



Hartford Board of Education
Workshop Meeting – Tuesday, April 15, 2014

Sport and Medical Sciences Academy, 280 Huyshope Avenue,
Hartford, Connecticut 06106

AGENDA

- I. Call to Order (5:30 p.m.)
- II. Workshop Session
 - A. Presentation and Review of the 2014-15 Superintendent's Recommended Budget
- II. Adjournment

Upcoming Board of Education Meeting

*** Public Hearing on 2014-15 Recommended Budget: Tuesday, April 22, 2014 at 5:30 p.m. at R.J. Kinsella Magnet School of Performing Arts, 65 Van Block Avenue, Hartford, CT 06106. ***

Hartford Public Schools



Superintendent's Recommended Budget Presentation FY 2014-15

Dr. Christina M. Kishimoto, Superintendent
Paula Altieri, Chief Financial Officer
April 15, 2014

Presentation Agenda

1. Strategic Focus
2. Historical Budget Overview
3. Summary of Progress
4. Key Accomplishments
5. 2014-15 Budget Priorities
6. Objectives for 2014-15 Budget
7. 2014-15 Recommended Operating Budget
8. Cost Mitigation Strategies
9. Objectives Met
10. Appendix
 - a. Staffing Changes
 - b. Fringe Benefit Summary
 - c. Historical Summary by Cost Center



Strategic Focus

Third Grade Promise



All students who enter a Hartford Public School at grade Pre-K or Kindergarten will read at or above grade level by the end of the third grade.

Middle Years Redesign



All middle grade students will demonstrate sustained performance gains that will prepare them for the rigor of a college-ready high school curriculum.

College Readiness

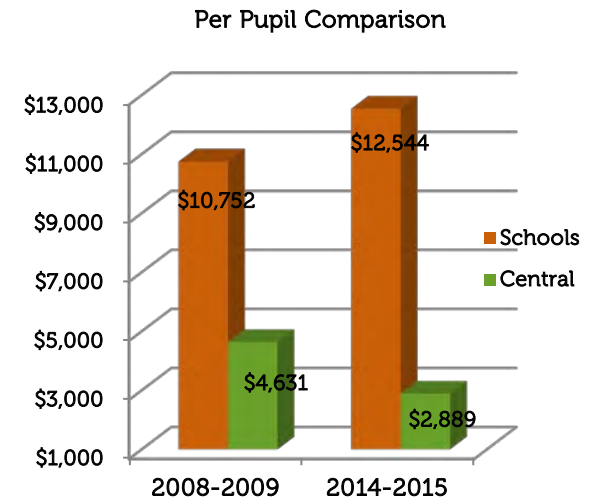
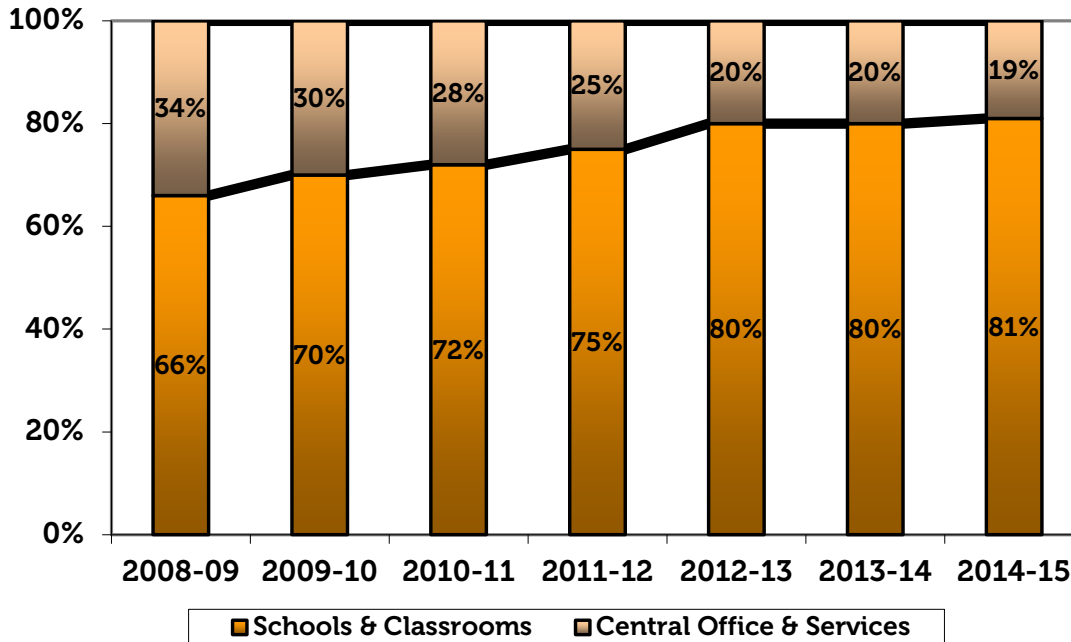


All students earning a Hartford Public School diploma will demonstrate college readiness.

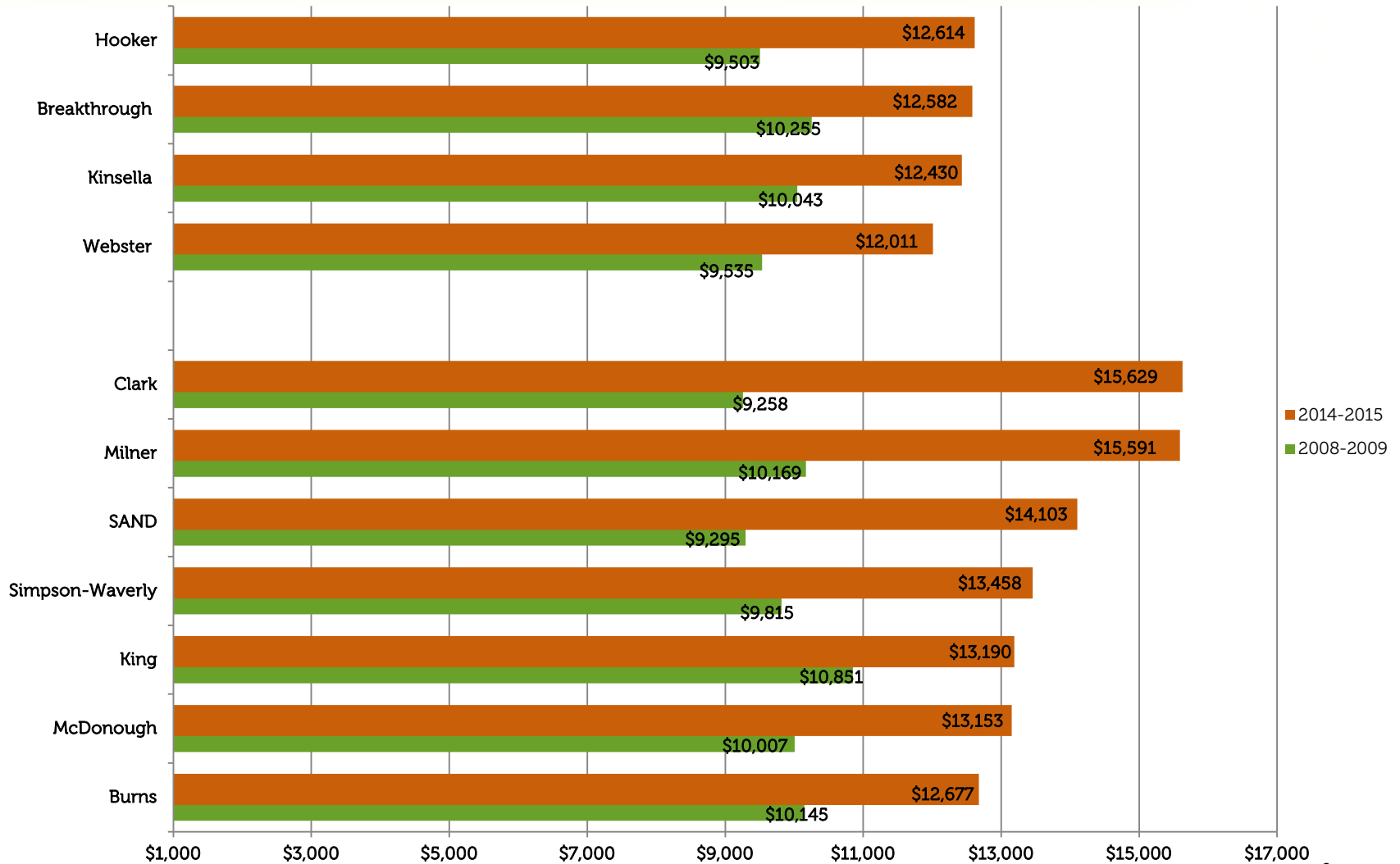
Historical Overview

<u>Fiscal Year</u>		<u>Enroll</u>	<u>Per Pupil</u>
2008-2009	\$ 380.9M	24,759	\$ 15,383
2014-2015*	\$ 423.0M	27,410	\$ 15,433
	\$ 42.1M	2,651	\$ 50

