

# Mayor's Civic Engagement Academy

*Rachel H. Monárrez, Phd*  
*Superintendent of Schools*

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

*Together*



**WORCESTER**  
PUBLIC SCHOOLS

# Objectives

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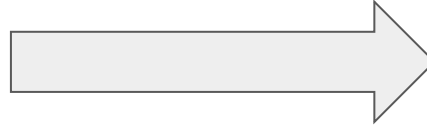
## Participants will:

1. Understand the role of leadership in the Superintendency
2. Become familiar with School Site Councils (SSC) as a vehicle for local input and community voice
3. Receive a high level overview of school finance in Massachusetts
4. Understand how to enroll children in Worcester Public Schools
5. Receive an overview of the *WPS Promise* and *Vision of a Learner*

# Current State of Education...

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TRADITIONAL  
ORGANIZATION



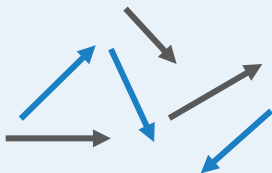
LEARNING  
ORGANIZATION



# Systems Alignment - Steps toward Mature Processes

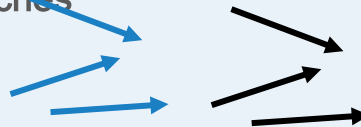
From Baldrige Performance Excellence Program. 2019. 2019-2020 Baldrige Excellence Framework: Proven Leadership and Management Practices for High Performance. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <https://www.nist.gov/baldrige>.

## Reacting to Problems (0-25%)



- Operations - activities not processes
- Responsive to immediate needs
- Goals - poorly defined

## Early Systematic Approaches (30-45%)



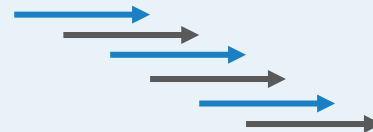
- Operations - repeatable processes, evaluation & improvement
- Early coordination among units
- Strategy & quantitative goals are being defined

## Aligned Approaches (50-65%)



- Operations - repeated processes that are regularly evaluated for improvement
- Learnings are shared and there is coordination among units. Processes address key strategies and goals

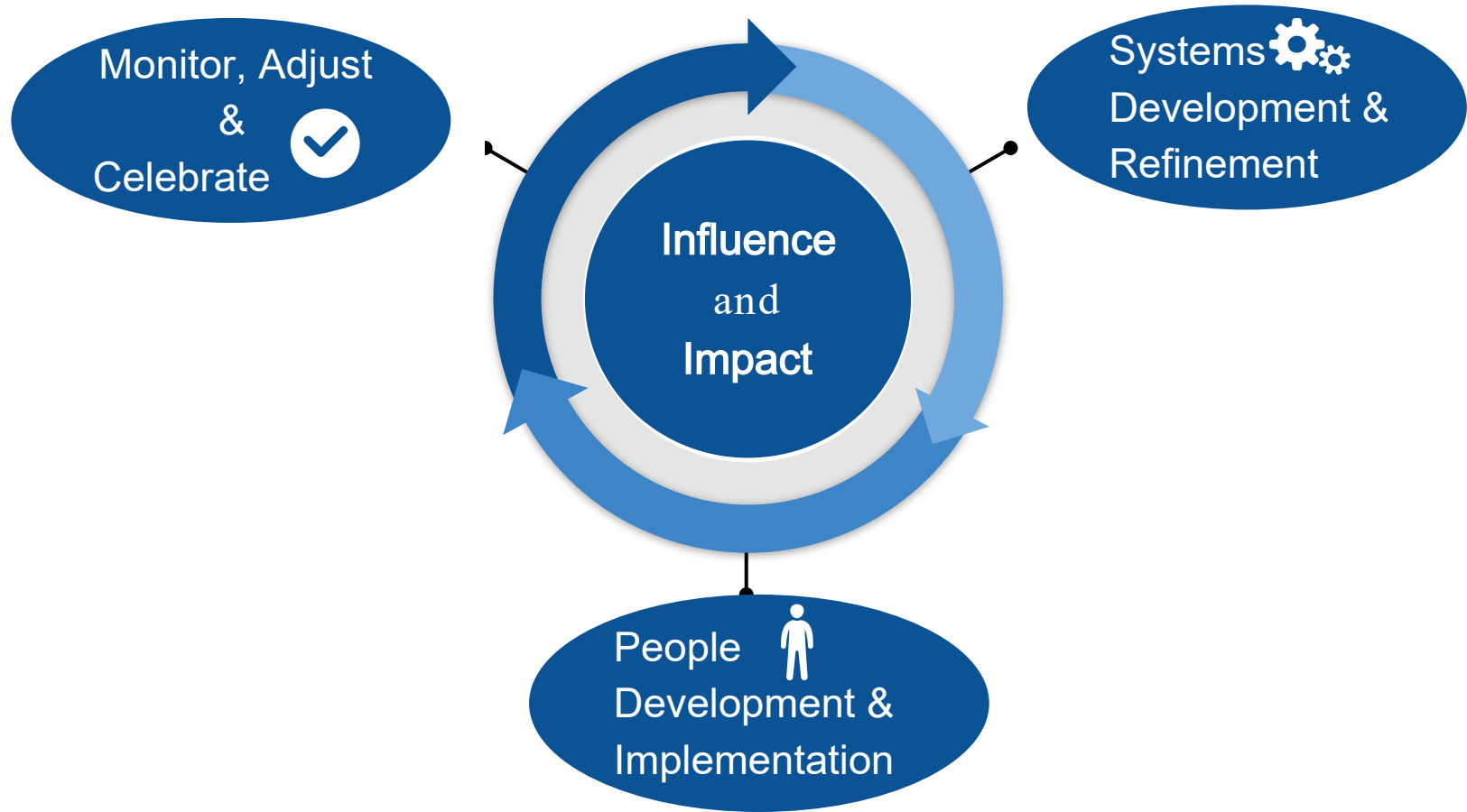
## Integrated Approaches (70-100%)



