



Date: April 17, 2015
To: Board of Education
From: Victor De La Paz, Chief Financial Officer
CC: Garth Harries, NHPS Executive Team
Re: Responses to Board Questions as of April 15, 2015

Dear Members of the Board of Education:

As of April 15, 2015, below are the list of questions we have received and their answers immediately follow the question. Please let us know if there is additional detail or follow-up that would be helpful, and we will continue to update this document.

1. Q: With respect to how this budget impacts schools, what would schools say this budget does in helping to cover their needs at the school and classroom level?

A: This year in particular we have been focused on matching resources with the level of need at each school, and have been working to adjust our budgeting approach to reflect this refined equity lens. As such, we have placed a lot of attention on adding and shifting resources to schools for FY16. All schools now have a part-time staff allocation based on the number of students they are expected to educate next year, and the same is true for substitute teachers. In addition, Interdistrict Magnet Schools have been provided a minimum level of funding compared to FY15, but are being encouraged to focus on student recruitment and retention as a way to bring additional resources to their schools. Our priorities for investment reflect input and need from schools, including significant investment in social emotional learning and enrollment management to create lower Kindergarten and 1st grade class size in high needs schools.

Overall, these changes have resulted in the following funding potential for our schools, so long as schools actually meet their enrollment targets:

- Neighborhood Schools will receive an additional \$650,000 of discretionary budget compared to FY15
- Our 17 Interdistrict Magnet Schools have been guaranteed a minimum level of funding, and are able to generate an additional \$1.6M in revenue based on enrollment results, which would be an increase of \$200,000 over FY15
- \$1.5M of Part-Time budget has been distributed from central office to schools
- \$1.0M of Substitute budget has been devolved from central office to schools

The year over year change in discretionary budgets can be seen in the school detail sheets by comparing the year over year values in the “Purchased Supplies and Services” line for the Education Operating Fund portion of school budgets.

The main area of concern that schools have raised is the staffing shift, which we are expecting will yield \$1.5M that we will reinvest across all schools. We need to be clear that winding down positions, even when teachers have small loads, will be a challenge for schools – requiring more work on scheduling and teaching assignments. Our school leaders have been requesting more clarity on which positions could be impacted. We will work to include schools in this process and make sure they can plan appropriately for next year.

- 2. Q: Adult Education: Are there additional full time position for 2016? And can we review the Adult Education School Profile prepared for the state, which includes demographic and instructional information.**

A: The staffing numbers that compare the FY15 Budget to the proposed FY16 budget are a function of two different snapshots, between May 2014 (snapshot date for FY15 starting data) and January 2015 (snapshot date for FY16 proposed). As a result, positions that were added for FY15 budget after the budget process are included in the baseline for the FY16 budget. So in the case of adult education, the two Adult Education positions are a Family and Community Resource Coordinator and a Technology Project Leader, which were added for this current school year and are on staff now.

The Strategic School Profiles published by the State Department of Education are available here: <http://sdeportal.ct.gov/Cedar/WEB/ResearchandReports/SSPReports.aspx> . As you can see, the reports are dated since the CSDE has not published these past the 2013 school year. Our Adult Education has the more up-to-date Profiles including the current: we are gathering those and will distribute them.

- 3. Q: Elm City Montessori - is the budget information that is in the back regarding charter schools the Elm City figure? How many students are at Elm City and what is staffing?**

A: There is a page for Elm City Montessori, which as a local charter is part of New Haven Public Schools, but the first draft included a coding error for that school. We have corrected the Elm City Montessori page in the budget book, which will have 113 students and 5 FTE in FY16. In addition, we provide services to Charter schools (i.e special education, social work) and non-public schools as mandated in Title 1 and Title 2. The data you see in those pages related to those non-NHPS schools.

- 4. Q: The per-pupil costs of our Alternative Schools are alarming: Riverside (per pupil \$14,624 - 122 students) Domus (\$15,000 -36 students), New Horizons (\$21,744 - 69 students) New Light (\$16,655 - 34 students), Polly McCabe (\$15,000 - 15 students). Why is the per pupil funding so high for these schools, and are we getting sufficient value?**

A: The listed schools serve our alternative education population – that is, students who have not been successful in other school environments, and need more personalized attention. As a result, staff ratios are much smaller. The Superintendent has charged leadership to make

recommendations on how to change the models and effectiveness of our alternative schools, and a working group has been evaluating that question since the late fall. Our budget proposal reflects an increase in funding for alternative schools, in conjunction with that redesign effort.