* Superintendent's Recommended Budget

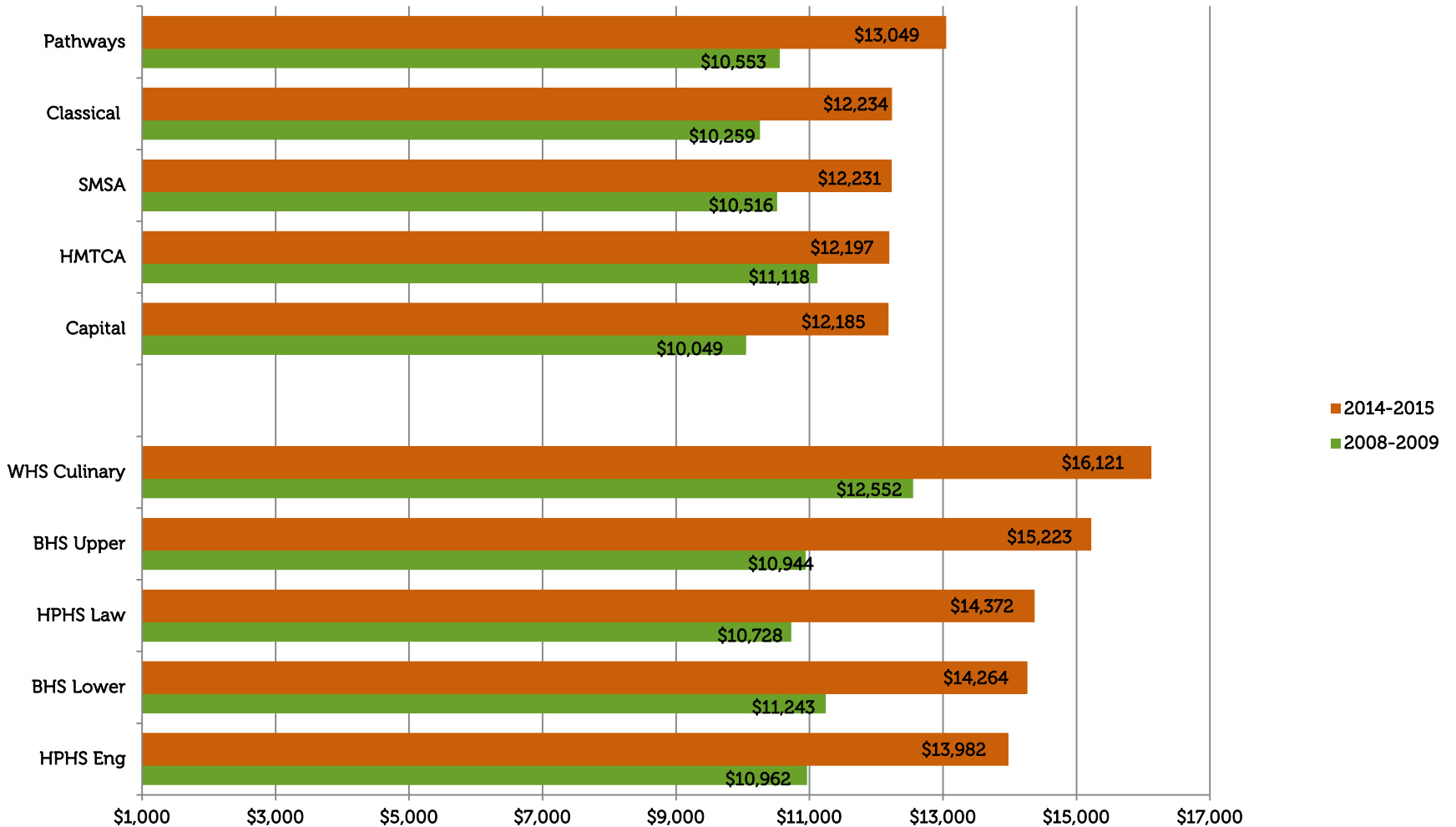


Historical Per Pupil Comparison Elementary



Historical Per Pupil Comparison

Secondary



Where the Funding Comes From

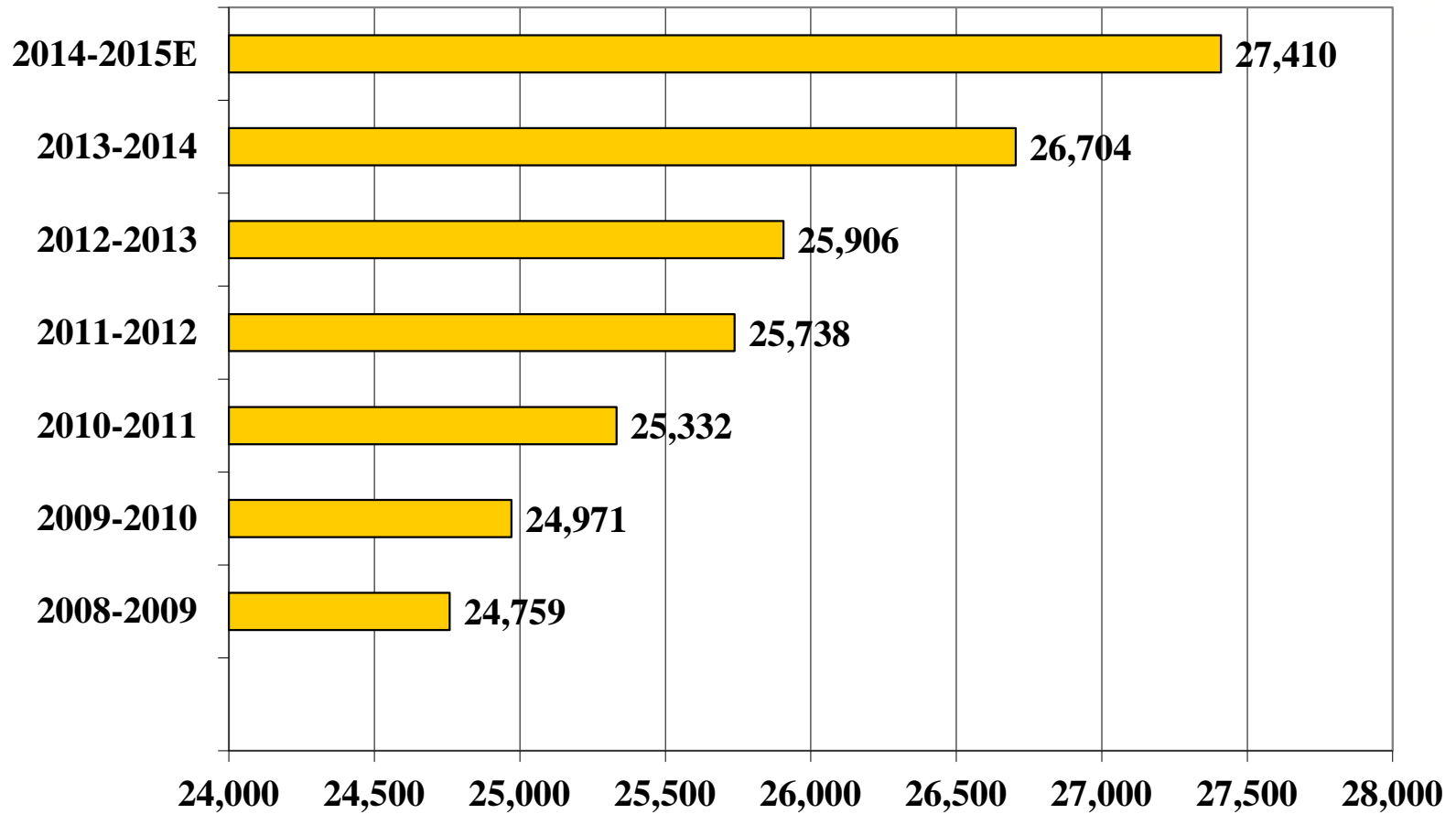
	2008-2009			2014-2015			CHANGE		
OPERATING BUDGET	\$ 380,861,108	\$ 15,383	100%	\$ 423,006,397	\$ 15,433	100%	\$ 42,145,289	\$ 50	11%
STATE OF CT (Pass-thru grants)									
EDUCATION COST SHARING	187,974,890			187,974,890			-		
TRANSPORTATION SUBSIDY	3,211,146			1,951,853			(1,259,293)		
HEALTH & WELFARE	55,721			92,863			37,142		
TOTAL STATE OF CT	191,241,757	7,724	50%	190,019,606	6,932	45%	(1,222,151)	(792)	0%
TOTAL LOCAL TAX	93,290,827	3,768	24%	93,988,581	3,429	22%	697,754	(339)	0%
TOTAL GRANTS/DONATIONS*	96,328,524	3,891	25%	138,998,210	5,071	33%	42,669,686	1,180	11%
TOTAL REVENUES	\$ 380,861,108	\$ 15,383	100%	\$ 423,006,397	\$ 15,433	100%	42,145,289	\$ 50	11%
Total Enrollment		24,759			27,410		2,651		
Per Pupil		\$ 15,383			\$ 15,433		\$ 50		