- Operations - repeatable processes regularly evaluated for change and improvement in collaboration with other affected units
- Seeks & achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge
- Processes & measures track progress on key strategic and operational goals

# Role of the Leadership


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# Stay Curious

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# School Site Councils (SSC)

Family and Community  
Engagement  
Opportunity

# Definition

A school council is a representative, school building-based committee composed of the principal, parents, teachers, community members and, at the secondary level, students, required to be established by each school pursuant to Massachusetts General Laws Chapter 71, Section 59C.





# School Site Council (SSC): Model of Authentic Engagement

- Education Reform Act of 1993, *a school site council shall be established in each school to advise the Principal in specific areas of school operation.*
- **School-based Decision-making Process: Model of Authentic Engagement**
  - Lead by school principal who has the primary responsibility for the management of the school.
  - Provide Input on budget, policies, curriculum, and long-range and short-range goals
  - Must comply with any state and federal laws and regulations and with any negotiated agreements

# School Site Council (SSC): Model of Authentic Engagement

The School Council shall meet regularly with the Principal of the school and shall assist in:

- Adoption of educational goals for the school that are consistent with state and local policies and standards
- Identification of the educational needs to the students attending the school
- Review of the school building budget
- Formulation of a School Improvement Plan that may be implemented only after review and approval by the Superintendent

