the Worcester Public Schools Personal Services in the amount of \$4,607,306. The financial recommendation also appropriates the FY20 certified free cash in accordance with the City's revised financial plan adopted by the City Council.



OFFICE OF THE CITY MANAGER, CITY HALL, WORCESTER, MA 01608
TELEPHONE (508) 799-1175 | FAX (508) 799-1208
EMAIL: citymanager@worcesterma.gov



I respectfully recommend the approval of the following recommended adjustments:

Source:		
Account#	Description	Amount
466303	Chapter 70	4,123,759
466305	Charter Tuition Reimbursement	854,944
461100	State Owned Land	8,579
	Total	4,987,282
Use:		
Account#	Description	Amount
500-91000	Worcester Public Schools Personal Services	4,607,306
410-93000	DPW Capital Outlay (Carroll Plaza Project)	8,579
39817	School Choice Sending Tuition	(223,833)
39815	Charter School Sending Tuition	595,230
	Total	4,987,282
Source:		
Account#	Description	Amount
35920	Free Cash	\$5,905,674
Use:		
Account#	Description	Amount
35921	Bond Stabilization Fund	\$2,952,837
04T803	OPEB Trust Reserve	\$1,771,702
040-92000	CM Ordinary Maintenance (African American Trail)	\$ 50,000
550-92000	Library Ordinary Maintenance (Green Collection Preservation)	\$ 15,000
410-93000	DPW Capital Outlay (Alum Dosing Station)	\$ 135,000
410-93000	DPW Capital Outlay (Street Trees)	\$ 75,000
410-93000	DPW Capital Outlay (Carroll Plaza Project)	\$ 906,135
	Total	\$5,905,674

Free Cash generated at the conclusion of FY19 has been certified by the Department of Revenue at \$5,905,674. Per the City's updated long-term financial plan, the distribution of Free Cash is as follows: 50% to the Bond Stabilization Fund, 30% to the OPEB Trust Reserve, and 20% for operational and capital needs as detailed below:

\$2,952,837 to the Bond Stabilization Fund:

Per the City's long-term financial plan, 50% of Free Cash is allocated to the Bond Rating Stabilization Fund. In the updated financial plan voted by City Council, the bond stabilization threshold was increased from 5% to 10% to meet new norms and bond rating agency expectations. The City's bond rating has improved based on our

continued discipline in adhering to our commitment to build reserves, saving millions of tax dollars as we continue to borrow for large capital projects.

\$1,771,702 to the OPEB Trust Reserve Fund:

Per the City's long-term financial plan, 30% of Free Cash is allocated to the OPEB Trust Reserve. The City's OPEB liability of more than \$900M is a significant long-term financial risk to the City, as reported on the City's annual CAFR. This allocation will bring the Trust Fund Reserve Fund total to approximately \$20M, and help to mitigate the City's long-term risk. This is another component of the City's fiscal discipline that is rightly recognized by the bond rating agencies.

\$50,000 for City Manager's Department Ordinary Maintenance:

The Worcester Black History Trail is a collaborative undertaking of the College of the Holy Cross, the Worcester Branch NAACP, the Laurel Clayton Project and the City of Worcester. The goals of the project are to document and highlight five (5) historical sites important to understanding the experience of people of color in Worcester from the colonial period through the present. This will be done through the placement of history markers and the digital dissemination of Worcester's black history. This free cash allocation will fund the project in FY20. After site review and the community input process is complete, kiosks will be created and installed. The project is planned to be completed by July 2020.

\$15,000 for Worcester Public Library Ordinary Maintenance:

The Worcester Public Library was founded in 1859 when Dr. John Green, a prominent Worcester resident, donated his personal library to the city. The Green Collection consists of nearly 8,000 volumes dating from the 16th-19th centuries bound in cloth, leather, parchment, alum-tawed skin, and paper. The diverse collection includes many rare books on theology and religion, philosophy, art, architecture, science and nature, and it forms the nucleus around which the Worcester Public Library grew. The Library successfully obtained a Library Services and Technology grant from the Massachusetts Board of Library Commissioners to fund a collections-level assessment to identify the particular needs for the protection and preservation of the Green Collection and a comprehensive five-year preservation plan was developed. This \$15,000 allocation supports the preservation priorities for the collection in this fiscal year.

\$914,714 for DPW&P Capital – Carroll Plaza:

The City has begun reconstruction of Carroll Plaza in front of the Hanover Theatre which is slated for completion in early fall 2020. The redesigned plaza relocates the north end of Southbridge Street to wrap around the Federal Courthouse and intersect with Main Street. Final design includes trees and raised planting beds, an outdoor stage, seating areas, outdoor lighting, public art, a water feature, and infrastructure to support outdoor programming in connection with events occurring at the Theatre. A \$2.3M MassWorks grant was originally earmarked for both the plaza and an extension to the boundaries of the Main St. reconstruction project. However, additional costs for the Main St. project requires an allocation of free cash to fund portions of the Carroll Plaza project.