* FY 2014-15 includes Alliance District Grant

Major Budget Drivers

2008-2009 Operating Budget			380,861,108
2014-15 Proposed Operating Budget			423,006,397
	Total Change:		42,145,289
	Percent Increase:		11.1%
		Per Pupil	
Salaries	\$ 29,937,530	\$ 307	7.1%
Tuition	24,829,593	779	6.5%
Equipment	499,413	10	0.1%
Rental of Facilities	405,746	(3)	0.1%
Supplies & Materials	(5,610,592)	(260)	-1.5%
Utilities	(3,743,330)	(186)	-1.0%
Transportation	(2,749,312)	(202)	-0.7%
Fringe & Insurance	(693,984)	(275)	-0.2%
All Other Accounts	(567,889)	(57)	-0.1%
Building Improvements	(142,701)	(6)	0.0%
Professional Contracts & Services	(19,185)	(57)	0.0%
TOTAL	\$ 42,145,289	\$ 50	11.1%

7 Year Enrollment Comparison



2,651 Student Increase (10.7% Change)

7 Year Enrollment Change

	Oct 2008	Est 14-15	Change
In City	21,750	22,614	864 *
Out-of-District Special Ed Programs	330	544	214
Choice/Inter-District	2,679	4,252	1,573
TOTALS	24,759	27,410	2,651

***In City:**

Host Magnet Schools	3,684
Hartford Neighborhood Schools	(3,626)
Achievement First	806
TOTAL In-City Breakdown	864

Summary of Progress

- Hartford Public Schools, over the past seven years, has advanced the school reform effort to encourage organizational excellence, rewarding innovative leadership and teaching, and prompting universal accountability.
- HPS has developed an all-choice system of schools to provide high-level options for our families and supports the goals of closing the achievement gap and providing excellent school choices for students.
- HPS launched the second phase of reform through the district's Strategic Operating Plan (2011-2016) which set priorities, identifies goals, strategies and tactics to accelerate and sustain reform efforts.
- We have closed the achievement gap by one-third in 2011-2014, which outpaced the State's rate of growth.
- We have raised our standards and become a competitive model district, this is evidenced by our ability to raise record amount of external dollars and be the host of teacher, leader, and school award national winners.

Extraordinary Success

- Our graduation rate doubled from 31.4% to 64.8% in five years.
- We opened Global Communications Academy, M.D. Fox, Journalism and Media Academy, Pathways Academy of Technology & Design, and renovated Asian Studies Academy.
- In 2013
 - 14 Schools are in the goal range compared to 4 schools from the beginning of the reform.
 - 15 schools had scores that increased and 10 of these were non-magnet schools.
 - 6th Grade performance in all 4 tested areas made significant gains.
 - Significant gains were made in reading in grades 3, 5, 6 and 10.
- Hartford Public Schools and Hartford Public Library launched a partnership to share resources to enhance student learning and community access.

Key Accomplishments

Strategy & Organizational Development:

- The Superintendent appointed Task Force to deliver on Internship Standards, Family & Community Engagement Plan, and District-Wide Communications Plan.
 - Development of comprehensive market and communications plan for the Choice program which is supplemented by technical assistance for families.
 - The development, through a parent-led task force, of a multi-year Family and Community Engagement Plan.
 - Redesign of professional development to allow schools to plan and fund professional learning based on their school's needs and priorities.
 - Developed a School Quality Review process.
 - Administration of school-day district-wide PSAT and SAT for all students through an agreement with College Board at no cost to students.
- Redesign of central office to align with Portfolio Management design including an Office of Talent Management; a Communications and Innovative Team; an Institutional Advancement Office; an Office of Early Literacy & Parent Engagement; a Portfolio Management Office; and a Research & Assessment Office.
 - Developed and implemented new teacher evaluation plan using Danielson Teacher Quality Rubric and Teachscape platform.
 - Reorganized Office of Talent Management to better respond to the needs of staff professional needs.
 - Established UCAPP Plus program in partnership with University of Connecticut to grow principal leaders from within.
 - Completed major school construction projects at Asian Studies at Bellizzi, Global Communications, Journalism and Media, MD Fox, and Pathways Academy of Technology & Design.
 - Opened a permanent home for Renzulli Gifted and Talented Academy.

Key Accomplishments

Student-Centered Improvements:

- Began implementation of Common Core State Standards & SBAC.
- Received a Nellie Mae Foundation grant to define the Blended Learning approach for the district.
- Transition from traditional ELL supports to Language Acquisition framework in partnership with Middlebury Interactive Languages.
- District in compliance with Special Education after a decade of non-compliance.
- Created new curriculum framework to accelerate implementation of Common Core State Standards.
- Established standards-based grading.
- Reduced principal to administration ratios to improve quality instruction.
- Selected as the only school district in Connecticut by the U.S. Department of Education for project to help more students complete the FAFSA and access higher education.

Communications:

- The development of a new brand, logo and tagline.
- Redesign of district website.
- Development of templates and technical support for the creation of school-based websites.
- Redesign of external *Spotlight on Excellence* online newsletter and creation of a parent newsletter.
- Development of internal intranet as a “one-stop resource” for documents, curriculum, strategic plans, yearly progress reports, calendars, etc.
- Hosted several institutional events to engage educators, families, students and the larger community around the work of the district including; Annual Convocation for teachers, State of the School, Academic Competitions, Superintendent’s Community Forums, Parent Convocation, Student Senate and placement of student representative on Board of Education. .

Key Accomplishments

Awards & Recognition:

- Initiated first annual Safety Officer Award and award recipient Hector Dones.
- Expanded Teacher of the Year annual celebration.
- Finalist for Race to the Top – District.
- Secretary Arne Duncan acknowledges STEM Magnet at Annie Fisher School as a 2012 National Blue Ribbon School and Environmental Sciences at Mary Hooker as a 2013 National Green Ribbon School.
- 2013 National Community Schools Award for partnership work between HPS, United Way, Hartford Foundation for Public Giving and City of Hartford.
- Selected as 2014 Magnet School of America Conference site.
- 10 HPS schools are selected to receive Magnet Schools of Merit Awards in 2013.
- Global Communications Academy officially designated as an International Baccalaureate World School.
- Fifth grade teacher Tamika Knight of the Annie Fisher STEM Magnet School is presented with the prestigious Milken Educator Award.
- University High School of Science and Engineering teacher Theresa Vara-Dannen wins the Connecticut History Teacher of the Year award from the Gilder Lehrman Institute for American History.
- Seven Hartford Public Schools are selected by Magnet Schools of America to receive Magnet Schools of Merit Awards in 2012.
- The Connecticut Association of Schools names Hartford Magnet Trinity College Academy principal Sally Biggs the 2012 Middle School Principal of the Year.
- Hartford Magnet Trinity College Academy awarded Dr. Ronald P. Simpson Distinguished Merit Award.
- The Mary Hooker Environmental Sciences Magnet School is designated a Platinum level LEED building.
- The Hartford Business Journal names Paula Altieri, CFO of the Year for non-profit category in 2013.

Key Accomplishments

Partnerships & Institutional Support:

- Hartford Promise Program launched with \$4.1 million raised to date from corporate and foundation partners for college scholarships and college support for Hartford residents in the Hartford Public Schools.
 - Awarded \$5 million Bill and Melinda Gates Foundation Compact Grant to support Common Core implementation, principal and teacher leadership development, standards-based grading, and NWEA-MAP assessment.
 - Awarded \$450,000 by the Nellie Mae Foundation New Approaches in Urban Districts for research and piloting of blending learning approaches in two high schools.
 - Established several innovative school models, including Journalism & Media Academy in partnership with Connecticut Public Broadcasting Network, Pathways Academy in partnership with Goodwin College, Hartford Magnet Trinity College Academy and the Expeditionary Learning Network.
 - Secured over \$40 million in philanthropic, corporate and community funding in support of reform efforts.
- Established Hartford Partnership for Student Success.
 - Awarded \$13.3 million by the High School Initiative Grant to increase graduation rates and decrease dropout rates.
 - Created Student Internship program in alignment with Capstone requirement and career oriented high schools.
 - Established partnership with Hartford Public Library to improve access to library resources.
 - Established University of Hartford Affiliation Agreement to collaborate in student, faculty, and economic development activities.
 - Increased after-school programs for students across the district.
 - Increased mental health services in partnership with Village for Children and Families.
 - Established a community team to address Chronic Absenteeism.
 - Established relationship with Capital Community College to open a new college credit-earning magnet school in the fall of 2014.

Key Accomplishments

Legislative Impact:

- Sheff III Stipulated Agreement, which for the first time, included funding for neighborhood schools in the form of a Lighthouse School designation.
- Delivered authorization for railroad crossing between Weaver and University of Hartford as a beginning step for University Park Schools.
- Successfully supported the passage of Connecticut's Educational Reform Act.
- Successfully advocated for creating equity between students attending charter schools and those attending HPS schools.
- Received an additional \$12.3 million in Education Cost Sharing funds as a state Alliance District, under a special grant approved by the Connecticut General Assembly as part of Governor Dannel P. Malloy's Education Reform legislation.