# Benefit of Active and Successful SSC

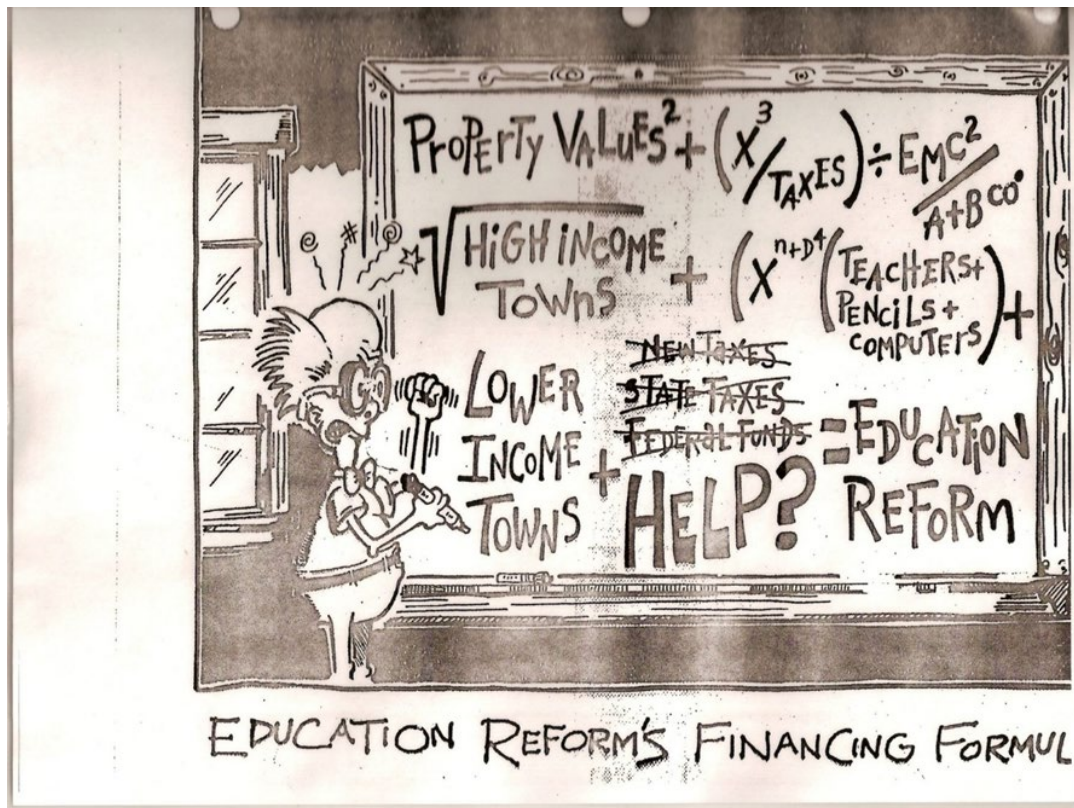




# School Finances in Massachusetts

# School Finances

## State Funding Formula



How most people think schools are financed in Massachusetts.

Source: Dave Granlund, Metrowest Daily News

# School Finances

## *Guiding Principles*

- Every school district should have an adequate level of school funding, based on the specific size and needs of its student population.
- Local communities should contribute to their schools according to their ability to raise tax revenue, based upon local property values and income levels.
- The state should provide enough funding to fill the gap between an adequate baseline funding level – the “foundation budget” – and the ability of the local community to contribute towards it.





# School Finances

## State Funding Formula

- Is a **per pupil-based formula** using enrollments of October 1<sup>st</sup> from the previous fiscal year. *October 1, 2024 enrollments create the foundation budget for FY26 (July 2025- June 2026).*
- Formula differentiates funding based on student characteristics (grade, program, socio-economic).



# School Finances

## State Funding Formula



FY26	Holyoke	Weymouth
Enrollment	5,804	5,832
Foundation Budget	\$120,721,754	\$95,705,608