This is an important and simultaneously complex matter for us and may warrant a deeper discussion, perhaps within the Teaching and Learning or Governance Committees.

5. Q: Please confirm how many administrators there are in High School in Community, as zero seems odd.

A: HSC does not have any Administrators as it is a teacher-run school. Erik Good is the school leader and he is a teacher. In addition, there are 3 other teachers who have taken on leadership roles.

6. Q: Is the enrollment number for each school based on the Oct. 1 number, and how does that compare to current enrollment?

A: The enrollment we use for the budget book is always October 1 of the prior year since that is a significant date from a funding point of view (the state distributed many grants and bases the ECS calculation on that date). In checking our number, we did find that the number we used was actually 2013, so those numbers will be updated for October 1, 2014 in the final book. In most cases, the difference is negligible.

Attached, please find October 1 2014 enrollment as well as current enrollment in Exhibit 1. Also, find Kindergarten and First grade attendance in Exhibit 2.

7. Q: What is the daily attendance for each school, i.e. Hillhouse has 949 students enrolled how many were in attendance currently?

Attached, please find the year-to-date attendance rates by school by grade. Additionally, we will add student attendance rates on the student data page of the final budget book. Please note we treat enrollment and attendance as significant for different reasons: the enrollment numbers support school registration decisions, and enable the reduction of class size in targeted environments. Attendance or absence does not typically change registration decisions, but it does speak to school performance in engaging students and families. We do track transience as well, both for registration and performance management purposes.

8. Q: Can I get a copy of the Family Resource Guide?

A: The family Resource Guide can be found online here:
http://www.nhps.net/sites/default/files/FRG_English_2014.pdf

A new version will be released and posted shortly. In addition hard copies are available to board members upon request.

9. Q: Student Performance school numbers – why does the 3rd grade Math data look odd?

A: We did recognize that the 3rd grade data was pulling from an incorrect field for the draft budget book, and we have made that correction to the latest version. To give a holistic picture of the K-8 schools we chose reading and math indicators from both an early grade and 8th grade.

10. Q: Who are the Principals/Administrators for each of central office departments (Talent, School Support, Finance, Operations, Special Education, Office of Superintendent, Family and Community Services, College and Career, Academics).

A: If there is any increase reflected between “Current Year FY15” and “Proposed FY16”, that increase has already occurred. This is the case because our Full Time Employee (FTE) count for FY15 was taken in May 2014, while the FY16 proposal (or current FTE count) was taken in January of 2015.

It is important to repeat that our staffing proposal for FY16 is a flat FTE count, except in those cases where the explicit request is for additional staff (such as \$240,000 for student services staff). Again, the FY16 proposal is to keep the FTE count at January 2015 levels in all cases, except for those where we are clear we are looking to add staff.

The list of people in the “50110-3 Principals/Administrators” lines in May 2014 and January 2015 are attached for each office.

11. Q: With regard to grant opportunities such as Nellie Mae, Gates Foundation, and Broad Foundation, can you clarify what grants were applied for, who prepares them and the outcome status?

A: As the board knows, special funds (or discretionary grants) account for a significant portion of our budget, including from federal, state, and private sources. Our pursuit of private grants is opportunistic, in that we pursue them when grant priorities align to our strategic goals, and when we think we have a good opportunity for success. In the last 5 years, we have received funding from the Gates Foundation to support our leadership development and teacher leadership work. More recently, the Nellie Mae foundation has provided \$450K for High School Transformation work through 2014. We pursued additional Nellie Mae funding this year to push our Mastery Based Learning work to new levels, but we were notified in February that we would not be awarded additional funds for this particular cohort.

We have had two Broad Residents in NHPS in recent years: formerly Katya Levitan Reiner, and currently Siddhartha Chowdri – with Sid, the foundation supports 1/3 of salary over two years. The Broad Foundation invited us to apply for another Resident in January and we declined. We have not pursued any additional funding from the Gates Foundation.