Research & Contributions:

- Funding a Better Education, Conclusions from the First Three Years of Student-Based Budgeting in Hartford with Achieve Hartford and Public Impact, 2012.
- Hartford Neighborhood Assessment: Factors Impacting Student and Family Success with University of Connecticut, 2013.
- Improving Student Opportunities and Outcomes in Hartford Public Schools with Center for Reinventing Public Education, University of Washington, 2013.
- Equity for Whom? An Analysis of Sheff v. O'Neill's impacts on Hartford with Center for Reinventing Public Education, University of Washington, Pending 2014.

Supporting Student Growth

- **Priority I:** Strengthen Common Core Standards
- **Priority II:** Accelerate our College and Career Readiness approach through advising programs, Capstone Projects and Internship opportunities, and PSAT and SAT preparation.
- **Priority III:** Support effective Language Acquisition programming to ensure our English-language learners meet or exceed grade-level performance.
- **Priority IV:** Support for our Lowest 5 Performing Schools
- **Priority V:** Public Engagement, Creating true Partners in education.

Objectives for the 2014-15 Budget

Budgeting for Success

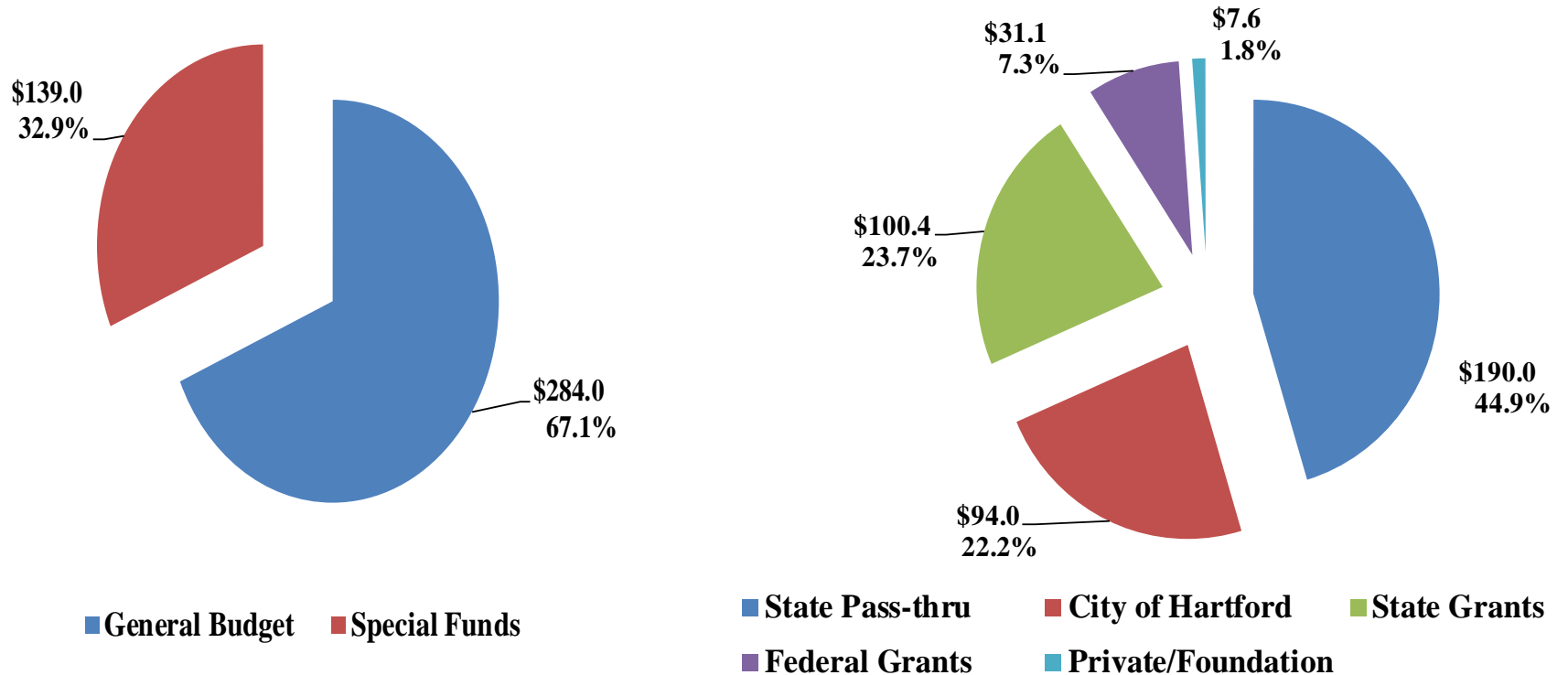
- ✓ **Equity and Transparency:** Resources are allocated consistent with the Performance Empowerment theory of change.
- ✓ **Parent Empowerment:** Budget allocations of schools are reviewed and approved by their respective School Governance Councils.
- ✓ **Fiscally Responsible and Educationally Responsive.**

2014-15 Proposed All Funds

\$ 284.0M	General Budget	\$ 1.0M* or 0.4%
<u>\$ 139.0M</u>	Special Funds	<u>\$ -6.0M</u> or <u>-4.2%</u>
\$ 423.0M	Total	\$ -5.0M or -1.2%

* \$1M increase in General Funds represents the reinstatement of the contribution provided by the City of Hartford to the Board of Education under CIP funds in FY 2013-14.

2014-15 Proposed All Funds Budget

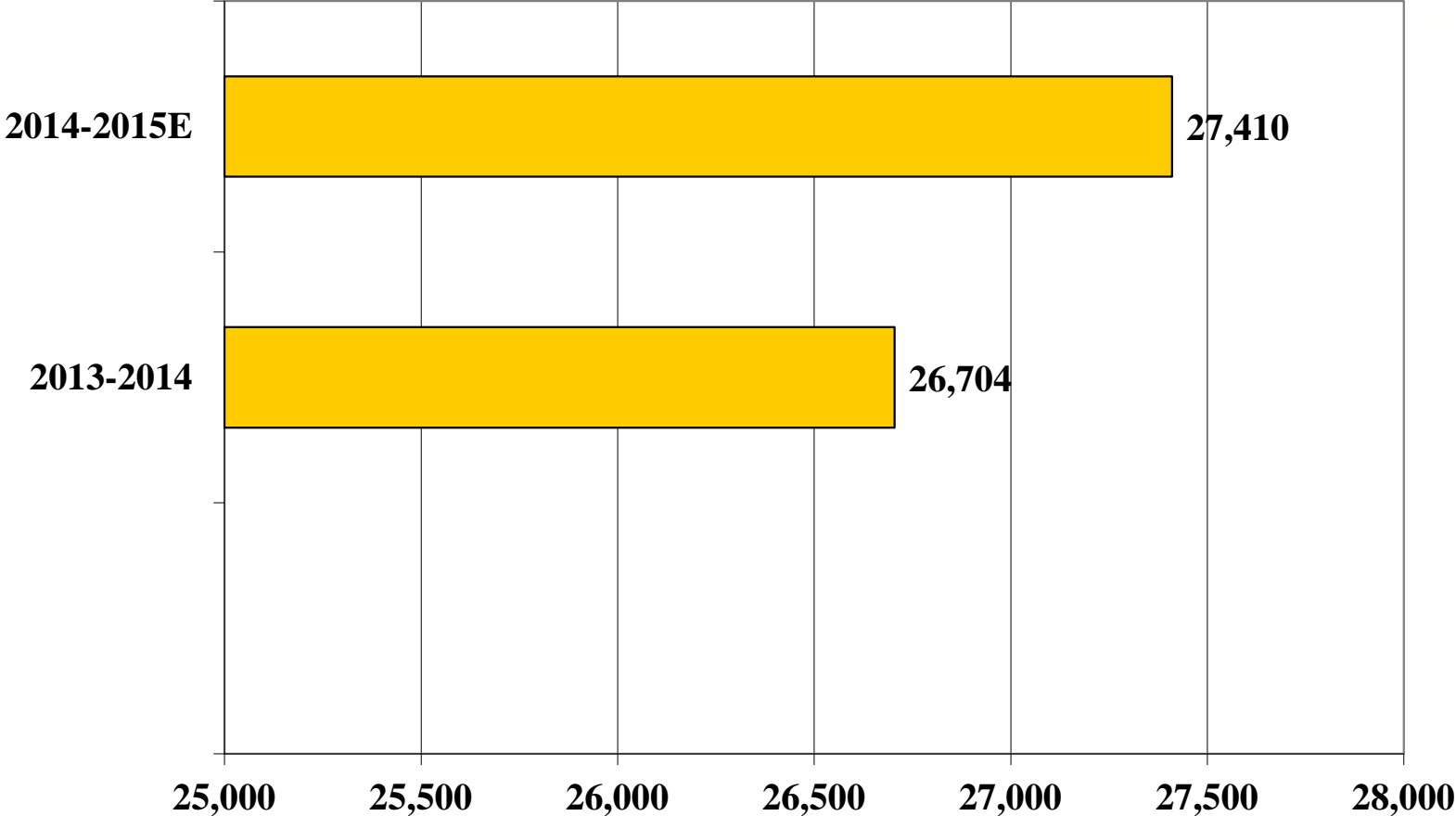


2014-15 Revenue Assumptions

	OPERATING BUDGET 2013-14		PROPOSED BUDGET 2014-15	
		%		%
BOE OPERATING BUDGET	428,045,198	100.0%	423,006,397	100.0%
STATE OF CONNECTICUT(PASS-THRU GRANTS)				
EDUCATION COST SHARING (ECS)	187,974,890		187,974,890	
TRANSPORTATION	1,951,853		1,951,853	
HEALTH & WELFARE	92,863		92,863	
TOTAL STATE OF CONNECTICUT GRANTS	190,019,606	44.4%	190,019,606	44.9%
LOCAL TAX CONTRIBUTIONS	92,988,581	21.7%	93,988,581	22.2%
TOTAL GRANTS/DONATIONS*	145,037,011	33.9%	138,998,210	32.9%
TOTAL REVENUES	428,045,198	100.0%	423,006,397	100.0%

*Includes Alliance District Grant Funds.

