

STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

REGULAR MEETING NOTICE AND AGENDA
Hartford Subcommittee of the MARB

Meeting Date and Time: Thursday, July 23, 2020 10:00 AM – 12:00 PM

Meeting Location: This meeting will be telephonic only. Meeting materials may be accessed at the following website: <https://portal.ct.gov/OPM/Marb/West-Haven-Committee-Meetings-and-Materials>

Call-In Instructions: Meeting participants may use the following telephone number and access code

Telephone Number: (860) 840-2075

Meeting ID: 787-043-799

Agenda

- I. Call to Order & Opening Remarks
- II. Approval of Minutes:
 - a. June 25, 2020 regular meeting
- III. Review and Discussion: 5-Year Plan Efficiencies and Mitigation Measures
- IV. Update: Corrective Action Plan re: FY 2019 Audit
 - a. City
 - b. Board of Education
- V. Update: Status of Board of Education RFP for Special Education Study
- VI. Update: FY 2021 Board of Education Budget
- VII. Other Related Business
- VIII. Adjourn

DRAFT
STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

REGULAR MEETING MINUTES
Hartford Subcommittee of the MARB

Meeting Date and Time: Thursday, June 25, 2020 10:00 AM – 12:00 PM

Meeting Location: This was a telephonic meeting. Meeting materials may be accessed at the following website:
<https://portal.ct.gov/OPM/Marb/West-Haven-Committee-Meetings-and-Materials>

Call-In Instructions:

Telephone Number: (860) 840-2075

Meeting ID: 217 645 216

Members in Attendance: Kimberly Kennison (OPM Secretary designee), Christine Shaw (State Treasurer designee), Mark Waxenberg, Robert White, David Biller, Matthew Brokman

City Officials in Attendance: Mayor Bronin, Jolita Lazauskas, Robert Dakers, Clarence Zachery, Leigh Ann Ralls

OPM Staff in Attendance: Bill Plummer, Julian Freund

I. Call to Order & Opening Remarks

The meeting was called to order at 10:06 AM.

II. Approval of Minutes: May 7, 2020 regular meeting

A motion was made by Ms. Shaw, with a second by Mr. White, to approve the minutes of the May 7, 2020 subcommittee meeting. The motion passed unanimously.

III. Review and Discussion: Plans for closing projected budget gaps

Mayor Bronin provided an overview of the City's plan for closing projected budget gaps in the 5-Year forecast. Mr. Dakers presented the handouts describing efficiencies and other mitigation measures. Mayor Bronin noted that, although the forecasted budgets projected gaps of roughly \$4.8 million per year in the out-years, the City looked for efficiencies and mitigating measures beyond that amount because the gaps do not reflect the potential impact of future bargaining unit negotiations. The Mayor indicated that reductions to capital expenditures may be necessary in future years to close budget gaps. Members discussed funding levels for capital projects and the impact of further reductions. A full analysis of the impact of deferred maintenance has not been conducted, but the City indicated it could provide an analysis of capital funding levels as compared to reported depreciation expense. Members also asked about the list of potential revenue enhancements and the need for legislative action to realize them.

IV. Review and Discussion: Analysis of FY 2021 full-time staffing

Mr. Dakers presented documents providing details on current staff vacancies, plans for filling vacant positions, and attrition assumptions in the FY2021 budget. The total value in salaries of the 141 current vacancies is approximately \$9.14 million. The FY 2021 budget assumes about \$2.5 million in attrition. Among the plans for filling current vacancies, a class of 12 police officers is planned to start police academy in January 2021 and another 15 in April 2021. Mayor Bronin explained that although all positions are critical, the City prioritizes the most critical positions to fill first.

V. Update: Corrective Action Plan re: FY 2019 Audit

Ms. Ralls provided a brief update on the status of laptop replacements and phased work being completed on an IT audit. Ms. Shaw asked about the City's progress in continuity of operations planning. Ms. Ralls indicated that portion of the IT plan will be covered in an upcoming phase. Mr. Zachery was not present during this portion of the meeting to provide an update on Board of Education findings. At subsequent meetings, the Subcommittee will be provided with written updates on the corrective action plan, including IT related items, from the City and Board of Education.

VI. Other Related Business

None.

VII. Adjourn

The meeting adjourned at 11:10 AM.

MEMORANDUM

TO: Members of the MARB Hartford Subcommittee
Robert Dakers

FROM: Robert Dakers, Interim Director, Office of Management, Budget and Grants

SUBJECT: Information Requests-Tax Exempt Properties; Municipal Revenue Diversification

DATE: July 21, 2020

The subcommittee has requested additional information regarding the value of tax exempt property in the City and more discussion regarding PILOT and other revenue diversification initiatives presented at your last meeting in regard to the City's Five-Year Plan.

Data on Tax Exempt Property in Hartford

One of the City's challenges is that over 50 percent of its Grand List is non-taxable. This compares to a statewide average of 14.3 percent. These tax exempt properties largely involve facilities or entities serving our entire region or state. Attached is a summary of the non-City owned portions of the tax-exempt properties, which values reflect the value of the real property of these entities. As indicated in the summary, the largest categories of tax exempt properties include hospitals, State, colleges, quasi-public governmental agencies and charitable organizations. A detailed listing of each of the properties in these large categories of properties is also provided in the Attachment.

In regard to State Payment in Lieu of Taxes (PILOT) payments to municipalities, the statutory formulas provide for a reimbursement of 77 percent of lost property tax revenues for colleges and hospitals and 45 percent for State-owned property. Traditionally, the State has not appropriated the full amount to fund these formulas and has prorated payments to equal the amount budgeted. For Fiscal Year 2020-21, the General Assembly paid according to a payment list in the statute instead of by the formula. For fiscal year 2020-21, the State's budgeted PILOT payments for State properties and colleges and hospitals are estimated to equal approximately 29 percent of the formula amounts and 18 percent of the lost revenues on these properties.

As indicated, another major category of tax exempt properties is quasi-public governmental entities, including the Metropolitan District Commission, the Materials Innovation and Recycling Authority (MIRA) and the Connecticut Resource Recovery Authority. Another large category of tax exempt properties are charitable organizations. A number of these non-profit entities are the primary provider of State funded social services in our region and state.

Revenue Diversification Proposals

The City's revenue diversification proposals in the plan to close the remaining gaps in the Five-Year Plan included increasing or expanding the PILOT payments for the properties of tax exempt properties and expanding local revenue options. As suggested at the last subcommittee meeting, the approach could be to provide distressed and other municipalities, perhaps in conjunction with the MARB, with these resources, tools and options needed to address their fiscal challenges. These options could include:

- Increasing existing State PILOT payments to at least their statutory level or requiring tax exempt entities to make payments on all or some of the difference.
- Expand the State PILOT programs to include quasi-governmental agencies, including the provision requiring such entities to pay some or all of the lost revenues not reimbursed by the State.
- Expand the State PILOT Program to include non-profit social service entities whose primary funding source is the State.
- Require certain entities exempt from the property tax to pay for specific municipal services (e.g. police, fire, public works) or Service-in-Lieu-of-Taxes (SILOTs) payments to provide for these noneducation related services. The City does have a PILOT agreement with MIRA in the amount of \$1.5 million annually and with Church Homes (a charitable organization) for about \$131,000 per year and Trinity College for \$20,000 per year. The two latter payments appear related to settlement of tax appeal cases many years ago.
- Create a local tax option for, or statewide sharing of, certain State taxes, including sales and other taxes. Examples of the State sharing such taxes with municipalities include meals and room occupancy taxes.
- Authorize other local revenue options, such as permitting municipalities to require on-going fees for the privilege of placing company infrastructure in the public right of way. Such fees, often called franchise fees, could be charged for electricity, natural gas, telephone, water, sewer, and cable TV infrastructure. According to a 2017 CCM report, most states permit these fees, with the national average of revenues received being 2.2 percent of local tax revenue.

The City looks forward to reviewing and discussing this information with you as part of our ongoing work together to further strengthen Hartford's financial position.

Attachment

Cc: Mayor Luke Bronin
Leigh Ann Ralls, Director of Finance, City of Hartford
Jolita Lazauskas, Deputy Director, Office of Management, Budget and Grants
Julian Freund, State Office of Policy and Management

2019 Tax Exempt Real Property***7/20/2020**

Category	Number of Properties	Assessed Value	% of Value
AGRICULTURAL	2	57,190	0.002%
CEMETERY	48	8,764,420	0.292%
CHARITABLE	170	153,438,530	5.112%
COLLEGES	73	378,826,279	12.620%
EDUCATIONAL	11	39,941,580	1.331%
HISTORICAL	10	12,899,880	0.430%
HOSPITALS	64	875,856,808	29.178%
LITERARY	7	38,753,106	1.291%
MEDICAL	2	5,043,710	0.168%
QUASI-PUBLIC	44	216,170,009	7.201%
RAILROADS	3	6,862,632	0.229%
STATE	164	936,810,834	31.208%
VETERANS	5	2,112,880	0.070%
OTHER**		326,254,250	10.869%
Grand Total	603	3,001,792,108	100.00%

*The above list does not include City-Owned Property

**Other includes Religious organizations (\$188.2 million), federal property (\$64.5 million) and other properties; includes \$27,460,865 classified on City's M-13A as State property (specific properties being identified by City Assessor)

