

STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

REGULAR MEETING NOTICE AND AGENDA
Hartford Subcommittee of the MARB

Meeting Date and Time: Thursday, February 24, 2022 10:00 AM – 12:00 PM

Meeting Location: This will be a virtual meeting. Meeting materials may be accessed at the following website:
<https://portal.ct.gov/OPM/Marb/Hartford-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: 685 948 361

Agenda

- I. Call to Order & Opening Remarks
- II. Approval of Minutes:
 - a. January 27, 2022 regular meeting
- III. Review and discussion: FY 2021 Audit
- IV. Discussion: Special Education Data and Information response
- V. Update: Budget Mitigation Measures
- VI. Other Related Business
- VII. Adjourn

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STATE OF CONNECTICUT
MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

REGULAR MEETING MINUTES
Hartford Subcommittee of the MARB

Meeting Date and Time: Thursday, January 27, 2022 10:00 AM – 11:30 PM

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

Call-In Instructions:

Telephone Number: (860) 840-2075

Meeting ID: 332 650 979

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

City Officials in Attendance: Jennifer Hockenull, Leigh Ann Ralls, Superintendent Torres-Rodriguez, Phillip Penn, Natasha Banks, Tiffani Curtis, Melinda Kauffman (labor attorney), David Velez (Union president), Elizabeth Guerra (Union representative), Grace Figueroa (Union Vice President)

OPM Staff in Attendance: Julian Freund

I. Call to Order & Opening Remarks

The meeting was called to order at 10:04 AM.

II. Approval of Minutes:

a. December 16, 2021 regular meeting

Ms. Shaw made a motion to approve the minutes, with a second by Mr. Waxenberg. The motion passed unanimously.

III. Review and discussion: FY 2021 Audit

Ms. Hockenull and Ms. Ralls reported that the FY 2021 audit was completed on time with no findings and only one management comment. The Federal Single Audit has not been completed as the deadline has been extended to March 15. A full presentation of the audit and the City's financials will be provided by the auditor at the next Subcommittee meeting.

IV. Review, discussion and possible action: Labor contracts

a. Federation of School Special Police Officers

This contract covers approximately 100 BOE employees and expired June 30, 2017. A tentative agreement for a successor contract with a term of July 1, 2017 through June 30, 2024 was signed and approved by both the union and the Board of Education. The MARB has authority to either approve, reject or take no action on the agreement. If the MARB chooses to take action, it has until February 3rd to do so. Since the deadline for MARB action falls before the next regular meeting of the full MARB, a special meeting of the full MARB will immediately follow this meeting.

Ms. Kauffman provided an overview of the contract provisions. The contract provides for general wage increases of 2% in FY 2023 and 2% in FY 2024. Step advancement is only provided in the current fiscal year (FY 2022) and includes an adjustment to the salary steps schedule resulting in increases of about 8% for members. Beginning July 1, 2022, members will be enrolled in the high deductible health plan. Premium cost share for members will increase from 12% to 12.5%.

Mr. Waxenberg asked about how the premium is set since the plan is self-insured, and whether an allocated for fully insured rate is used. Ms. Kauffman explained that the contract specifies an allocation rate plus a 4% reserve.

Mr. Brokman asked about the process for selecting another health plan if all parties agree to a change. Ms. Kauffman explained that if all parties agree, there is no obstacle to changing the plan. The contract sets out a process for situations in which the parties do not agree.

Members discussed the importance of providing education to union members on how a high deductible health plan works prior to making the transition in July.

Mr. Waxenberg made a motion to recommend approval of the contract to the full MARB, with a second by Mr. Brokman. The motion passed unanimously.

b. Hartford Federation of Teachers

This contract covers approximately 1,600 BOE employees and will expire on June 30, 2022. A tentative agreement has been reached on a successor contract with a term of July 1, 2022 through June 30, 2025. The tentative agreement has been approved by both the union and the Board of Education. The MARB has authority to either approve, reject or take no action on the agreement. If the MARB chooses to take action, it has until March 3rd to do so.

Mr. Penn provided an overview of the tentative agreement. The contract provides a 0.35% general wage increase in the current fiscal year (FY 2022) with the exception of members at the top step who will receive an increase of 1.75%. No general wage increases are provided in the second or third years of the contract except for members at the top step who will receive increases of 1.75% in each year. Members of this bargaining unit are already enrolled in the high deductible health plan. Premium cost shares will increase from 19% to 19.5% in FY 2024 and to 20% in FY 2025. Other provisions in the contract include adjustments to tuition reimbursement, sick leave accumulation and stipends for specific assignments.

Mr. Brokman asked about the calculation of the health insurance premium. Mr. Penn explained that the contract mirrors the Special Police Officers contract by using the allocation rate plus 4%. The Administrators contract also uses the same formula. Mr. Brokman asked about the process for changing health plans. Mr. Penn said that this contract and the Administrators contract both include language similar to the Special Police Officers contract.

Mr. Waxenberg requested the turnover rate data for this bargaining unit similar to the data provided regarding the Special Police Officers group.

Mr. Waxenberg made a motion to recommend approval of the contract to the full MARB, with a second by Mr. Brokman. The motion passed unanimously.

c. Hartford Principals and Supervisors Association

This contract covers approximately 125 BOE employees and will expire on June 30, 2022. A tentative agreement has been reached on a successor contract with a term of July 1, 2022 through June 30, 2025. The tentative agreement has been approved by both the union and the Board of Education. The MARB has authority to either approve, reject or take no action on the agreement. If the MARB chooses to take action, it has until March 3rd to do so.

Mr. Penn provided an overview of the tentative agreement. The agreement provides 1.5% general wage increases in each year of the contract and also provides for range adjustment movement in each year. Members of this bargaining unit are already enrolled in the high deductible health plan. Premium cost shares will increase from 19.0 to 19.5% in FY 2023, to 20.0% in FY 2024, and to 20.5% in FY 2025. Other provisions in the contract include adjustments to the 403-b contribution for non-principals and the vesting period.

Mr. Waxenberg made a motion to recommend approval of the contract to the full MARB, with a second by Ms. Shaw. The motion passed unanimously.

V. Update: Special Education data and information response

Superintendent Torres-Rodriguez provided an overview of a compilation of information related to the district's special education programming and costs. Among the district's initiatives is an effort to provide more special education programming in-district. Several programs were described which have seen increase in participation in the few years since inception. However, Ms. Torres-Rodriguez noted that some of the factors needed to achieve scaling of these programs, notably staffing, are at risk. Members discussed the information provided noting that further discussion will continue at subsequent meetings. Mr. White suggested expanding on the information by providing action steps that would make progress on addressing some of the systemic issues that limit the district's ability to control special education costs. Mr. Waxenberg suggested a meeting to discuss legislative options. Ms. Torres-Rodriguez categorized legislative options as consisting of either increasing State funding for special education, fully funding excess cost grants, or allowing for greater district representation in PPT meetings in Open Choice settings.

VI. Other Related Business

None.

VII. Adjourn

Mr. White made a motion to adjourn with a second by Ms. Shaw. The meeting adjourned at 11:30 AM.



To the Honorable Mayor and Members of the
Court of Common Council
City of Hartford, Connecticut
Hartford, Connecticut

We have audited the financial statements of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of City of Hartford, Connecticut as of and for the year ended June 30, 2021, and have issued our report thereon dated December 29, 2021. We have previously communicated to you information about our responsibilities under auditing standards generally accepted in the United States of America, *Government Auditing Standards*, and Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) and the Connecticut State Single Audit Act, as well as certain information related to the planned scope and timing of our audit. Professional standards also require that we communicate to you the following information related to our audit.

Significant audit findings

Qualitative aspects of accounting practices

Accounting policies

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by City of Hartford, Connecticut are described in Note [X] to the financial statements.

As described in Note 16, the entity changed accounting policies by adopting Statement of Governmental Accounting Standards (GASB Statement) No. 84 , *Fiduciary Activities*, in 2021. Accordingly, the cumulative effect of the accounting change as of the beginning of the year is reported in the governmental activities and nonmajor governmental funds.

We noted no transactions entered into by the entity during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

- Management's estimate of the net pension liability/asset is based on an actuarial valuation utilizing various assumptions and estimates approved by management.
- Management's estimate of the net other post employment benefit (OPEB) liability/asset is based on an actuarial valuation utilizing various assumptions and estimates approved by management.

- Management's estimate of the useful lives of governmental activities and capital assets, which are used in computing depreciation in the government-wide and financial statements.
- We evaluated the key factors and assumptions used to develop the allowance in determining that it is reasonable in relation to the financial statements taken as a whole.

Financial statement disclosures

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. There were no particularly sensitive financial statement disclosures.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties encountered in performing the audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Uncorrected misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management did not identify and we did not notify them of any uncorrected financial statement misstatements.

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements.

Corrected misstatements

None of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole.

Disagreements with management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. No such disagreements arose during our audit.

Management representations

We have requested certain representations from management that are included in the management representation letter dated December 29, 2021.

Management consultations with other independent accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the entity's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Significant issues discussed with management prior to engagement

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to engagement as the entity's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our engagement.

Other audit findings or issues

We provided a separate letter to you dated December 29, 2021, communicating internal control related matters identified during the audit.

Audits of group financial statements

We noted no matters related to the group audit that we consider to be significant to the responsibilities of those charged with governance of the group.

Quality of component auditor's work

There were no instances in which our evaluation of the work of a component auditor gave rise to a concern about the quality of that auditor's work.

Limitations on the group audit

There were no restrictions on our access to information of components or other limitations on the group audit.

Other information in documents containing audited financial statements

With respect to the required supplementary information (RSI) accompanying the financial statements, we made certain inquiries of management about the methods of preparing the RSI, including whether the RSI has been measured and presented in accordance with prescribed guidelines, whether the methods of measurement and preparation have been changed from the prior period and the reasons for any such changes, and whether there were any significant assumptions or interpretations underlying the measurement or presentation of the RSI. We compared the RSI for consistency with management's responses to the foregoing inquiries, the basic financial statements, and other knowledge obtained during the audit of the basic financial statements. Because these limited procedures do not provide sufficient evidence, we did not express an opinion or provide any assurance on the RSI.