\$135,000 for DPW&P Capital – Alum Dosing Station:

This allocation for \$135,000 will enable DPW&P to design, permit and construct an alum dosing station for Indian Lake. An alum dosing station is a small pumping station that injects alum (aluminum sulfate) into a water body for purposes of algae control. Alum binds with and removes phosphorus from the water. Phosphorus is a nutrient that supports the growth of plants and algae. If phosphorus is removed from the waters of a lake or pond then algae will be less likely to thrive and grow into population densities that can cause water quality problems. Indian Lake has been repeatedly impacted by heavy growth of a type of algae called cyanobacteria. These algae may produce toxins which, if ingested by swimmers or pets, can cause illness. Indian Lake has been subject to a rigorous treatment program in recent years to control algae growth. Despite these efforts, blooms of cyanobacteria have occurred and resulted in lake closures for many weeks. The alum dosing station will inject alum during periods when rainfall is producing stormwater runoff that may contain elevated phosphorous levels. Alum dosing would also be more efficient than the current practice of in-lake alum application and algaecide treatments a few days per year. A dosing station has been used in another Massachusetts' lake similar to Indian Lake and has been able to keep algae growth in check while vastly improving water clarity. A feasibility study for the Indian Lake alum dosing station is being completed and, with this funding, construction could begin in 2020.

\$75,000 for DPW&P Capital - Trees:

This \$75,000 allocation will enable DPW&P to continue to plant trees throughout the City as part of the reforestation of the urban landscape. Along with \$50,000 from a Commonwealth of Massachusetts grant, these funds will allow for the purchase and installation of 250 trees within the public right of way or within Public Parks. Each of these trees assists the City and its residents in reducing overall costs including heating and cooling of homes, reduction of storm water runoff, improvements to the aesthetic look of each neighborhood and reduction of CO2 from the atmosphere. These trees will be diverse in species and conform to our standard policy of "Right Tree – Right Place" as promoted by the National Arbor Foundation.

These recommendations are consistent with our balanced approach to budgeting and proper planning, maintain fiscal stability, and include City Council's priorities. In order to finalize the budget and the annual tax recapitulation process, I respectfully request your approval of the above recommended appropriations.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Edward M. Augustus, Jr.", written in dark ink.

Edward M. Augustus, Jr.
City Manager

CITY OF WORCESTER, MASSACHUSETTS

Edward M. Augustus, Jr.
City Manager



Thomas F. Zidelis
Chief Financial Officer

Administration & Finance

To: Edward M. Augustus, Jr., City Manager
From: Thomas R. Zidelis, Chief Financial Officer
Date: November 26, 2019
RE: Fiscal Year 2020 Recap

The City's annual budget is developed and predicated on assumptions of revenue estimates by both, the Commonwealth and the City, based upon the best information at the time. From when the budget is formulated, recommended to, and adopted by the City Council, revenues, inclusive of state aid, are finalized or refined and adjustments are required to finalize the annual City budget. The FY20 Budget follows the above described process and to finalize the budget submission of the City's annual tax recapitulation (Tax Recap) to the Department of Revenue, the adjustments described hereunder are required to be recommended and voted on by the City Council.

These adjustments include recognition of changes in the Cherry Sheet revenues and expenses, which have occurred between the adoption of the City's FY20 Budget and the adoption of the Commonwealth's FY20 Budget. The financial recommendation also appropriates the FY19 certified free cash in accordance with the City's revised financial plan adopted by the City Council.

I respectfully recommend that this item be placed before and voted by the City Council prior to setting of the FY20 tax rate.

Source:		
Account#	Description	Amount
466303	Chapter 70	4,123,759
466305	Charter Tuition Reimbursement	854,944
461100	State Owned Land	8,579
	Total	4,987,282
Use:		
Account#	Description	Amount
500-91000	Worcester Public Schools Personal Services	4,607,306
410-93000	DPW Capital Outlay (Carroll Plaza Project)	8,579
39817	School Choice Sending Tuition	(223,833)
39815	Charter School Sending Tuition	595,230
	Total	4,987,282
Source:		
Account#	Description	Amount
35920	Free Cash	\$5,905,674
Use:		
Account#	Description	Amount
35921	Bond Stabilization Fund	\$2,962,837
04T803	OPEB Trust Reserve	\$1,771,702
040-92000	CM Ordinary Maintenance (African American Trail)	\$ 50,000
550-92000	Library Ordinary Maintenance (Green Collection Preservation)	\$ 15,000
410-93000	DPW Capital Outlay (Alum Dosing Station)	\$ 135,000
410-93000	DPW Capital Outlay (Street Trees)	\$ 75,000
410-93000	DPW Capital Outlay (Carroll Plaza Project)	\$ 906,135
	Total	\$5,905,674

Sincerely,



Thomas F. Zidelis
 Chief Financial Officer

CITY OF WORCESTER

BE IT ORDERED: That

The City Auditor be and is hereby authorized, empowered and requested, under the direction of the City Manager, to cause the sum of Four Million Nine Hundred Eighty Seven Thousand Two Hundred Eighty Two Dollars and No Cents (\$4,987,282.00) be appropriated to finalize the City's Fiscal Year 2020 annual budget based on changes in the State Cherry Sheet and to cause the sum of Five Million Nine Hundred Five Thousand Six Hundred Seventy Four Dollars and No Cents (\$5,905,674.00) be appropriated to finalize the City's Fiscal Year 2020 annual budget by appropriating the City's Fiscal Year 2019 certified free cash.