TAXPAYER	ZIP1	PROP_LOC_ST_N	PROP_LOC_ST_NAME	CODE_EXEMPT	CODE CLASS	NEW_GROSS
ALICE KS LLC	06119	00322	WASHINGTON ST	DEAX	CHARITABLE	\$ 612,780
ASSOC OF 7TH DAY ADVENTI SOUTHERN NEW EN	01561	00870	PROSPECT AVE	DEAX	CHARITABLE	\$ 446,250
ASYLUM HILL CONGREGATIONAL CHURCH	06105	00020	HUNTINGTON ST	DEAX	CHARITABLE	\$ 178,430
BEACON LIGHT ALTERNATIVE SERVICES INC	06095	00070	FOREST ST	DEAX	CHARITABLE	\$ 449,680
BLUE HILLS CIVIC ASSOCIATION INC	06112	00410	HOMESTEAD AVE	DEAX	CHARITABLE	\$ 136,500
BOYS CLUB OF HARTFORD INC INC	06105	00015	NAHUM DR	DEAX	CHARITABLE	\$ 702,170
BOYS CLUB OF HARTFORD INC INC	06105	00011	CHANDLER ST	DEAX	CHARITABLE	\$ 862,680
CATHOLIC CHARITIES INC ARCHDIOCESE OF HA	06105	00045	WADSWORTH ST	DEAX	CHARITABLE	\$ 365,400
CATHOLIC CHARITIES INC ARCHDIOCESE OF HA	06105	00045	WADSWORTH ST	DEAX	CHARITABLE	\$ 1,187,620
CATHOLIC CHARITIES INC ARCHDIOCESE OF HA	06105	00053	WADSWORTH ST	DEAX	CHARITABLE	\$ 117,040
CENTER FOR HUMAN DEVELOPMENT INC	01107	01039	ASYLUM AVE	DEAX	CHARITABLE	\$ 172,900
CENTER FOR HUMAN DEVELOPMENT INCORPORATE	01107	00053	FRANCIS AVE	DEAX	CHARITABLE	\$ 91,350
CENTER FOR HUMAN DEVELOPMENT INCORPORATI	01107	00810-812	TOWER AVE	DEAX	CHARITABLE	\$ 101,640
CENTER FOR HUMAN DEVELOPMENT INCORPORATI	01107	00035	IMLAY ST	DEAX	CHARITABLE	\$ 217,490
CENTRO RENACER OF CONNECTICUT INC	06106	00164-166	BARTHOLOMEW AVE	DEAX	CHARITABLE	\$ 189,490
CENTRO RENACER OF CONNECTICUT INC	06106	00033	CENTER ST	DEAX	CHARITABLE	\$ 166,110
CHARITIES OF HOPE INC	06114	00770	WETHERSFIELD AVE	DEAX	CHARITABLE	\$ 566,300
CHARTER OAK AMATEUR BOXING ACADEMY AND Y	06110	00081	POPE PARK HWY	DEAX	CHARITABLE	\$ 88,550
CHARTER OAK HEALTH CENTER INC	06106	00030-34	GRAND ST	DEAX	CHARITABLE	\$ 343,210
CHARTER OAK HEALTH CENTER INC	06106	00039	GRAND ST	DEAX	CHARITABLE	\$ 209,300
CHARTER OAK HEALTH CENTER INC	06106	00021	GRAND ST	DEAX	CHARITABLE	\$ 5,532,380
CHARTER OAK TERRACE/RICE HEIGHTS CENTER	06106	00401	NEW BRITAIN AVE	DEAX	CHARITABLE	\$ 223,160
CHC REALTY II INC	06457	00076	NEW BRITAIN AVE	DEAX	CHARITABLE	\$ 3,074,400
CHRISTIAN FELLOWSHIP INDEPENDANT CHURCH	06106	01931-1933	BROAD ST	DEAX	CHARITABLE	\$ 89,250
CHRYSALIS CENTER REAL ESTATE CORPORATION	06112	00255	HOMESTEAD AVE	DEAX	CHARITABLE	\$ 1,344,070
CHRYSALIS CENTER REAL ESTATE CORPORATION	06112	00209	HOMESTEAD AVE	DEAX	CHARITABLE	\$ 70,630
CHRYSALIS CENTER REAL ESTATE CORPORATION	06112	00217	HOMESTEAD AVE	DEAX	CHARITABLE	\$ 11,760
CHURCH HOMES INC CONGREGATIONAL	06106	00701	NEW BRITAIN AVE	DEAX	CHARITABLE	\$ 24,016,300
CIL COMMUNITY RESOURCES INC	06106	00157	CHARTER OAK AVE	DEAX	CHARITABLE	\$ 794,640
CIL DEVELOPMENT INC	06106	00060	POPIELUSZKO CT	DEAX	CHARITABLE	\$ 475,930
CIL REALTY INC	06106	00010-12	IRVING ST	DEAX	CHARITABLE	\$ 272,020
CIL REALTY INC	06106	00140	SARGEANT ST	DEAX	CHARITABLE	\$ 276,710
CIL REALTY INC	06106	00136-138	COLLINS ST	DEAX	CHARITABLE	\$ 801,640
CIL REALTY INC	06106	00205	RETREAT AVE	DEAX	CHARITABLE	\$ 296,030
CIL REALTY INC	06106	00199	RETREAT AVE	DEAX	CHARITABLE	\$ 412,860
CIL REALTY INC	06106	00155	WETHERSFIELD AVE	DEAX	CHARITABLE	\$ 587,580
CIL REALTY INCORPORATED	06106	00117-123	WASHINGTON ST	DEAX	CHARITABLE	\$ 2,446,360
CIL REALTY INCORPORATED	06106	00032-36	LAFAYETTE ST	DEAX	CHARITABLE	\$ 107,730
COMMUNITY RENEWAL TEAM INC	06120	01921-1927	PARK ST	DEAX	CHARITABLE	\$ 294,770
COMMUNITY RENEWAL TEAM INC	06120	00175	ENFIELD ST	DEAX	CHARITABLE	\$ 1,113,630
COMMUNITY RENEWAL TEAM INC	06120	00191	ENFIELD ST	DEAX	CHARITABLE	\$ 6,300
COMMUNITY RENEWAL TEAM INC	06120	00478	EDGEWOOD ST	DEAX	CHARITABLE	\$ 14,700
COMMUNITY RENEWAL TEAM INC	06120	00170	DOUGLAS ST	DEAX	CHARITABLE	\$ 745,850
COMMUNITY RENEWAL TEAM INC	06120	00175	DOUGLAS ST	DEAX	CHARITABLE	\$ 70,070
COMMUNITY RENEWAL TEAM INC	06120	01443	MAIN ST	DEAX	CHARITABLE	\$ 310,590
COMMUNITY RENEWAL TEAM INC	06120	00570	WINDSOR ST	DEAX	CHARITABLE	\$ 41,510
COMMUNITY RENEWAL TEAM INC	06120	00540	WINDSOR ST	DEAX	CHARITABLE	\$ 38,080
COMMUNITY RENEWAL TEAM INC	06120	00555	WINDSOR ST	DEAX	CHARITABLE	\$ 3,918,530
COMMUNITY RENEWAL TEAM INC	06120	00330	MARKET ST	DEAX	CHARITABLE	\$ 758,660
COMMUNITY RENEWAL TEAM INC	06120	00393-395	WETHERSFIELD AVE	DEAX	CHARITABLE	\$ 444,850
CONN HISTORICAL SOCIETY THE	06105	00001	ELIZABETH ST	DEAX	CHARITABLE	\$ 7,450,940
CONN HOUSING INVESTMENT FUND	06105	00121	TREMONT ST	DEAX	CHARITABLE	\$ 315,630
CONN INSTITUTE FOR THE BLIND	06112	00079	BRANFORD ST	DEAX	CHARITABLE	\$ 61,110
CONN INSTITUTE FOR THE BLIND	06112	00083	BRANFORD ST	DEAX	CHARITABLE	\$ 17,360
CONN INSTITUTE FOR THE BLIND OAK HILL	06112	00120	HOLCOMB ST	DEAX	CHARITABLE	\$ 10,258,920
CONNECTICUT COALITION OF ENVIRONMENTAL J	06145	00001-15	MAIN ST	DEAX	CHARITABLE	\$ 82,040
CONNECTICUT COMMUNITY FOR ADDICTION RECO	06114	00198	WETHERSFIELD AVE	DEAX	CHARITABLE	\$ 202,510
CONNECTICUT FAIR HOUSING CENTER INC	06106	00060	POPIELUSZKO CT	DEAX	CHARITABLE	\$ 143,010
CONNECTICUT VALLEY GIRL SCOUT COUNCIL	06106	00332-340	WASHINGTON ST	DEAX	CHARITABLE	\$ 648,900
DESTINY PARTNERS INC	06095	00878-880	ASYLUM AVE	DEAX	CHARITABLE	\$ 711,200
DETYGA LLC	06114	00184	WETHERSFIELD AVE	DEAX	CHARITABLE	\$ 304,290
EVERGREEN AVENUE ASSOC	06105	00040	EVERGREEN AVE	DEAX	CHARITABLE	\$ 38,780
GLORY CHAPEL	06105	00032	ATWOOD ST	DEAX	CHARITABLE	\$ 206,780
GOODWILL INDUSTRIES OF WESTERN CONNECTIC	06605	00315-323	NEW PARK AVE	DEAX	CHARITABLE	\$ 681,800
HANDS ON HARTFORD INC	06106	00045-55	BARTHOLOMEW AVE	DEAX	CHARITABLE	\$ 503,860
HARC INC	06114	00900	ASYLUM AVE	DEAX	CHARITABLE	\$ 5,148,780
HARC INC	06114	00888	ASYLUM AVE	DEAX	CHARITABLE	\$ 96,880
HARC INC	06114	00171-173	SIGOURNEY ST	DEAX	CHARITABLE	\$ 50,750
HARTFORD AREA HABITAT FOR HUMANITY INC	06144	00780	WINDSOR ST	DEAX	CHARITABLE	\$ 141,820
HARTFORD ARTISANS WEAVING CENTER INC	06105	00040	WOODLAND ST	DEAX	CHARITABLE	\$ 180,600
HARTFORD COMMUNITY MENTAL HEALTH CENTER	06106	00001-15	MAIN ST	DEAX	CHARITABLE	\$ 84,490
HARTFORD DISPENSARY REAL ESTATE INC	06040	00341-355	MAIN ST	DEAX	CHARITABLE	\$ 406,840
HARTFORD DISPENSARY REAL ESTATE INC	06040	00018	WESTON ST	DEAX	CHARITABLE	\$ 1,294,790
HARTFORD DISPENSARY REAL ESTATE INC	06040	00014	WESTON ST	DEAX	CHARITABLE	\$ 436,030
HARTFORD DISPENSARY REAL ESTATE INC	06040	00010	WESTON ST	DEAX	CHARITABLE	\$ 98,490
HARTFORD HOSPITAL	06106	00123	RETREAT AVE	DEAX	CHARITABLE	\$ 1,751,750
HARTFORD NEIGHBORHOOD CENTERS INC	06106	00036-38	LAWRENCE ST	DEAX	CHARITABLE	\$ 282,660
HARTFORD RESCUE MISSION INC.	06103	00650	WINDSOR ST	DEAX	CHARITABLE	\$ 414,750
HCMHC INC	06120	00001-15	MAIN ST	DEAX	CHARITABLE	\$ 80,290
HCMHC INC	06120	00001-15	MAIN ST	DEAX	CHARITABLE	\$ 81,760
HISPANIC HEALTH COUNCIL FOUNDATION INC	06106	00159-189	MAIN ST	DEAX	CHARITABLE	\$ 1,579,830
HISPANIC HEALTH COUNCIL INC	06106	00175	MAIN ST	DEAX	CHARITABLE	\$ 171,990
HOUSE OF BREAD INC	06120	00027-29	CHESTNUT ST	DEAX	CHARITABLE	\$ 141,820
HOUSE OF BREAD INC	06120	00023	LINCOLN ST	DEAX	CHARITABLE	\$ 116,620
HOUSE OF BREAD INC	06120	01453	MAIN ST	DEAX	CHARITABLE	\$ 307,790
HOUSE OF BREAD INC	06120	00088-90	CHESTNUT ST	DEAX	CHARITABLE	\$ 371,560
HUMANIDAD INC	06067	00260	GRANDVIEW TER	DEAX	CHARITABLE	\$ 109,760
HUMANIDAD INC	06067	00129	HUNGERFORD ST	DEAX	CHARITABLE	\$ 69,860
IGLESIA PENTECOSTAL EBENEZER A/D	06106	00179	SEYMOUR ST	DEAX	CHARITABLE	\$ 51,730
IGLESIA PENTECOSTAL LA SENDA ANTIGUA	06134	00174-176	BENTON ST	DEAX	CHARITABLE	\$ 32,060
IMMACARE INC	06106	00168	HUNGERFORD ST	DEAX	CHARITABLE	\$ 254,730
IMMANUEL CONGREGATIONAL CHURCH INC	06105	00360	FARMINGTON AVE	DEAX	CHARITABLE	\$ 1,169,700
IMMANUEL CONGREGATIONAL CHURCH INC	06105	00350	FARMINGTON AVE	DEAX	CHARITABLE	\$ 595,070