With respect to the schedule of expenditures of federal awards (SEFA) and the schedule of expenditures of state financial assistance (SESFA) accompanying the financial statements, on which we were engaged to report in relation to the financial statements as a whole, we made certain inquiries of management and evaluated the form, content, and methods of preparing the SEFA and the SESFA to determine that the SEFA and the SESFA comply with the requirements of the Uniform Guidance and the Connecticut State Single Audit Act, respectively, the method of preparing has not changed from the prior period or the reasons for such changes, and the SEFA and SESFA are appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the SEFA and the SESFA to the underlying accounting records used to prepare the financial statements or to the financial statements themselves. We have issued our report thereon dated December 29, 2021.

With respect to the individual and combining financial statements and schedules (collectively, the supplementary information) accompanying the financial statements, on which we were engaged to report in relation to the financial statements as a whole, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period or the reasons for such changes, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves. We have issued our report thereon dated December 29, 2021.

The introductory and statistical sections accompanying the financial statements, which is the responsibility of management, was prepared for purposes of additional analysis and is not a required part of the financial statements. Such information was not subjected to the auditing procedures applied in the audit of the financial statements, and, accordingly, we did not express an opinion or provide any assurance on it.

* * *

This communication is intended solely for the information and use of the Honorable Mayor, Court of Common Council and management of City of Hartford, Connecticut and is not intended to be, and should not be, used by anyone other than these specified parties.



CliftonLarsonAllen LLP

West Hartford, Connecticut
December 29, 2021



To the Honorable Mayor and Members of the
Court of Common Council
City of Hartford, Connecticut
Hartford Connecticut

In planning and performing our audit of the financial statements of City of Hartford, Connecticut as of and for the year ended June 30, 2021, in accordance with auditing standards generally accepted in the United States of America, we considered the entity's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we do not express an opinion on the effectiveness of the entity's internal control.

However, during our audit we became aware of matters that are opportunities to strengthen your internal control and improve the efficiency of your operations. Our comments and suggestions regarding those matters are summarized below. We previously provided a written communication dated December 29, 2021, on the entity's internal control. This letter does not affect our report on the financial statements dated December 29, 2021, nor our internal control communication dated December 29, 2021.

Educational Grants

Throughout the fiscal year the Board of Education records activity in its financial management system on a cash basis. At year end the Board will analyze each of its grants individually to determine accounts receivable and unearned revenue at the end of the year and convert the fund to modified accrual basis of accounting for financial statement reporting. Due to the grant reporting deadlines by the State Department of Education this process can cause delays in being able to calculate these year-end accruals. In addition, this analysis is currently done manually on excel spreadsheets which is subject to human error and additional risks. We recommend that that Board of Education create policies and procedures similar to the City in accounting for these grants to improve the timeliness of reporting for analysis purposes and fully utilizing the financial management system to calculate these balances.

We will review the status of this comment during our next audit engagement. We have already discussed many of these comments and suggestions with various entity personnel, and we will be pleased to discuss them in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations.

Honorable Mayor and Members of the
Court of Common Council
City of Hartford, Connecticut
Page 2

This communication is intended solely for the information and use of management, the Court of Common Council, others within the entity, and is not intended to be, and should not be, used by anyone other than these specified parties.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

West Hartford, Connecticut
December 29, 2021



Special Education Spending Analysis for MARB

Dr. Leslie Torres-Rodriguez, Superintendent
January 27, 2021



Executive Summary



Overall special education picture:

- As of SY21-22, Hartford Public Schools (HPS) serves 17,238 students in-district and outplaced, 3,585 (20.8%) of whom require special education services (slides 4, 5)
- HPS spends \$62M on in-district special education services to serve 3,139 students (~88% of all HPS SWD students in SY21-22) – which is proportionally less than we see in other similarly-sized urban districts (slides 7 and 8)
- HPS spends \$42M on out-of-district placements for 536 students (SY20-21) - including Hartford students in HPS schools and in non-HPS magnets schools (slide 9)
- In addition to students served in-district, or in out-of-district placement, there are 894 Hartford students with disabilities currently attending non-HPS magnet schools (as of SY21-22), 560 (as of SY20-21) enrolled in Open Choice districts, and 161 enrolled in Charter / Other (as of SY21-22) who require special education services that HPS is responsible for paying- with limited input or control of costs- totaling \$31.2M as of SY20-21 (slide 9)

Non-HPS Magnets & Open Choice

- Enrollment of Hartford students attending non-HPS magnets has been growing each year, up 18% from FY18, and the proportion of students requiring special education services has grown even higher- up 35% since FY18 (slide 10)
- Open Choice enrollment has dropped, but the proportion of students requiring special education services has grown 30%, and now outpaces the overall HPS SWD identification rate (25.3% vs. 20.8%) (slide 10)
- Hartford has experienced a 57% increase in total special education tuition costs for students in non-HPS Magnets / Open Choice (slide 9)
- These trends are likely to continue – both in terms of overall enrollment increases (especially if there are changes or expansions to enrollment caps as a result of ongoing Sheff litigation negotiations) and in special education rate increases, as a response to the pandemic

HPS Outplacement:

- 70% of HPS outplacements are students with ED, Autism, or OHI disability types (slide 12), and 55% of all placements are for HS students (slide 13)
- HPS has developed specialized in-district programming to reduce reliance on outplacement setting for those disability and student types; the three current programs (iGoal, RISE, and STEP) serve 286 students and saves HPS an estimated \$34.2M year in additional outplacement costs (slides 14 and 15)
- HPS has plans to increase existing in-district programs, and explore new programs and in-house supports, to reduce further outplacement by an estimated \$10M by 2026 (slide 16 & 17)
- Challenges exacerbated by the pandemic have impeded Hartford's efforts to effectively scale in-house programs; Hartford is investing stimulus funds to try to mitigate challenges (slide 18 & 19)

Other challenges facing HPS

1. *Insufficient revenue:* The total cost of special education services that HPS is responsible for totaled \$135M in SY20-21. Combined federal and state revenue for special education totaled \$62M – leaving \$73M, or 54% of the total cost of special education, on Hartford's local revenue sources (slide 20)
 2. *Disproportionate impact of Open Choice:* The Open Choice funding system is particularly problematic for Hartford Public Schools: (1) HPS receives fewer state dollars (via ECS) for students enrolled in Open Choice districts, (2) Hartford is responsible for 100% of special education costs for Hartford students in Open Choice, but lacks the resources to be actively involved in decisions about service placement or costs, and (3) per-pupil special education costs for students in Open Choice outpaced per-pupil costs for non-HPS magnet students, and has grown 24% in the last 5 years (slide 21)
- Therefore, legislative action should be focused on increasing state-level funding for special education services (particularly for high-cost students), providing resources to enable more oversight and input by Hartford Public Schools into Open Choice special education decisions, and increased cost-sharing for students enrolled in Open Choice (either by the state, or by the receiving district) (slide 22)

Definitions of Settings Serving Hartford-Resident SWD



SWD In...	Served by...	In-district or out-of-district?	Charge HPS special education tuition?	Does HPS have control over decisions / cost?	Description
HPS Schools	HPS Schools	In-district	No	Yes	Students who are served directly by HPS through inclusion/resource models, related services only, or self-contained models (iGOAL, RISE, STEP). Also includes Early Childhood Development Center and Integrated PreK.
HPS Schools or non-HPS Magnet Schools	Outplacement providers	Out-of-district	Yes	Yes	Students served by a private or public outplacement provider. Public outplacement providers include ACES, CREC, OPP, East Hartford (Woodland), Manchester (Manchester Regional Academy), Farmington (FTVA), Glastonbury (LINKS). HPS is a part of outplacement decisions both for students in HPS schools and students in non-HPS Magnet schools.
Non-HPS Magnet Schools	Non-HPS Magnet Schools	Out-of-district	Yes	No	Students who are served directly by the Magnet school that they attend. Magnet schools that serve HPS SWD include CREC, LEARN, and Bloomfield.
Non-HPS Open Choice Schools	Non-HPS Open Choice Schools	Out-of-district	Yes	No	Students who are served directly by the Open Choice school that they attend.
Non-HPS Open Choice Schools	Outplacement providers	Out-of-district	Yes	No	Students who attended an Open Choice school and are then outplaced to a public or private outplacement provider.
Non-HPS Charter Schools	Non-HPS Charter Schools	Out-of-district	Yes	No	Students who attend a Charter school, either Achievement First or Jumoke.
<i>Other</i>	<i>Other</i>	<i>Mostly out-of-district</i>	Yes	<i>Varied</i>	Students who attend other programs who charge HPS special education tuition, including OPPportunity Academy, Agricultural Science and Technology Education Centers, Detention Centers, or DCF. This makes up a very small portion of SWD.