Source:		
Account#	Description	Amount
466303	Chapter 70	4,123,759
466305	Charter Tuition Reimbursement	854,944
461100	State Owned Land	8,579
	Total	4,987,282
Use:		
Account#	Description	Amount
500-91000	Worcester Public Schools Personal Services	4,607,306
410-93000	DPW Capital Outlay (Carroll Plaza Project)	8,579
39817	School Choice Sending Tuition	(223,833)
39815	Charter School Sending Tuition	595,230
	Total	4,987,282
Source:		
Account#	Description	Amount
35920	Free Cash	\$5,905,674
Use:		
Account#	Description	Amount
35921	Bond Stabilization Fund	\$2,952,837
04T803	OPEB Trust Reserve	\$1,771,702
040-92000	CM Ordinary Maintenance (African American Trail)	\$ 50,000
550-92000	Library Ordinary Maintenance (Green Collection Preservation)	\$ 15,000
410-93000	DPW Capital Outlay (Alum Dosing Station)	\$ 135,000
410-93000	DPW Capital Outlay (Street Trees)	\$ 75,000
410-93000	DPW Capital Outlay (Carroll Plaza Project)	\$ 906,135
	Total	\$5,905,674

cm2019nov22105438

CITY OF WORCESTER

BE IT ORDERED: That

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410-93000	DPW Capital Outlay (Carroll Plaza Project)	\$ 906,135
	Total	\$5,905,674

In City Council

November 12, 2019

Order adopted by a yeas and nay vote of Eleven Yeas and No Nays

A Copy. Attest:

Susan M. Ledoux
 Susan M. Ledoux
 City Clerk

X. GENERAL BUSINESS
Administration
(January 6, 2020)

ITEM - gb #0-16
S.C. MEETING - 1-16-20

ITEM:

To authorize the Administration to enter into a contract for the lease-purchase of special education school buses for a term of up to five years for the operation of student transportation for a contract term to begin in June 2020 as part of the five-year fleet replacement cycle of existing school buses.

PRIOR ACTION:

BACKUP:

Annex A (1 page) contains a copy of the information regarding the item.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve on a roll call.

The Worcester Public Schools owns and operates 45 special education vehicles (including spares) to provide curb-to-curb student transportation for those students requiring such transportation in accordance with their individualized education plans. The district contracts an additional 31 mid-size and 21 wheelchair buses (total of 52 contracted buses) for in-district services through Durham School Services.

The current capital budget funding allocation from the City of Worcester generally allows for up to three school bus replacements annually, while also allowing for district Information Technology investments and Facilities Department equipment and vehicle replacements as well. These district owned buses typically operate for 10 hours per day and work throughout the summer for many of the summer programming within the district resulting in 25,000 miles per year per bus. Based on this usage and resulting mileage, under the state's annual state school bus inspection cycle (three times annually), the actual practical usual life of these school buses is around 8 years.

However, the capital equipment budget creates a fourteen-year replacement cycle and results in vehicles with mileage well an excess of 200,000 miles with excessive wear and tear on vehicles; well beyond the practical useful life and cost effectiveness for these buses. The sustainability of the fleet has been expensive and before the start of this new replacement process, routes were often consolidated to accommodate when vehicles were out of service for repair.

The district began the replacement of all district-operated special education vehicles through a five-year lease-purchase cycle program in FY19. Under the plan, the district is replacing the worst condition vehicles (age, mileage, condition) over the next five years. To date, 20 vehicles have been replaced through this lease-purchase plan (ten in FY19 and ten in FY20). FY21 will be the third year of this five-year replacement cycle. It is expected that these leased vehicles will be partially offset through a reduction in maintenance cost of existing vehicles.

This recommendation is consistent with the implementation plan for leasing of special education school buses as that was described in the FY17 budget book (pages 53 and 133-134).

The Administration recommends that the School Committee authorize the Administration to enter into a lease-purchase contracts for 10 mid-size school buses for a term of 5 years for delivery and payment to begin in FY21. Approval is needed at this time to allow for the bid, contract award, vehicle construction, and vehicle delivery by end of July 2020.

X. GENERAL BUSINESS
Administration
(January 6, 2020)

ITEM - gb #0-17
S.C. MEETING - 1-16-20

ITEM:

To authorize the Administration to submit Statements of Interest to the Massachusetts School Building Authority for the following Accelerated Repair Projects for 2020:

Vernon Hill School	Boiler Replacement
Worcester Arts Magnet School	Roof Replacement

PRIOR ACTION:

BACKUP:

Annex A (6 pages) contains a copy of the Massachusetts School Building Authority Accelerated Repair Project List and 2019 Recommendations.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve on a roll call and submit to the Worcester City Council for approval.

Worcester Public Schools
 Massachusetts School Building Authority
 Accelerated Repair Project List and 2019 Recommendations

The Worcester Public Schools have successfully partnered with the Massachusetts School Building Authority (MSBA) for 30 Accelerated Repair Projects (Window/Door, Roof and Boiler) Replacement projects at 24 schools to date totaling over \$60 million in building improvements with approximately \$41.5 million funded from the MSBA.

The 2019 MSBA accelerated repair submission process is expected to be open through Friday, February 14, 2020. The traditional major renovation/replacement, or so-called core projects, submission process is expected to be open through Friday, April 8, 2020.