ISHSHAH-CHADASH REMNANT MINISTRY	06106 00243	SISSON AVE	DEAX	CHARITABLE	\$	117,390
JAMAICA EX POLICE ASSOC OF CONNECTICUT I	06112 00126-128	HOMESTEAD AVE	DEAX	CHARITABLE	\$	136,850
JUMOKE ACADEMY INC	06105 00875	ASYLUM AVE	DEAX	CHARITABLE	\$	1,689,730
KNOX INC	06105 00034-36	CABOT ST	DEAX	CHARITABLE	\$	6,930
LOAVES & FISHES MINISTRIES INC	06105 00646	PROSPECT AVE	DEAX	CHARITABLE	\$	295,960
M J B CORP	06010 00020	SERGEANT ST	DEAX	CHARITABLE	\$	1,457,890
MCKINNEY-KING POST # 142 AMERICAN LEGION	06120 00080	BATTLES ST	DEAX	CHARITABLE	\$	31,500
MCKINNEY-KING POST # 142 AMERICAN LEGION	06088 00619	WINDSOR ST	DEAX	CHARITABLE	\$	137,410
MEADOWS REAL ESTATE MANAGEMENT AND DEVEL	06120 00008	STONINGTON ST	DEAX	CHARITABLE	\$	238,560
MERCY HOUSING & SHELTER CORP	06114 00117	WETHERSFIELD AVE	DEAX	CHARITABLE	\$	290,360
MERCY HOUSING & SHELTER CORP	06114 00211	WETHERSFIELD AVE	DEAX	CHARITABLE	\$	228,830
MERCY HOUSING & SHELTER CORP	06114 00005	CHARTER OAK PL	DEAX	CHARITABLE	\$	103,950
METROPOLITAN AFRICAN METHODIST EPISCOPAL	06120 02084	MAIN ST	DEAX	CHARITABLE	\$	92,540
MOUNT MORIAH BAPTIST CHURCH	06120 00151	EARLE ST	DEAX	CHARITABLE	\$	231,910
MOUNT OLIVE CHURCH MINISTRIES INC	06120 02170-2172	MAIN ST	DEAX	CHARITABLE	\$	49,350
MOUNT OLIVE CHURCH MINISTRIES INC	06120 02156	MAIN ST	DEAX	CHARITABLE	\$	61,950
MY SISTERS PLACE INC	06120 00102	PLINY ST	DEAX	CHARITABLE	\$	726,740
NORTH UNITED METHODIST CHURCH	06112 01229-1251	ALBANY AVE	DEAX	CHARITABLE	\$	512,470
OPEN HEARTH ASSOC	06106 00429-437	SHELDON ST	DEAX	CHARITABLE	\$	2,377,830
R M S DEVELOPMENT INC	06037 00031	WOODLAND ST	DEAX	CHARITABLE	\$	84,700
R M S DEVELOPMENT INC	06037 00030	WOODLAND ST	DEAX	CHARITABLE	\$	31,920
RESIDENTIAL MANAGEMENT SERVICES INC	06037 00031	WOODLAND ST	DEAX	CHARITABLE	\$	84,700
RESIDENTIAL MANAGEMENT SERVICES INC	06037 00030	WOODLAND ST	DEAX	CHARITABLE	\$	57,540
RESIDENTIAL MANAGEMENT SERVICES INC	06037 00061	BOLTON ST	DEAX	CHARITABLE	\$	166,460
SAINT FRANCIS HOSPITAL AND MEDICAL CENTE	06105 00019	WOODLAND ST	DEAX	CHARITABLE	\$	163,100
SALVATION ARMY INC	06112 00333-363	HOMESTEAD AVE	DEAX	CHARITABLE	\$	3,109,330
SALVATION ARMY INC	06105 00320	HOMESTEAD AVE	DEAX	CHARITABLE	\$	86,800
SALVATION ARMY INC	06105 00121-123	SIGOURNEY ST	DEAX	CHARITABLE	\$	946,050
SALVATION ARMY INC	06105 00855	ASYLUM AVE	DEAX	CHARITABLE	\$	749,350
SALVATION ARMY INC	06105 00140	SIGOURNEY ST	DEAX	CHARITABLE	\$	25,060
SALVATION ARMY INC	06105 00189	SOUTH MARSHALL ST	DEAX	CHARITABLE	\$	87,430
SALVATION ARMY INC	06105 00225	SOUTH MARSHALL ST	DEAX	CHARITABLE	\$	718,480
SALVATION ARMY INC	06105 00225	WASHINGTON ST	DEAX	CHARITABLE	\$	586,950
SALVATION ARMY INC	06105 00217	WASHINGTON ST	DEAX	CHARITABLE	\$	287,770
SALVATION ARMY INC	06105 00116-120	BARBOUR ST	DEAX	CHARITABLE	\$	23,940
SAN JUAN CENTER INC	06103 01279-1283	MAIN ST	DEAX	CHARITABLE	\$	138,250
SAN JUAN CENTER SPORTS INC	06103 00180	PLEASANT ST	DEAX	CHARITABLE	\$	168,700
SHELTER FOR WOMEN	06105 00105	SPRING ST	DEAX	CHARITABLE	\$	954,660
SPANISH AMERICAN MERCHANTS ASSOCIATION I	06106 00095-99	PARK ST	DEAX	CHARITABLE	\$	234,290
SRI VISHNU MANDIR OF CONNECTICUT	06106 00057	HILLSIDE AVE	DEAX	CHARITABLE	\$	105,280
ST ANTHONY HALL FOUNDATION	14851 00340	SUMMIT ST	DEAX	CHARITABLE	\$	491,610
ST GERARDS CENTER FOR LIFE INC	06114 00001-15	MAIN ST	DEAX	CHARITABLE	\$	47,460
THE BOYS & GIRLS CLUBS OF HARTFORD INC	06105 00170	SIGOURNEY ST	DEAX	CHARITABLE	\$	4,619,230
THE COMMUNITY RENEWAL TEAM OF GREATER	06120 00209-211	LAUREL ST	DEAX	CHARITABLE	\$	613,130
THE CONFERENCE OF CHURCHES INC	06106 00214	FARMINGTON AVE	DEAX	CHARITABLE	\$	316,470
THE HARTFORD ROMAN CATHOLIC DIOCESAN COR	06105 00839	ASYLUM AVE	DEAX	CHARITABLE	\$	136,080
THE HARTFORD ROMAN CATHOLIC DIOCESAN COR	06105 00841	ASYLUM AVE	DEAX	CHARITABLE	\$	168,840
THE HARTFORD SEMINARY	06105 00060	LORRAINE ST	DEAX	CHARITABLE	\$	515,970
THE SALVATION ARMY CORP	10994 00360	HOMESTEAD AVE	DEAX	CHARITABLE	\$	61,670
THE SALVATION ARMY INC	06105 00128-132	BARBOUR ST	DEAX	CHARITABLE	\$	35,560
EAST RIVER FINANCIAL LLC	06120 00106-112	BARBOUR ST	DEAX	CHARITABLE	\$	39,060
THE SALVATION ARMY INC	06105 00098-104	BARBOUR ST	DEAX	CHARITABLE	\$	2,041,970
THE VILLAGE FOR FAMILY & CHILDREN INC	06105 00331	WETHERSFIELD AVE	DEAX	CHARITABLE	\$	2,687,510
THE ZEZZO HOUSE CORP	06112 00188-190	HOMESTEAD AVE	DEAX	CHARITABLE	\$	129,990
THE ZEZZO HOUSE CORP	06112 00184-186	HOMESTEAD AVE	DEAX	CHARITABLE	\$	152,530
THE ZEZZO HOUSE CORP	06112 00180-182	HOMESTEAD AVE	DEAX	CHARITABLE	\$	142,730
TRUE LIFE MINISTRY	06002 00068	PROSPECT AVE	DEAX	CHARITABLE	\$	99,890
TRUSTEES OF THE COLT BEQUEST	06114 00050-90	WETHERSFIELD AVE	DEAX	CHARITABLE	\$	1,735,790
TRUSTEES OF THE GEORGE BEACH HOME INC	06106 00070	ALLEN PL	DEAX	CHARITABLE	\$	779,870
TWC LLC	06062 00043	WOODLAND ST	DEAX	CHARITABLE	\$	1,319,290
UNITED CEREBRAL PALSY ASSOC OF GREATER H	06105 00080	WHITNEY ST	DEAX	CHARITABLE	\$	1,295,140
UNITED WAY OF THE CAPITAL AREA INC	06106 00028-30	LAUREL ST	DEAX	CHARITABLE	\$	1,178,940
URBAN LEAGUE OF GREATER HARTFORD INC	06132 00140	WOODLAND ST	DEAX	CHARITABLE	\$	1,692,950
URBAN LEAGUE OF GREATER HARTFORD INC	06132 00311-319	SERGEANT ST	DEAX	CHARITABLE	\$	36,190
UTOPIA & QUEEN OF SHEBA BENEVOLENT SOCIE	06120 03363-3365	MAIN ST	DEAX	CHARITABLE	\$	195,300
VILLAGE FOR FAMILY & CHILDREN (THE)	06105 01680	ALBANY AVE	DEAX	CHARITABLE	\$	12,481,560
WHEELER CLINIC INC	06062 00049	WOODLAND ST	DEAX	CHARITABLE	\$	298,130
WOMEN`S LEAGUE INC	06120 01695-1703	MAIN ST	DEAX	CHARITABLE	\$	2,181,830
YOUNG MENS CHRISTIAN ASSOC OF METROPOLIT	06103 00430-460	ALBANY AVE	DEAX	CHARITABLE	\$	2,606,170
YOUNG WOMENS CHRISTIAN ASSOC OF THE HTFD	06105 00195	GARDEN ST	DEAX	CHARITABLE	\$	270,900
YOUNG WOMENS CHRISTIAN ASSOC OF THE HTFD	06105 00135	BROAD ST	DEAX	CHARITABLE	\$	414,750
YOUNG WOMENS CHRISTIAN ASSOC OF THE HTFD	06105 00135	BROAD ST	DEAX	CHARITABLE	\$	2,930,760
YOUNG WOMENS CHRISTIAN ASSOC OF THE HTFD	06105 00283	BROAD ST	DEAX	CHARITABLE	\$	42,280
YOUTH CHALLENGE OF CONNECTICUT	06105 00291	COLLINS ST	DEAX	CHARITABLE	\$	256,410
YOUTH CHALLENGE OF GR HTFD INC	06105 00015-17	MAY ST	DEAX	CHARITABLE	\$	234,570
YOUTH CHALLENGE OF GR HTFD INC	06105 00019	MAY ST	DEAX	CHARITABLE	\$	537,740
YOUTH CHALLENGE OF GREATER HARTFORD INC	06105 00021-23	MAY ST	DEAX	CHARITABLE	\$	105,140
					\$	153,438,530

TOTALS FOR SELECTED ENTITIES

CHURCH HOMES INC CONGREGATIONAL					\$	24,016,300
CHARTER OAK HEALTH					\$	6,084,890
CIL REALTY					\$	5,200,930
COMMUNITY RENEWAL TEAM					\$	8,370,670
CONNECTICUT INSTITUTE FOR THE BLIND					\$	10,337,390
CONNECTICUT HISTORICAL SOCIETY					\$	7,450,940
HARC Inc					\$	5,296,410
SALVATION ARMY					\$	8,760,360
VILLAGE FOR FAMILY & CHILDREN					\$	15,169,070
Total					\$	90,686,960

COMMUNITY HEALTH SERVICES INC	06120 00520	ALBANY AVE	KCAX	MEDICAL	\$	4,990,160
COMMUNITY HEALTH SERVICES INC	06120 00498-500	ALBANY AVE	KCAX	MEDICAL	\$	53,550
					\$	5,043,710

CAPITAL REGION DEVELOPMENT AUTHORITY	06103 00200	CHURCH ST	RAAX	QUASI-PUBLIC	\$	7,973,770
--------------------------------------	-------------	-----------	------	--------------	----	-----------