Enrollment Comparison



706 Student Increase (2.64% Change)

Enrollment Change

	Oct 2013	Est 14-15	Change
In City	22,080	22,614	534 *
Out-of-District Special Ed Programs	548	544	(4)
Choice/Inter-District	4,076	4,252	176
TOTALS	26,704	27,410	706

***In City:**

Host Magnet Schools	612	(562 Suburban/50 Hartford)
Hartford Neighborhood Schools	(220)	
Achievement First	142	
TOTAL In-City Breakdown	534	

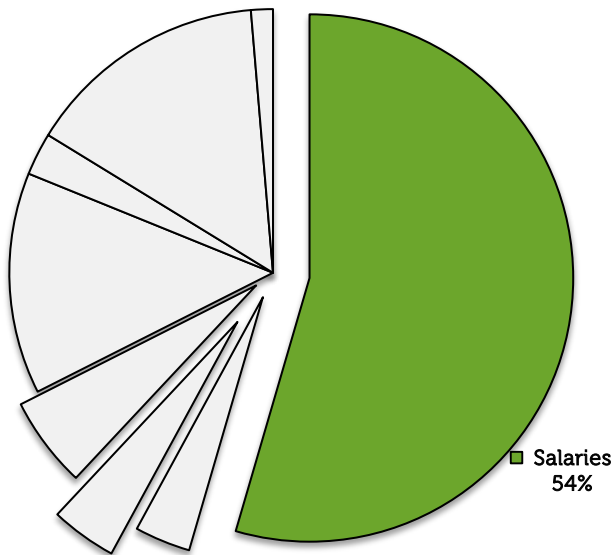
2014-15 Major Drivers

2013-14 Operating Budget		428,045,198
2014-15 Proposed Operating Budget		423,006,397
	Total Change:	(5,038,801)
	Percent Increase:	-1.2%
Salaries	3,374,174	0.8%
Tuition	3,117,795	0.7%
Rental of Facilities	961,692	0.2%
Utilities	351,720	0.1%
Supplies & Materials	110,187	0.0%
Equipment	(3,383,578)	-0.8%
Building Improvements	(2,943,635)	-0.7%
Fringe & Insurance	(2,625,821)	-0.6%
Professional Contracts & Services	(1,250,277)	-0.3%
Transportation	(1,379,165)	-0.3%
All Other Accounts	(1,371,894)	-0.3%
TOTAL	(5,038,801)	-1.2%

2014-15 Proposed All Funds Budget

Salaries

Provides funding for 3,419.1 school district employees, including teachers, and supports staffing in alignment with Budget Priorities 1-5.

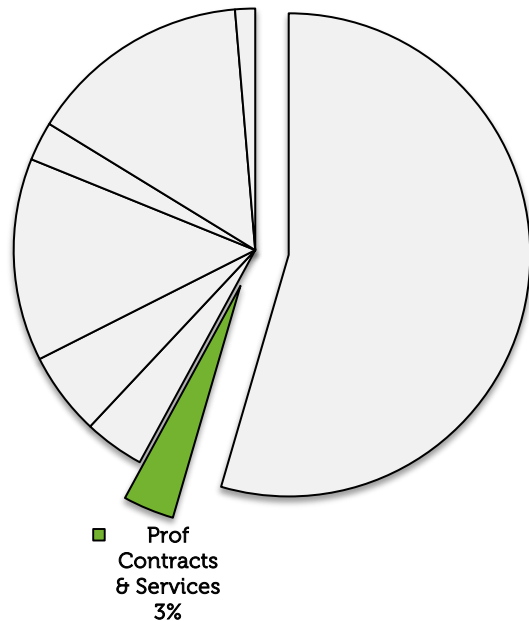


- Contractual salary increases and adjustments of \$6,237,242, for an average increase of 2.9% of salary accounts.
- Part-time, overtime, substitute, and extra-duty accounts decrease by \$ 5,407,784, or 28.2% of these salary accounts.
- Decrease in salary accounts of \$ 925,990, or 0.4% attributable to attrition.
- Decrease in severance liabilities of \$ 135,000, or 8.3% of severance liability accounts.
- Addition of 50.8 positions for a total of \$3,605,707.
 - 46.3 positions, or 91.1% School Based
 - 50.4 positions - Host Magnet
 - - 3.2 positions - Alternative Programs
 - - 0.9 positions – Neighborhood Schools
 - 4.5 Central Services

13-14	14-15	Change	%
\$ 227,683,725	\$ 231,057,899	\$3,374,175	1.5%

2014-15 Proposed All Funds Budget

Professional Contracts & Svs



Provides funding for professional development programs to improve teaching and learning and HPS' contribution to support MHIS technology services. Supports Budget Priority 1-5.

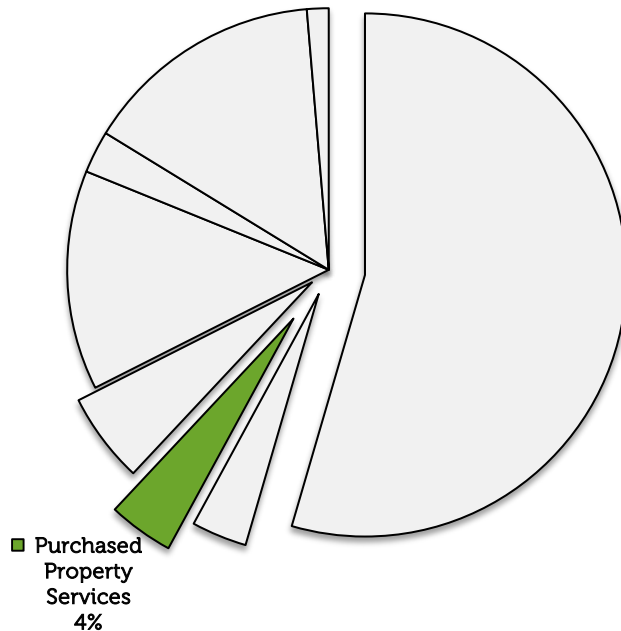
- Professional contracts and services decrease by \$1,250,277, or 8.0%.
 - Instructional and Professional Improvement Services decreases by \$1,154,066, or 8.6%. The decrease is a result of cost mitigation strategies, including a zero-based budgeting approach, in addition to a "train the trainer" philosophy whereby as staff capacity is increased we can reduce our reliance on outside consultants in the performance of professional development services.
 - MHIS Technology Services decreases by \$ 96,211 or 4.3% as a result of cost mitigation strategies.

13-14	14-15	Change	%
\$ 15,613,658	\$ 14,363,381	\$ (1,250,277)	-8.0%

2014-15 Proposed All Funds Budget

Purchased Property Svcs

Provides funding for facility operation and maintenance, such as facility leases for schools and central office, building repairs and minor renovations, utilities, and other facility maintenance costs such as, maintenance contracts and supplies. Support of Budget Priorities 1-5.

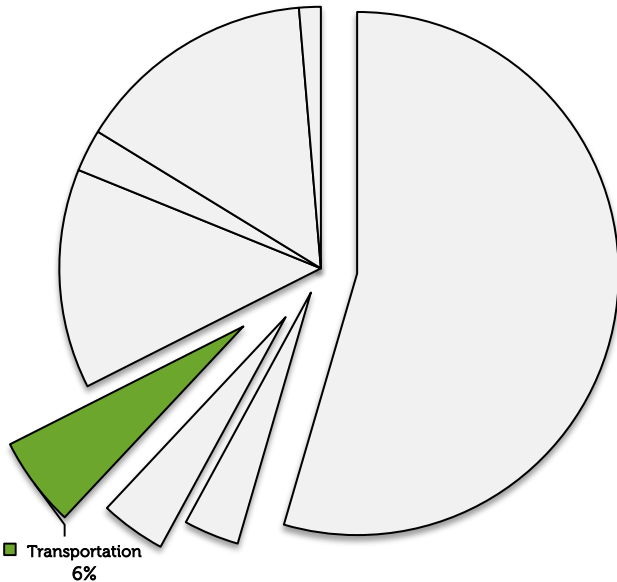


13-14	14-15	Change	%
\$ 18,883,410	\$ 17,085,727	\$ (1,797,683)	-9.5%

- Rental of Facilities increase by \$ 961,692, or 24.3%.
 - Addition of \$ 879,573 for the temporary location of the WHS Culinary Arts to Lincoln Culinary Institute.
 - Increase of \$ 33,258 for CPI and maintenance cost increases associated with existing leased facilities.
 - Increase of \$ 20,065 for parking for Capital Preparatory.
 - Increase of \$ 57,180 in rental of computers for Pathways.
 - Decrease of \$ 28,384, or 27.5% in rental of facilities associated with for professional development.
- Building Improvements decrease by \$2,943,635, or 96.2%.
 - \$2,838,575, or 96.4%, of the decrease is attributable to the lapse of one-time incubation funding received from the SDE for Hartford Magnet Trinity, Betances STEM, and Breakthrough II Magnet School.
 - The balance of the decrease of \$272,520 is attributable to cost mitigation strategies.
- Utilities increase by \$351,720, or 4.1% based on historical rate trends, consumption analysis, and facility changes.
- Maintenance Supplies, Services and Contracts decrease by \$167,460, or 5.2% as a result of cost mitigation strategies. ²⁹