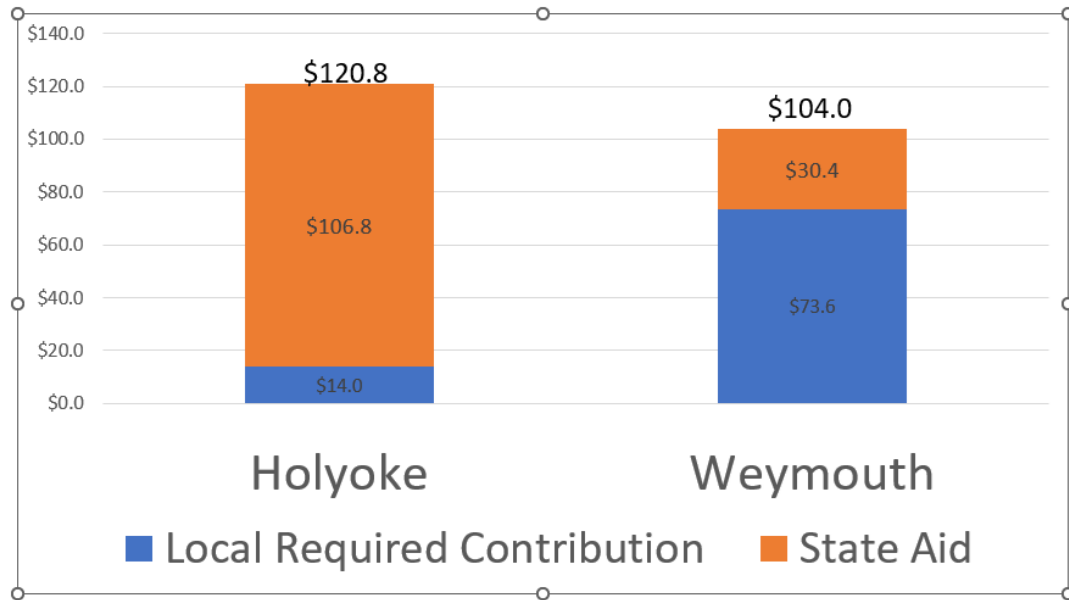


# School Finances

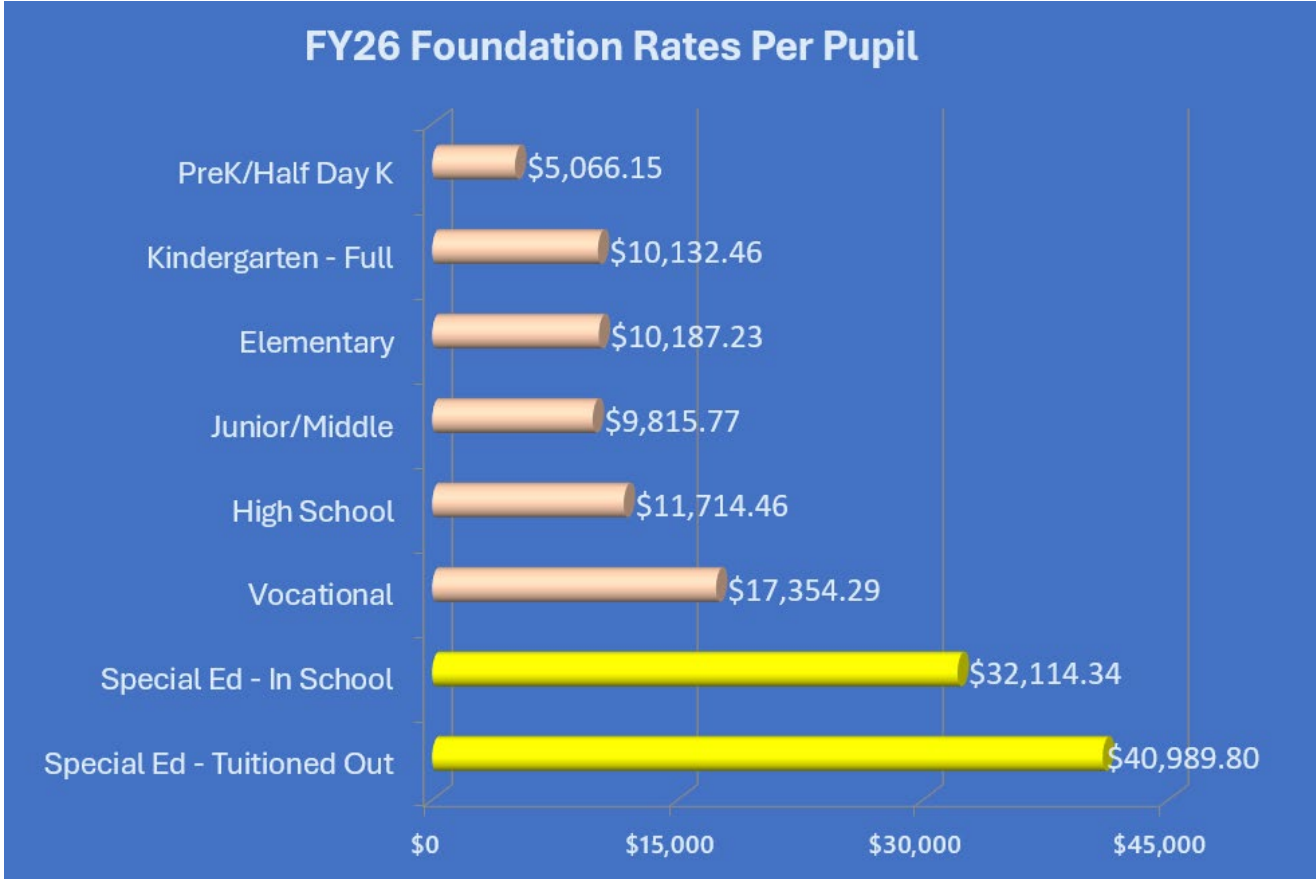
## *State Funding Formula*

### Foundation Budget Comparison

### Holyoke and Weymouth



# School Finances



**Additional Funds**  
for Multilingual  
Learners and Low  
Income Students  
(based on  
concentration of low  
income enrollment)