The major private Grants awarded to NHPS 2010 to current are:

Grantor	Purpose	Amount	Grant Period
Gates Foundation	Innovative Professional Development (iPD)	\$111,000	2013
Nellie Mae	Mastery Learning	\$450,000	2012 to 15
Buck Foundation	Leadership Development	~\$375,000 annually	2010 to 14
First Niagara	Leadership Development and Parent Engagement	\$1,800,000	2011 to 14

Of course, we also pursue competitive federal grants and have had success. At \$53M over 5 years, our Teacher Incentive Fund (TIF) grant is the largest example, but other competitive grants where we have received a disproportionate share of the award include the state Security Grant and Common Core Technology Grant.

12. Q: Can you provide examples of the types of changes to Transportation that would result in the \$400K in savings? How might those changes impact current students and families?

A: The Transportation and Operations Department are extremely proactive in the contract management and oversight of the Transportation Budget. Current practices of three bell times (or tiering) as well as yoking certain schools to combine ridership produces millions of dollars of cost avoidance annually. Aggressive bidding of fuel this year and locking in prices while the market is as low as it has been in years will also produce nearly a million dollars in cost reduction. Through updated data systems required in the contract with First Student which connects directly to our Student Information System, the Transportation and Operations Department work diligently to review data driven solutions for further savings and cost avoidance.

In addition to the above efforts, there are a number of options we are considering for reducing Transportation costs, but the two we feel most comfortable with are limiting the exceptions on Summer School transportation and reducing all-day buses during the regular school year. We plan on strategically operating sites geographically this summer in order to focus the number of academic buildings where buses will be providing transportation and thus limiting buses. We are also massaging bell times to limit buses and use the same bus twice for one cost similar to what we do during the regular school year. Other non-academic transportation will be required to be a cost of such program. During the school year we plan on reducing the all-day buses we use from 33 to 23. This would limit the number of buses available for field trips, after-school programs and other unplanned events (emergencies). Field Trips and other programs would still be eligible for transportation but further planning and budgeting within the school or program for the transportation would be required. Focusing our effort on these non-core programs and communicating in advance would minimize the impact to families.

13. Q: Can you provide examples of the types of changes to Food Service that would result in the \$500K in savings? How might those changes impact current students and families?

A: The food service subsidy of \$2M has historically been used to pay for our relatively high food and labor costs in New Haven. Such higher rates of cost are not uncommon in the Northeast. This past year due to the success of the Food and Operations Divisions exceeding their Three Year plan to increase revenue and decrease/avoid expenses has allowed for the reduction of the subsidy to \$1.5M in the current budget. Because our revenues have been trending upwards and the Food and Operations Department have continued to exceed their goals, largely due to the successful labor contract renegotiation last year, aggressive and targeted bidding for food and equipment and also due to the Community Eligibility Provision (CEP), we are confident that the subsidy can be reduced at a measured pace (from \$1.5M to \$1M). We continue to focus on how appetizing and healthful the meals are, including in our collaboration with the food service staff.

Although there will not be an impact to current service levels, reducing the subsidy does mean that the food program will have to prioritize its investments in upgrading equipment, and will rely more heavily on the capital budget for those needs. Also, given the negotiated labor rates of pay increases and the bids associated with food costs we will need to monitor the expenses closely in order to avoid compromising quality and labor progress in the future.