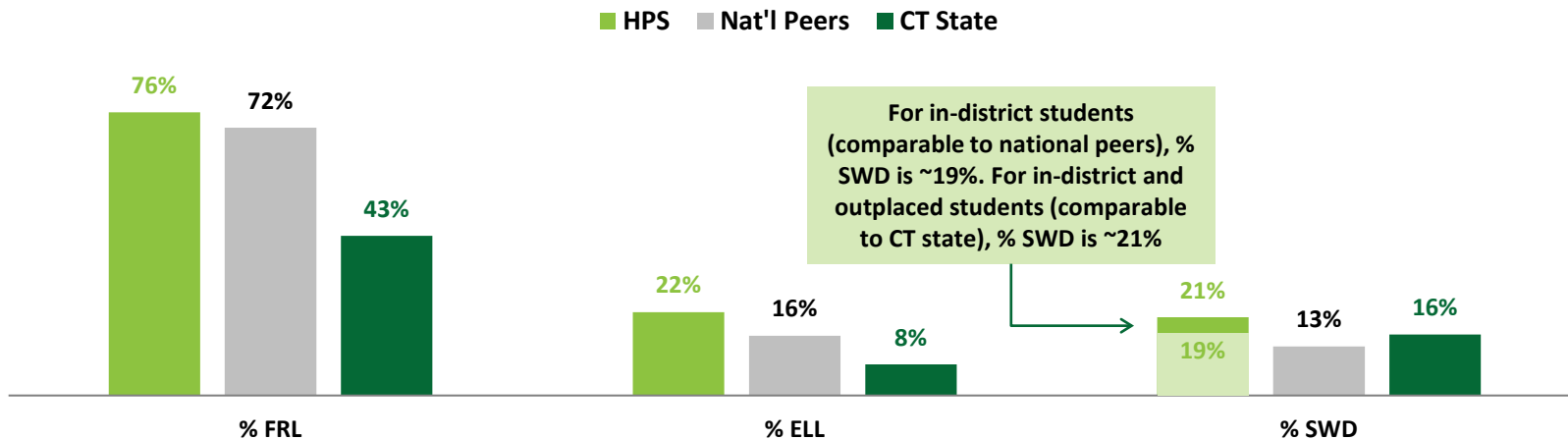
The "Choice System" includes a combination of Magnet, Open Choice, and Charter schools

Hartford Student Population and Comparisons



Hartford serves a higher-needs student population than most other districts in CT and similarly-sized national urban peers

% Student Demographics



Notes:

HPS: Student demographic data from PSIS Oct 2021. HPS counts include in-district students only; for the 21% SWD, HPS counts also include HPS outplacement (from SEDAC).

National Peers: ERS Internal Database. In-district only. Urban districts include 11 national urban districts with > 50% FRL students: Aldine, Austin, Baltimore City, Cleveland, Denver, DC, Duval, Fort Worth, Indianapolis, Palm Beach, Tulsa

CT State: EdSight.ct.gov, SY2020-21

Special Education Identification Rates



Hartford's special education identification rate has been rising slowly over the last 5 years- and is expected to stay stagnant or increase as a result of the ongoing pandemic

	SY17-18	SY18-19	SY19-20	SY20-21	SY21-22
Percentage of in-district students needing special education services	16.4%	17.1%	17.8%	18.4%	18.7%
Percentage of total HPS enrollment (in-district & outplaced) needing special education services	18.8%	19.5%	20.3%	20.9%	20.8%

Notes: Percentage of total HPS enrollment includes: In-district from PSIS and outplacement from SEDAC. It does not include Judicial Centers or OPPortunity Academy

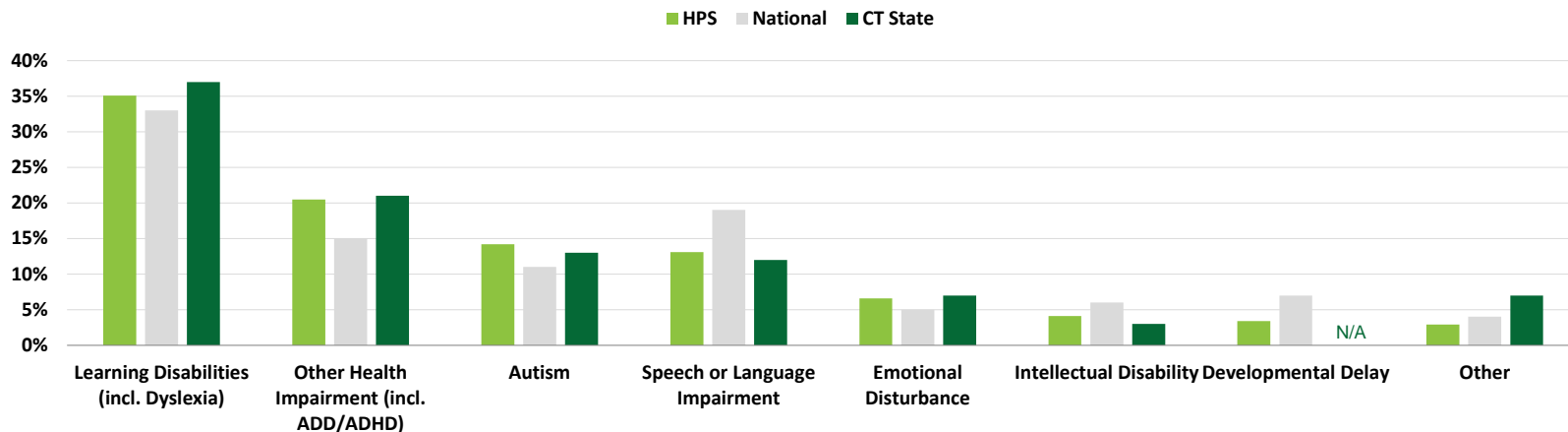
Sources: PSIS, SEDAC

Hartford Student Population and Comparisons



HPS' special education population looks similar to the profile of CT state, though nationally has slightly higher proportions of students with OHI and Autism disorders

Special Education Students, by % Disability Type



Notes: "Other" includes Multiple Disabilities, Hearing Impairment, Visual Impairment, Traumatic Brain Injury, and Orthopedic Impairment

HPS: Disability type data from Frontline fall 2021 for HPS schools and outplacement. Does not include Birth to Three, Detention Centers, OPPortunity Academy, or non-HPS Magnet or Charter.

National: NCES, SY2019-20

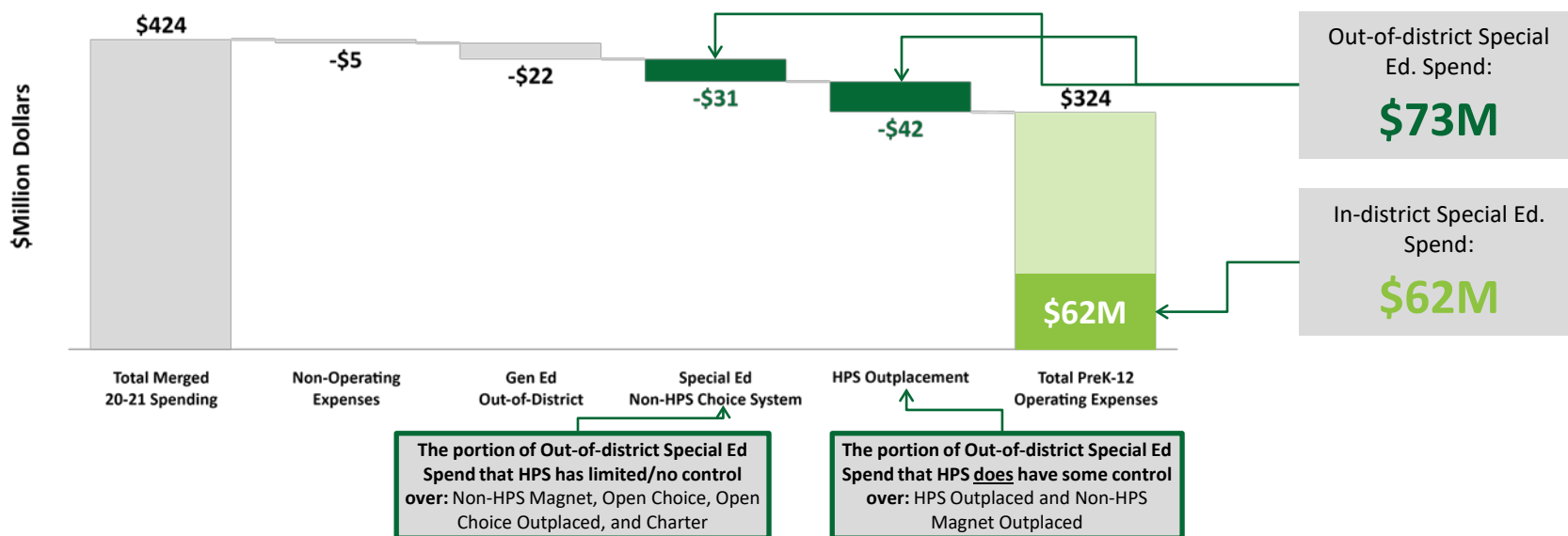
CT State: EdSight.ct.gov, SY2020-21

Hartford Student Population and Comparisons



Hartford spends a total of \$135M on special education students (\$73M out of district and \$62M in district)

HPS' 2020-21 Special Ed. Spend



Notes: Non-Operating includes onetime legal settlements, capital expenses, building leases and indirect costs. Gen Ed Out-of-District includes Adult Education provided by HPS. To enable comparison to peers, Total PreK-12 Operating includes \$6.9M in Food Service expenditures (these expenses are managed by a third party in HPS while other districts manage them within their expenditures included in this analysis). Special Ed Out-of-district includes Magnet, Open Choice, Charter, and Other (OPportunity Academy, Agricultural Science and Technology Education Centers).