# School Finances

<b>Sample Student</b>	<b>Base Enrollment Rate</b>	<b>Incremental Enrollment Rate</b>	<b>Total Per Pupil</b>
4 <sup>th</sup> grader	\$10,187	n/a	\$10,187
4 <sup>th</sup> grader ELL	\$10,187	\$2,941	\$13,128
4 <sup>th</sup> grader low income	\$10,187	\$9,543 Decile 12	\$19,730
4 <sup>th</sup> grader ELL, low income	\$10,187	\$9,543 Decile 12 \$2,941	\$22,671

# School Finances

## *State Funding Formula*

### **Foundation Budget =**

- **Is the sum of the district's enrollment (13 categories) multiplied by the differentiated per pupil rate.**
- **Enrollment includes resident students attending charter schools or other school districts through school choice.**

# School Finances

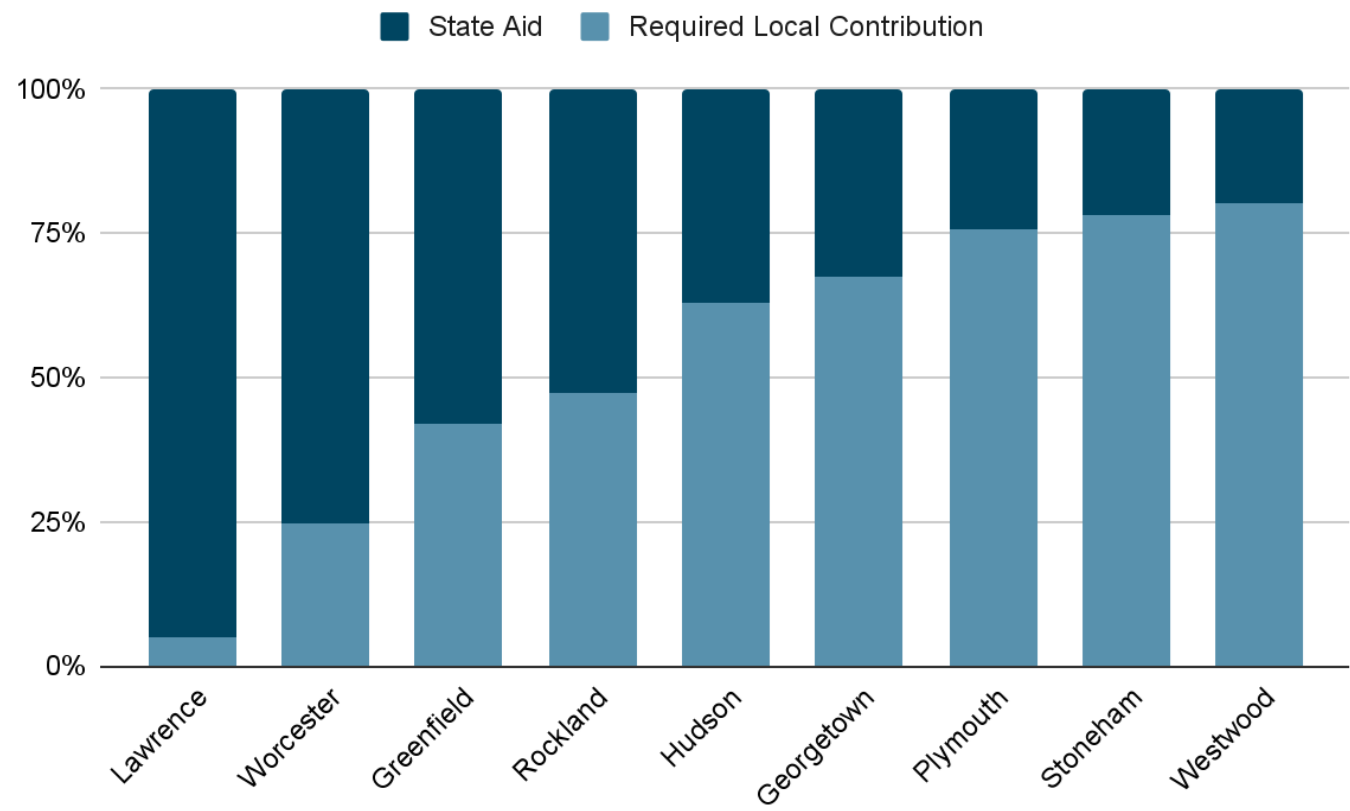
Enrollment Category	Per Pupil Rate	Foundation Enrollment <sup>1</sup>	Total Foundation Amount
Pre-School, Kindergarten (Half)	\$ 5,066.15	1,070	\$ 5,420,781
Kindergarten (Full Day)	\$ 10,132.46	2,148	\$ 21,764,524
Elementary (Grades 1-5)	\$ 10,187.23	10,039	\$ 102,269,602
Middle School (Grades 6-8)	\$ 9,815.77	5,954	\$ 58,443,095
High School	\$ 11,714.96	6,365	\$ 74,565,720
Vocational	\$ 17,354.29	2,132	\$ 36,999,346
Special Education In-District <sup>2</sup>	\$ 32,114.34	1,078	\$ 34,619,259
Special Education Out-of-District <sup>3</sup>	\$ 40,989.80	245	\$ 10,042,501
English Learner PK-5 <sup>4</sup>	\$ 2,941.74	4,866	\$ 14,314,507
English Learner Junior/Middle <sup>4</sup>	\$ 3,143.15	1,511	\$ 4,749,300
English Learner High School <sup>4</sup>	\$ 3,575.49	2,065	\$ 7,383,387
Low Income <sup>5</sup>	\$ 8,679.21	20,379	\$ 176,870,439
<b>TOTAL<sup>6</sup></b>		<b>27,173</b>	<b>\$ 547,442,459</b>