2014-15 Proposed All Funds Budget

Transportation



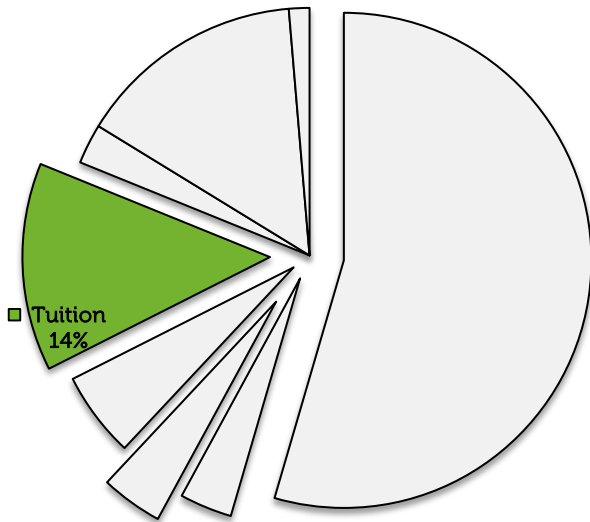
Provides funding for student bus transportation and special activity transportation such as, field trips, athletic activities, and before and after school programs. Support of Budget Priorities 1-5.

- Student transportation decreases by \$1,379,165, or 5.6%.
 - Regular Education increases by \$ 194,281, or 2.5% as a result of contractual increases in the second year of the regular education transportation contract.
 - Special Education transportation decreases by \$1,569,418, or 11.2% as a result of anticipated savings associated with the recent RFP of the Special Education student transportation contract.
 - Bus Tickets decrease by \$ 4,028 as a result of cost mitigation strategies, including a zero-based approach in the development of this budget.

13-14	14-15	Change	%
\$ 24,536,612	\$ 23,157,447	\$ (1,379,165)	-5.6%

2014-15 Proposed All Funds Budget

Tuition



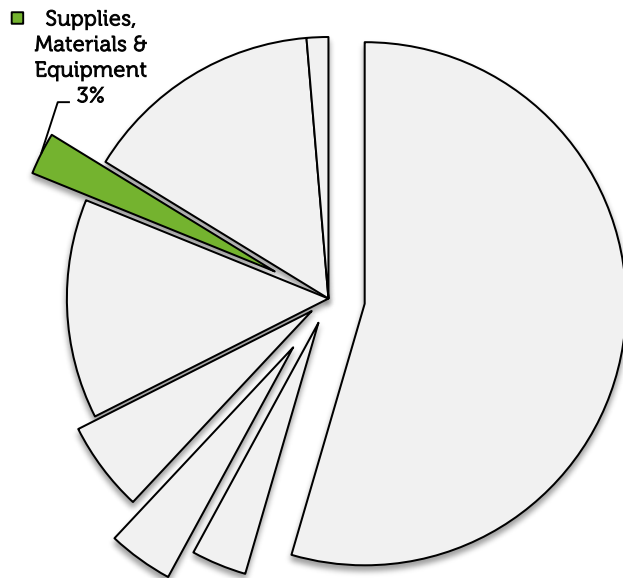
13-14	14-15	Change	%
\$ 54,320,933	\$ 57,438,728	\$3,117,795	5.7%

Provides funding for tuition and special education cost reimbursements for Hartford residents students attending school in Inter-district choice settings, and funding for tuition costs for Hartford student in out-of-district special education facilities. Support of Budget Priority 5 and Compliance Priority.

- Projected increase of 175 students attending inter-district magnet programs totals \$ 956,234.
- Projected increase of \$2,130,015, or 76% in special education tuition. The increase is derived as follows:
 - Private in-state tuition is projected to increase by \$ 1,164,111, or 4.9%.
 - Public in-state tuition is projected to increase by 5.7%, or \$ 853,698.
 - Projected increase of \$ 110,000 in special education student cost reimbursements for Hartford students attending Achievement First Hartford Academy.
 - Projected increase in tuition costs of \$ 2,206 for Hartford students attending Hartford High Road Academy.
- Projected increase of 1 student, or \$ 7,200, attending public in-state Vo-Ag programs.
- Projected increase of \$ 24,346 in school based tuition expenses associated with online and AP courses.

2014-15 Proposed All Funds Budget

Supplies, Materials & Equip.



13-14	14-15	Change	%
\$ 14,343,923	\$ 11,070,532	\$ (3,273,391)	-22.8%

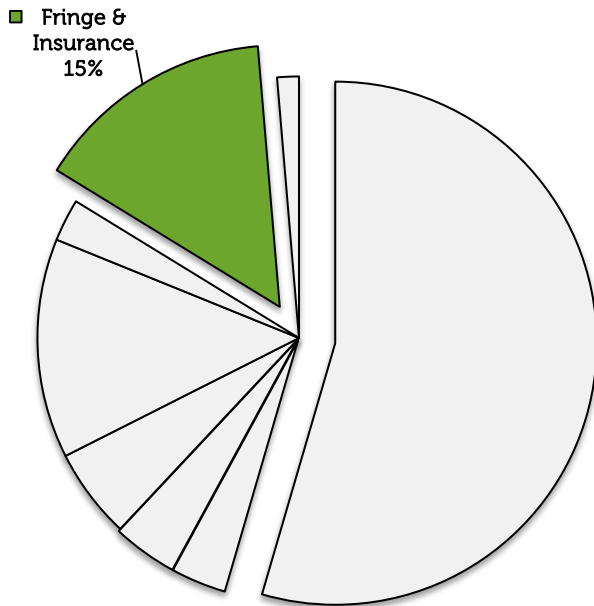
Provides funding for the purchase of a wide range of items such as classroom supplies, text and library books, testing materials, custodial supplies, athletic supplies and various other supplies. This account also provides funding for computers, equipment, and instructional furniture. Support of Budget Priorities 1-5.

HPS has prioritized all potential technology purchases to leverage technology as a tool for learning within 21st century learning environments and in alignment with Common Core and SBAC on-line testing assessments. Support of Budget Priorities 1-5.

- Supplies and materials increase by \$ 110,187, or approximately 1.3%, or \$ 4.02 per student.
- Equipment decreases by \$3,383,578, or 57.4%.
 - \$2,248,209, or 66.2%, of the decrease is a result of the one-time grant funding which supported the purchase of equipment and technology for schools.
 - School Security Grant \$ 522,655
 - High Quality Schools -Common Core \$ 486,617
 - Magnet Incubation, Expansion, and Start-Up Funds \$ 1,014,301
 - ARRA School Improvement Grant \$ 95,395
 - CREC Magnet School Assistance Program \$ 129,241
 - The balance of the decrease of \$1,135,369, or 33.6% represents cost mitigation strategies.

2014-15 Proposed All Funds Budget

Fringe & Insurance



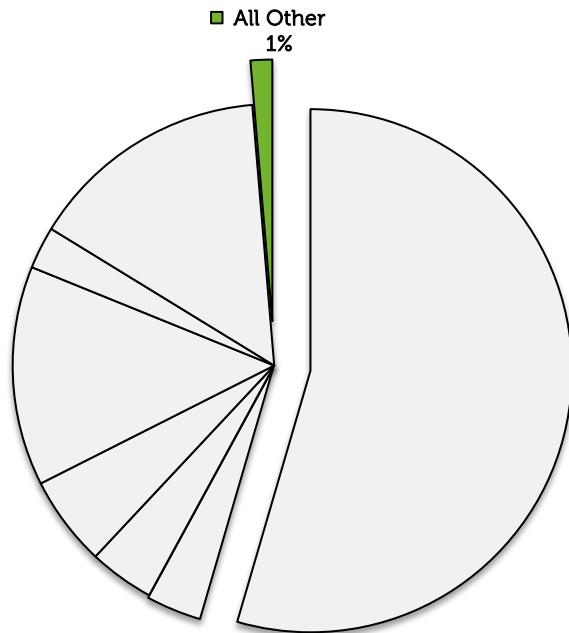
Provides funding for the cost of employee fringe benefits such as, employee health and life insurance plans, pension costs, workers compensation, social security, unemployment compensation, tuition reimbursements and property and general liability insurance. Supports of Budget Priority 1-5.