Exhibit 1; NHPS Enrollment October 1, 2014

Reported to State


















































School	PK	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
AL Troup	19	49	72	50	54	54	49	40	50	53					490
Barnard Env Magnet	59	50	69	44	69	51	70	49	43	56					560
Benjamin Jepson	75	50	53	53	50	52	50	47	47	40					517
Betsy Ross Arts							95	121	121	122					459
Bishop Woods	36	51	51	53	52	52	50	50	51	51					497
Brennan-Rogers	42	70	64	65	73	57	48	41	26	23					509
Celentano	22	45	39	38	38	37	37	40	34	32					362
Clemente		76	49	51	54	54	81	64	53	53					535
Clinton Ave		76	74	75	80	74	73	52	49	45					598
Columbus	41	51	48	52	50	53	39	44	37	36					451
Conte-West Hills	37	73	73	72	75	71	66	65	65	43					640
Cooperative Arts HS											163	168	142	141	614
Davis St	64	45	44	47	48	44	46	36	44	43					461
Domus Academy								5	9	22					36
Early Learning Ctr	137														137
East Rock	53	49	52	52	50	52	50	52	52	46					508
Edgewood	1	49	50	51	47	49	47	47	47	51					439
Engineering & Science								81	97	90	99	84	66	54	571
Fair Haven	18	67	91	82	77	103	91	98	76	83					786
H Grant Headstart	277														277
Hill Central	39	49	47	52	53	54	53	50	44	35					476
Hill Regional Career											193	179	137	166	675
HSC											128	66	60	28	282
Hyde											49	42	44	48	183
James Hillhouse											289	258	259	233	1,039
JC Daniels	78	72	50	52	49	48	46	47	38	42					522
JS Martinez	24	49	53	42	71	51	51	48	61	58					508
King-Robinson	61	57	75	61	43	47	61	46	54	59					564
Lincoln-Bassett	37	61	59	66	58	40	30	21							372
LW Beecher	82	50	49	53	47	48	46	44	42	41					502
Mauro-Sheridan	58	67	64	49	50	46	49	49	45	66					543
Metropolitan											113	100	104	74	391
Nathan Hale	71	52	50	50	54	55	51	49	52	67					551
NH Academy											81	63	65	55	264
Outplaced			1	2	1	1	3	5	7	10	41	32	24	36	163
Polly McCabe										2	4	6	1	2	15
Quinnipiac K-4		51	92	113	51	23									330
Riverside											31	26	35	21	113
Ross Woodward	60	67	74	77	73	75	62	73	66	48					675
Sound											99	88	75	68	330
Strong		70	91	124	94	50									429
Truman	36	52	51	50	54	61	52	37	45	45					483
W Hooker	1	52	52	52	48	45	48	49	43	51					441
West Rock Authors Academy	19	91	57	59	25	21									272
Wexler-Grant	23	47	47	52	54	43	33	35	34	34					402
Wilbur Cross											390	386	324	262	1,362
Zigler Headstart (Incl. Lulac)	384														384
Total	1,854	1,688	1,741	1,739	1,642	1,511	1,477	1,485	1,432	1,447	1,680	1,498	1,336	1,188	21,718

Exhibit 1; NHPS Current Enrollment April 10, 2015

School	PK	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total
AL Troup	20	52	77	50	53	54	52	47	54	54					513
Barnard Env Magnet	57	50	67	48	68	47	69	47	44	55					552
Benjamin Jepson	76	49	53	54	50	51	51	47	47	40					518
Betsy Ross Arts	0						96	116	121	122					455
Bishop Woods	40	52	52	52	54	54	52	52	48	49					505
Brennan-Rogers	42	67	64	61	69	58	46	40	25	21					493
Celentano	31	42	39	41	34	35	36	39	34	32					363
Clemente	0	77	51	52	53	52	77	61	55	52					530
Clinton Ave	0	76	76	78	79	79	68	52	48	49					605
Columbus	42	51	49	52	51	54	42	44	39	37					461
Conte-West Hills	37	74	73	74	73	71	67	66	66	43					644
Cooperative Arts HS	0										158	165	138	142	603
Davis St	64	46	44	48	48	41	44	36	44	40					455
Domus Academy	0							7	8	21					36
Early Learning Ctr	159														159
East Rock	62	50	51	51	49	53	51	50	51	47					515
Edgewood	1	49	49	49	49	49	48	45	51	50					440
Engineering & Science	0							79	93	88	94	83	63	55	555
Fair Haven	17	74	91	81	92	102	94	95	74	85					805
H Grant Headstart	284														284
Hill Central	40	52	50	50	55	54	54	49	46	40					490
Hill Regional Career	0										186	169	137	163	655
HSC	0										117	62	47	31	257
Hyde	0										42	40	42	47	171
James Hillhouse	0										288	260	247	232	1,027
JC Daniels	80	67	50	50	50	47	46	47	37	41					515
JS Martinez	20	52	52	50	72	52	52	48	59	58					515
King-Robinson	59	55	71	59	43	46	59	47	54	57					550
Lincoln-Bassett	43	66	64	65	70	40	30	25							403
LW Beecher	82	51	50	51	48	48	45	45	43	39					502
Mauro-Sheridan	54	63	63	50	50	45	48	48	45	65					531
Metropolitan	0										112	100	102	74	388
Nathan Hale	78	52	51	52	54	54	53	50	54	67					565
NH Academy	0										77	62	59	54	252
Outplaced	2	3	9	9	11	12	12	18	30	22	37	28	23	41	257
Polly McCabe	0									3	5	4	2	5	19
Quinnipiac K-4	0	48	92	109	48	21									318
Riverside	0										30	24	38	18	110
Ross Woodward	59	68	72	75	73	74	61	71	66	48					667
Sound	0										98	89	76	67	330
Strong	0	73	91	121	91	45									421
Truman	41	48	49	50	52	62	49	38	51	47					487
W Hooker	2	51	52	52	48	43	46	48	42	53					437
West Rock Authors Academy	17	88	54	58	26	22									265
Wexler-Grant	40	46	47	51	52	45	37	33	35	32					418
Wilbur Cross	0										382	372	315	275	1,344
Zigler Headstart (incl. Lulac)	404														404
District total	1,953	1,692	1,753	1,743	1,665	1,510	1,485	1,490	1,464	1,457	1,626	1,458	1,289	1,204	21,789