History of Approved Projects with the Massachusetts School Building Authority

The Massachusetts School Building Authority (MSBA) approved the following projects for Accelerated Repair funding:

2012 Schools

Chandler Magnet School
 Jacob Hiatt Magnet
 Lake View School
 May Street School
 New Citizens Center
 New Citizens Center

SOI Project

Window/Door Replacement
 Boiler Replacement
 Window/Door Replacement
 Window/Door Replacement
 Window/Door Replacement
 Boiler Replacement

Total Estimated Project Costs:
 MSBA Funding Share:
 City of Worcester Share:

\$8,434,649
 \$7,319,014
 \$1,115,635

2013 Schools

Columbus Park School
 Columbus Park School
 Tatnuck Magnet School
 Worcester East Middle School
 Worcester East Middle School
 Worcester East Middle School
 Worcester Arts Magnet School

SOI Project

Window/Door Replacement
 Boiler Replacement
 Window/Door Replacement
 Window/Door Replacement*
 Roof Replacement*
 Boiler Replacement
 Window/Door Replacement

Total Estimated Project Costs:
 MSBA Funding Share:
 City of Worcester Share:

\$8,504,168
 \$5,220,427
 \$3,283,741

* These projects were withdrawn by the City of Worcester / Worcester Public Schools and refiled as part of a major renovation project under the MSBA core program. The scope of the larger renovation project includes the complete replacement and upgrade of all mechanical, electrical, and plumbing systems within the school. The project will also include the replacement of the windows and roof as part of this expanded scope of work.

2014 Schools

Clark Street School
 Goddard School of Science and Technology
 Union Hill School
 West Tatnuck Elementary School

SOI Project

Window/Door Replacement
 Window/Door Replacement
 Window/Door Replacement
 Window/Door Replacement

Total Estimated Project Cost:	\$9,119,504
MSBA Funding Share:	\$7,020,832
City of Worcester Share:	\$2,098,672

2015 Schools

Flagg Street School:
 Francis J. McGrath School
 Grafton Street School
 Grafton Street School
 Jacob Hiatt School:

SOI Project

Window/Door Replacement
 Window/Door Replacement
 Window/Door Replacement
 Boiler Replacement
 Window/Door Replacement

Total Estimated Project Costs:	\$13,053,571
MSBA Funding Share:	\$ 7,696,208
City of Worcester Share:	\$ 5,357,363

2016 Schools

Belmont Elementary School
 Chandler Elementary School:
 Chandler Elementary School
 Gerald Creamer Center
 Gerald Creamer Center
 Wawecus Elementary School

SOI Project

Window/Door Replacements
 Window/Door Replacements
 Boiler Replacement
 Window/Door Replacements
 Boiler Replacement
 Window/Door Replacement

Total Estimated Project Costs:	\$10,945,198
MSBA Funding Share:	\$ 8,517,878
City of Worcester Share:	\$ 2,427,320

2017 Schools

Elm Park Community School
 Lincoln Street School
 Lincoln Street School
 Thorndyke Road School

SOI Project

Window/Door Replacement
 Window/Door Replacement
 Roof Replacement
 Window Replacement

Total Estimated Project Costs:	\$9,394,428
MSBA Funding Share:	\$5,760,846
City of Worcester Share:	\$3,633,582

2018 Schools

Challenge & Reach Academy
 Challenge & Reach Academy
 Challenge & Reach Academy

SOI Project

Window/Door Replacements
 Roof Replacement
 Boiler Replacement

Total Estimated Project Costs:	To be determined
MSBA Funding Share:	To be determined
City of Worcester Share:	To be determined

2019 Schools

Burncoat Preparatory School
 Lincoln Street School
 Tatnuck Magnet School
 Worcester East Middle School

SOI Project

Roof Replacement
 Boiler Replacement
 Roof Replacement
 Windows/Door & Roof Replacement

Total Estimated Project Costs:	To be determined
MSBA Funding Share:	To be determined
City of Worcester Share:	To be determined

Final project design, budget development, and MSBA authorization in process.

The Administration recommends the following projects be authorized for submittal to the Massachusetts School Building Authority in 2020 for funding consideration through the Accelerated Repair Program:

Vernon Hill School	Boiler Replacement
Worcester Arts Magnet School	Roof Replacement

The Vernon Hill Boiler Project was deferred in the 2019-2020 non-MSBA project capital improvement list and moved to the MSBA list because the scope of the work needed has expanded and will now meet MSBA eligibility. Within the FY20 WPS Budget Book, page 165, is the five-year Accelerated Repair Project List. Three roof projects (Wawecus Road, New Citizens Center, and Union Hill School) must be deferred to a later date to accommodate this current project list. The Administration will revised and submit a new five-year plan as part of the FY21 Budget Book.

The 2020 MSBA accelerated repair submission process is open through Friday, February 14, 2020. The traditional major renovation/replacement, or so-called “core projects”, submission process is open through Friday, April 8, 2020.

The following describes the MSBA process and the recommended Accelerated Repair projects.

MSBA Statements of Interest Overview:

A separate Statement of Interest must be submitted for each existing school for which the city, town, or regional school district may have an interest in applying to the MSBA for a grant. The SOI requires the city, town, or regional school district to: (1) identify the priority category(s) (set forth below) for which it is expressing interest, (2) provide a brief description of the facility deficiencies that the district believes it has and how those deficiencies align with the eight statutory priorities, and (3) provide any readily-available supporting documentation.

Pursuant to M.G.L. c. 70B, § 8, the MSBA shall consider applications for school construction and renovation projects in accordance with the priorities listed below. A district may designate as many categories as may apply to that particular school facility.



