**The Strategic Operating Plan and Budget Priorities**

The Hartford Public Schools Strategic Operating Plan is the foundation for district and school budget planning. As we strive to **Put Students at the Center of Their Learning and Develop Leaders to Lead for Learning** our goal is to advance progress toward the equity indicators.

This year there are four major budget priorities. They include:

- Literacy and Numeracy Fundamentals
- Capacity Building through Data Teams and a Commitment to Systemic Continuous Improvement
- Social and Emotional Supports
- Family and Community Partnerships

**EQUITY INDICATORS**

- 100% College Acceptance
- 90% Graduation Rate
- 100% Access to College & Career Readiness Opportunities
- Eliminate Suspensions through Restorative Justice
- Pass Algebra 1 with a 'C' or better by the end of 9th Grade
- Each Student has a Success Plan & Connection to a Caring Adult
- 3rd Grade Reading Proficiency
- Good Attendance Habits

**PUT STUDENTS AT THE CENTER OF THEIR LEARNING**

- Student Success Plans
- Literacy & Language: Read, Write, Listen, Speak, Think, Lead
- Customized Experiences

**DEVELOP LEADERS TO LEAD FOR LEARNING**

- Adult Learning & School Support Networks
- Family & Community Partnerships
- Disciplined Use of Data and Teams

**THEORY OF ACTION**

- If we set and hold all students to high EXPECTATIONS
  - If we **ENGAGE** all students in meaningful, differentiated ways that match their needs and meet their interests
  - If we focus on the growth of EACH AND EVERY student and school
  - If we **EXPAND** the capacity of our leaders, staff, and schools

**VISION**

HPS students will transform their world.

**MISSION**

Inspire and prepare ALL students to create their own success in and beyond school.
Hartford Public Schools Funding Model

Hartford Public Schools is dependent on state, federal and local funding. As a result of state policy, Hartford is more dependent on state revenue than any district in Connecticut. It makes up 70% of our operating budget.

**Where does our funding come from?**

*2016-17 All Funds Budget*

- **General Budget**: $145.6 million (34%)
- **Special Funds**: $282.8 million (66%)

**2016-17 Funding Sources**

- **State Pass-thru**: $28.9 million (6.8%)
- **City of Hartford**: $6.7 million (1.7%)
- **State Grants**: $109.97 million (25.7%)
- **Federal Grants**: $188.1 million (43.9%)
- **Private/Foundation**: $94.7 million (22.1%)

- **General Budget**: $188.1 million (43.9%)
- **Special Funds**: $282.8 million (66%)

**Where does our funding go?**

*2015-16 Actuals by Program*

- **Schools & Students**: $341.8 million (80.6%)
- **Operation & Maintenance of Buildings**: $27.2 million (6.4%)
- **Student Transportation**: $22.1 million (5.2%)
- **General Administration, Central & Other Services**: $33.2 million (7.8%)

**Title 1- Part A for Improving Basic Skills for Low Income Students, IDEA-Part B, Section 611 for Special Education. These funds are DECREASING at the same time the General Budget funds have remained FLAT and general costs INCREASE.**

- Meanwhile, the district has allocated the majority of funding into schools – currently 80.6% is directed to schools and students.

• The General Budget funds core instructional programs, day-to-day operations to support those programs, and general operations of our school district.

It has been FLAT FUNDED for 8 years – even while general costs increase every year.

• The Special Fund includes revenue for specific projects, programs, donations, or tuitions and federal and state government entitlement funds targeted at low-income students. These funds are generally for restricted use such as Alliance District funds for Bold/Innovative Reforms to Close the Achievement Gap,
Current Pressures Create Budget Development Challenges

During this budget development process, we confront the challenge of years of stagnant educational funding, more programs to support, increasing costs and the implications of Sheff such as increased tuition costs and competition for students attending magnet schools. All of these factors have a direct – and multiplying – effect on the district’s budget.

The impact on the FY2017-2018 Budget:

- Increasing costs of at least $13.98M
- Decreasing revenue of about $5.55M
- The Result: a gap of $19.53M

In addition, there are structural pressures we confront:

- Many of our schools operate under capacity.
- Enrollment continues to decline.
- Many schools have aged buildings that require investment that we just don’t have.
- In addition, there are wide differences in school performance across the district.

Our challenge is to craft a budget that does not allow those negative impacts to be transformed into negative consequences for our students. As a community, we must refocus our priorities and ensure students are at the center of our decisions and that we transform our system to serve all students.

Conclusion:
Current system is working for some. It needs to work for ALL.

Our Budget Context

Refocus Priorities:
STUDENTS FIRST!

Need for Change:
EQUITY AND EXCELLENCE

Challenge:
SUSTAINABILITY

What are the essential ingredients for success?
Current system serves some; must serve all
Increasing costs, increased programming, and decreasing funds
In developing the FY2017-2018 budget, the process will be a school-based, student-focused, needs-based approach:

• Starting with the highest priorities derived from the Strategic Operating Plan;

• Informed through School Improvement Plans, Student Success Plans and other needs-based planning;

• In order to align spending and resource allocations with individualized student needs and identified priorities.

It is important to note that the challenges we confront are ongoing and require multi-year strategies to solve. A long-term solution will require all stakeholders to take an innovative and system-wide problem-solving approach including identifying efficiencies within each school, sharing resources within and between schools, even co-locating and/or consolidating schools or programs to ensure a sustainable financial model where the needs of every student are met in every school in the district.

The FY2017-2018 budget process has been modified to include expanded engagement of all stakeholders. Many voices and perspectives are needed and the input and deep involvement of our school community is required as we work together to make our schools better, support our students’ success and strengthen our communities.