- Fringe Benefits are projected to decrease by \$2,625,821, or 4.0%.
 - Revenues to support fringe benefits increase by \$3,918,404.
 - Increases in employee co-premium shares total \$1,169,500.
 - Projected increase of \$ 42,827 in rebates from CVS Caremark on prescription medication.
 - Other Post-Employment Benefits (OPEB) trust contributions for retiree post- employment benefits total \$2,706,077.
 - Expenses increase by \$1,292,583.
 - Net increase in health insurance costs totals \$ 756,592.
 - Increase in MERF pension plan contributions totals \$ 501,483.
 - Increase in Social Security payments totals \$ 146,280.
 - Increase of property and general liability and other insurance totals \$ 75,216.
 - Projected increase of \$ 18,073 in tuition reimbursements.
 - Projected decrease of \$ 205,060 in unemployment compensation.

13-14	14-15	Change	%
\$ 65,792,535	\$ 63,166,714	\$(2,625,821)	-4.0%

2014-15 Proposed All Funds Budget

All Other Accounts



Provides funding for the purchase of a wide range of items such as advertising, printing services, travel and conferences, costs for meetings and assemblies, and other miscellaneous services. Support of Budget Priorities 1-5.

- All other accounts decrease by \$1,204,434, or 17.5%. The overall decrease is a result of the deployment of cost mitigation strategies, including a “zero-based” approach to the development of this budget.
 - Purchased Services, such as, internet, communications, postage, advertising, printing, travel and conferences, and other miscellaneous services decrease by \$1,184,160, or 25.8% of these accounts.
 - Miscellaneous expenses, such as, organizational dues, legal fees, meetings, assemblies, and mandatory compensatory education services decrease by \$ 234,531, or 17.2% of these accounts.
 - Indirect cost credit, which is a credit to the general budget fund from special funds provided to cover a portion of the indirect overhead associated with the management of federal grants, increases by \$214,257, or 23.1%.

13-14	14-15	Change	%
\$ 6,870,403	\$ 5,665,969	\$ (1,204,434)	-17.5%

2014-15 Cost Mitigation Strategies

1. **Zero-based approach to budgeting** \$ 2,644,735
 - Rental of Facilities \$ 28,384
 - Building Improvements \$ 105,060
 - Bus Tickets \$ 4,028
 - Computers & Equipment \$1,135,369
 - Maintenance Contracts, Supplies, Services \$ 167,460
 - All others (travel and conferences, advertising, dues and fees, printing, meetings, etc.) \$1,204,434

2. **Special Education Costs** \$ 1,772,834
 - Special Education Transportation RFP \$ 1,569,418
 - Out of district tuition \$ 203,416

2014-15 Cost Mitigation Strategies

3. Part-Time and Over-Time Costs \$ 5,407,784
 4. Reduce reliance on professional contracts and services
\$ 1,250,277
 5. Fringe and Insurance \$ 3,918,404
 - Retiree subsidy OPEB \$2,706,077
 - Negotiated Contract and Plan Design Changes, including employee co-premium increases, mandatory generic prescription medications, and HDHP with HSA \$1,212,327
- ✓ TOTAL COST MITIGATION \$ 14,994,034

How we met our Objectives for Creating the 2014-15 Budget

- ✓ **Equity and Transparency:**
 - School and Student Resources = 81% of available funds
 - Central Services Resources = 19% of available funds
 - Resources allocated in alignment with Managed Performance Empowerment
 - Detailed Presentation and Budget Book

- ✓ **Parent Empowerment:**
 - 37 SGC - Consensus Approved
 - 4 SGC - 2/3rd Majority Approved
 - 5 SGC - Rejected
 - 1 SGC - Approved but status not checked for vote
 - 1 SGC - Not submitted

- ✓ **Fiscally Responsible and Educationally Responsive.**
 - Rising fixed costs, less cost mitigation efforts, plus increased efforts in securing and utilizing grant funding has resulted in:
 - A fiscally responsible, educationally responsive balanced budget, which for another consecutive year provides for flat funding of the Local Tax Contribution from the City of Hartford.

Closing Remarks

"In the face of dramatic change, education is being asked to remake itself to fit a society in motion", James Levine, former President of Columbia University.

It is in this context that the 2014-2015 school budget has been developed. Growth and change are inevitable. What has remained a constant is our central purpose – educating, inspiring, and supporting our Hartford students and their families.



Appendix

Fringe Benefits

<u>Expense Category</u>	Adjusted 2013-14	Y/E Forecast 2013-14	Proposed 2014-15	Change	Percent
Pension Costs	\$ 6,435,177	\$ 6,435,177	\$ 6,936,660	\$ 501,483	7.8%
Employee Insurance	62,318,583	61,116,121	62,982,456	756,591	1.2%
Less: Co-Premium Shares/Rebates/Subsidies	(15,796,619)	(15,770,861)	(17,008,946)	(1,212,327)	7.7%
Less: OPEB Contributions - Retirees	-	-	(2,706,077)	(2,706,077)	
Workers' Compensation	2,202,583	2,202,583	2,202,583	-	0.0%
Social Security	6,900,000	6,900,000	7,046,280	146,280	2.1%
Unemployment Compensation	1,250,000	1,044,940	1,044,940	(205,060)	-16.4%
Property and Liability Insurance	1,880,394	1,880,394	1,955,610	75,216	4.0%
Professional Impr/Other	602,417	601,508	620,490	18,073	3.0%
TOTAL FRINGE BENEFITS	\$ 65,792,535	\$ 64,409,862	\$ 63,073,996	\$ (2,625,821)	-4.0%

Appendix

FY 2014-15 Proposed Staffing Changes – All Funds

<u>Schools</u>	
Principal/Asst Princ	0.5
Dean	3.5
Teachers	30.7
Coaches	(2.3)
Social Worker	6.2
Guidance	(1.5)
Clerical	2.0
Paraprofessionals	(0.7)
Prev/Inter Staff	(1.6)
CDA	2.0
Family Resource Aide	(1.0)
School and Family Support Provider	(1.5)
Nurse	(0.5)
Custodial	(1.5)
Project & Program Facilitator	4.5
Tech Support	1.0
Other	6.5
<hr/>	
Subtotal School Change	46.3
<hr/>	
<u>Central</u>	
Occupational Therapist	(0.4)
ELL Coaches	1.0
Special Education Director	1.0
School Psychologist	(0.1)
Director of Intervention	1.0
Technology Manager	1.0
Internship Coordinator	1.0
<hr/>	
Subtotal Central Services Change	4.5
<hr/>	
TOTAL CHANGE	50.8