CAPITAL REGION DEVELOPMENT AUTHORITY	06106 00070	GROVE ST	RAAX	QUASI-PUBLIC	\$	15,944,600
CAPITAL REGION DEVELOPMENT AUTHORITY	06106 00034	PROSPECT ST	RAAX	QUASI-PUBLIC	\$	10,888,430
CAPITAL REGION DEVELOPMENT AUTHORITY	06106 00026-44	FRONT ST	RAAX	QUASI-PUBLIC	\$	6,922,860
CAPITAL REGION DEVELOPMENT AUTHORITY	06106 00010	PROSPECT ST	RAAX	QUASI-PUBLIC	\$	67,880,399
CAPITAL REGION DEVELOPMENT AUTHORITY	06106 00060-70	ARCH ST	RAAX	QUASI-PUBLIC	\$	2,302,230
CAPITAL REGION DEVELOPMENT AUTHORITY	06106 00084	ARCH ST	RAAX	QUASI-PUBLIC	\$	7,374,710
CAPITAL REGION DEVELOPMENT AUTHORITY	06106 00071-73	COLUMBUS BLVD	RAAX	QUASI-PUBLIC	\$	88,550
CAPITAL REGION DEVELOPMENT AUTHORITY	06106 00025-39	FRONT ST	RAAX	QUASI-PUBLIC	\$	4,875,920
CAPITAL REGION DEVELOPMENT AUTHORITY	06106 00010	PROSPECT ST	RAAX	QUASI-PUBLIC	\$	234,080
FSD ARCH STREET LLC	06830 00041-65	ARCH ST	RAAX	QUASI-PUBLIC	\$	465,220
CAPITAL REGION DEVELOPMENT AUTHORITY	06103 00101	RESERVE RD	RAAX	QUASI-PUBLIC	\$	11,380,110
COLLINS BROTHERS LLC	06103 00083-85	ARCH ST	RAAX	QUASI-PUBLIC	\$	238,000
THE STATE OF CONNECTICUT	06103 00090	WASHINGTON ST	OABX	STATE	\$	3,165,400
THE STATE OF CONNECTICUT	06103 00090-98	CEDAR ST	OABX	STATE	\$	365,050
STATE OF CONN	06106 00017	TERRY RD	OABX	STATE	\$	228,130
STATE OF CONN	06106 00502	FLATBUSH AVE	OABX	STATE	\$	24,290
STATE OF CONN	06106 00050	FARMINGTON AVE	OABX	STATE	\$	3,016,440
STATE OF CONN	06106 00055	FARMINGTON AVE	OABX	STATE	\$	14,796,460
STATE OF CONN	06106 00032	RUSS ST	OABX	STATE	\$	60,130
STATE OF CONN	06102 00060	WASHINGTON ST	OABX	STATE	\$	18,850,510
STATE OF CONN	06106 00450	COLUMBUS BLVD	OABX	STATE	\$	24,673,740
STATE OF CONN ADMINISTRATION	06106 00365	BROAD ST	OABX	STATE	\$	6,510
STATE OF CONN ADMINISTRATION	06106 00940-946	BROAD ST	OABX	STATE	\$	6,860
STATE OF CONN ADMINISTRATION	06106 00080	WASHINGTON ST	OABX	STATE	\$	2,958,970
STATE OF CONN ADMINISTRATION	06106 00275	BUCKINGHAM ST	OABX	STATE	\$	206,780
STATE OF CONN ADMINISTRATION	06106 00078-80	WARD ST	OABX	STATE	\$	29,050
STATE OF CONN ADRIAEAN`S LANDING	06106 00250	COLUMBUS BLVD	OABX	STATE	\$	847,000
STATE OF CONN ADRIAEAN`S LANDING	06106 00071	GROVE ST	OABX	STATE	\$	373,100
STATE OF CONN ADRIAEAN`S LANDING	06106 00194-196	COLUMBUS BLVD	OABX	STATE	\$	296,170
STATE OF CONN ADRIAEAN`S LANDING	06106 00080-100	COLUMBUS BLVD	OABX	STATE	\$	2,609,040
STATE OF CONN ADRIAEAN`S LANDING	06106 00200	COLUMBUS BLVD	OABX	STATE	\$	1,181,740
STATE OF CONN ADRIAEAN`S LANDING	06106 00012-24	COLUMBUS BLVD	OABX	STATE	\$	5,655,230
STATE OF CONN ADRIAEAN`S LANDING	06106 00100	COLUMBUS BLVD	OABX	STATE	\$	1,526,700
STATE OF CONN ADRIAEAN`S LANDING	06106 00098	COLUMBUS BLVD	OABX	STATE	\$	62,860
STATE OF CONN ADRIAEAN`S LANDING	06106 00250	COLUMBUS BLVD	OABX	STATE	\$	1,365,000
STATE OF CONN ADRIAEAN`S LANDING	06106 00034-52	COLUMBUS BLVD	OABX	STATE	\$	2,111,270
STATE OF CONN ADRIAEAN`S LANDING	06106 00082	COLUMBUS BLVD	OABX	STATE	\$	907,060
STATE OF CONN ADRIAEAN`S LANDING	06106 00080	COLUMBUS BLVD	OABX	STATE	\$	3,122,420
STATE OF CONN ADRIAEAN`S LANDING	06106 00070	COLUMBUS BLVD	OABX	STATE	\$	1,047,620
STATE OF CONN ADRIAEAN`S LANDING	06106 00003	TAYLOR ST	OABX	STATE	\$	776,720
STATE OF CONN ADRIAEAN`S LANDING	06106 00001	TAYLOR ST	OABX	STATE	\$	121,730
STATE OF CONN ADRIAEAN`S LANDING	06106 00069	COLUMBUS BLVD	OABX	STATE	\$	172,200
STATE OF CONN ADRIAEAN`S LANDING	06106 00080-100	COLUMBUS BLVD	OABX	STATE	\$	188,765,917
STATE OF CONN ADRIAEAN`S LANDING	06106 00090	COLUMBUS BLVD	OABX	STATE	\$	388,850
STATE OF CONN ADRIAEAN`S LANDING	06106 00102	COLUMBUS BLVD	OABX	STATE	\$	61,950
STATE OF CONN ADRIAEAN`S LANDING	06106 00104	COLUMBUS BLVD	OABX	STATE	\$	160,230
STATE OF CONN ADRIAEAN`S LANDING	06106 00092	COLUMBUS BLVD	OABX	STATE	\$	375,830
STATE OF CONN ADRIAEAN`S LANDING	06106 00094	COLUMBUS BLVD	OABX	STATE	\$	288,400
STATE OF CONN ADRIAEAN`S LANDING	06106 00096	COLUMBUS BLVD	OABX	STATE	\$	2,991,940
STATE OF CONN CAPITOL	06106 00168	CAPITOL AVE	OABX	STATE	\$	38,706,220
STATE OF CONN COURT HOUSE	06106 00912-922	BROAD ST	OABX	STATE	\$	14,703,710
STATE OF CONN COURT HOUSE	06106 00021	WOLCOTT ST	OABX	STATE	\$	56,630
STATE OF CONN DEPT OF AGRICULTURE	06106 00033	NEWFIELD AVE	OABX	STATE	\$	1,400
STATE OF CONN DEPT OF AGRICULTURE	06106 00039	NEWFIELD AVE	OABX	STATE	\$	1,120
STATE OF CONN DEPT OF AGRICULTURE	06106 00061	NEWFIELD AVE	OABX	STATE	\$	114,800
STATE OF CONN DEPT OF TRANS	06109 00232-238	COLUMBUS BLVD	OABX	STATE	\$	197,540
STATE OF CONN DEPT OF TRANS	06111 00000	SHELDON ST	OABX	STATE	\$	26,250
STATE OF CONN DEPT OF TRANS	06111 00034	LEIBERT RD	OABX	STATE	\$	30,730
STATE OF CONN DEPT OF TRANS	06111 00036	LEIBERT RD	OABX	STATE	\$	250,110
STATE OF CONN HIGHWAY DEPT	06106 00075	ELM ST	OABX	STATE	\$	2,918,930
STATE OF CONN OFFICE BUILDING	06105 00092	FARMINGTON AVE	OABX	STATE	\$	3,572,100
STATE OF CONN OFFICE BUILDING	06106 00030	TRINITY ST	OABX	STATE	\$	2,632,420
STATE OF CONN OFFICE BUILDING	06106 00165	CAPITOL AVE	OABX	STATE	\$	16,668,050
STATE OF CONN OFFICE BUILDING	06106 00079	ELM ST	OABX	STATE	\$	11,322,290
STATE OF CONN PARKING	06106 00223	CAPITOL AVE	OABX	STATE	\$	398,510
STATE OF CONN PUBLIC WORKS	06106 00152	NEW PARK AVE	OABX	STATE	\$	167,440
STATE OF CONN PUBLIC WORKS	06106 00410	CAPITOL AVE	OABX	STATE	\$	592,690
STATE OF CONN PUBLIC WORKS	06106 00460	CAPITOL AVE	OABX	STATE	\$	3,919,090
STATE OF CONN PUBLIC WORKS	06106 00450	CAPITOL AVE	OABX	STATE	\$	6,022,240
STATE OF CONN PUBLIC WORKS	06106 00410-436	CAPITOL AVE	OABX	STATE	\$	14,155,050
STATE OF CONN PUBLIC WORKS	06106 00340	CAPITOL AVE	OABX	STATE	\$	571,760
STATE OF CONN PUBLIC WORKS	06106 00020-22	TRINITY ST	OABX	STATE	\$	3,453,240
STATE OF CONN PUBLIC WORKS	06106 00505	HUDSON ST	OABX	STATE	\$	10,442,110
STATE OF CONN SUPERIOR COURT	06106 00075	LAFAYETTE ST	OABX	STATE	\$	24,202,990
STATE OF CONN SUPERIOR COURT	06106 00095	WASHINGTON ST	OABX	STATE	\$	10,253,040
STATE OF CONNECTICUT	06105 00039	WOLCOTT ST	OABX	STATE	\$	27,230
STATE OF CONNECTICUT	06106 00155	MORGAN ST	OABX	STATE	\$	16,755,900
STATE OF CONNECTICUT ADMINISTRATIVE SERV	06106 00286	SHELDON ST	OABX	STATE	\$	742,490
STATE OF CONNECTICUT OFFICE OF POLICY &	06106 00001	AMERICAN ROW	OABX	STATE	\$	12,390
STATE OF CONNECTICUT OFFICE OF POLICY &	06106 00195	COLUMBUS BLVD	OABX	STATE	\$	10,640
STATE OF CONN NO MEADOWS JAIL	06120 00025	FISHFRY ST	OCBX	STATE	\$	24,604,580
STATE OF CONN	06106 00401	FLATBUSH AVE	ODBX	STATE	\$	41,611,289
STATE OF CONN	06106 00950	MAIN ST	ODBX	STATE	\$	67,861,779
STATE OF CONN	06106 00950	MAIN ST	ODBX	STATE	\$	122,430
STATE OF CONN HARTFORD COMM COLLEGE	06105 00061	WOODLAND ST	ODBX	STATE	\$	18,634,350
STATE OF CONN LIBRARY	06106 00231	CAPITOL AVE	ODBX	STATE	\$	16,980,250
STATE OF CONNECTICUT	06105 00039	WOODLAND ST	ODBX	STATE	\$	1,900,850
THE UNIVERSITY OF CONNECTICUT	06269 00038	PROSPECT ST	ODBX	STATE	\$	2,677,570
UNIVERSITY OF CONN SCHOOL OF LAW	06105 00055	ELIZABETH ST	ODBX	STATE	\$	23,956,380
STATE OF CONN BLUE HILLS CLINI	06112 00051	COVENTRY ST	OEBX	STATE	\$	3,790,990
STATE OF CONN MENTAL HEALTH	06112 00500	VINE ST	OEBX	STATE	\$	6,323,450
STATE OF CONN ARMORY	06105 00360	BROAD ST	OFBX	STATE	\$	45,492,300
STATE OF CONN GOVERNOR`S HOUSE	06105 00990	PROSPECT AVE	OFBX	STATE	\$	1,249,640
STATE OF CONN STATE POLICE	06106 00100	WASHINGTON ST	OFBX	STATE	\$	3,137,330
STATE OF CONN	06106 00098	LAUREL ST	OHBX	STATE	\$	250,180
STATE OF CONN	06106 00462	CHURCH ST	OHBX	STATE	\$	5,600