Exhibit 2 - Kindergarten and First Grade Attendance in SY14-15

April 10, 2014

School	Grade Level	2014					2015				graphic
		August	September	October	November	December	January	February	March	April	
AL Troup	Kindergarten		91.9%	90.0%	94.1%	87.1%	88.4%	85.7%	89.9%	93.2%	
	First Grade	83.2%	89.5%	93.0%	91.2%	91.8%	88.7%	89.9%	92.0%	92.8%	
Barnard Env Magnet	Kindergarten	100.0%	95.9%	95.6%	95.9%	93.0%	89.0%	93.4%	95.9%	93.5%	
	First Grade	91.7%	96.6%	96.8%	95.1%	95.1%	88.7%	92.0%	95.5%	96.1%	
Benjamin Jepson	Kindergarten	100.0%	94.3%	93.0%	93.0%	95.3%	92.4%	94.1%	94.5%	92.7%	
	First Grade	89.3%	96.4%	94.2%	94.0%	95.1%	92.5%	93.2%	94.3%	96.2%	
Bishop Woods	Kindergarten		93.6%	92.9%	92.8%	89.3%	88.0%	91.3%	91.6%	91.4%	
	First Grade	80.8%	95.2%	93.8%	91.7%	91.3%	87.7%	91.9%	92.9%	93.6%	
Brennan-Rogers	Kindergarten	100.0%	93.0%	93.5%	90.7%	88.8%	82.7%	88.2%	89.7%	95.3%	
	First Grade	94.7%	93.7%	95.1%	94.5%	92.2%	87.0%	88.9%	91.8%	93.8%	
Celentano	Kindergarten		91.3%	94.4%	91.6%	92.0%	85.1%	88.8%	91.8%	91.2%	
	First Grade	93.8%	95.4%	94.2%	94.2%	92.4%	87.5%	91.7%	91.2%	89.7%	
Clemente	Kindergarten	100.0%	87.4%	91.9%	89.1%	87.2%	84.8%	88.1%	88.3%	89.9%	
	First Grade	79.2%	93.7%	94.2%	93.5%	92.3%	86.3%	91.4%	92.3%	95.4%	
Clinton Ave	Kindergarten	100.0%	94.7%	93.7%	92.8%	91.7%	85.8%	89.6%	90.8%	90.8%	
	First Grade	78.3%	91.7%	92.6%	91.8%	91.7%	84.7%	91.1%	92.9%	96.3%	
Columbus	Kindergarten		94.7%	93.1%	92.1%	93.2%	87.7%	91.3%	91.8%	92.0%	
	First Grade	93.0%	95.5%	96.1%	93.8%	93.0%	90.1%	94.3%	93.4%	95.3%	
Conte-West Hills	Kindergarten		91.6%	92.5%	91.4%	92.2%	86.0%	90.6%	91.2%	94.6%	
	First Grade	83.6%	96.2%	94.3%	92.9%	91.4%	88.0%	91.1%	91.8%	89.0%	
Davis St	Kindergarten		90.4%	98.2%	96.7%	94.9%	93.7%	95.1%	94.8%	93.0%	
	First Grade	77.3%	94.0%	97.1%	93.6%	93.4%	90.4%	95.7%	93.0%	94.1%	
East Rock	Kindergarten		90.9%	92.0%	88.3%	85.4%	84.2%	86.3%	89.8%	94.4%	