## School Finances

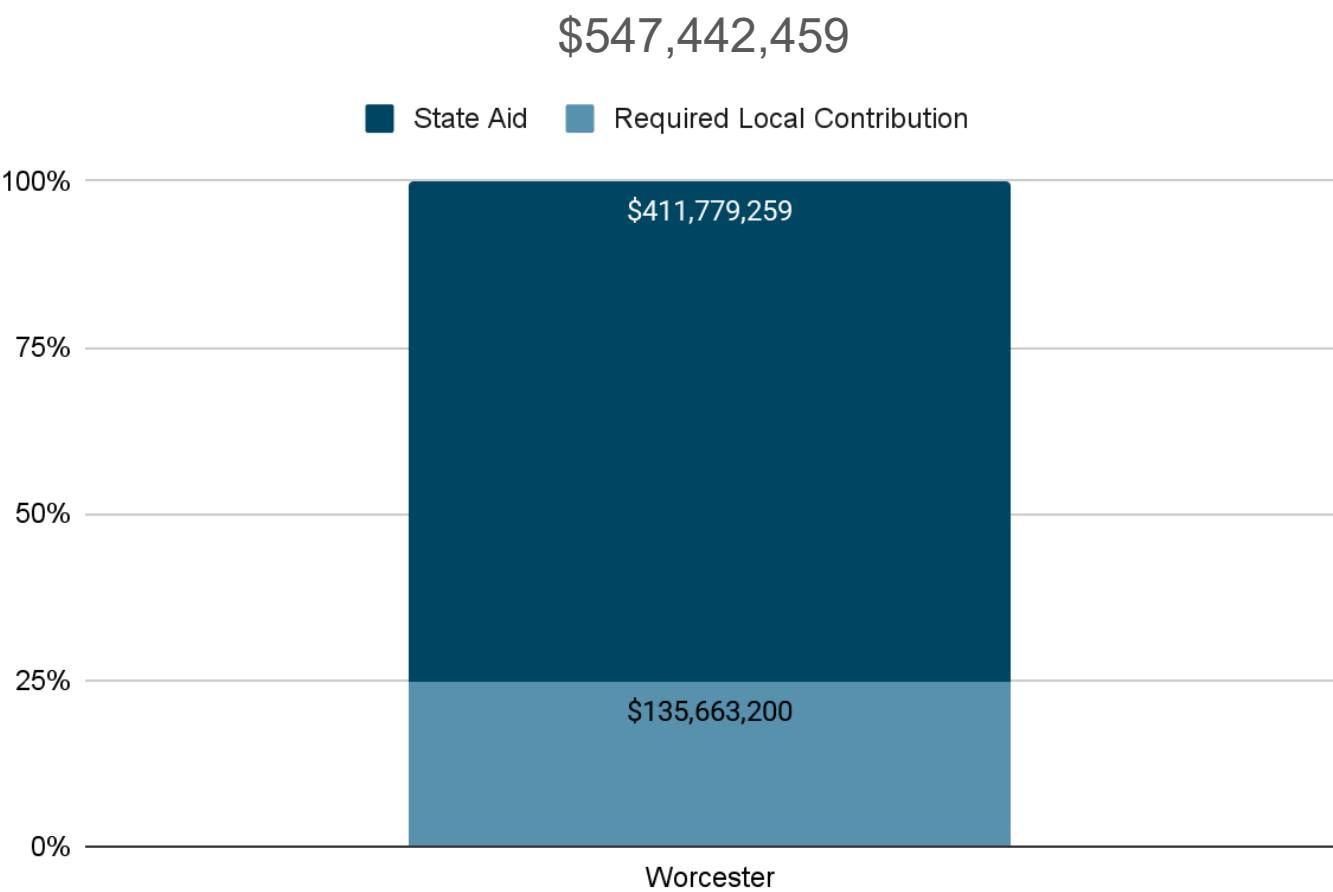
### **Local Contribution: Establishing local ability to pay**