STATE OF CONN	06106 00099	REV R.A. MOODY OVPS	OHBX	STATE	\$	127,610
STATE OF CONN	06111 00085	VICTORIA RD	OHBX	STATE	\$	5,460
STATE OF CONN	06111 00708	FRANKLIN AVE	OHBX	STATE	\$	109,830
STATE OF CONN	06111 00630	LEIBERT RD	OHBX	STATE	\$	360,080
STATE OF CONN	06111 00600	LEIBERT RD	OHBX	STATE	\$	395,150
STATE OF CONN ADRIAEN' S LANDING	06111 00240	COLUMBUS BLVD	OHBX	STATE	\$	622,720
STATE OF CONN AIRPORT DIV - AERONAUTICS	06114 00233-299	MAXIM RD	OHBX	STATE	\$	30,019,500
STATE OF CONN DEPT OF TRANS	06111 00569-583	FLATBUSH AVE	OHBX	STATE	\$	69,930
STATE OF CONN DEPT OF TRANS	06111 01620	ALBANY AVE	OHBX	STATE	\$	8,120
STATE OF CONN DEPT OF TRANS	06111 01604	ALBANY AVE	OHBX	STATE	\$	140
STATE OF CONN DEPT OF TRANS	06111 00150	NEW PARK AVE	OHBX	STATE	\$	12,320
STATE OF CONN DEPT OF TRANS	06111 00086-88	FRANCIS AVE	OHBX	STATE	\$	6,020
STATE OF CONN DEPT OF TRANS	06111 00270	HAMILTON ST	OHBX	STATE	\$	1,050
STATE OF CONN DEPT OF TRANS	06111 00035	HAWTHORN ST	OHBX	STATE	\$	114,030
STATE OF CONN DEPT OF TRANS	06111 00015	HAWTHORN ST	OHBX	STATE	\$	280
STATE OF CONN DEPT OF TRANS	06111 00015	HAWTHORN ST	OHBX	STATE	\$	490
STATE OF CONN DEPT OF TRANS	06111 00005	HAWTHORN ST	OHBX	STATE	\$	3,080
STATE OF CONN DEPT OF TRANS	06111 00045	SIGOURNEY ST	OHBX	STATE	\$	174,930
STATE OF CONN DEPT OF TRANS	06111 00156-158	SARGEANT ST	OHBX	STATE	\$	6,650
STATE OF CONN DEPT OF TRANS	06111 00306	SIGOURNEY ST	OHBX	STATE	\$	490
STATE OF CONN DEPT OF TRANS	06111 00151	FARMINGTON AVE	OHBX	STATE	\$	142,800
STATE OF CONN DEPT OF TRANS	06109 00024	GARDEN ST	OHBX	STATE	\$	46,620
STATE OF CONN DEPT OF TRANS	06109 00190	MORGAN ST	OHBX	STATE	\$	7,892,220
STATE OF CONN DEPT OF TRANS	06109 00060	COLUMBUS BLVD	OHBX	STATE	\$	326,130
STATE OF CONN DEPT OF TRANS	06109 00060	COLUMBUS BLVD	OHBX	STATE	\$	3,360
STATE OF CONN DEPT OF TRANS	06109 00040	WEST SERVICE RD	OHBX	STATE	\$	61,040
STATE OF CONN DEPT OF TRANS	06109 00010	WEST SERVICE RD	OHBX	STATE	\$	44,940
STATE OF CONN DEPT OF TRANS	06109 00005	WEST SERVICE RD	OHBX	STATE	\$	66,570
STATE OF CONN DEPT OF TRANS	06109 00100	LEIBERT RD	OHBX	STATE	\$	18,070,500
STATE OF CONN DEPT OF TRANSPORTATION	06131 00070	COLUMBUS BLVD	OHBX	STATE	\$	378,280
STATE OF CONN DEPT OF TRANSPORTATION	06131 00041	ARCH ST	OHBX	STATE	\$	53,410
STATE OF CONN HIGHWAY DEPT	06131 00060	HUNTLEY PL	OHBX	STATE	\$	152,810
STATE OF CONN HIGHWAY DEPT	06131 00525	ASYLUM ST	OHBX	STATE	\$	370,440
STATE OF CONN HIGHWAY DEPT	06106 00309	BUCKINGHAM ST	OHBX	STATE	\$	215,040
STATE OF CONN HIGHWAY DEPT	06111 00049	JENNINGS RD	OHBX	STATE	\$	3,016,160
STATE OF CONN PUBLIC WORKS	06106 00190	HUYSHOPE AVE	OHBX	STATE	\$	210,140
STATE OF CONNECTICUT	06131 00219	WEST SERVICE RD	OHBX	STATE	\$	78,120
STATE OF CONNECTICUT DEPT OF TRANSPORTAT	06111 00014-26	FRANCIS AVE	OHBX	STATE	\$	124,950
STATE OF CONNECTICUT DEPT OF TRANSPORTAT	06111 01517	PARK ST	OHBX	STATE	\$	28,700
STATE OF CONNECTICUT DEPT OF TRANSPORTAT	06111 00010-12	FRANCIS AVE	OHBX	STATE	\$	38,290
STATE OF CONN	06106 00072	BRINLEY AVE	OIBX	STATE	\$	7,840
STATE OF CONN	06111 00010	KANE ST	OIBX	STATE	\$	2,800
STATE OF CONN	06106 00071	WILBUR ST	OIBX	STATE	\$	980
STATE OF CONN	06111 00118	SISSON AVE	OIBX	STATE	\$	332,500
STATE OF CONN	06111 00190	HAMILTON ST	OIBX	STATE	\$	49,840
STATE OF CONN	06111 00155	HAMILTON ST	OIBX	STATE	\$	28,210
STATE OF CONN	06111 00037	OLIVE ST	OIBX	STATE	\$	13,440
STATE OF CONN	06111 00030	OLIVE ST	OIBX	STATE	\$	3,150
STATE OF CONN	06106 00010	BROOKFIELD ST	OIBX	STATE	\$	507,290
STATE OF CONN	06111 00035	SIGOURNEY ST	OIBX	STATE	\$	11,340
STATE OF CONN	06111 00625	CAPITOL AVE	OIBX	STATE	\$	67,690
STATE OF CONN	06111 00170	CAPITOL AVE	OIBX	STATE	\$	4,531,590
STATE OF CONN	06111 00030	MORGAN ST	OIBX	STATE	\$	338,800
STATE OF CONN	06111 00288	SHELDON ST	OIBX	STATE	\$	214,620
STATE OF CONN	06111 00288	HUYSHOPE AVE	OIBX	STATE	\$	46,620
STATE OF CONN	06111 00015	RESERVE RD	OIBX	STATE	\$	14,140
STATE OF CONN DEPT OF AGRICULTURE	06106 00060	NEWFIELD AVE	OIBX	STATE	\$	98,210
STATE OF CONN DEPT OF AGRICULTURE	06106 00050	BRINLEY AVE	OIBX	STATE	\$	7,280
STATE OF CONN DEPT OF AGRICULTURE	06106 00005	OLIVE ST	OIBX	STATE	\$	10,640
STATE OF CONN DEPT OF TRANS	06111 00518	ASYLUM ST	OIBX	STATE	\$	495,740
STATE OF CONN DEPT OF TRANS	06111 00310	BROAD ST	OIBX	STATE	\$	4,270
STATE OF CONN DEPT OF TRANS	06109 00116	AIRPORT RD	OIBX	STATE	\$	721,280
STATE OF CONN DEPT OF TRANS	06109 00100	VAN DYKE AVE	OIBX	STATE	\$	29,400
STATE OF CONN HIGHWAY DEPT	06111 00152	NEW PARK AVE	OIBX	STATE	\$	2,940
STATE OF CONN HIGHWAY DEPT	06111 00022	BELMONT ST	OIBX	STATE	\$	5,320
STATE OF CONN HIGHWAY DEPT	06111 00005	HOADLEY PL	OIBX	STATE	\$	15,050
STATE OF CONN HIGHWAY DEPT	06111 00070	SPRING ST	OIBX	STATE	\$	26,880
STATE OF CONN HIGHWAY DEPT	06111 00058	SPRING ST	OIBX	STATE	\$	51,870
STATE OF CONN HIGHWAY DEPT	06111 00512-516	ASYLUM ST	OIBX	STATE	\$	925,750
STATE OF CONN HIGHWAY DEPT	06111 00010	HUNTLEY PL	OIBX	STATE	\$	58,660
STATE OF CONN HIGHWAY DEPT	06109 01031	MAIN ST	OIBX	STATE	\$	250,740
STATE OF CONN HIGHWAY DEPT	06111 00178	HIGH ST	OIBX	STATE	\$	85,050
STATE OF CONN HIGHWAY DEPT	06109 00343	MARKET ST EXT	OIBX	STATE	\$	17,010
STATE OF CONN HIGHWAY DEPT	06111 00500	COLUMBUS BLVD	OIBX	STATE	\$	544,670
STATE OF CONN HIGHWAY DEPT	06111 00462	COLUMBUS BLVD	OIBX	STATE	\$	142,800
STATE OF CONN HIGHWAY DIVISION	06106 00300	SHELDON ST	OIBX	STATE	\$	420
STATE OF CONNECTICUT	06106 00129	LAFAYETTE ST	OIBX	STATE	\$	1,828,540
STATE OF CONNECTICUT	06131 00271-273	SHELDON ST	OIBX	STATE	\$	31,710
STATE OF CONNECTICUT OFFICE OF POLICY &	06106 00101	CLERMONT ST	OIBX	STATE	\$	32,690
STATE OF CONNECTICUT OFFICE OF POLICY & State of Connecticut	06106 00242	COLUMBUS BLVD	OIBX	STATE	\$	200,410
					\$	936,810,834
HARTFORD SEMINARY FOUNDATION	06105 00072	SHERMAN ST	PABX	COLLEGES	\$	200,480
HARTFORD SEMINARY FOUNDATION	06105 00068-70	LORRAINE ST	PABX	COLLEGES	\$	232,890
HARTFORD SEMINARY FOUNDATION	06105 00084	GIRARD AVE	PABX	COLLEGES	\$	240,800
HARTFORD SEMINARY FOUNDATION	06105 00080	GIRARD AVE	PABX	COLLEGES	\$	211,400
HARTFORD SEMINARY FOUNDATION	06105 00069	SHERMAN ST	PABX	COLLEGES	\$	117,600
HARTFORD SEMINARY FOUNDATION	06105 00073	SHERMAN ST	PABX	COLLEGES	\$	74,900
HARTFORD SEMINARY FOUNDATION	06105 00077	SHERMAN ST	PABX	COLLEGES	\$	3,192,770
HARTFORD SEMINARY FOUNDATION	06105 00076-96	SHERMAN ST	PABX	COLLEGES	\$	3,150,140
RENSSELAER HARTFORD GRADUATE CENTER INC	06120 00275	WINDSOR ST	PABX	COLLEGES	\$	3,115,000
THE TRUSTEES OF TRINITY COLLEGE	06106 00121	ALLEN PL	PABX	COLLEGES	\$	420,630
THE TRUSTEES OF TRINITY COLLEGE	06106 00135	ALLEN PL	PABX	COLLEGES	\$	233,100
THE TRUSTEES OF TRINITY COLLEGE	06106 00155	ALLEN PL	PABX	COLLEGES	\$	83,650
THE TRUSTEES OF TRINITY COLLEGE	06106 00240	NEW BRITAIN AVE	PABX	COLLEGES	\$	2,740,780
TRINITY COLLEGE TRUSTEES OF	06106 00110-112	VERNON ST	PABX	COLLEGES	\$	19,950

TRINITY COLLEGE TRUSTEES OF	06106 00104-106	VERNON ST	PABX	COLLEGES	\$	156,030
TRINITY COLLEGE TRUSTEES OF	06106 00090-92	VERNON ST	PABX	COLLEGES	\$	257,810
TRINITY COLLEGE TRUSTEES OF	06106 00086-88	VERNON ST	PABX	COLLEGES	\$	336,000
TRINITY COLLEGE TRUSTEES OF	06106 00084	VERNON ST	PABX	COLLEGES	\$	26,810
TRINITY COLLEGE TRUSTEES OF	06106 00078	VERNON ST	PABX	COLLEGES	\$	35,070
TRINITY COLLEGE TRUSTEES OF	06106 00076	VERNON ST	PABX	COLLEGES	\$	304,710
TRINITY COLLEGE TRUSTEES OF	06106 00074	VERNON ST	PABX	COLLEGES	\$	27,580
TRINITY COLLEGE TRUSTEES OF	06106 00072	VERNON ST	PABX	COLLEGES	\$	228,550
TRINITY COLLEGE TRUSTEES OF	06106 00070	VERNON ST	PABX	COLLEGES	\$	445,270
TRINITY COLLEGE TRUSTEES OF	06106 00066	VERNON ST	PABX	COLLEGES	\$	237,370
TRINITY COLLEGE TRUSTEES OF	06106 00058-60	VERNON ST	PABX	COLLEGES	\$	210,770
TRINITY COLLEGE TRUSTEES OF	06106 00115	ALLEN PL	PABX	COLLEGES	\$	138,880
TRINITY COLLEGE TRUSTEES OF	06106 00129	ALLEN PL	PABX	COLLEGES	\$	104,790
TRINITY COLLEGE TRUSTEES OF	06106 00133	ALLEN PL	PABX	COLLEGES	\$	179,550
TRINITY COLLEGE TRUSTEES OF	06106 00149-151	ALLEN PL	PABX	COLLEGES	\$	136,780
TRINITY COLLEGE TRUSTEES OF	06106 00159	ALLEN PL	PABX	COLLEGES	\$	8,120
TRINITY COLLEGE TRUSTEES OF	06106 00108	VERNON ST	PABX	COLLEGES	\$	5,884,760
TRINITY COLLEGE TRUSTEES OF	06106 00183-189	ALLEN PL	PABX	COLLEGES	\$	337,190
TRINITY COLLEGE TRUSTEES OF	06106 00134	VERNON ST	PABX	COLLEGES	\$	1,198,120
TRINITY COLLEGE TRUSTEES OF	06106 00118	VERNON ST	PABX	COLLEGES	\$	31,710
TRINITY COLLEGE TRUSTEES OF	06106 00114	VERNON ST	PABX	COLLEGES	\$	5,500,110
TRINITY COLLEGE TRUSTEES OF	06106 00260	SUMMIT ST	PABX	COLLEGES	\$	145,398,609
TRINITY COLLEGE TRUSTEES OF	06106 00079	VERNON ST	PABX	COLLEGES	\$	306,880
TRINITY COLLEGE TRUSTEES OF	06106 00228-230	NEW BRITAIN AVE	PABX	COLLEGES	\$	30,730
TRINITY COLLEGE TRUSTEES OF	06106 00220-222	NEW BRITAIN AVE	PABX	COLLEGES	\$	18,270
TRINITY COLLEGE TRUSTEES OF	06106 00216	NEW BRITAIN AVE	PABX	COLLEGES	\$	595,350
TRINITY COLLEGE TRUSTEES OF	06106 00210-212	NEW BRITAIN AVE	PABX	COLLEGES	\$	16,520
TRINITY COLLEGE TRUSTEES OF	06106 00206-208	NEW BRITAIN AVE	PABX	COLLEGES	\$	14,700
TRINITY COLLEGE TRUSTEES OF	06106 00122	CRESCENT ST	PABX	COLLEGES	\$	24,500
TRINITY COLLEGE TRUSTEES OF	06106 00114	CRESCENT ST	PABX	COLLEGES	\$	105,840
TRINITY COLLEGE TRUSTEES OF	06106 00076	CRESCENT ST	PABX	COLLEGES	\$	196,000
TRINITY COLLEGE TRUSTEES OF	06106 00014	CRESCENT ST	PABX	COLLEGES	\$	96,390
TRINITY COLLEGE TRUSTEES OF	06106 00194-198	NEW BRITAIN AVE	PABX	COLLEGES	\$	388,080
TRINITY COLLEGE TRUSTEES OF	06106 00190-192	NEW BRITAIN AVE	PABX	COLLEGES	\$	-
TRINITY COLLEGE TRUSTEES OF	06106 00175	NEW BRITAIN AVE	PABX	COLLEGES	\$	4,346,370
TRINITY COLLEGE TRUSTEES OF	06457 00234	NEW BRITAIN AVE	PABX	COLLEGES	\$	21,210
TRINITY COLLEGE TRUSTEES OF TRINITY COLL	06106 00195	ALLEN PL	PABX	COLLEGES	\$	28,980
TRUSTEES OF TRINITY COLLEGE	06106 00100-102	VERNON ST	PABX	COLLEGES	\$	171,430
TRUSTEES OF TRINITY COLLEGE	06106 01279	BROAD ST	PABX	COLLEGES	\$	17,080
TRUSTEES OF TRINITY COLLEGE	06106 00125	ALLEN PL	PABX	COLLEGES	\$	141,050
TRUSTEES OF TRINITY COLLEGE	06106 00137-139	ALLEN PL	PABX	COLLEGES	\$	107,940
TRUSTEES OF TRINITY COLLEGE	06106 01500-1502	BROAD ST	PABX	COLLEGES	\$	561,890
TRUSTEES OF TRINITY COLLEGE	06106 00068-70	CRESCENT ST	PABX	COLLEGES	\$	17,920
TRUSTEES OF TRINITY COLLEGE	06106 00130	NEW BRITAIN AVE	PABX	COLLEGES	\$	171,150
TRUSTEES OF TRINITY COLLEGE	06106 00071	BROWNELL AVE	PABX	COLLEGES	\$	41,300
TRUSTEES OF TRINITY COLLEGE INC	06106 00095	ALLEN PL	PABX	COLLEGES	\$	16,380
UNIVERSITY HOUSING ASSOC LP	06117 00947	TOWER AVE	PABX	COLLEGES	\$	22,953,770
UNIVERSITY OF HARTFORD	06117 00202	BLOOMFIELD AVE	PABX	COLLEGES	\$	97,920,550
UNIVERSITY OF HARTFORD	06117 00190	BLOOMFIELD AVE	PABX	COLLEGES	\$	910
UNIVERSITY OF HARTFORD	06117 00079	BLOOMFIELD AVE	PABX	COLLEGES	\$	560
UNIVERSITY OF HARTFORD	06117 00200	BLOOMFIELD AVE	PABX	COLLEGES	\$	43,537,900
UNIVERSITY OF HARTFORD	06117 00301	MARK TWAIN DR	PABX	COLLEGES	\$	378,560
UNIVERSITY OF HARTFORD	06117 00002	MARK TWAIN DR	PABX	COLLEGES	\$	1,128,680
UNIVERSITY OF HARTFORD	06117 00196	BLOOMFIELD AVE	PABX	COLLEGES	\$	12,676,720
UNIVERSITY OF HARTFORD	06117 01283	ASYLUM AVE	PABX	COLLEGES	\$	924,420
UNIVERSITY OF HARTFORD	06117 01315	ASYLUM AVE	PABX	COLLEGES	\$	1,832,180
UNIVERSITY OF HARTFORD	06117 01265	ASYLUM AVE	PABX	COLLEGES	\$	7,344,260
UNIVERSITY OF HARTFORD	06117 01530-1540	ALBANY AVE	PABX	COLLEGES	\$	7,277,830
UNIVERSITY OF HARTFORD	06117 00013-55	WESTBOURNE PKWY	PABX	COLLEGES	\$	195,300
					\$	378,826,279