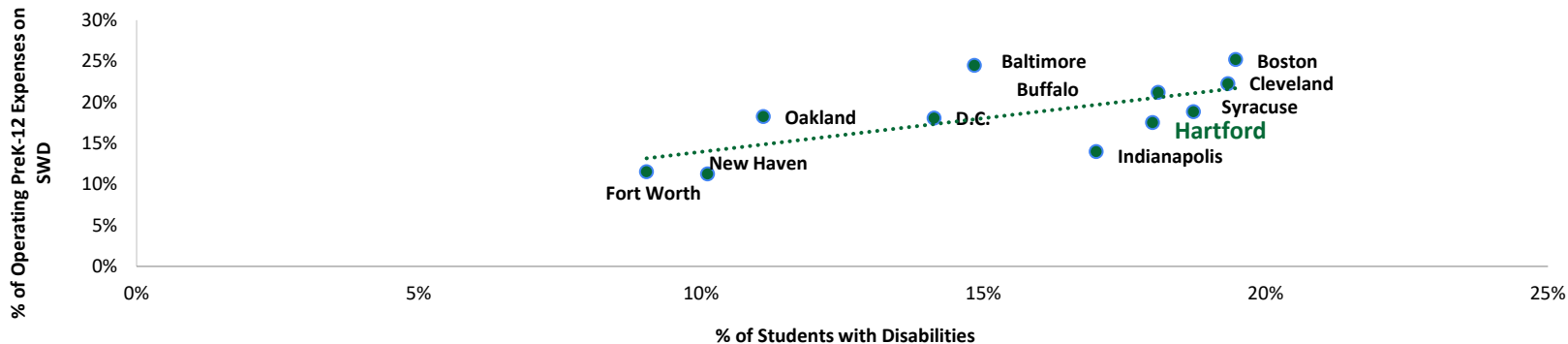
Source: HPS 20-21 Merged Payroll & Expenditures files

In-district HPS Special Education Spending, compared to peers



Compared to peer districts, Hartford spends less on in-district special education services as a portion of its overall budget, and on total special education dollars per pupil

Spend on Students with Disabilities by Population Size



District	Hartford	Median	Indianapolis	Fort Worth	Oakland	New Haven	Syracuse	Cleveland	Baltimore	Buffalo	Boston	D.C.
% SWD	18%	16%	17%	9%	11%	10%	18%	19%	15%	18%	19%	14%
\$pp on Special Ed.	\$19,877	\$20,901	\$13,801	\$13,808	\$16,549	\$17,632	\$20,543	\$21,260	\$24,527	\$25,090	\$25,235	\$26,917

Sources: HPS 20-21 Merged Payroll & Expenditures files. ERS internal database.

Historical out-of-district SWD costs



While HPS outplacement costs make up 60% of all out-of-district tuition payments, SWD payments for non-HPS Magnet and Open Choice SWD are growing rapidly, and expected to continue increasing

Year	HPS outplaced students (students in HPS or non-HPS Magnets)	HPS outplacement costs per year	# Hartford SWD students served in non-HPS Magnet schools	# Hartford SWD students served in Open Choice schools	# Hartford SWD outplaced from Open Choice schools	SWD costs for Hartford students served in non-HPS Magnet / Open Choice settings	# Hartford SWD students served in non-HPS Charter schools and Other programs*	SWD costs for Hartford students served in non-HPS Charter schools and Other programs*	Total out-of-district SWD costs
2017-18	533	\$40.5M	643	398	32	\$18.7M	194	\$2.4M	\$61.6M
2018-19	579	\$42.8M	722	485	38	\$22.7M	184	\$2.3M	\$67.8M
2019-20	571	\$42.8M	805	486	45	\$26.6M	190	\$1.8M	\$71.3M
2020-21	536	\$41.4M	869	514	46	\$29.4M	188	\$1.8M	\$72.6M
2021-22	446	Not yet available	894	Not yet available	Not yet available	Not yet available	161	Not yet available	Not yet available
FY17-21 Growth	0.6%	2.3%	35.1%	29.1%	43.8%	57.5%	-3.1%	-25.8%	17.9%

Notes: **Other programs** includes mostly OPPortunity Academy, as well as Agricultural Science and Technology Education Centers and Detention Centers

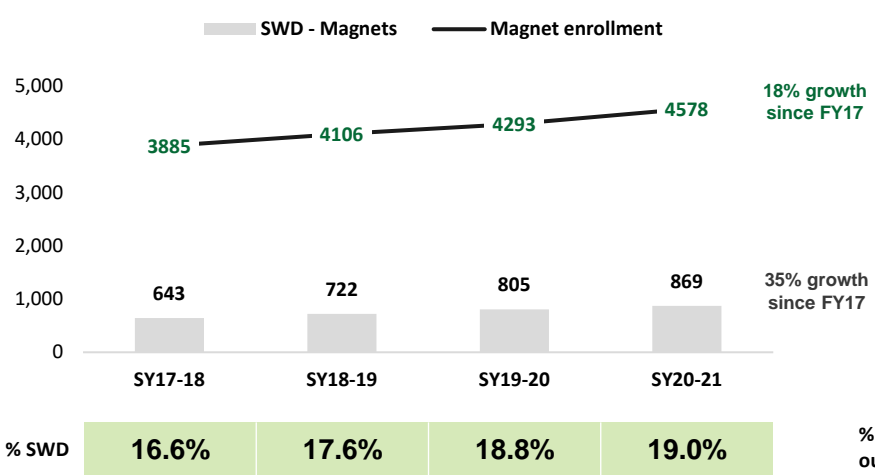
Sources: For student counts, HPS Outplaced, Magnet, Charter, and Other from SEDAC (Oct 1 snapshot); Open Choice from Finance Department tuition file (cumulative). For tuition amounts, all are from the Finance Department's tuition file.

Out-of-District Special Education Enrollment

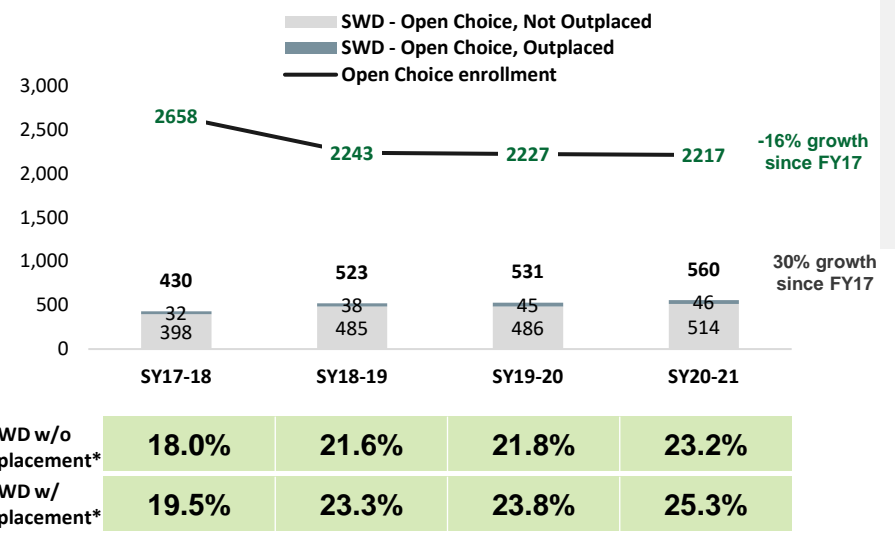


The proportion of Hartford students in non-HPS magnets or Open Choice schools that require special education services has grown 30%+ in the last 4 years

Non-HPS Magnets



Open Choice



Notes: Magnet and Charter total and special ed counts are an Oct 1 Snapshot. Magnet counts do not include outplacement, since that is reported as part of HPS Outplacement.
 *Open Choice special ed counts are cumulative for the entire year, since are only tracked through tuition bills. Because special ed percentages for Open Choice are based on cumulative special ed counts but snapshot total enrollment counts, these may be overstated.
 Sources: Magnet: PSIS R2 (total) and SEDAC (SWD); Open Choice: PSIS R2 (total) and Finance Department's tuition file (SWD)

HPS Outplacement Enrollment & Costs



Meanwhile, students placed in out-of-district settings by HPS has been decreasing every year for the last five years

Year	# of HPS outplaced SWD	% of all HPS SWD who are outplaced	Outplacement special ed tuition per year
2017-18	533	12.8%	\$40.5M
2018-19	579	13.4%	\$42.8M
2019-20	571	13.4%	\$42.8M
2020-21	536	13.0%	\$41.4M
2021-22 (YTD)	446	11.4%	Not yet available

Notes: The % of all SWD students who are outplaced is out of the total of HPS students served in-district (from PSIS October 1st snapshot) or outplaced (from SEDAC). None of the numbers in this table include Open Choice students who are outplaced.

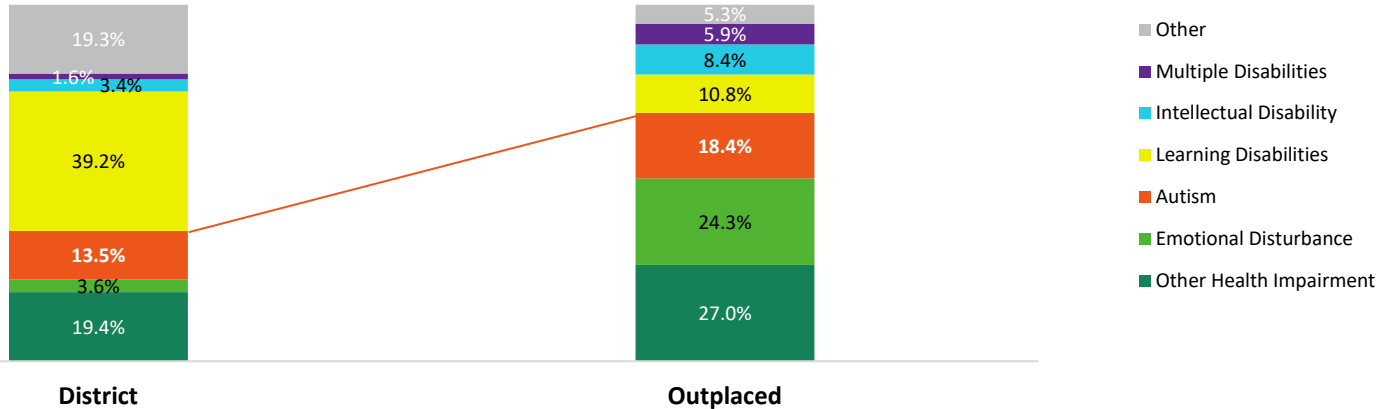
Sources: PSIS, SEDAC

Placement & Disability Type



Students with OHI (incl. ADD/ADHD), Emotional Disturbance, and Autism diagnoses account for 70% of all outplaced students

Students with Disabilities by Placement & Disability Type, FY22 % of SWD



Notes: "Other" includes Hearing Impairment, Visual Impairment, Speech Language Impairment, and Traumatic Brain Injury