	First Grade	89.4%	94.6%	94.3%	91.2%	88.4%	84.8%	86.9%	87.4%	91.0%	
Edgewood	Kindergarten	100.0%	97.7%	98.2%	94.9%	95.7%	92.2%	96.5%	95.5%	95.9%	
	First Grade	94.0%	97.8%	97.0%	96.6%	96.8%	92.6%	95.3%	93.3%	96.3%	
Fair Haven	Kindergarten	100.0%	92.4%	92.8%	91.8%	91.4%	86.0%	90.8%	92.4%	95.1%	
	First Grade	87.4%	93.5%	94.5%	93.1%	92.6%	87.0%	89.4%	90.4%	93.0%	
Hill Central	Kindergarten		93.4%	96.2%	92.3%	93.9%	89.3%	90.4%	92.8%	89.4%	
	First Grade	89.4%	96.6%	94.4%	91.7%	90.7%	84.2%	91.1%	91.2%	94.0%	
JC Daniels	Kindergarten		97.3%	95.6%	94.4%	91.9%	89.8%	91.7%	94.4%	95.1%	
	First Grade	95.2%	96.7%	96.5%	92.4%	91.2%	90.9%	93.5%	93.7%	92.5%	
JS Martinez	Kindergarten		96.2%	91.3%	91.8%	89.9%	88.7%	91.3%	93.6%	95.2%	
	First Grade	99.0%	97.8%	96.0%	94.4%	94.2%	90.4%	92.9%	93.8%	89.4%	
King-Robinson	Kindergarten		93.9%	92.3%	92.7%	87.5%	81.1%	89.7%	91.3%	94.2%	
	First Grade	78.5%	95.4%	93.6%	91.6%	88.8%	87.8%	92.2%	92.3%	95.1%	
Lincoln-Bassett	Kindergarten		90.6%	92.6%	91.9%	92.1%	83.4%	91.4%	91.5%	93.5%	
	First Grade	99.2%	93.5%	95.6%	91.1%	91.5%	86.5%	89.9%	93.0%	94.5%	
LW Beecher	Kindergarten		88.5%	94.9%	92.5%	90.8%	86.0%	88.5%	88.9%	87.9%	
	First Grade	87.8%	94.5%	95.4%	92.5%	91.9%	82.9%	89.3%	88.6%	89.1%	
Mauro-Sheridan	Kindergarten	100.0%	95.5%	95.3%	93.3%	91.0%	90.0%	95.4%	93.0%	94.0%	
	First Grade	85.0%	96.4%	95.7%	93.9%	94.1%	89.6%	93.8%	92.4%	95.0%	
Nathan Hale	Kindergarten		96.5%	94.7%	93.8%	92.5%	91.2%	91.4%	94.3%	93.8%	
	First Grade	93.0%	97.8%	96.6%	96.7%	93.8%	89.2%	92.2%	93.7%	92.6%	
Quinnipiac K-4	Kindergarten	0.0%	91.4%	95.0%	94.5%	93.4%	90.8%	95.4%	94.7%	94.1%	
	First Grade	83.8%	92.8%	94.1%	91.9%	90.5%	89.3%	94.1%	92.8%	94.6%	
Ross Woodward	Kindergarten	100.0%	94.8%	95.1%	91.8%	92.3%	88.7%	95.0%	93.0%	92.6%	
	First Grade	94.3%	95.3%	94.2%	93.3%	94.9%	90.7%	93.6%	93.5%	96.3%	
Strong	Kindergarten	50.0%	93.7%	93.5%	91.9%	91.3%	83.7%	89.7%	89.7%	91.4%	