CONN SINAI CORP	06112 00659	TOWER AVE	PBBX	HOSPITALS	\$	1,536,920
CONNECTICUT CHILDRENS MEDICAL CENTER FOU	06106 00100	RETREAT AVE	PBBX	HOSPITALS	\$	59,710
CONNECTICUT CHILDRENS MEDICAL CENTER FOU	06106 00100	RETREAT AVE	PBBX	HOSPITALS	\$	108,010
CONNECTICUT CHILDRENS MEDICAL CENTER FOU	06106 00100	RETREAT AVE	PBBX	HOSPITALS	\$	100,170
CONNECTICUT CHILDRENS MEDICAL CENTER FOU	06106 00100	RETREAT AVE	PBBX	HOSPITALS	\$	25,970
CONNECTICUT CHILDRENS MEDICAL CENTER FOU	06106 00100	RETREAT AVE	PBBX	HOSPITALS	\$	20,860
CT CHILDRENS MEDICAL CENTER FOUNDATION I	06106 00012	CHARTER OAK PL	PBBX	HOSPITALS	\$	296,170
HARTFORD HOSPITAL	06102 00132-138	JEFFERSON ST	PBBX	HOSPITALS	\$	2,029,300
HARTFORD HOSPITAL	06111 00282	WASHINGTON ST	PBBX	HOSPITALS	\$	125,140,470
HARTFORD HOSPITAL	06106 00195	RETREAT AVE	PBBX	HOSPITALS	\$	448,070
HARTFORD HOSPITAL	06102 00177	RETREAT AVE	PBBX	HOSPITALS	\$	275,240
HARTFORD HOSPITAL	06102 00009	SEYMOUR ST	PBBX	HOSPITALS	\$	32,480
HARTFORD HOSPITAL	06106 00011	SEYMOUR ST	PBBX	HOSPITALS	\$	65,170
HARTFORD HOSPITAL	06106 00031	SEYMOUR ST	PBBX	HOSPITALS	\$	16,368,520
HARTFORD HOSPITAL	06106 00048	SEYMOUR ST	PBBX	HOSPITALS	\$	86,100
HARTFORD HOSPITAL	06106 00046	SEYMOUR ST	PBBX	HOSPITALS	\$	68,880
HARTFORD HOSPITAL	06106 00042	SEYMOUR ST	PBBX	HOSPITALS	\$	74,970
HARTFORD HOSPITAL	06106 00032-36	SEYMOUR ST	PBBX	HOSPITALS	\$	78,075,199
HARTFORD HOSPITAL	06106 00155-157	RETREAT AVE	PBBX	HOSPITALS	\$	107,800
HARTFORD HOSPITAL	06106 00151	RETREAT AVE	PBBX	HOSPITALS	\$	75,040
HARTFORD HOSPITAL	06106 00149	RETREAT AVE	PBBX	HOSPITALS	\$	171,360
HARTFORD HOSPITAL	06106 00454-456	WASHINGTON ST	PBBX	HOSPITALS	\$	82,390
HARTFORD HOSPITAL	06106 00462	WASHINGTON ST	PBBX	HOSPITALS	\$	18,480
HARTFORD HOSPITAL	06106 00048-54	BARNARD ST	PBBX	HOSPITALS	\$	37,450
HARTFORD HOSPITAL	06102 00560	HUDSON ST	PBBX	HOSPITALS	\$	23,344,510
HARTFORD HOSPITAL	06106 00500	HUDSON ST	PBBX	HOSPITALS	\$	16,430,960
HARTFORD HOSPITAL	06106 00080	SEYMOUR ST	PBBX	HOSPITALS	\$	200,969,438
HARTFORD HOSPITAL	06102 00075-95	JEFFERSON ST	PBBX	HOSPITALS	\$	15,386,770
HARTFORD HOSPITAL	06106 00167-203	MAPLE AVE	PBBX	HOSPITALS	\$	764,750
INSTITUTE OF LIVING	06106 00179	RETREAT AVE	PBBX	HOSPITALS	\$	381,360
INSTITUTE OF LIVING	06106 00439	WASHINGTON ST	PBBX	HOSPITALS	\$	84,840
INSTITUTE OF LIVING	06106 00400	WASHINGTON ST	PBBX	HOSPITALS	\$	67,891,740
INSTITUTE OF LIVING	06106 00036-38	BARNARD ST	PBBX	HOSPITALS	\$	46,410
INSTITUTE OF LIVING	06106 00034	BARNARD ST	PBBX	HOSPITALS	\$	45,290
INSTITUTE OF LIVING	06106 00012-14	BARNARD ST	PBBX	HOSPITALS	\$	40,810

MALTA HOUSE OF CARE FOUNDATION INC	06105 00019	WOODLAND ST	PBBX	HOSPITALS	\$	260,050
MOUNT SINAI HOSPITAL (THE)	06112 00020	SALISBURY ST	PBBX	HOSPITALS	\$	153,160
MOUNT SINAI HOSPITAL CORP	06105 00501-519	BLUE HILLS AVE	PBBX	HOSPITALS	\$	347,270
MOUNT SINAI HOSPITAL CORP	06112 00500	BLUE HILLS AVE	PBBX	HOSPITALS	\$	39,646,333
MOUNT SINAI HOSPITAL FOUNDATION INC	06137 00615	TOWER AVE	PBBX	HOSPITALS	\$	6,717,900
SAINT FRANCIS HOSPITAL AND MEDICAL CENTE	06105 00099	WOODLAND ST	PBBX	HOSPITALS	\$	1,066,240
SAINT FRANCIS HOSPITAL AND MEDICAL CENTE	06105 00019	WOODLAND ST	PBBX	HOSPITALS	\$	71,260
SAINT FRANCIS HOSPITAL AND MEDICAL CENTE	06105 00218	ASHLEY ST	PBBX	HOSPITALS	\$	42,350
SAINT FRANCIS HOSPITAL AND MEDICAL CENTE	06105 00206	ASHLEY ST	PBBX	HOSPITALS	\$	46,760
SAINT FRANCIS HOSPITAL AND MEDICAL CENTE	06105 00200-202	ASHLEY ST	PBBX	HOSPITALS	\$	55,230
SAINT FRANCIS HOSPITAL AND MEDICAL CENTE	06105 00179-193	ASHLEY ST	PBBX	HOSPITALS	\$	136,850
SAINT FRANCIS HOSPITAL AND MEDICAL CENTE	06105 01000	ASYLUM AVE	PBBX	HOSPITALS	\$	12,392,730
SAINT FRANCIS HOSPITAL AND MEDICAL CENTE	06105 00345	COLLINS ST	PBBX	HOSPITALS	\$	10,359,440
ST FRANCIS HOSPITAL & MEDICAL CENTER	06105 00095	WOODLAND ST	PBBX	HOSPITALS	\$	2,389,940
ST FRANCIS HOSPITAL & MEDICAL CENTER	06105 00094	WOODLAND ST	PBBX	HOSPITALS	\$	4,690,840
ST FRANCIS HOSPITAL & MEDICAL CENTER	06105 01075	ASYLUM AVE	PBBX	HOSPITALS	\$	668,710
ST FRANCIS HOSPITAL & MEDICAL CENTER	06105 00044	WOODLAND ST	PBBX	HOSPITALS	\$	58,800
ST FRANCIS HOSPITAL & MEDICAL CENTER	06105 00675	TOWER AVE	PBBX	HOSPITALS	\$	881,300
ST FRANCIS HOSPITAL & MEDICAL CENTER	06105 00260	ASHLEY ST	PBBX	HOSPITALS	\$	10,180,870
ST FRANCIS HOSPITAL & MEDICAL CENTER	06105 00210-212	ASHLEY ST	PBBX	HOSPITALS	\$	45,920
ST FRANCIS HOSPITAL OF HTFD	06105 00059	ATWOOD ST	PBBX	HOSPITALS	\$	70,770
ST FRANCIS HOSPITAL & MEDICAL CENTER	06105 00314-370	COLLINS ST	PBBX	HOSPITALS	\$	33,238,310
ST FRANCIS HOSPITAL & MEDICAL CENTER	06105 00299	COLLINS ST	PBBX	HOSPITALS	\$	72,345,629
ST FRANCIS HOSPITAL INC	06105 00119	WOODLAND ST	PBBX	HOSPITALS	\$	8,054,550
ST FRANCIS HOSPITAL OF HTFD	06105 00113	WOODLAND ST	PBBX	HOSPITALS	\$	175,980
ST FRANCIS HOSPITAL OF HTFD	06105 00125	WOODLAND ST	PBBX	HOSPITALS	\$	185,780
ST FRANCIS HOSPITAL OF HTFD	06105 00129-137	WOODLAND ST	PBBX	HOSPITALS	\$	1,717,940
ST FRANCIS HOSPITAL OF HTFD	06105 00222	ASHLEY ST	PBBX	HOSPITALS	\$	134,400
ST FRANCIS HOSPITAL OF HTFD	06105 00114	WOODLAND ST	PBBX	HOSPITALS	\$	119,029,889
					\$	875,856,808