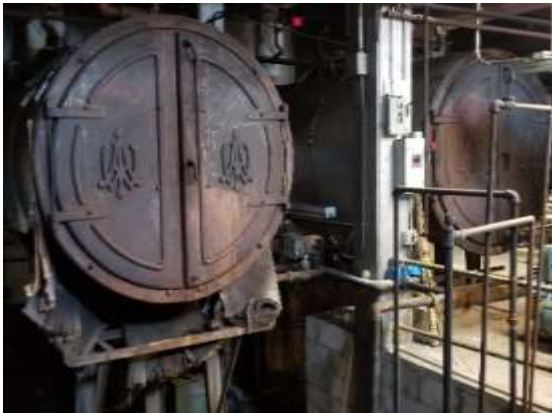

1. Replacement or renovation of a building which is structurally unsound or otherwise in a condition seriously jeopardizing the health and safety of school children, where no alternative exists, as determined in the judgment of the Authority;
2. Elimination of existing severe overcrowding, as determined in the judgment of the Authority;
3. Prevention of the loss of accreditation, as determined in the judgment of the Authority;
4. Prevention of severe overcrowding expected to result from increased enrollments, which must be substantiated, as determined in the judgment of the Authority;
5. Replacement, renovation or modernization of school facility systems, such as roofs, windows, boilers, heating and ventilation systems, to increase energy conservation and decrease energy related costs in a school facility, as determined in the judgment of the Authority;
6. Short term enrollment growth, as determined in the judgment of the Authority;
7. Replacement of or addition to obsolete buildings in order to provide a full range of programs consistent with state and approved local requirements, as determined in the judgment of the Authority; and
8. Transition from court-ordered and approved racial balance school districts to walk-to, so-called, or other school districts, as determined in the judgment of the Authority.

MSBA Process Overview:





1. **Identify the Problem:** Local community identifies deficiencies in school facilities through the Statement of Interest process
2. **Validate the Problem:** MSBA and local community work together to validate deficiencies identified
3. **Evaluation of potential solutions:** MSBA and local community work in collaboration to identify potential solutions

4. **Confirm the solution:** MSBA and local community agree on solution and appropriate course of action
5. **Implement the agreed upon solution:** MSBA and local community continue collaboration through design and construction

2020 Recommended Accelerated Repair Projects

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

2020 Recommended Accelerated Repair Projects (cont.)

Worcester Arts Magnet Elementary School	Roof Replacement
<p>The Worcester Arts Magnet Elementary School was built in 1961 with an addition in 1971. The original roof is tar & gravel and well beyond its life expectancy. Leaks and repairs are becoming more frequent and costly. To extend the useful life of the building, a full roof replacement is recommended.</p>	
	
	

X. GENERAL BUSINESS
Mr. Monfredo/Miss Biancheria
(January 6, 2020)

ITEM - gb #0-18
S.C. MEETING - 1-16-20

ITEM:

Request that the Administration consider placing shades at the Burncoat Middle and Burncoat High schools' classrooms this school year due to the fact that the sun's rays may impact learning.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

Refer to the Administration for implementation.

RECOMMENDATION OF ADMINISTRATION:

Refer to the Administration.

X. GENERAL BUSINESS

Mr. Monfredo/Miss Biancheria/Mrs. Clancey/
Mr. Foley/Ms. McCullough
(January 6, 2020)

ITEM - gb #0-19
S.C. MEETING - 1-16-20

ITEM:

Request that the Administration encourage the schools to incorporate studies in black history during February's "Black History Month."

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

Refer to the Administration for implementation.

RECOMMENDATION OF ADMINISTRATION:

Refer to the Administration.

X. GENERAL BUSINESS
Administration
(January 6, 2020)

ITEM - gb #0-20
S.C. MEETING - 1-16-20

ITEM:

To accept the Gateway City Grant for High Quality-Intensive ELL Programs in the amount of \$72,133.

PRIOR ACTION:

BACKUP: The purpose of this grant is to support Gateway districts that have English learners and wish to implement a new and innovative ELL Program , while also providing districts with an opportunity to create a more culturally and linguistically diverse workforce.

Annex A (1 page) contains a copy of the Grant Acceptance Form.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve on a roll call.

Worcester Public Schools
Office of Grants Management

Grant Acceptance Form

Name of Grant: Gateway City Grant for High Quality – Intensive ELL Programs

Type of Funder: Massachusetts Department of Elementary and Secondary Education

Awarded Amount: \$72,133.00

Grant Funding Period: July 1, 2020 – August 31, 2020 – Summer

Project title: Intensive ELL Programs

Program coordinator: Melendez-Quintero/O’Neil

Purpose: To support Gateway districts that have English learners and wish to implement a new and innovative ELE Program, while also providing districts with an opportunity to create a more culturally and linguistically diverse workforce.

Description of the program: To provide the opportunity to provide a range of high-quality professional development activities intended to enhance the breadth and depth of knowledge of educators in the Worcester Public Schools current and expanding bilingual programs;

Goal 1: Create (and cultivate) a “grow your own” bilingual education hub
Goal 2: Develop and implement High School Academies

Program location: Worcester Public Schools

Outcomes and Measures: To ensure bilingualism and biliteracy as well as high academic achievement through each student’s educational career.

X. GENERAL BUSINESS

Mr. Monfredo/Miss Biancheria/Mrs. Clancey/
Ms. McCullough
(January 6, 2020)

ITEM - gb #0-21
S.C. MEETING - 1-16-20

ITEM:

Request that the Administration encourage elementary students in grades 3-6 to participate in the 42nd Annual Valentine's Day contest, sponsored by the Worcester Historical Museum.