HARTFORD PUBLIC SCHOOLS
HISTORICAL ALL FUNDS SUMMARY BY COST CENTER
2008-09 through 2014-15

Schools/Departments	Adjusted FY 2008-09				Proposed FY 2014-15				Change				
	Actual Enroll	Total	FTEs	Per Pupil	Proj Enroll	Total	FTEs	Per Pupil	Enroll	Total	FTEs	Per Pupil	%
Achievement First	259	934,761	5.0	3,609	1,065	3,247,532	11.0	3,049	806	2,312,771	6.0	(559.8)	-15.5%
Americas Choice at SAND	441	4,099,203	45.5	9,295	447	6,303,868	66.0	14,103	6	2,204,665	20.5	4,807.4	51.7%
Asian Studies (Dwight)	355	3,663,512	46.5	10,320	662	7,293,820	81.8	11,018	307	3,630,308	35.3	698.1	6.8%
Batchelder Elementary School	546	5,058,736	62.2	9,265	525	6,233,310	72.2	11,873	(21)	1,174,574	10.0	2,607.9	28.1%
Betances Elementary School	440	4,288,689	52.4	9,747					(440)	(4,288,689)	(52.4)	(9,747.0)	-100.0%
Betances Early Reading Lab School					320	4,595,815	50.7	14,362	320	4,595,815	50.7	14,361.9	
STEM at Betances Magnet School					244	2,769,438	30.8	11,350	244	2,769,438	30.8	11,350.2	
Breakthrough II Elementary School	102	1,130,120	14.5	11,080	283	3,399,393	39.8	12,012	181	2,269,273	25.3	932.4	8.4%
Breakthrough Magnet School	341	3,496,858	40.8	10,255	360	4,529,583	50.3	12,582	19	1,032,725	9.5	2,327.5	22.7%
Latino Studies at Burns School	539	5,468,300	61.5	10,145	562	7,124,706	82.5	12,677	23	1,656,406	21.0	2,532.1	25.0%
Burr Elementary School	521	4,962,277	62.0	9,525	695	8,146,184	91.5	11,721	174	3,183,907	29.5	2,196.6	23.1%
Clark Elementary School	466	4,314,309	53.4	9,258	372	5,813,861	74.5	15,629	(94)	1,499,552	21.1	6,370.5	68.8%
Fisher Elementary School	376	4,514,807	46.3	12,007					(376)	(4,514,807)	(46.3)	(12,007.5)	-100.0%
STEM at Fisher		-			387	4,783,841	48.6	12,361	387	4,783,841	48.6	12,361.3	
Global Communications Academy (IB)	205	2,742,224	28.2	13,377	548	6,079,834	64.5	11,095	343	3,337,610	36.3	(2,282.1)	-17.1%
Hartford PreK Magnet School		-			136	1,510,110	21.6	11,104	136	1,510,110	21.6	11,103.8	
Environmental Sciences Magnet at Mary Hooker	407	3,867,703	45.1	9,503	603	7,605,975	84.4	12,614	196	3,738,272	39.3	3,110.6	32.7%
Jumoke Academy at Milner School	417	4,240,592	50.1	10,169	366	5,706,473	68.0	15,591	(51)	1,465,881	17.9	5,422.2	53.3%
Kennelly Elementary School	798	6,894,526	81.3	8,640	635	7,277,130	81.9	11,460	(163)	382,604	0.6	2,820.3	32.6%
Kinsella Magnet School of Performing Arts	568	5,704,490	76.0	10,043	898	11,162,410	116.0	12,430	330	5,457,920	40.0	2,387.2	23.8%
Martin L. King Jr. Elementary School	523	5,675,017	68.3	10,851	317	4,181,268	47.4	13,190	(206)	(1,493,749)	(20.9)	2,339.2	21.6%
McDonough (MELS) Elementary School	396	3,962,605	50.0	10,007	277	3,643,368	38.9	13,153	(119)	(319,237)	(11.1)	3,146.4	31.4%
M.D. Fox School	783	7,524,213	89.9	9,609	572	7,244,221	81.9	12,665	(211)	(279,992)	(8.0)	3,055.3	31.8%
Middle Grades Academy at West Middle		-			186	1,987,618	20.3	10,686	186	1,987,618	20.3	10,686.1	
Montessori Magnet School at Annie Fisher	105	1,348,077	14.5	12,839	342	3,828,269	45.6	11,194	237	2,480,192	31.1	(1,645.1)	-12.8%
Montessori Magnet at Moylan		-			204	2,604,899	33.7	12,769	204	2,604,899	33.7	12,769.1	
Moylan Elementary School	537	5,466,488	68.5	10,180					(537)	(5,466,488)	(68.5)	(10,179.7)	-100.0%
Expeditionary Learning Academy at Moylan (ELAMS)		-			590	7,194,583	82.1	12,194	590	7,194,583	82.1	12,194.2	
Naylor Elementary School	610	5,451,729	69.2	8,937	634	7,288,518	78.7	11,496	24	1,836,789	9.5	2,558.8	28.6%
Parkville Community School	578	6,088,057	69.1	10,533	518	6,376,268	73.0	12,309	(60)	288,211	3.9	1,776.4	16.9%
Rawson Elementary School	757	6,586,948	77.1	8,701	484	5,345,766	58.0	11,045	(273)	(1,241,182)	(19.1)	2,343.6	26.9%
Sanchez Elementary School	528	5,453,545	61.5	10,329	505	5,592,370	59.0	11,074	(23)	138,825	(2.5)	745.3	7.2%
Simpson Waverly Elementary School	347	3,405,803	39.5	9,815	300	4,037,301	46.4	13,458	(47)	631,498	6.9	3,642.7	37.1%
Webster Microsociety Magnet School	611	5,825,779	74.6	9,535	676	8,119,169	93.8	12,011	65	2,293,390	19.2	2,475.8	26.0%
West Middle Elementary School	669	6,325,914	74.8	9,456	275	3,683,371	41.3	13,394	(394)	(2,642,543)	(33.5)	3,938.3	41.6%
Wish Elementary School	423	4,350,150	51.1	10,284	359	5,229,426	64.1	14,567	(64)	879,276	13.0	4,282.6	41.6%
Bellizzi Middle School	427	5,776,973	71.4	13,529					(427)	(5,776,973)	(71.4)	(13,529.2)	-100.0%
Quirk Middle School	567	7,587,385	89.5	13,382					(567)	(7,587,385)	(89.5)	(13,381.6)	-100.0%
Hartford Magnet Trinity College Academy (HMTCA)	615	6,837,267	75.7	11,118	987	12,038,083	122.4	12,197	372	5,200,816	46.7	1,079.1	9.7%
Bulkeley Campus		-				992,299	9.3		0	992,299	9.3	-	
Bulkeley Lower High School	877	9,860,528	108.7	11,243	495	7,060,624	74.4	14,264	(382)	(2,799,904)	(34.3)	3,020.4	26.9%
Bulkeley Upper High School	534	5,843,996	61.5	10,944	367	5,586,710	63.7	15,223	(167)	(257,286)	2.2	4,278.8	39.1%
Capital Community College Senior Academy		-			59	647,801	5.0	10,980	59	647,801	5.0	10,979.7	

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	Actual Enroll	Total	FTEs	Per Pupil	Proj Enroll	Total	FTEs	Per Pupil	Enroll	Total	FTEs	Per Pupil	%
Capital Preparatory Magnet	271	2,723,389	29.5	10,049	694	8,456,116	90.5	12,185	423	5,732,727	61.0	2,135.2	21.2%
Classical Magnet School	697	7,150,513	88.6	10,259	690	8,441,706	89.4	12,234	(7)	1,291,193	0.8	1,975.4	19.3%
High School, Inc	-	-	-	-	370	4,133,831	43.9	11,173	370	4,133,831	43.9	11,172.5	-
HPHS Campus	-	-	-	-	-	974,766	9.3	-	0	974,766	9.3	-	-
HPHS 9th Grade Academy	411	4,992,089	56.5	12,146	-	-	-	-	(411)	(4,992,089)	(56.5)	(12,146.2)	-100.0%
HPHS Engineering and Green Tech. Academy	370	4,055,891	44.9	10,962	393	5,495,059	58.8	13,982	23	1,439,168	13.9	3,020.5	27.6%
HPHS Law and Government Academy	377	4,044,524	44.0	10,728	456	6,553,409	67.6	14,372	79	2,508,885	23.6	3,643.3	34.0%
HPHS Nursing Academy	382	4,374,408	50.8	11,451	413	5,497,792	59.2	13,312	31	1,123,384	8.4	1,860.5	16.2%
Journalism and Media Academy	-	-	-	-	281	4,261,437	37.2	15,165	281	4,261,437	37.2	15,165.3	-
Pathways to Technology Magnet School	392	4,136,693	48.8	10,553	374	4,880,400	53.5	13,049	(18)	743,707	4.7	2,496.4	23.7%
Sport and Medical Sciences Academy	580	6,099,228	66.8	10,516	708	8,659,653	83.1	12,231	128	2,560,425	16.3	1,715.2	16.3%
University High of Science and Engineering	347	3,484,930	40.0	10,043	424	5,140,823	51.6	12,125	77	1,655,893	11.6	2,081.6	20.7%
Weaver Campus	-	-	-	-	-	1,054,880	9.3	-	0	1,054,880	9.3	-	-
Weaver 11-12	691	7,062,824	78.2	10,221	-	-	-	-	(691)	(7,062,824)	(78.2)	(10,221.2)	-100.0%
Weaver 9th grade	200	2,206,069	25.1	11,030	-	-	-	-	(200)	(2,206,069)	(25.1)	(11,030.3)	-100.0%
Culinary Arts Academy at Weaver	222	2,786,611	31.4	12,552	300	4,836,207	42.6	16,121	78	2,049,596	11.2	3,568.4	28.4%
HTLA	40	1,325,849	15.8	33,146	-	-	-	-	(40)	(1,325,849)	(15.8)	(33,146.2)	-100.0%
HTLA Secondary	79	2,613,012	31.6	33,076	-	-	-	-	(79)	(2,613,012)	(31.6)	(33,076.1)	-100.0%
HALO	23	939,012	12.8	40,827	-	-	-	-	(23)	(939,012)	(12.8)	(40,826.6)	-100.0%
Transitional Secondary	-	-	-	-	-	3,120,260	-	-	0	3,120,260	-	-	-
Renzulli Academy	-	-	-	-	106	1,556,012	16.5	14,679	106	1,556,012	16.5	14,679.4	-
New Visions Program	-	-	-	-	-	906,911	8.2	-	0	906,911	8.2	-	-
OPPortunity High School	-	-	-	-	150	2,559,506	20.5	17,063	150	2,559,506	20.5	17,063.4	-
Adult Education	-	4,824,940	34.0	-	-	3,058,828	19.8	-	0	(1,766,112)	(14.2)	-	-
Non Public	-	480,150	1.7	-	-	277,111	0.6	-	0	(203,039)	(1.1)	-	-
Sundry-Schools	-	1,546,873	-	-	-	4,678,716	-	-	0	3,131,843	-	-	-
Public and Private - Out of District Schools	3,009	32,609,135	-	10,837	4,796	53,018,720	-	11,055	1,787	20,409,585	-	217.6	2.0%
Subtotal Schools	24,759	266,207,721	2,686.2	10,752	27,410	343,827,358	3,036.7	12,544	2,651	77,619,637	350.5	1,791.9	16.7%
Subtotal Central Svs	-	114,653,387	557.5	4,631	-	79,179,041	382.4	2,889	-	(35,474,346)	(175.1)	(1,742.1)	-37.6%
GRAND TOTAL	24,759	380,861,108	3,243.7	15,383	27,410	423,006,397	3,419.1	15,433	2,651	42,145,291	175.4	49.8	0.3%