METROPOLITAN DISTRICT BUREAU OF PUBLIC W	06103 00289	MOUNTAIN ST	RAAX	QUASI-PUBLIC	\$	2,626,260
METROPOLITAN DISTRICT BUREAU OF PUBLIC W	06142 00119	AIRPORT RD	RAAX	QUASI-PUBLIC	\$	13,370
CAPITOL REGION EDUC COUNCIL	06106 00105-115	CHARTER OAK AVE	RAAX	QUASI-PUBLIC	\$	2,695,840
CAPITOL REGION EDUC COUNCIL	06106 00155	WYLLYS ST	RAAX	QUASI-PUBLIC	\$	592,340
CAPITOL REGION EDUC COUNCIL	06106 00147-155	CHARTER OAK AVE	RAAX	QUASI-PUBLIC	\$	1,124,200
THE METROPOLITAN DISTRICT	06103 00611	BROOKFIELD ST	RAAX	QUASI-PUBLIC	\$	78,540
CONN RESOURCES RECOVERY AUTH	06103 00055	MAXIM RD	RAAX	QUASI-PUBLIC	\$	37,380
CONN RESOURCES RECOVERY AUTH	06103 00211	MURPHY RD	RAAX	QUASI-PUBLIC	\$	4,579,890
CONN RESOURCES RECOVERY AUTH	06103 00163	MURPHY RD	RAAX	QUASI-PUBLIC	\$	69,650
CONN RESOURCES RECOVERY AUTH	06103 00171	MURPHY RD	RAAX	QUASI-PUBLIC	\$	411,530
MATERIALS INNOVATION AND RECYCLING AUTHO	06103 00033	RESERVE RD	RAAX	QUASI-PUBLIC	\$	110,740
MATERIALS INNOVATION AND RECYCLING AUTHO	06103 00100	RESERVE RD	RAAX	QUASI-PUBLIC	\$	1,452,990
MATERIALS INNOVATION AND RECYCLING AUTHO	06103 00300	MAXIM RD	RAAX	QUASI-PUBLIC	\$	44,294,460
METROPOLITAN DISTRICT	06103 00050	MURPHY RD	RAAX	QUASI-PUBLIC	\$	1,970,290
METROPOLITAN DISTRICT BUREAU OF PUBLIC W	06103 00555	MAIN ST	RAAX	QUASI-PUBLIC	\$	10,059,140
METROPOLITAN DISTRICT BUREAU OF PUBLIC W	06103 00015	FISHFRY ST	RAAX	QUASI-PUBLIC	\$	102,200
METROPOLITAN DISTRICT BUREAU OF PUBLIC W	06114 00125	MAXIM RD	RAAX	QUASI-PUBLIC	\$	4,882,500
METROPOLITAN DISTRICT BUREAU OF PUBLIC W	06103 00267	MURPHY RD	RAAX	QUASI-PUBLIC	\$	6,930
METROPOLITAN DISTRICT BUREAU OF PUBLIC W	06103 00244	BRAINARD RD	RAAX	QUASI-PUBLIC	\$	136,178,559
THE METROPOLITAN DISTRICT	06103 00045	GRANBY ST	RAAX	QUASI-PUBLIC	\$	260,960
THE METROPOLITAN DISTRICT	06103 00107-111	WALNUT ST	RAAX	QUASI-PUBLIC	\$	226,520
THE METROPOLITAN DISTRICT	06103 00800	MAPLE AVE	RAAX	QUASI-PUBLIC	\$	55,580
THE METROPOLITAN DISTRICT	06103 00300-302	FRANKLIN AVE	RAAX	QUASI-PUBLIC	\$	34,160
THE METROPOLITAN DISTRICT	06103 00484-486	FRANKLIN AVE	RAAX	QUASI-PUBLIC	\$	29,960
THE METROPOLITAN DISTRICT	06103 00492-494	FRANKLIN AVE	RAAX	QUASI-PUBLIC	\$	51,450
THE METROPOLITAN DISTRICT	06103 00074-76	SOUTH ST	RAAX	QUASI-PUBLIC	\$	20,510
THE METROPOLITAN DISTRICT	06103 00095	HANMER ST	RAAX	QUASI-PUBLIC	\$	50,260
THE METROPOLITAN DISTRICT	06103 00235	BRAINARD RD	RAAX	QUASI-PUBLIC	\$	501,340
THE METROPOLITAN DISTRICT	06103 00255	BRAINARD RD	RAAX	QUASI-PUBLIC	\$	863,870
THE METROPOLITAN DISTRICT	06103 00235	BRAINARD RD	RAAX	QUASI-PUBLIC	\$	659,610
THE METROPOLITAN DISTRICT	06103 00221	BRAINARD RD	RAAX	QUASI-PUBLIC	\$	2,128,980
					\$	216,170,009

METROPOLITAN DISTRICT COMMISSION					\$	160,800,989
CONN RESOURCE RECOVERY AUTHORITY					\$	5,098,450
MATERIALS INNOVATION AND RECYCLING AUTHORITY					\$	45,858,190
					\$	211,757,629

July 16, 2020

City of Hartford Investments in Fixed Assets Compared to Depreciation: Last 3 Years from City CAFR

During the June 25, 2020 MARB subcommittee call, the City was asked to look at the net investment in fixed assets to ensure that the City's investment in assets exceeds the annual depreciation expense

The City summarized the data off of Note 6 in the CAFR for the last 3 years. As can be seen below, the City's investment in assets exceeds the annual depreciation expense. Also included is Construction in Progress indicating the ongoing investment in assets that are not yet in service but will eventually be transferred into fixed assets once completed.

Please let us know if you need any additional information in this regard.

Governmental/Business Type activities (in 000's)	6/30/2017	6/30/2018	6/30/2019
Construction in Progress	215,207	171,784	172,951
Asset Additions/Transfers In from CIP	194,771	88,041	118,477
Disposals	(2,037)	23	(13,529)
Net Increase to Assets	192,734	88,064	104,948
Annual Depreciation Expense	(44,756)	(46,174)	(34,802)
Net Investment in Total Fixed Assets	147,978	41,890	70,146

City of Hartford Status Update Re:

City and BOE Findings and Recommendations in BlumShapiro's 2018 Review of IT Controls

July 20, 2020

NOTE: The City of Hartford – Metro Hartford Innovation Services (MHIS) has contracted with JANUS Software, Inc. (d/b/a Associates, Inc. - JANUS), on 11/19 to perform a comprehensive information security assessment of its information security posture in order to measure the effectiveness of existing technical security controls and practices and determine whether technical vulnerabilities exist in its information systems. Phase I of the assessment will include Janus' findings and recommendations regarding the City's security posture, while Phase II will involve implementation of the recommendation changes, with Janus to provide implementation support to MHIS. The implementation work is to commence on 7/13/20. The timeframe for the implementation of the Janus recommendations is three to six months.

FINDING	RECOMMENDATION	STATUS
1. User ID and Password Controls Could Be Improved	Implement Additional User ID Access Controls	Previously closed by BlumShapiro. Update previously supplied.
2. Password Controls for Key Applications (QDS, etc) Need to Be Strengthened	Implement Strong Password Protection for All Key Applications	Previously closed by BlumShapiro. Update previously supplied.
3. Laptop Computers Need to Be Secured	Develop A Laptop Security Program	There are a total of 164 laptops citywide that are managed by MHIS (excluding police and fire, they have their own IT staff and are following CJIS requirements). To date, 25% of the laptops before the pandemic and many employees began working remotely were encrypted. We will not be able to continue the encryption until all employees are back onsite.
4. Server 2000 and 2003 No Longer Supported	Upgrade to Supported Network Operating Systems	Previously closed by BlumShapiro. The Windows 2000/2003 servers were decommissioned and replaced with a new Windows 2019 virtual server in 2019.
5. Windows 7 Approaching End of Support	Upgrade Older Workstations to A Supported Version of Windows	Previously closed by BlumShapiro. All staff computers have been upgraded to Windows 10. MHIS does not provide desktop support for Police and Fire. They have their own IT staff who handle desktop support and upgrades.
6. Windows Server 2008 Approaching End of Support	Plan to Upgrade to Supported Network Operating Systems	Previously closed by BlumShapiro. The Windows 2008 servers and SQL 2008 servers were upgraded to virtual Windows 2016/2019 in the year 2019.
7. Software Procurement Process Needs to be Enhanced	Create a Software Procurement Policy/Procedure	Previously closed by Blum Shapiro. MHIS continues to work on modifications in consultation with the Procurement Division in the Finance Department. A draft of these should be completed by 10/30/20.
8. SOC-1 and SOC-2 Reports for Cloud Applications	Obtain and Review SOC Reports for All Cloud Applications	Previously closed by BlumShapiro. The SOC-1/SOC-2 reports for Microsoft and Tyler have been reviewed by MHIS and have been reviewed at the federal level.
9. Information Systems Policies & Procedures Are Not Complete	Develop & Enhance Technology and Operational Policies and Procedures	A review of policies and procedures was part of the Phase I security assessment by Janus, with enhanced and revised policies and procedures to be developed in Phase II. These should be completed by 12/31/2020.
10. A Documented Disaster Recovery Plan is Not Complete	Develop and Test a Comprehensive Disaster Recovery Plan	Phase II includes Disaster Recovery and incident response. MHIS will be meeting with all department heads to discuss their Disaster Recovery plans for their departments. The plan is to have a citywide DR\BC plan and a citywide Incident Response Plan by 12/1/20.
11. Implement On-Going Cybersecurity Training	Institute a Comprehensive Cybersecurity Training Program	Previously closed by BlumShapiro. Cyber training was purchased in June.

Zachery, Clarence

From: Markoski, Tom <Tom.Markoski@ct.gov>
Sent: Monday, June 29, 2020 12:44 PM
To: Zachery, Clarence
Cc: Colman, Maureen
Subject: RE: URGENT...FW: Hartford's Fiscal Year 2018-2019 Audit Report

Good morning and thank you for your response.

While the City of Hartford's 2018/19 audit was without findings, we do follow up on management letter comments that are related to the Board of Education. We want to ensure that any weaknesses the auditor points out are resolved before they result in a more significant finding. We appreciate your steps to resolving this within your department.

Thank you again and hope you stay safe and well.

Tom Markoski

From: Zachery, Clarence <Clarence.Zachery@hartfordschools.org>
Sent: Monday, June 29, 2020 12:10 PM
To: Markoski, Tom <Tom.Markoski@ct.gov>
Cc: Colman, Maureen <MColman@hartfordschools.org>
Subject: FW: URGENT...FW: Hartford's Fiscal Year 2018-2019 Audit Report
Importance: High

Mr. Markoski,

It is my understanding that this goes back to the winter of 2018 when our Senior Accountant was out on sick leave (Thanksgiving until after New Year's). Other members of our team had to assist doing the final work on the 17-18 audit. It is also my understanding we received a clean audit with no other findings except this one in the management letter that was a carry forward from the prior year.

We believe in having a formal financial close process as an internal control best practice. We are currently attempting to

1. Properly staff the department and add back positions that were previously subject to elimination. We hope to have the positions reestablished prior to October.
2. We are also refilling vacant positions more quickly when staff are leaving. That includes trying to overlap the tenure of staff members who are leaving with their replacement to facilitate a smooth transition. This is currently underway
3. A formalization of the process and roles for end of year close out is currently under development. Our process has admittedly been slowed by the COVID-19 pandemic.

Please let know if you require any additional information.