	First Grade	81.0%	94.7%	94.9%	94.1%	93.9%	87.8%	90.6%	91.1%	92.2%	
Truman	Kindergarten	100.0%	95.7%	94.5%	94.2%	90.7%	86.4%	91.8%	89.3%	92.7%	
	First Grade	87.7%	95.4%	93.4%	92.6%	93.4%	88.1%	89.8%	92.6%	93.0%	
W Hooker	Kindergarten		95.3%	95.7%	95.6%	90.3%	92.9%	96.3%	92.7%	90.1%	
	First Grade	91.5%	97.3%	98.0%	95.8%	94.0%	93.3%	97.4%	96.9%	97.5%	
West Rock	Kindergarten		86.7%	91.7%	86.4%	87.0%	80.6%	86.6%	87.7%	94.7%	
	First Grade	85.6%	91.1%	93.5%	93.2%	91.5%	84.1%	89.2%	90.8%	92.4%	
Wexler-Grant	Kindergarten	100.0%	87.0%	90.9%	90.4%	87.5%	84.6%	84.3%	89.0%	86.2%	
	First Grade	77.1%	91.8%	94.6%	92.2%	94.6%	89.1%	90.5%	89.5%	93.3%	

NHPS Principals/Administrators/Management Allocated to Central Offices May 2014

Hierarchy	Object	Name
Office of Academics	50110	Benton, Fred
		Canelli, Immacolata
	50111	Mccaslin, F. Catherine
	50112	Brantley, Lynn
		Cates-Clark, Sandra
		Haxhi, Jessica
		Mathews, Kenneth
Office of College and Career Readiness		Mendia, Pedro
		Parsons, Elaine
		Therrien, Richard
	50113	Vigliotti, John
	50112	Garcia-Blocker, Dolores
	50113	Pynn, Steven
Office of Family and Community Services	50110	Weisselberg, Susan
Office of Operations	50110	Clark, William
	50112	Barra, Teddi
		Ware, Dwight
Office of School Support	50110	Pero-Mcneil, Claudia
	50111	Johnsky, Kim
		Rau, Damaris
		Tracey, Iline
	50112	Mannarino, Tina
		Montalvo, Myrna
Office of Special Education	50111	Jackson, Typhanie
	50112	Abate, Kathleen
		Concas, Milvia
		Dougherty, Melissa
		King-Harrell, Glynis
		Moore, Patricia
Office of Talent Development		Proano Schulman, Emma
	50110	Hudson-Brown, Vallerie
		Mack, Lisa
	50111	Aiello, Donna
Office of the Superintendent	50113	Sherban, Michele
	50110	Harries, Garth
		Joseph Lumpkin, Gemma
	50112	Canzanella, Joseph
	50113	Paris-Cooper, Stephanie

NHPS Principals/Administrators/Management Allocated to Central Offices January 2015

Hierarchy	Object	Name
Office of Academics	50110	Benton, Fred
		Canelli, Immacolata
	50111	Mccaslin, F. Catherine
	50112	Brantley, Lynn Cates-Clark, Sandra Haxhi, Jessica Mathews, Kenneth Maust, Ellen Mendia, Pedro Therrien, Richard Vacant, E. Parsons
Office of College and Career Readiness	50112	Garcia-Blocker, Dolores
	50113	Vacant, S. Pynn
Office of Family and Community Services	50110	Davis-Googe, Thenoa
		Joseph, Adriana
Office of Finance	50110	Chowdri, Siddhartha
		De La Paz, Victor
Office of Operations	50110	Clark, William
	50112	Barra, Teddi Ware, Dwight
Office of School Support	50110	Kovacic, Kelly
	50111	Johnsky, Kim Rau, Damaris Tracey, Iline
	50112	Mannarino, Tina
Office of Special Education	50111	Jackson, Typhanie
	50112	Abate, Kathleen Concas, Milvia Dougherty, Melissa King-Harrell, Glynis Moore, Patricia Proano Schulman, Emma
Office of Talent Development	50110	Hudson-Brown, Vallerie
		Mack, Lisa
	50111	Aiello, Donna
	50113	Crocco, Michael Sherban, Michele
Office of the Superintendent	50110	Harries, Garth Joseph Lumpkin, Gemma
	50112	Canzanella, Joseph