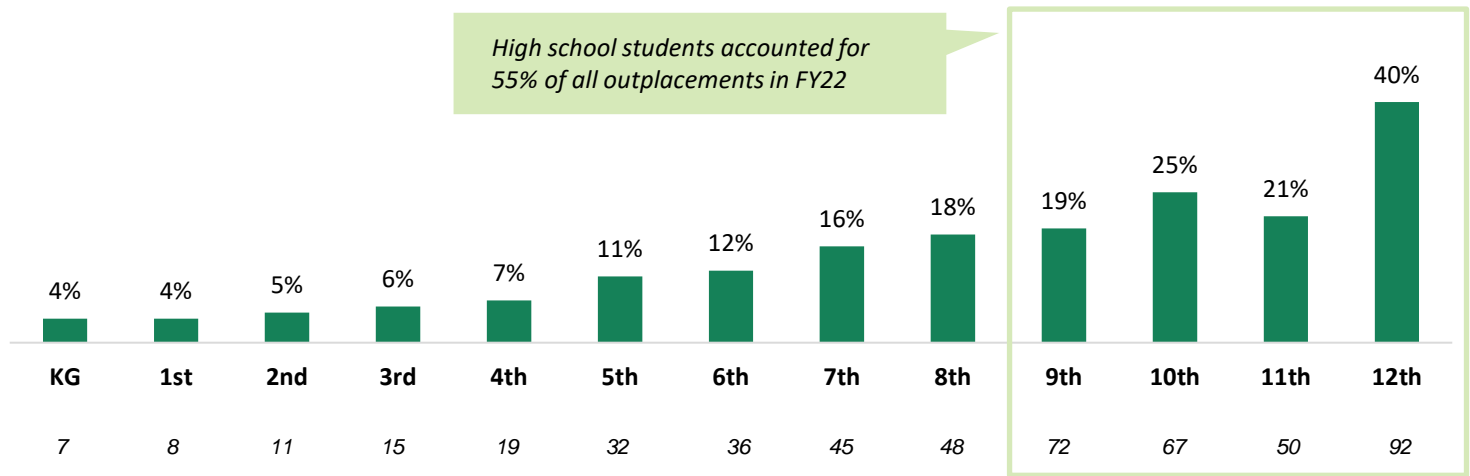
Sources: HPS Frontline file Fall 2021



Outplacement by Grade

The rate and concentration of outplacement is highest at high school

Percent of SWD in outplacement settings, by grade FY22



Notes: Frontline data is collected at different time of year than PSIS, but includes more detailed disability and student information; data will not match exactly with data using PSIS numbers
 Sources: HPS Frontline file Fall 2021

Specialized in-district programs



HPS has been developing specialized in-district programs to serve its highest-need special education students effectively, and reduce reliance on outplacement

Program	Student population	School Location	Student enrollment				
			SY17-18	SY18-19	SY19-20	SY20-21	SY21-22
STEP	Students 18-22 that have completed high school credits, but require additional functional living skills to be an active member in the community	HS: HPHS	20	31	36	34	33
iGOAL	Students with complex learning, behavioral, cognitive and/or neurodevelopmental profiles	ES: Burns, BTN, MD Fox, Parkville, ELAMS, Rawson MS: Kennelly, Milner HS: HPHS, Weaver	185	195	203	195	181
RISE	Students in need of increased social, emotional, and behavioral supports with access to the mainstream environment	MS: MLK ES: West Middle HS: HPHS, Bulkeley North	80	67	79	57	72

Notes: Note that this is a snapshot in time and that enrollment for these programs fluctuates significantly throughout the year.

Sources: 2021-22 enrollment is based off of the most recent data from the special education department. Enrollment for other years is based on PSIS Oct 1 enrollment counts.

In-district SPED Program Costs



Currently, the programs serve close to 300 students, that if outplaced, would cost the district \$34M more to serve in outplacement settings

Program	# of Students Served SY21-22	Total Cost to HPS	Analogous Outplacement Cost	Incremental Cost to Serve in Outplacement
STEP	33	\$2.6M	\$5.1M	\$2.5M
iGOAL	181	\$10.0M	\$37.0M	\$27.0M
RISE	72	\$4.0M	\$8.7M	\$4.7M
Total	286	\$16.6M	\$50.8M	\$34.2M

Notes: Total cost to HPS includes staffing (teachers and paraprofessionals) and transportation costs; excludes central staffing, overhead & materials

Sources: MARB Presentation (Nov 18, 2021) and district data

Effective School Solutions (ESS)



Hartford has also invested stimulus dollars to bolster supports & services in existing programs that could bring additional students back to the district

Year	ESS Program Status	Funding
2021–22	<ul style="list-style-type: none"> • Strengthen Multi Tiered System of Supports (MTSS) Framework <ul style="list-style-type: none"> › Identify and bolster gaps in district’s MTSS framework to help prevent outplacements › <u>Deprioritized</u>: Focus area 1: Provide districtwide professional learning and coaching to expand educator toolkit for mental health support (Tier 1) › Focus Area 2: Set up intensive Tier 3 clinical programs at 6 middle schools › Acknowledgement of student social emotional wellbeing as main focus 	\$1.5M
2022–23	<ul style="list-style-type: none"> • Focus professional development efforts on the staff serving these high-risk 9th graders • Shift a portion of resources to build Tier 3 programming at the HS level to support students who matriculate from the Year 1 programs 	
2023–24	<ul style="list-style-type: none"> • With program well established, focus on returning a cohort of students from out of district where clinically appropriate • Continue prevention and PD efforts at MS and HS • Build and implement clear plan for long-term sustainability of the program 	

Projected Expansion & Cost Savings



If Hartford can implement and expand these programs effectively, it could lower future outplacement costs by nearly \$10M

<i>Projected Expansion & Savings Estimates</i>	STEP	iGOAL	RISE	<i>Total</i>
# of New Students Served <i>(Planned for 2022-26)</i>	80	40	20	140
Savings per Program <i>(Note: Assumes 80% of students would otherwise be served in outplacement settings)</i>	\$4.8M	\$4.8M	\$1.1M	\$10.6M

Current Implementation Challenges



There are significant challenges that impact Hartford's ability to execute on these strategies that remain a major focus area for HPS recovery and redesign

01. Staffing Shortages

Hartford, like many systems, is facing a dire staffing shortage, particularly for classroom and special education teachers, impacting the system's ability to stand up specialized programs (that require highly skilled and experienced staff) and it exacerbates challenges in Tier 1 instruction that can lead to over-identification.

02. Higher Needs due to COVID

We expect student need to increase, in the short-term, and require more intensive services and outplacements. This could also pull attention away from capacity-building and longer-term program design and into crisis response and intervention.

03. Lacking Foundational Tier 1 & 2 Supports

Hartford has lacked supports- such as high-quality Tier 1 curriculum and professional learning, and structures for MTSS- that are designed to serve students before their needs become too great and require more intensive, and costly, intervention

	Attrition Rate ^[1]	Vacancies to Start the Year ^[2]	Annual Vacancies (Estimated) ^[1]
Classroom Teachers	13.1%	47.6	135
Special Education Teachers	11.8%	11.3	26
Speech and Language Pathologists	N/A	10.8	N/A

Sources:

^[1] ERS human capital analyses.

^[2] First Day Vacancy data from HPS.

Investments



HPS is investing stimulus dollars to improve general education instruction, mitigate staffing challenges, and build out a strong MTSS system

Investment Detail	Example investments	Total Budget in ESSER II & III
Curriculum and coaching supports for improving classroom instruction	Coach positions; ANet partnership; new curriculum (K-3 literacy, upper grade math)	\$20.2M
MTSS resources & staffing	Resource teachers; MTSS data systems	\$5.1M
Special education in-district program resources and supports	ESS contract	\$1.5M
Recruitment, hiring and placement	Recruitment, retention, and transfer bonuses; Office of Talent Management positions	\$12.7M
Pipeline Development	Teacher pipeline contract; Higher Ed partnership contracts for student teaching and substitute teaching	\$1.3M
Total		\$40.8M (28% of total)

For detailed ESSER II & III spending categories, see the ESSER II board presentation [here](#) and the ESSER III presentation [here](#).

Sources: HPS ESSER and ARP planning documents.

1. Insufficient special education revenue



Hartford only receives \$60M in special education revenue through federal and state grants and reimbursements, leaving more than 50% of the cost for HPS to cover with local funds

Special Education Costs	SY20-21	Special Education Revenue	SY20-21
Special Education Out-of-District	\$31M	IDEA Part B	\$6.8M
HPS Outplacement	\$42M	Excess Cost Grant	\$10.1M
In-district Special Education	\$62M	Medicaid	\$2.6M
Total	\$135M	Tuition billing for non-HPS students for special education services	\$1M
		22% of ECS ¹	\$41.4M
		Total	\$62M
		Gap remaining	\$73M

¹Source: CT Voices (https://ctvoices.org/wp-content/uploads/2021/11/SPED_Just-Research.pdf)

Revenue Source: <https://www.hartfordschools.org/wp-content/uploads/2021/03/Superintendents-HPS-Adopted-2021-22-Operating-Budget-web.pdf>



2. Impact of Open Choice

Hartford students in Open Choice pose a disproportionate financial burden to Hartford Public Schools

Year	# SWD students served in non-HPS Magnet schools	Per-Pupil Magnet SWD Student Costs	# SWD students served in Non-HPS Open Choice schools	# SWD outplaced by Non-HPS Open Choice Schools	Per-Pupil Open Choice SWD Costs (not including outplacement)	Per-Pupil Open Choice Outplaced SWD Costs
2017-18	643	\$13.9K	398	32	\$18.2K	\$76.9K
2018-19	722	\$14.9K	485	38	\$18.6K	\$75.7K
2019-20	805	\$15.0K	486	45	\$22.4K	\$81.2K
2020-21	869	\$16.1K	514	46	\$22.6K	\$80.4K
<i>FY17-21 Growth</i>	35.1%	16.2%	29.1%	43.8%	24.3%	4.6%

Revenue Impact: Hartford receives roughly \$7.8K fewer dollars from the state for students enrolled in Open Choice settings¹

Notes: Magnet per-pupil costs use a Snapshot of special ed counts (from SEDAC), whereas Open Choice per-pupil costs use cumulative special ed counts (from the Finance Department's tuition file). Therefore, this is a conservative estimate of the per-pupil gap between Magnet and Open Choice.