Regards,

Clarence Zachery
Chief Operating and Financial Officer

Hartford Public Schools

Vacancies Update - 07/17/2020

BRG	POSITION	Vacancies	Avg Salary	Fringe	Total	Grand Total
A	A--ADULT EDUCATION TEACHER	1	77,973	23,322	101,295	101,295
A	A--ART TEACHER	5.5	77,973	23,322	101,295	557,123
A	A--BILINGUAL GRADE 1 TEACHER	1	77,973	23,322	101,295	101,295
A	A--BILINGUAL KINDERGARTEN TEACHER	1	77,973	23,322	101,295	101,295
A	A--BILINGUAL RESOURCE TEACHER	4	77,973	23,322	101,295	405,180
A	A--BIOLOGY TEACHER	3	77,973	23,322	101,295	303,885
A	A--CHEMISTRY TEACHER	1	77,973	23,322	101,295	101,295
A	A--COMBINATION 2/3 TEACHER	1	77,973	23,322	101,295	101,295
A	A--COMBINATION 3/4 TEACHER	1	77,973	23,322	101,295	101,295
A	A--COMPUTER EDUCATION TEACHER	1	77,973	23,322	101,295	101,295
A	A--ELL COACH (SCHOOL BASED)	1	77,973	23,322	101,295	101,295
A	A--ENGLISH TEACHER	2	77,973	23,322	101,295	202,590
A	A--GENERAL SCIENCE TEACHER	8	77,973	23,322	101,295	810,360
A	A--INSTRUCTIONAL COACH: ELEM MATH	2	77,973	23,322	101,295	202,590
A	A--KINDERGARTEN TEACHER	1	77,973	23,322	101,295	101,295
A	A--LIBRARY MEDIA SPECIALIST	0.5	77,973	23,322	101,295	50,648
A	A--MATH TEACHER	6	77,973	23,322	101,295	607,770
A	A--MONTESSORI LOWER ELEM 1-3 TCHR	1	77,973	23,322	101,295	101,295
A	A--PHYSICAL EDUCATION TEACHER	0.5	77,973	23,322	101,295	50,648
A	A--PRE-KINDERGARTEN TEACHER	2	77,973	23,322	101,295	202,590
A	A--READING TEACHER (NON-REMEDIAL)	0.6	77,973	23,322	101,295	60,777
A	A--RESOURCE TEACHER	1	77,973	23,322	101,295	101,295
A	A--SCHOOL PSYCHOLOGIST	1.9	92,484	27,662	120,146	228,277
A	A--SCHOOL SOCIAL WORKER	0.25	77,973	23,322	101,295	25,324
A	A--SOCIAL STUDIES TEACHER	3.5	77,973	23,322	101,295	354,533
A	A--SPECIAL EDUCATION PRE-K TCHR	1	77,973	23,322	101,295	101,295
A	A--SPECIAL EDUCATION TEACHER	15.3	77,973	23,322	101,295	1,549,814
A	A--SPEECH & LANG PATH-TEMPORARY	0.3	77,973	23,322	101,295	30,389
A	A--SPEECH & LANGUAGE PATHOLOGIST	23.1	77,973	23,322	101,295	2,339,915
A	A--TECHNOLOGY EDUCATION TEACHER	1	77,973	23,322	101,295	101,295
A	A--TESOL TEACHER - ESL	3	77,973	23,322	101,295	303,885
B	B--ASSISTANT DIRECTOR (CENTRAL)	1	125,300	37,477	162,777	162,777
B	B--ASSISTANT PRINCIPAL	3	125,300	37,477	162,777	488,331
B	B--DIRECTOR (CENTRAL)	1	120,000	35,892	155,892	155,892
B	B--PRINCIPAL	2	145,798	43,608	189,406	378,812
C	C--EXECUTIVE ASSISTANT (CENTRAL)	1	55,500	26,501	82,001	82,001
C	C--EXECUTIVE ASSISTANT (SCHOOL)	2	55,500	26,501	82,001	164,002
C	C--OFFICE ASSISTANT (SCHOOL)	2	49,788	23,774	73,562	147,124
D	D--MONTESSORI PARAEDUCATOR	2	30,514	14,570	45,084	90,168
D	D--PARA INSIDE SUSPENSION	4	30,514	14,570	45,084	180,336
D	D--PARA PRE-K REGULAR ED	3	30,514	14,570	45,084	135,252
E	E--SCHOOL SAFETY OFFICER	28	36,753	17,550	54,303	1,520,484
G	G--OCCUPATIONAL THERAPIST	0.6	71,186	33,991	105,177	63,106
G	G--REGISTERED NURSE (RN)	4.5	56,143	26,808	82,951	373,280
I	I--CARPENTER	1	52,911	25,265	78,176	78,176
I	I--CUSTODIAN	26	44,919	21,449	66,368	1,725,568
I	I--CUSTODIAN (2ND SHIFT)	2	44,919	21,449	66,368	132,736
I	I--GROUNDSKEEPER	1	42,928	20,498	63,426	63,426
I	I--GYM & POOL ASSISTANT	4	32,000	15,280	47,280	189,120
I	I--HEAD CUSTODIAN	5	51,024	24,364	75,388	376,940
I	I--LEAD PERSON (NIGHT)	6	44,966	21,471	66,437	398,622
I	I--MECHANIC	1	57,881	27,638	85,519	85,519
I	I--PAINTER	1	54,574	26,059	80,633	80,633
L	L--HEAD CUSTODIAN	2	62,566	29,875	92,441	184,882
M	M--ACCOUNTANT (CENTRAL)	1	80,000	38,200	118,200	118,200
M	M--BEHAVIOR TECHNICIAN	3	57,174	27,301	84,475	253,425
M	M--GRADUATION SPECIALIST	1	54,564	26,054	80,618	80,618
M	M--INFORMATION SECURITY ANALYST	1	104,023	49,671	153,694	153,694
M	M--IT TECH SUPPORT	1	50,000	23,875	73,875	73,875
M	M--LPN	1	37,147	17,738	54,885	54,885
M	M--TRANSPORTATION SPECIALIST	1	50,298	24,017	74,315	74,315
N	N--STUDENT BASED COORDINATOR	1	84,000	40,110	124,110	124,110
P	P--CHIEF OF STAFF	1	160,000	76,400	236,400	236,400
Q	Q--EX DIREC RISK, INS, COMPL MGMT	1	149,000	71,148	220,148	220,148
Q	Q--LABOR MANAGER	1	110,000	52,525	162,525	162,525
R	R--CHILD CARE ORGANIZER	1	35,000	16,713	51,713	51,713
R	R--EXECUTIVE ASSISTANT	1	65,000	31,038	96,038	96,038
R	R--MANAGER	1	84,007	40,113	124,120	124,120
R	R--PROJECT COORDINATOR	1	90,325	43,130	133,455	133,455
R	R--SR. RISK MGMT & WELLNESS COOR	1	83,232	39,743	122,975	122,975
S	S--CHILD DEVELOPMENT ASSOCIATE	7	41,096	19,623	60,719	425,033
TOTALS		222.55	5,188,038	1,951,358	7,139,396	19,365,849



MARB Special Education Update July 2020

Dr. Leslie Torres-Rodriguez, Superintendent





HPS has begun a process of improving its special education practices in order to improve quality and reduce cost.

To this end, HPS has partnered with Civic Solutions Group to:

- **Analyze and identify high-leverage special education initiatives to improve service delivery, utilization, and financial sustainability.**
- **Devise service model proposals and recommendations**
- **Develop an implementation plan**

Project Design



Summary of Project Activities

Factors Guiding Our Engagement with CSG



Analyze and Understand Our Current Practices

Identify High-Leverage Service Delivery Areas

Recommend Improved Delivery Models & Implementation Plans

1 District Model of Excellence

- A. Teaching & Learning
- B. Family & Community Partnerships
- C. Operational Effectiveness
- D. School Culture & Climate

2 MARB Recommendations

- Conduct interviews with staff across the district
- Review findings from past engagements and analyze the latest data
- Assess current organizational structures, roles, and responsibilities

1. Out of District Placements
2. Paraprofessional Services
3. MTSS/Tier 1 and Trauma-Informed Services

- Create a 100-day plan to lay the foundations to execute on these initiatives
- Identify key team members across HPS to own, support, and collaborate on initiatives

Project Activities through June



Content Area	Out of District Placements	Paraprofessional Services	MTSS/Tier 1 and Trauma-Informed Services
Practices and Procedures for Referrals, Evaluations, Eligibility Determinations, and Placements	<ul style="list-style-type: none"> Devised referral approaches to prioritize LRE for students considered eligible for OOD 	<ul style="list-style-type: none"> Analyzed potential approaches to optimally allocate paraprofessionals across HPS 	<ul style="list-style-type: none"> Mapped districtwide and school-level approaches to providing such services
High Quality and Inclusive Instruction	<ul style="list-style-type: none"> Recommended near- and long-term strategies to increase students served in-district 	<ul style="list-style-type: none"> Developed allocation approach to ensure students receive services when needed but not restrictive Approach set to yield ~\$1.27M (~7.5%) of savings from FY20 to FY21 	<ul style="list-style-type: none"> Recommended a multi-office approach to articulate a districtwide vision of appropriate MTSS/Tier 1 and Trauma-Informed Services
Organizational Structure and Capacity	<ul style="list-style-type: none"> Recommended data management and oversight structures in the Office of Student Support Services and Finance Offices 	<ul style="list-style-type: none"> Recommended service allocation oversight structures across the OSSS, Talent Management, and Payroll Offices 	<ul style="list-style-type: none"> Recommended members of the HPS leadership team to drive the districtwide visioning process

KEY FINDINGS

Key Findings: Practices and procedures for special education



Out of District Placements

From 2009-2010 to 2018-2019, HPS special education out of district placements grew by 9.4% annually – overall enrollment declined by 1.0% annually.

Paraprofessional Services

Historically, HPS appears to have allocated paraprofessionals in a non-optimal manner in past years. As a result, some schools have received more paraprofessionals than necessitated by student IEP data – and other schools have received fewer paraprofessionals.

*MTSS/Tier 1 and Trauma-Informed Services

HPS has various school-level staff who provide supports related to MTSS, Ter 1, and trauma-informed services.

HPS has an opportunity to strategically coordinate and delineate the roles and responsibilities of these staff.

***MTSS** is a framework to provide targeted support to struggling students. It screens all students and aims to address behavioral as well as academic issues. The goal of **MTSS** is to intervene early so students can catch up with their peers.

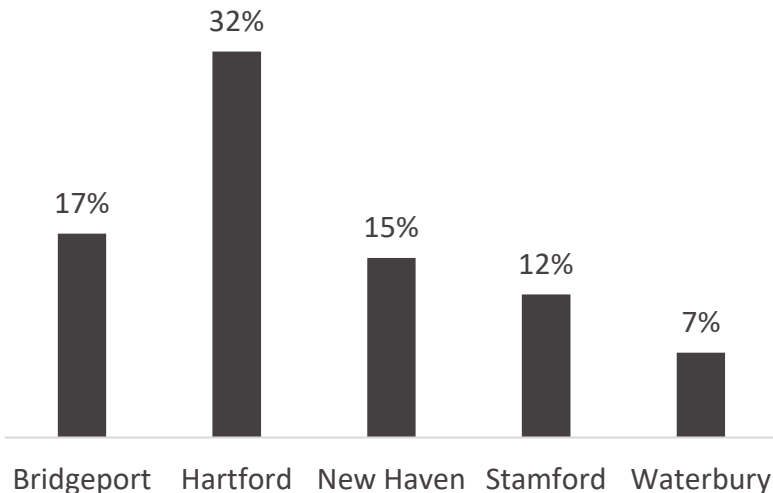
Key Findings: High Quality and Inclusive Instruction



Out of District Placements

The proportion of students with IEPs attending school in out of district placements is twice as high in HPS compared to comparable districts.

% of Students with IEPs in Out of District Placements in 2016-2017



Paraprofessional Services

With an optimal approach to allocating paraprofessional services HPS can:

- Ensure all students receive such services when they need them.
- Reduce the over-allocation of such services to realize financial savings.

Based on HPS IEP data, in 2019-2020:

- 25 schools received an overallocation of services.
- 6 schools received an under-allocation of services.
- 5 schools received the optimal allocation of services.

MTSS/Tier 1 and Trauma-Informed Services

District leadership agree that prioritizing MTSS/Tier 1 and Trauma-Informed Services can result in more inclusive services and improve outcomes.

Key Findings: Organizational Structure and Capacity



Out of District Placements

Data: Organization-wide student-level data to track out of district placements and expenses are inconsistent; such inconsistencies present challenges for improving services long-term.

Processes: HPS can improve its oversight processes for more robust coordination between schools and the central office, and across central office staff.

Paraprofessional Services

Data: HPS can improve data systems to monitor paraprofessional service allocation throughout the year to ensure it is optimal.

Processes: HPS can improve service allocation practices by enhancing coordination between schools, the OSSS, Payroll, OTM, and Finance.

MTSS/Tier 1 and Trauma-Informed Services

With multiple school-level staff positions providing supports, HPS can improve organizational oversight by centralizing MTSS under a single leader.

Alternatively, HPS may provide continued and robust coordination between the Academics, OSSS, and School Leadership Offices.

IMPLEMENTATION RECOMMENDATIONS

Recommendations: Practices and procedures for special education



Out of District Placements

1. Enhance oversight to ensure out of district referrals only occur when students truly require such services.
2. Develop cross-district data systems and communication channels to monitor out of district placements as they occur and identify issues.
3. Create mechanisms that allow multiple HPS offices to coordinate on the issue: OSSS, Finance, Data, and Choice.

Paraprofessional Services

1. Utilize an optimal allocation model to deliver paraprofessional services to HPS schools at the start of the year.
2. During the year, monitor student IEP data and paraprofessional allocations to ensure that schools maintain an optimal level of service capacity.

MTSS/Tier 1 and Trauma-Informed Services

Launch a strategic planning process, with central office leadership, to develop coordinated approaches for these services.

Recommendations: High Quality and Inclusive Instruction



Out of District Placements

1. **Near-Term:** Identify student who are referred to or attending out of district placements but may be better served in-district.
2. **Long Term:** Launch in-district programming to meet the needs for students who are most likely to be placed out of district.

Paraprofessional Services

(Same as Preceding Slide)

1. Utilize an optimal allocation model to deliver paraprofessional services to HPS schools at the start of the year.
2. During the year, monitor student IEP data and paraprofessional allocations to ensure that schools maintain an optimal level of service capacity.

MTSS/Tier 1 and Trauma-Informed Services

(Same as Preceding Slide)

Launch a strategic planning process, with central office leadership, to develop coordinated approaches for these services.

Recommendations: Organizational Structure and Capacity



Out of District Placements

- 1. Data:** Implement multi-office initiative to make sure all financial and programmatic data are compatible and consistent
- 2. Processes:** Task key members of the OSSS with the responsibility of monitoring OOD placements as they occur during the year

Paraprofessional Services

- 1. Data:** Develop trackers and review payroll data regularly to monitor paraprofessional allocations throughout the year.
- 2. Processes:** Institute communication channels between schools, OSSS, and other central offices to monitor paraprofessional needs and allocations.

MTSS/Tier 1 and Trauma-Informed Services

Ensure that Academics, OSSS, and the Schools Offices all coordinate regularly to participate in HPS's vision-setting for MTSS/Tier 1 and Trauma-Informed Services.



Given these findings and recommendations, we plan to move forward with activities and planning for the near-term, medium-term, and long-term.



Over the next 100 days . . .

- Implement a 100-day plan developed by CSG for implementing their recommendations
- Launch cross-departmental teams to oversee initiatives and improve data monitoring

Over the next fiscal year . . .

- Develop multi-year programmatic and financial targets and a multi-year strategy to build on the foundations from the next 100 days
- Base those targets on our findings from improved data systems and oversight during the 2020-2021 school year

Over the next three-to-five years . . .

- Execute on the multi-year targets and strategy
- Roll out an expansion and/or launch of in-district specialized programming for students with IEPs who are at-risk of being placed out of district

Questions & Discussion