- **The foundation budget is a shared municipal-state responsibility.**
- **Each community has a different target local share, or ability to pay, based on its property values and residents' incomes.**

# School Finances



# School Finances






# School Finances

## *Annual Changes*

- Students (demographics and enrollment)
- Wage Adjustment Factor
- An Inflation Rate to the per pupil rate
- Phase-in of SOA (FY22-FY27)***





# Parent Information Center and Student Enrollment

# Enrollment Process

- Proof of child's birth (birth certificate or passport)
- All immunization records. (This includes any vaccines obtained outside the U.S. and/or through immigration)
- Proof of Worcester residency (Only the following are accepted as proof):
  - Utility bill (gas or electric)
  - Water bill
  - Mortgage or rental/lease agreement



**James L. Garvey Parent Information Center (PIC)**

**Address** 768 Main Street, Worcester, MA 01610

**Phone:** 508-799-3194

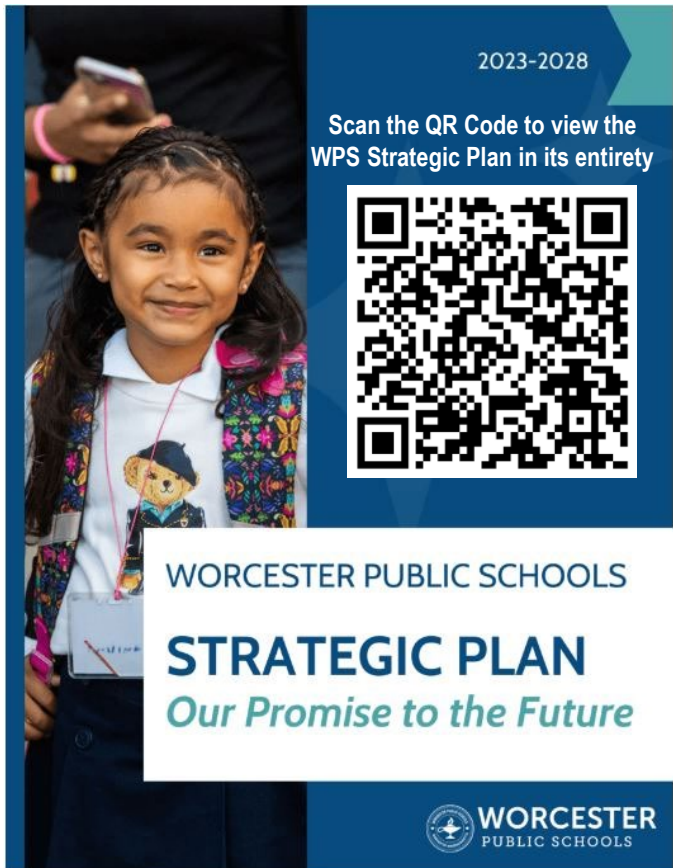
**Hours:** 8:30 am – 4:00 PM, Monday-Friday