¹Revenue impact estimate is based on a 50% reduction in the ECS amount that Hartford Public Schools receives for Hartford students enrolled in an Open Choice district setting

Sources: SEDAC, Finance Department's tuition file

Legislative Recommendations



In order to address the funding inequities raised, and the disproportionate impact on HPS, we recommend focusing legislative action around three core funding issues

1

Increase share of special education funding from CSDE – including fully funding Excess Cost Grant

2

Provide additional funding for Hartford to play more active oversight and advisory role in PPT meetings for students in Open Choice settings

3

Decrease burden for special education costs on sending districts in the Choice system – either by increasing state aid, or creating more cost sharing between sending and receiving districts (Note: this is especially important for Open Choice)

APPENDIX





a) How does the sending district (HBOE) verify residency of Open Choice students on an annual basis? (Both special education students and nonspecial education students)

Students participating in the Regional School Choice process in Hartford Public Schools register at their magnet school through PowerSchool Enrollment and providing documentation of:

- Proof of Guardianship
- Proof of Residency
- Proof of Age

Please note that the SDE requires that students confirm their residency each year. HPS school staff send parents a returning student form to confirm their address or change with proof of address documentation.

MARB Questions



Note that the answers to questions b-d differ significantly depending on whether an HPS student is enrolled in a non-HPS Magnet or non-HPS Open Choice school. For more information, see the School & State Finance Project's Special education Services for Schools of Choice FAQ document [here](#).

b) What magnets, districts, and/or charters invite the sending district to be present at the IEP meeting for the special education child?

- Interdistrict magnet schools: The planning and placement team (PPT) meeting is held by the sending district (HPS), which must invite representatives of the student's LEA.
- Open Choice program districts: The PPT meeting is held by the receiving district, and HPS has not been invited to join.
- Charters: *Same as for Magnets*

c) How is the sending district notified of a student being "placed" in an out-of-district program by the receiving district, magnet, etc.?

- Interdistrict magnet schools: HPS is the LEA for students attending a magnet, so HPS representatives are part of the PPT to make the decision to send students to an out-of-district program.
- Open Choice program districts: HPS is not a part of the PPT meetings and is not "notified" of a student being placed in an out-of-district program by the Open Choice school until HPS receives the tuition bills.
- Charters: *Same as for Magnets*

MARB Questions



d) How is the sending district notified of a student being identified as needing special education services by the receiving district, magnet, etc.?

- Interdistrict magnet schools: If an initial referral is made for an HPS student, an HPS representative schedules the PPT and attends the PPT's.
- Open Choice program districts: Since HPS is not part of the process, they are not notified if a student is being referred to the PPT.
- Charters: *Same as for Magnets*



e) What legislative changes to the Open Choice program would HPS recommend to improve the district's ability to manage special education costs?

1

Increase share of special education funding from CSDE – including fully funding Excess Cost Grant

2

Provide additional funding for Hartford to play more active oversight and advisory role in PPT meetings for students in Open Choice settings

3

Decrease burden for special education costs on sending districts in the Choice system – either by increasing state aid, or creating more cost sharing between sending and receiving districts (Note: this is especially important for Open Choice)

Summary of Data Requests



Section *a* through *h*:
In-district data



Data Requests a), b), c): In-district students



	SY17-18	SY18-19	SY19-20	SY20-21	SY21-22
a) Total number of in-district students attending Hartford public schools	19,558	19,151	18,272	17,194	16,792
b) Total number of in-district students identified as needing special education services	3,208	3,268	3,248	3,166	3,139
c) Percentage of in-district students needing special education services	16.4%	17.1%	17.8%	18.4%	18.7%

Notes: “In-district” includes all schools within Hartford Public Schools, including in-district self-contained programs (iGoal, STEP, RISE), PreK Special Ed, HPS Satellite Program, and New Visions. It does not include a small number of students in OPPportunity Academy or Detention Centers.

Sources: PSIS Oct 1 enrollment

Data Requests d), e): HPS Outplaced students



	SY17-18	SY18-19	SY19-20	SY20-21	SY21-22
d) Total number of in-district special education students requiring out of district placement for services	533	579	571	536	446
e) Percentage of in-district students requiring out of district placement services	14.2%	15.1%	15.0%	14.5%	12.4%

Notes: This does not include OPPortunity Academy, which is an alternative education program rather than outplacement.

Sources: SEDAC

Data Requests f), g): In-district costs



	2017	2018	2019	2020	2021
f) Total costs for in-district special education services	\$73,133,827	\$71,794,145	\$76,794,039	\$74,643,036	\$74,451,510
In-district special education students	19,558	19,151	18,272	17,194	16,792
g) Per pupil costs for in-district special education services	\$3,739	\$3,749	\$4,203	\$4,341	\$4,434

Notes: Costs include Special Education teachers, Paraprofessionals, Transportation, and All Other Costs (which includes fringe benefits). See past MARB materials linked below for additional detail. Note that these costs are higher than elsewhere in the presentation due to ERS identifying fewer expenditures as dedicated Special Education costs, for the purposes of comparison across districts, than districts might identify.

Sources: [MARB meeting minutes 11.18.21](#), page 76

Data Request h)



h) Table displaying student totals by disability classification, in accordance with IDEA, illustrating 5-year trends by classification

Disability	SY17-18	SY18-19	SY19-20	SY20-21	SY21-22
Learning Disabilities	36.0%	39.6%	38.9%	39.8%	37.9%
OHI (incl. ADD/ADHD)	19.6%	19.8%	19.2%	19.0%	19.1%
Speech or Language Impairment	15.2%	14.9%	14.9%	14.6%	14.7%
Autism	11.2%	12.9%	12.6%	12.6%	13.2%
Developmental Delay	6.9%	2.5%	4.2%	4.8%	6.2%
Emotional Disturbance	4.9%	3.5%	3.9%	3.7%	3.6%
Intellectual Disability	3.7%	3.9%	3.7%	3.5%	3.4%
Other	2.5%	2.9%	2.5%	2.1%	1.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Notes: “Other” includes Multiple Disabilities, Hearing Impairment, Visual Impairment, Traumatic Brain Injury, and Orthopedic Impairment. This is for in-district special education students only (not outplacement, OPPortunity Academy, or Judicial Centers).

Sources: Frontline

Data Request i)



i) Listing of in-district special education programs and number of students served by each, illustrative 5-year trends.

Program	Student population	School Location	SY17-18	SY18-19	SY19-20	SY20-21	SY21-22
STEP	Students 18-22 that have completed high school credits, but require additional functional living skills to be an active member in the community	HS: HPHS	20	31	36	34	33
iGOAL	Students with complex learning, behavioral, cognitive and/or neurodevelopmental profiles	ES: Burns, BTN, MD Fox, Parkville, ELAMS, Rawson MS: Kennelly, Milner HS: HPHS, Weaver	185	195	203	195	181
RISE	Students in need of increased social, emotional, and behavioral supports with access to the mainstream environment	MS: MLK ES: West Middle HS: HPHS, Bulkeley North	80	67	79	57	72

Notes: 2021-22 enrollment is based off of the most recent data from the special education department. Enrollment for other years is based on PSIS Oct 1 enrollment counts. Note that this is a snapshot in time and that enrollment for these programs fluctuates significantly throughout the year.

Section *j* through *l*: Out-of-district data



j) Out-of-District data for each of the above items a) through h). Out-of-district data can be listed in the aggregate for all students attending Open Choice programs and data by individual magnet school, school district, and charter school.

Data Requests j): a)



a) Total number of [Hartford] students attending [out of district programs]	SY17-18	SY18-19	SY19-20	SY20-21	SY21-22
Magnet	3,885	4,106	4,293	4,578	4,515
Open Choice	2,164	2,201	2,175	2,163	2,117
Open Choice – Outplaced	44	42	52	54	46
Charter	1,676	1,635	1,701	1,672	1,582
Other (CT Tech, Agricultural Science and Technology Education Center)	743	697	690	691	676

Data Requests j): b) and c)



b) Total number of [out of district students] identified as needing special education services	SY17-18	SY18-19	SY19-20	SY20-21	SY21-22
Magnet	643	722	805	869	894
Open Choice (incl. outplaced)	430	523	531	560	<i>Not yet available</i>
Charter	153	153	150	155	143

c) Percentage of [out of district students] identified as needing special education services	SY17-18	SY18-19	SY19-20	SY20-21	SY21-22
Magnet	16.6%	17.6%	18.8%	19.0%	19.8%
Open Choice (incl. outplaced)*	19.5%	23.3%	23.8%	25.3%	<i>Not yet available</i>
Charter	9.1%	9.1%	8.8%	9.3%	9.0%

Notes: Magnet and Charter total and special ed counts are an Oct 1 Snapshot.

*Open Choice special ed counts are cumulative for the entire year, since are only tracked through tuition bills. Because special ed percentages for Open Choice are based on cumulative special ed counts but snapshot total enrollment counts, these may be overstated. Open Choice counts for SY21-22 are not yet available since they are based on tuition bills that have not all yet been received as of early 2022.