PRIOR ACTION:

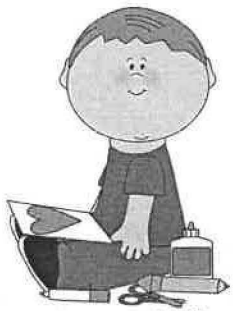
BACKUP:

Annex A (2 pages) contains a copy of the Valentine's Day contest flyer.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Forward the information to the principals and file the item.



Valentine-Making Workshops

FOR KIDS OF ALL AGES

LEARN historic Worcester valentine styles & techniques.

MAKE cards for family and friends at one of these

FREE Worcester Public Library workshops.

Wednesday, 1/22	Frances Perkins Branch
Thursday, 1/23	Great Brook Valley Branch
Monday, 1/27	Goddard School Branch
Thursday, 1/30	Burncoat School Branch
Friday, 1/31	Roosevelt School Branch
Monday, 2/3	Tatnuck Magnet Branch

All workshops are from 4:00-5:00 pm

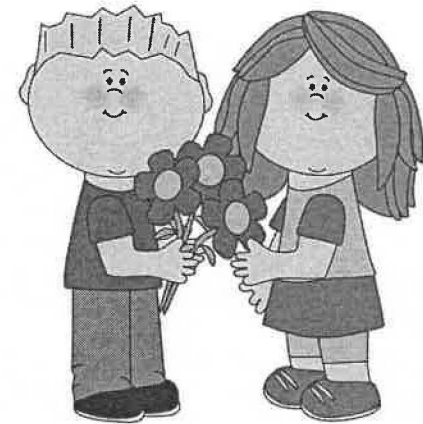
Worcester Historical Museum provides all materials for valentine-making, as well as a powerpoint presentation on the history of valentines in Worcester.

For More Contest Information
or Valentine History call
508-753-8278
or visit
www.worcesterhistory.org



Be Our Valentine

Enter the 42nd annual
Valentine Contest
sponsored by
Worcester Historical Museum



Create an original valentine in
2020 and be part of Worcester's
valentine-making tradition

In partnership with

**WORCESTER
LOVES TO READ**

and

Worcester Public Library

Open to children in grades 3, 4, 5, and 6 or the equivalent who (a) attend Worcester schools, (b) are the children of members of Worcester Historical Museum, or (c) are holders of an active Worcester Public Library Card.



For nearly 100 years, Worcester was the center of the commercial valentine industry in the United States. In 1847, according to local folklore, Worcester resident Esther Howland received an English valentine, which inspired her to design her own. She sold her cards through her father's stationery store. Business flourished, and Esther recruited friends to assemble cards in a third-floor room at the family residence, 16 Summer Street.

While it is generally agreed that Esther Howland was the first to make valentines in Worcester, Jotham Taft of nearby Grafton was also making valentines. He and his wife built a successful valentine industry from their home in the early 1840s. Jotham's son Edward formed a partnership with Esther Howland in 1879, called the New England Valentine Company.

In 1863, George C. Whitney joined his brother Edward in the family stationery store begun by their late brother Sumner, at 218 Main Street. The brothers worked together as the Whitney Valentine Company until 1869, when Edward withdrew from the partnership. In 1881, George C. Whitney bought the New England Valentine Company and incorporated it into his operation. The Whitney business proved to be highly successful. After George died in 1915, his son Warren took over management. The George C. Whitney Company continued to prosper until 1942, when the wartime paper shortage caused the liquidation of the largest greeting card company in the world.

How to Enter Bring one entry per child to Worcester Historical Museum, 30 Elm Street, by 4 p.m. on Friday, January 31, 2020.

**WORCESTER
LOVES TO READ**

Contest Rules

1. In order to be judged, each valentine MUST be clearly labeled on the reverse with (a) name, home address, and home phone number; (b) Worcester Public Library Card number (if applicable); (c) school, school phone number and grade of valentine maker; and (d) the category in which the entry is to be judged:

(H) Historic:

Any design in the style of valentines made in Worcester in the late 1840s to 1942.



(C) Contemporary:

Worcester. The City That

Reads. Feature the theme or character(s) from one of your favorite books or stories. Be sure to write the name of the book and the character on the back of your valentine.

(V) Verse:

An original verse by the valentine maker.

2. Valentines must be made of non-perishable materials.
3. Size must not exceed 11" in any direction.
4. Individual entries only. One entry per student.
5. All entries become the property of Worcester Historical Museum. Entries cannot be returned.

Masters' Competition

Children in grades 4, 5, and 6 who have won prizes in previous museum valentine contests may enter again, but only in the Masters' Competition. Entries in this category will be judged separately from all others. Masters' Competition entries must have the additional designation of (M).

Prizes

Prizes will be awarded to each grade level in each category, with the exception of the Masters' Competition. The Masters' judges will select one winner in each of the three categories (see rule #1).

Historic

Contemporary

Verse



Award Celebration

Prizes will be presented at a valentine party (with festive cookies and punch) for winners, their families, principals and teachers.

Monday, February 10, 2020, 4 pm

Fletcher Auditorium

Worcester Historical Museum, 30 Elm Street

SNOW DATE:

Tuesday, February 11, 4 pm

Winners will be notified at their schools not later than Thursday, February 6.

Valentines will be on display at

WORCESTER HISTORICAL MUSEUM,
30 Elm Street

X. GENERAL BUSINESS

Mr. Monfredo/Miss Biancheria/Mrs. Clancey/
Mr. Foley/Ms. McCullough/Mayor Petty
(January 7, 2020)

ITEM - gb #0-22

S.C. MEETING - 1-16-20

ITEM:

To set a date to recognize Worcester Arts Magnet School for being one of one hundred schools in the country to be named as a National ESEA Distinguished School by the state education agency in Massachusetts for exceptional student achievement in 2019.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Set the date of Thursday, February 6, 2020.