<https://www.worcesterschools.org/page/enrollment>




# Student Learning in WPS

# Strategic Plan: Our Promise for Our Future



2023-2028


Scan the QR Code to view the WPS Strategic Plan in its entirety



WORCESTER PUBLIC SCHOOLS

**STRATEGIC PLAN**

*Our Promise to the Future*



Equitable  
Resources  
& Educational  
Programs



Family &  
Community  
Engagement



Culture  
&  
Climate



Acquire &  
Retain  
Talent



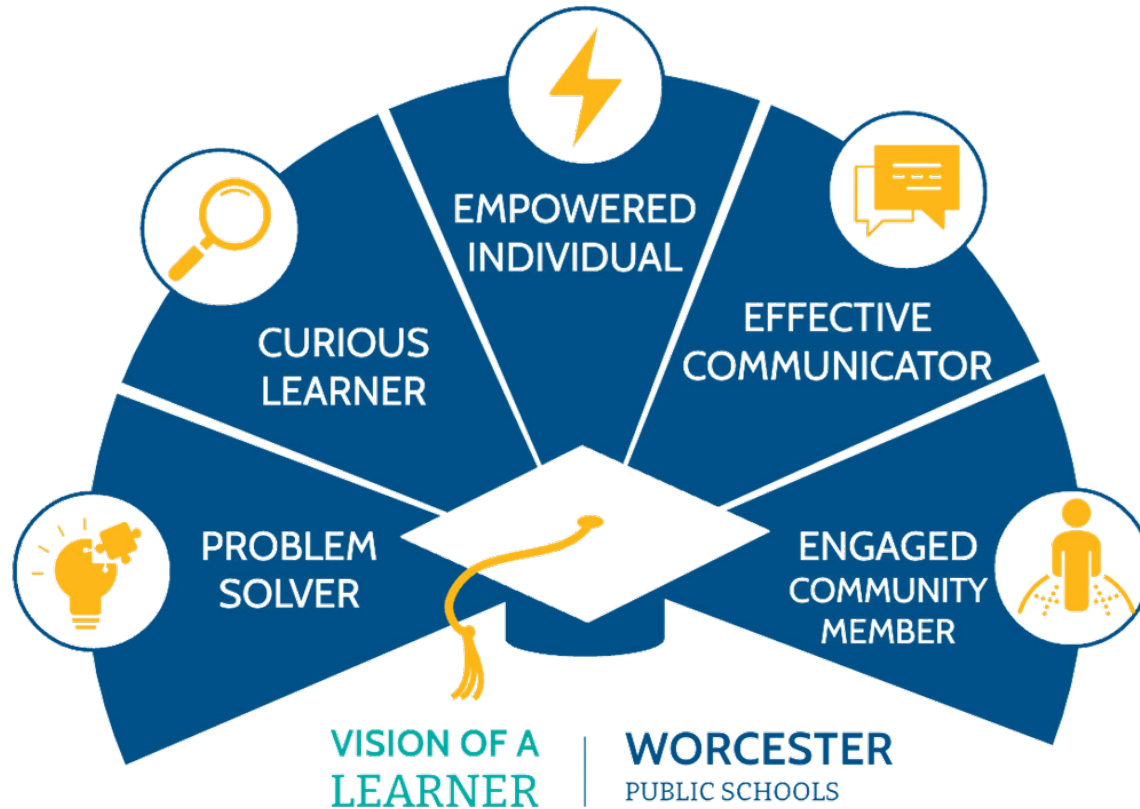
Health  
&  
Wellness



Modernized &  
Safe  
Facilities

# Vision of a Learner

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# POSSIBILITIES