Sources: Magnet and Charter students counts are from the Special Education Data Application and Collection (SEDAC); Open Choice student counts are from the Finance Department's tuition file

Data Requests j): d) & e)



	SY17-18	SY18-19	SY19-20	SY20-21
Total number of Open Choice special education students	430	523	531	560
d) Total number of Open Choice special education students requiring out of district placement for services	32	38	45	46
e) Percentage of Open Choice special education students requiring out of district placement services	7.4%	7.2%	8.5%	8.2%

Notes: Open Choice special ed counts are cumulative for the entire year, since are only tracked through tuition bills. Open Choice counts for SY21-22 are not yet available since they are based on tuition bills that have not all yet been received as of early 2022. Students attending non-HPS Magnet and Charter schools that are outplaced are included as part of HPS outplacements, because HPS is part of those placement decisions.
Sources: Finance Department's tuition file

Data Requests j): f) & g)



f) Total costs for [out of district] special education [tuition] (<u>\$M</u>)	SY17-18	SY18-19	SY19-20	SY20-21
Magnet	\$ 8.9	\$ 10.7	\$ 12.0	\$ 14.0
Open Choice	\$ 7.2	\$ 9.0	\$ 10.9	\$ 11.6
Open Choice – Outplaced	\$ 2.5	\$ 2.9	\$ 3.7	\$ 3.7
Charter	\$ 0.4	\$ 2.1	\$ 2.1	\$ 1.6
Total	\$ 19.1	\$ 24.8	\$ 28.8	\$ 30.9

g) Per pupil costs for [out of district] special education [tuition] (<u>\$K</u>)	SY17-18	SY18-19	SY19-20	SY20-21
Magnet	\$ 13.9	\$ 14.9	\$ 15.0	\$ 16.2
Open Choice	\$ 18.2	\$ 18.6	\$ 22.4	\$ 22.6
Open Choice – Outplaced	\$ 76.9	\$ 75.7	\$ 82.1	\$ 80.4
Charter	\$ 2.9	\$ 14.0	\$ 14.1	\$ 10.2

Notes: Magnet and Charter per-pupil costs use a Snapshot of special ed counts (from SEDAC), whereas Open Choice per-pupil costs use cumulative special ed counts (from the Finance Department's tuition file)

Sources: Finance Department's tuition file

Data Requests j): h)



h) Table displaying student totals by disability classification, in accordance with IDEA, illustrating 5-year trends by classification

Magnets

Disability	SY17-18	SY18-19	SY19-20	SY20-21	SY21-22
Learning Disabilities	36.4%	38.9%	38.5%	38.1%	37.0%
OHI (incl. ADD/ADHD)	19.0%	15.9%	15.7%	15.8%	16.4%
Speech or Language Impairment	17.6%	17.9%	20.2%	20.5%	20.7%
Autism	11.4%	9.7%	9.6%	9.8%	10.9%
Developmental Delay	5.3%	7.1%	6.7%	7.1%	6.7%
Emotional Disturbance	3.4%	3.5%	3.0%	3.0%	2.2%
Intellectual Disability	3.0%	3.0%	2.7%	2.6%	3.0%
Other	4.0%	4.0%	3.6%	3.1%	3.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Charters

Disability	SY17-18	SY18-19	SY19-20	SY20-21	SY21-22
Learning Disabilities	41.8%	43.8%	41.3%	41.3%	40.6%
OHI (incl. ADD/ADHD)	19.0%	19.6%	14.0%	15.5%	14.7%
Speech or Language Impairment	18.3%	18.3%	19.3%	21.9%	20.3%
Autism	9.2%	8.5%	8.7%	7.7%	7.0%
Developmental Delay	2.0%	1.3%	4.7%	1.9%	2.8%
Emotional Disturbance	3.3%	1.3%	1.3%	1.3%	1.4%
Intellectual Disability	5.9%	5.2%	5.3%	5.2%	7.0%
Other	0.7%	2.0%	5.3%	5.2%	6.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Note: HPS does not have visibility into disability types for Hartford students attending non-HPS Open Choice schools

Notes: The sample size for Charter SWD is small (~150 students), resulting in potentially significant variations from year to year

Sources: SEDAC

Data Requests k)



k) How many Open Choice students are identified as needing special education services after enrollment in the receiving district, magnet etc.? List by year and by district, magnet, charter etc.

	SY18-19	SY19-20	SY20-21	SY21-22
Magnet (CREC, LEARN, Bloomfield)	106	127	87	97
Charter (Achievement First, Jumoke)	14	13	12	15
Other (ASTE, High Road, etc.)	1	0	3	1
Total	121	140	102	113
<i>% of SWD Enrollment in non-HPS Magnets</i>	<i>8.5%</i>	<i>9.3%</i>	<i>5.9%</i>	<i>6.1%</i>
<i>% of SWD Enrollment in non-HPS Charters</i>	<i>9.2%</i>	<i>8.5%</i>	<i>8.0%</i>	<i>9.7%</i>

Note: HPS does not have visibility into when exactly Open Choice students are identified as needing special education services

Data Requests I)



I) How many Open Choice students, regular education and special education, have returned to the sending district annually over the last five years?

Count

	SY18-19	SY19-20	SY20-21	SY21-22
Magnet	111	136	106	116
Open Choice	37	32	26	32
Charter	98	84	59	60
Other	60	36	12	18
Total	338	308	217	242

Percent

SY18-19	SY19-20	SY20-21	SY21-22
2.9%	3.3%	2.5%	2.5%
1.7%	1.4%	1.2%	1.4%
5.8%	5.1%	3.5%	3.6%
8.1%	5.2%	1.7%	2.6%
0.8%	0.7%	0.5%	0.5%

Notes: A student is considered a “returner” if they were enrolled in an out-of-district school the year prior and a Hartford school in the current year. “Other” includes students attending CT Tech and Agricultural Science and Technology Education Centers

Source: PSIS and PSIS R2

City of Hartford
 FY2022 Mitigation Efforts Update
 Through 1-31-22 (Report as of 2-16-22)

Initiative	Savings/ Increased Revenues Estimated (Annual)	Savings/ Increased Revenue Year-to- Date - FY2022 (One Time)	Savings/ Increased Revenue Year-to- Date - FY2022 (Multi- Year)	Savings/ Increased Revenue Future Years	Remaining Savings/ Revenues to Recognize to Meet Goal	Steps to Take
REVENUE:						
1 Tax Collection Efforts (Estimated Additional Annual Revenues \$300K-\$500K)	\$300,000	\$0 \$177,216 <u>\$0</u> \$177,216				<p>1) Annual Tax Deed Sale – process beings around June (revenue typically exceeds budget annually) Through February 16, 2022, 16 redemptions have occurred from properties on the tax deed sale list totaling \$693k; 34 properties remain on the list with a target sale date of March/April 2022.</p> <p>2) License Plate Scanning & Compliance – 3rd party agreement with 50/50 split of revenue and work performed throughout the year by 3rd party (revenue not budgeted) - through 1-31-22</p> <p>3) Personal Property Audits – ongoing efforts using in-house staff</p>
2 Private Duty Jobs and Other Receivable Collection Efforts (Estimated Additional Annual Revenues \$250,000-\$350,000)	\$250,000	\$7,156			\$242,844	<p>1) City to review outstanding receivables (non-tax) to assess collection steps based on type of service provided, date of service and amounts (By July 31, 2021) As of 10-13-21, we have sent out second requests for payment for over \$50k of blight and citations invoices related to trash clean up; continue to work with other departments to determine how best to collect on unpaid invoices. UPDATE ON PROGRESS 11-9-21: We are receiving payments on the invoices sent out for payment which were old, though not a significant amount. We intend to send batches to collections or to the tax collector by the end of November 2021. Progress on this continues. UPDATE ON PROGRESS 12-6-21: Working with DPW on a more streamlined process. OMBG will work with DPW to report unpaid invoices to the tax collectors office on a regular basis starting in calendar year 2022.</p> <p>UPDATE ON PROGRESS 2-16-22: OMBG will be sending approx. \$40k of outstanding DPW invoices to tax collections by 2/18/22 and approx. \$70k to collections by the end of the month.</p> <p>2) City to engage with collection agency and begin to assign past due invoices (by August 2021) Through January 2022, the City has assigned \$135,370 to collections; \$4,088 were cancelled for various reasons, and \$7,156 has been collected</p> <p>3) City to establish written procedures on collection efforts for outstanding receivables going forward (by August 2021) We are working with Revenue Services LLC and various City Departments to determine the best practices for City collections and continue to refine our policies and procedures. Also, OMBG is in the process of promoting a staff member to serve as the Assistant Director - Revenue. This person will work on overseeing the collections process going forward. This transition is expected to be finalized prior to November 1, 2021. UPDATE ON PROGRESS - This transition will officially take place in December 2021. Written procedures will continue to be reviewed, with a goal of finalization by March 2022.</p>

City of Hartford
 FY2022 Mitigation Efforts Update
 Through 1-31-22 (Report as of 2-16-22)

3	Grant Opportunities (Estimated Additional Annual Revenues Amount Varies by Grant)	\$2,000,000	\$0 \$0 \$0 \$200,000 \$0 \$200,000	\$0 \$500,000 \$500,000	\$1,875,000 \$1,875,000	\$1,300,000	<p>The Grants Department is actively seeking new grants which meet our core objectives. This is an ongoing effort. (<i>City to distinguish between operations and CIP below.</i>) Current significant grant opportunities currently on deck include (but are not limited to) -</p> <ol style="list-style-type: none"> 1) DOT - Rebuilding American Infrastructure with Sustainability and Equity (RAISE) \$5m-\$25m; FY2022 to FY2026 Did not apply for in FY2022 - see notes below 2) CT DEEP - LWCF State and Local Assistance Program and Outdoor Recreation Legacy Partnership (ORLP) Program \$300k-\$5m; FY2022 Did not apply for in FY2022 3) DOT - Pilot Program for Transit-Oriented Development (TOD) Planning \$200k-\$250k; FY2022 Will be applying for various grants under the Infrastructure plan - see notes below 4) Other grants not previously awarded related to operating or CIP expenditures Brownfield grant received in 2Q22 5) COPS Grant (not budgeted) Available for 3 years of salary payments for Police Officers; will likely use in FY2023-FY2026 6) 'Smart Policing' Federal Grant focused on responses to non-fatal shootings (not budgeted) <p>As of Number 9, 2021, the City has applied for, or is working on applicants for, a significant number of new grants. We will report out on the dollars received upon award of new grants in the future. UPDATE 11-30-21: Meeting monthly to review the grants available through the Infrastructure bill to determine projects available to best meet the requirements. Updates will be provided as funding is awarded.</p>
EXPENDITURES:							
4	Energy Efficiency Opportunities (Estimated Additional Annual Savings \$350,000-\$400,000) REVISED in NOVEMBER 2021	\$69,000	\$0			\$69,000	<p>The Energy Division is managed by a dedicated individual who manages all energy projects throughout the City. They work with departments to track progress and savings. These are ongoing efforts. The City will include updates in future reports on savings to date by project. Refer to attachment for update from September 2021 report. Updated potential savings to be more in line with new report from our energy office. Potential for future year savings on projects in the planning phase. Total savings estimates will be calculated as projects are determined. Will revise savings estimates accordingly.</p> <p>UPDATE ON PROGRESS 2-16-22: The City's Director of Sustainability left the City in January 2022. The Assistant to the Director for Facilities and Energy will be moving many of the open projects forward while we work to replace the Director.</p>
5	Strengthening Golf Course Enterprise Operations (Estimated Additional Annual Savings \$100,000)	\$100,000	\$0			\$100,000	<p>The City hired a new Golf Operations Manager in March 2021. Due in large part to the pandemic limiting the number of activities individuals could participate in, golf saw a significant increase in customers. For FY2021, there continues to be a surplus in the golf fund. Therefore, the \$240k set-aside will be repurposed. For FY2022, the City is only including a set-aside of \$100k with the hope that it will not be needed to fill any gaps in the coming year. The continued improvement in the golf operations is expected to continue in future years. This will be updated at the end of the fiscal year upon Golf account reconciliation.</p>