X. GENERAL BUSINESS
Ms. McCullough/Miss Biancheria/
Mrs. Clancey/Mr. Foley/Mr. Monfredo
(January 7, 2020)

ITEM - gb #0-23
S.C. MEETING - 1-16-20

ITEM:

To explore the use of Polycom devices that can be used during presentations, teacher meetings and other school functions/meetings in order to enhance communication with non English speakers.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Refer to the Standing Committee on Finance and Operations.

X. GENERAL BUSINESS
Miss Biancheria/Mrs. Clancey/
Ms. McCullough/Mr. Monfredo/Ms. Novick
(January 7, 2020)

ITEM - gb #0-24
S.C. MEETING - 1-16-20

ITEM:

Request that the Administration forward a letter to the City Manager and City Council, on behalf of the School Committee, in favor of the Worcester Regional Transit Authority fare free transportation system which will greatly impact the students of the WPS.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Forward letter.

X. GENERAL BUSINESS
Miss Biancheria/Mrs. Clancey/
Ms. McCullough/Mr. Monfredo
(January 7, 2020)

ITEM - gb #0-25
S.C. MEETING - 1-16-20

ITEM:

Request that the Administration provide a report first to the School Committee and then to the City Council indicating the benefits of the Worcester Regional Transit Authority's fare free transportation and provide such services to students in the Worcester Public Schools to include those on internships and Chapter 74 courses.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Refer to the Administration.

X. GENERAL BUSINESS
Ms. Novick/Mrs. Clancey/Mr. Foley/
Ms. McCullough/Mr. Monfredo
(January 8, 2020)

ITEM - gb #0-26
S.C. MEETING - 1-16-20

ITEM:

To accept and abide by the state School Committee Code of Ethics.

PRIOR ACTION:

BACKUP:

Annex A (1 page) contains a copy of the Code of Ethics.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve.

Preamble

The acceptance of a code of ethics implies the understanding of the basic organization of School Committees under the Laws of the Commonwealth of Massachusetts. The oath of office of a School Committee member binds the individual member to adherence to those state laws which apply to School Committees, since School Committees are agencies of the state.

This code of ethics delineates three areas of responsibility of School Committee members in addition to that implied above: community responsibility, responsibility to school administration, and relationships to fellow Committee members.

A School Committee member in their relations with **their community** should:

Realize that their **primary responsibility** is to the children.

Recognize that their basic function is to be policy making and **not administrative**.

Remember that they are **one of a team** and must abide by, and carry out, all Committee decisions once they are made.

Be well informed concerning the duties of a Committee member on both a local and state level.

Remember that they represent the **entire community** at all times.

Accept the office as a Committee member as means of unselfish service with no intent to "play politics," in any sense of the word, or to benefit personally from their Committee activities.

A School Committee member in their relations **with school administration** should:

Endeavor to establish sound, clearly defined policies which will direct and support the administration.

Recognize and support the **administrative chain of command** and **refuse to act on complaints as an individual** outside the administration.

Give the chief administrator **full responsibility** for discharging their professional duties and hold them responsible for acceptable results.

Refer all complaints to the administrative staff for solution and only discuss them at Committee meetings if such solutions fail.

A School Committee in their relations **with their fellow Committee members** should:

Recognize that action at official meetings **is binding** and that they alone cannot bind the Committee outside of such meetings

Realize that they should not make statements or promises of how they will vote on matters that will come before the Committee.

Uphold the intent of executive sessions and **respect the privileged communications** that exists in executive sessions.

Not withhold pertinent information on school matters or personnel problems, either from members of their own Committee or from members of other Committees who may be seeking help or information on school problems

Make decisions only after all facts on a question have been presented and discussed.

X. GENERAL BUSINESS
Mayor Petty/Mrs. Clancey/Mr. Foley/
Ms. McCullough/Mr. Monfredo/Ms. Novick
(January 8, 2020)

ITEM - gb #0-27
S.C. MEETING - 1-16-20

ITEM:

Request that the Administration interact with the Massachusetts Association of School Committees and schedule a retreat for the members of the Worcester School Committee to develop strategic goals and clear metrics for the committee.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

Schedule a retreat.

RECOMMENDATION OF ADMINISTRATION:

The Administration concurs with the maker.

X. GENERAL BUSINESS

Mayor Petty/Miss Biancheria/Mrs. Clancey/
Mr. Foley/Ms. McCullough/Mr. Monfredo/
Ms. Novick
(January 8, 2020)

ITEM - gb #0-28
S.C. MEETING - 1-16-20

ITEM:

To create an Ad Hoc Subcommittee of the Worcester School Committee to consider changes to the school committee rules, meetings and agendas to make the work of the School Committee and our meetings more effective and better aligned with the focus on the strategic direction of the district. These changes should reflect best practices and address the recommendations included in the Department of Elementary and Secondary Education's report from 2017.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

Establish an Ad-Hoc subcommittee.

RECOMMENDATION OF ADMINISTRATION:

The Administration concurs with the maker.