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6	Workers Compensation Cost Reduction Strategies (Estimated Additional Annual Savings \$75,000-\$200,000)	\$150,000	\$0	\$61,548	\$246,192	\$88,452	<p>Workers Compensation is managed as part of our Safety & Risk Department. The City is currently negotiating a contract with a TPA to ensure additional savings by using new tools to manage both risk and payments out related to workers' compensation.</p> <p>1) Negotiating a lower annual admin rate Annual amount for (5) years (includes BOE savings) total = \$307,740</p> <p>2) Planning to use a 24-hour triage nurse line in lieu of urgent care visits, when possible Currently piloting in DPW; plans to roll out to HPF and HFD in 3rd quarter 2021 UPDATE FOR OCTOBER 2021 REPORT: Program is being set up in HFD for rollout in the coming months. It is likely that both will be set up in the first quarter of calendar year 2022. Since the inception of the program at DPW we have decreased the number of lost time claims by 41.7% (36 in calendar year 2020 vs 21 YTD in calendar year 2021). The average cost of a loss time claim has also decreased by 20% for the same period. We continue to monitor the claims closely to ensure fiscally responsible management of the workers' compensation program.</p> <p>UPDATE ON PROGRESS 2-16-22: Tracking to spend approx. \$1m less in FY2022 then in FY2021; Current average claim spend in FY22 is 23.2% lower than FY21; Number of claims over \$100k is decreasing (FY2020=14, FY2021=18, FY2022 through 1/31/22=6)</p> <p>3) Closely working with TPA to review program for other efficiencies Currently working to set up Safety Committees in required locations to qualify for a Managed Care Plan option for WC which will save significant dollars.</p>
7	Cost Reduction Strategies Through Procurement Efforts (Estimated Additional Annual Savings of at Least \$300k Annually)	\$300,000	<p>\$0</p> <p>\$0</p> <p>\$0</p> <p>\$0</p> <p>\$0</p> <p><u>\$0</u></p> <p>\$0</p>	<p>\$0</p> <p>\$0</p> <p>\$120,000</p> <p>\$3,333</p> <p>\$0</p> <p><u>\$5,034</u></p> <p>\$128,367</p>	<p>\$0</p>	\$171,633	<p>In FY2021, the City negotiated an office supply contract which is set to save the City approx. \$128k annually. The City is hiring a Project Manager in FY2022 to take on additional cost reduction projects. Projects that are in discussions for FY2022 include (but are not limited to) -</p> <p>1) Fleet Program Savings</p> <p>2) Copier/Printer Management and Savings</p> <p>3) Office Supply Contract Savings - estimated for the FY</p> <p>4) Mail Machine Contract Savings - \$10k over 3 years</p> <p>5) Energy Bill Payment and Tracking Program Savings Energy Watch contract in progress to assist with tracking/streamlining energy bills</p> <p>3) Other Cost Savings Measures Moving to electronic POs for all vendors - annual savings of at least \$5k</p> <p>OTHER INITIATIVES IN PROGRESS: Adobe Contract Routing Implementation to go live in March 2022; Procurement working with MHIS to standardize technology recycling to generate surplus sales or rebates.</p>
8	Cost Reduction Strategies Through Facility and Fleet Management Efforts (Estimated Additional Annual Savings \$75,000 to \$100,000)	\$75,000	\$0			\$75,000	<p>The City has a Fleet Manager works closely with departments to determine the need for vehicle replacements, repairs, etc. on a City-Wide basis. The City is considering establishment of a Fleet Working Group to determine where savings can be realized; from replacing old vehicles with more fuel-efficient vehicles to sourcing repair parts at contracted prices. Working group currently under consideration. The Fleet Working Group Charter is being established. The working group met on 10-13-21. Based on early discussions, we are hopeful to see cost savings from recommendations yet this fiscal year. Recently approved the purchase of 15 new hybrid vehicles for departments and retired several old, less fuel efficient vehicles. Savings to be calculated in coming months.</p>
Totals		\$3,244,000	\$384,372	\$689,915	\$2,121,192	\$2,169,713	

City of Hartford
Misc. Revenue Collections Reporting
Monthly Reporting
As of 1-31-22

NOTE: Currently working with collection agency on Private Duty collections. No Fire Marshall services sent to agency at this time. Rents, PILOTS, Other are being monitored internally and do not require agency help at this time. City will be adding various Health Code violations (blight clean up and citations) in coming months. Currently sending out second notices for payment prior to sending to agency. City will add agings to this report

	Sum of 0 to 30 Days Past	Sum of 30 to 60 Days Past	Sum of 61 to 90 Days Past	Sum of 91 to 120 Days Past	Sum of Over 120 Days Past	Sum of Total Due Now	Total Change Month over Month
Police Private Duty	313,557	50,325	16,968	2,928	2,461,781	2,845,559	
Fire Marshall Services	-	-	-	-	511,399	511,399	
Rents, PILOT, Other	53,941	46,501	46,501	46,501	397,745	591,189	
Total as of 6-21-21	367,497	96,826	63,469	49,429	3,370,925	3,948,147	
	9.3%	2.5%	1.6%	1.3%	85.4%		
Police Private Duty	134,639	53,909	10,224	6,744	2,449,577	2,655,093	(190,466)
Fire Marshall Services	-	-	-	-	501,544	501,544	(9,855)
Rents, PILOT, Other	4,346	-	7,440	-	366,516	378,302	(212,887)
Total as of 7-31-21	138,985	53,909	17,664	6,744	3,317,637	3,534,939	
	3.9%	1.5%	0.5%	0.2%	93.9%		
Police Private Duty	165,914	42,746	40,359	20,448	683,998	953,465	(1,701,628) Payment received on XL Center
Fire Marshall Services	-	-	-	-	69,591	69,591	(431,954) Payment received on XL Center
Rents, PILOT, Other	61,904	-	2,750	7,440	359,076	431,170	52,868
Total as of 8-31-21	227,818	42,746	43,109	27,888	1,112,664	1,454,225	
	15.7%	2.9%	3.0%	1.9%	76.5%		
Police Private Duty	270,391	444,222	100,463	18,743	669,000	1,502,819	549,354 Significant number of jobs performed in past 60 days
Fire Marshall Services	-	7,722	-	-	64,663	72,385	2,795
Rents, PILOT, Other	78,367	51,034	-	-	360,493	489,894	58,724
Total as of 9-30-21	348,758	502,978	100,463	18,743	1,094,156	2,065,098	
	16.9%	24.4%	4.9%	0.9%	53.0%		
Police Private Duty	132,916	112,218	36,547	7,304	600,686	889,671	(613,148) Significant number of jobs performed in past 60 days and payments received
Fire Marshall Services	-	-	7,721	-	56,779	64,500	(7,885)
Rents, PILOT, Other	54,895	46,591	50,201	-	360,495	512,182	22,288
Total as of 10-31-21	187,811	158,809	94,469	7,304	1,017,960	1,466,353	
	12.8%	10.8%	6.4%	0.5%	69.4%		
Police Private Duty	483,495	34,163	14,469	10,288	582,514	1,124,929	235,258 Significant number of jobs performed in past 60 days and payments received
Fire Marshall Services	-	-	-	7,721	56,779	64,500	- Amounts are collectable - following up with customers regularly
Rents, PILOT, Other	52,953	46,500	46,500	46,500	360,495	552,948	40,766 Received large payment at end of prior year for monthly rental; assume partially collectable
Total as of 11-30-21	536,448	80,663	60,969	64,509	999,788	1,742,377	
	30.8%	4.6%	3.5%	3.7%	57.4%		
Police Private Duty	293,320	306,037	67,003	8,112	592,815	1,267,287	142,358 Increase partially due to holiday delay - approx \$130k decrease in aging as of 1-18-22
Fire Marshall Services	8,103	-	-	-	60,559	68,662	4,162 Amounts are collectable - following up with customers regularly
Rents, PILOT, Other	48,014	46,500	46,500	46,500	406,995	594,509	41,561 Received large payment at end of prior year for monthly rental; assume partially collectable
Total as of 12-31-21	349,437	352,537	113,503	54,612	1,060,369	1,930,458	
	18.1%	18.3%	5.9%	2.8%	54.9%		
Police Private Duty	225,849	130,538	82,604	18,864	559,301	1,017,156	(250,131) Significant number of jobs performed in past 60 days and payments received
Fire Marshall Services	69,423	8,103	-	-	53,988	131,514	62,852 Amounts are collectable - following up with customers regularly
Rents, PILOT, Other	48,421	46,501	46,501	46,501	449,329	637,252	42,743 Received large payment at end of prior year for monthly rental; assume partially collectable
Total as of 1-31-22	343,692	185,142	129,105	65,365	1,062,617	1,785,922	
	19.2%	10.4%	7.2%	3.7%	59.5%		