X. GENERAL BUSINESS
Mayor Petty/Mrs. Clancey/Mr. Foley/
Ms. McCullough/Mr. Monfredo/Ms. Novick
(January 8, 2020)

ITEM - gb #0-29
S.C. MEETING - 1-16-20

ITEM:

To charge the Standing Committee on Finance and Operations with the responsibility to develop and conduct public forums that will solicit community input for the planned expenditure of new funding for public education as required by the Commonwealth under the Student opportunity Act. It should also recommend to the school committee alternative means for soliciting community-based input for this funding.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

Refer to the Standing Committee on Finance and Operations.

RECOMMENDATION OF ADMINISTRATION:

The Administration concurs with the maker.

X. GENERAL BUSINESS

Mayor Petty/Miss Biancheria/Mrs. Clancey/
Mr. Foley/Ms. McCullough/Mr. Monfredo/
Ms. Novick
(January 8, 2020)

ITEM - gb #0-30
S.C. MEETING - 1-16-20

ITEM:

Request that the Standing Committee on School and Student Performance monitor the benchmarks and metrics for the district, and in particular the new investment under the Student Opportunity Act, to gauge the success of our work and to identify the challenges still facing the district.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

Refer to the Standing Committee on School and Student Performance.

RECOMMENDATION OF ADMINISTRATION:

The Administration concurs with the maker.

X. GENERAL BUSINESS
Mayor Petty/Mrs. Clancey/Mr. Foley/
Ms. McCullough/Ms. Novick
(January 8, 2020)

ITEM - gb #0-31
S.C. MEETING - 1-16-20

ITEM:

Request that the Standing Committee on Teaching, Learning and Student Supports recommend a comprehensive, inclusive, evidenced-based sexual and health curriculum and an appropriate level of increased classroom time for health education to the school committee for the FY21 budget.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

Refer to the Standing Committee on Teaching, Learning and Student Supports.

RECOMMENDATION OF ADMINISTRATION:

The Administration concurs with the maker.

X. GENERAL BUSINESS
Mr. Foley/Mrs. Clancey/Ms. McCullough/
Mr. Monfredo/Ms. Novick
(January 8, 2020)

ITEM - gb #0-32
S.C. MEETING - 1-16-20

ITEM:

Request that the Administration, upon the successful implementation of MyStop, monitor the movement of public school buses, to have the administration report daily (or weekly) to the school committee on any morning and afternoon late bus delays or "no shows". This information from both Durham and Worcester Public School operated buses should include the route number, the destination school, the total minutes each bus was late and any routes that were not run by Durham and/or were picked up by Worcester buses. This daily information should also include any driver shortages experienced. This information should also be posted daily (or weekly) on the Worcester Public Schools' website.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Refer to the Administration.

X. GENERAL BUSINESS
Mr. Foley/Mrs. Clancey/Ms. McCullough/
Mr. Monfredo/Ms. Novick
(January 8, 2020)

ITEM - gb #0-33
S.C. MEETING - 1-16-20

ITEM:

To include a standing item for "Transportation Update" at each Finance and Operations committee meeting with information provided regarding the problems facing student transportation and improvements experienced.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Refer to the Standing Committee on Finance and Operations.

X. GENERAL BUSINESS
Administration
(January 8, 2020)

ITEM - gb #0-34
S.C. MEETING - 1-16-20

ITEM:

To accept the Alternative ELE Programs Grant in the amount of \$90,000.

PRIOR ACTION:

BACKUP: The purpose of this grant is to support districts that have English learners and wish to implement a new and innovative ELE Program, while also providing districts with an opportunity to create a more culturally and linguistically diverse workforce .

Annex A (1 page) contains a copy of the Grant Acceptance Form.

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Approve on a roll call.

Worcester Public Schools
Office of Grants Management

Grant Acceptance Form

Name of Grant: Alternative ELE Programs

Type of Funder: Massachusetts Department of Elementary and Secondary Education

Awarded Amount: \$90,000.00

Grant Funding Period: January 2, 2020 – August 31, 2020

Project title: Alternative ELE Programs

Program coordinator: Melendez-Quintero/O'Neil

Purpose: To support all districts that have English learners and wish to implement a new and innovative ELE program, while also providing districts with an opportunity to create a more culturally and linguistically diverse workforce.

Description of the program: To develop and implement an Alternative ELE program for English learners based on best practices in the field, the linguistic and educational needs of ELs and the demographic characteristics of the EL population in the school district

Program location: Worcester Public Schools

Outcomes and Measures: To build district-based capacity and expertise amongst our teachers and school leaders as we continue expanding our programs in the Worcester Public Schools.

X. GENERAL BUSINESS

Mr. Monfredo/Miss Biancheria/Mrs. Clancey/
Mr. Foley/Ms. McCullough/Ms. Novick
(January 8, 2020)

ITEM - gb #0-35
S.C. MEETING - 1-16-20

ITEM:

Request that the Administration provide an update on the Dual Language expansion initiative made possible through grants awarded to the Worcester Public Schools.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

Refer to the Administration for implementation.

RECOMMENDATION OF ADMINISTRATION:

Refer to the Standing Committee on Teaching, Learning and Student Supports.

XI. EXECUTIVE SESSION
Administration
(January 9, 2020)

ITEM - gb #0-36
S.C. MEETING - 1-16-20

ITEM:

To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the governmental body, to conduct strategy sessions in preparation for negotiations with nonunion personnel, to conduct collective bargaining sessions or contract negotiations with nonunion personnel.

PRIOR ACTION:

BACKUP:

RECOMMENDATION OF MAKER:

RECOMMENDATION OF ADMINISTRATION:

Discuss, if necessary.