



Two and Three Dimensional Designs

By Students from
Cloonan Middle School,
Grade 8

Teacher: David Sepulveda

Students: Lauren Cunningham, Matt Granelli,
Desmond Hague, Gabrielle Lago, Sara Martelli,
Quinnisha Middletown, Kelsey Parry,
Linda Rivera, Tessa Vento,
Tucker Watson, Cameron Webb

Appendix



2011-12 BUDGET OF THE STAMFORD PUBLIC SCHOOLS
BUDGET SUMMARY
EXPENDITURES BY OBJECT- Three year estimate

BUDGET BREAKDOWN CODE	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Projection	2011-12 Supt. Budget	2011-12 BOE Budget	2012-13 Projection	2013-14 Projection
100 Salaries and Wages	135,250,270	139,228,189	140,695,927	140,869,914	140,576,387	141,703,750	141,897,626	145,784,824	149,826,288
200 Employee Benefits	32,490,913	34,365,640	36,835,388	38,160,288	38,299,455	44,433,465	42,241,294	49,577,905	52,958,508
300 Educational, Rehabilitative, and Legal Services	5,783,770	6,515,207	6,628,121	6,518,157	6,632,006	6,684,013	6,488,182	6,880,000	7,060,000
400 Building Upkeep and Repairs	7,102,253	7,202,875	7,051,540	6,621,863	6,636,149	6,750,592	6,700,592	6,761,505	6,921,505
500 Transportation, Out-of-District Tuition, and Other Services	20,819,204	22,410,292	22,181,850	24,754,884	24,703,802	26,089,662	26,024,662	27,334,515	28,660,075
600 Supplies, Materials, and Heating Fue	6,521,474	8,238,494	5,429,787	5,998,843	5,974,251	5,878,684	5,817,684	6,105,708	6,105,708
700 Equipment	382,038	483,180	344,901	357,304	337,942	349,458	335,458	351,958	351,958
800 Dues and Fees	79,689	94,779	69,837	100,950	100,898	109,450	109,450	109,450	109,450
TOTAL OPERATING BUDGET	208,429,611	218,538,656	219,237,351	223,382,203	223,260,890	231,999,074	229,614,948	242,905,865	251,993,492
						3.86%	2.79%	4.70%	3.74%

*= Projection as of February, 2011

2011-12 BUDGET OF THE STAMFORD PUBLIC SCHOOLS

BUDGET BREAKDOWN CODE	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Projection	2011-12 Supt. Budget	2011-12 BOE Budget	2012-13 Projection	2013-14 Projection
100 <i>Salaries and Wages</i>									
101 Teacher Salary	96,011,333	98,959,766	99,408,694	98,917,104	97,587,099	101,062,880	101,233,880	104,499,018	107,633,988
102 Administrative Certified	9,137,310	9,223,628	8,968,716	9,333,062	9,416,068	9,148,919	8,945,185	9,286,153	9,425,445
104 Teacher Extra Service	1,187,402	1,272,939	1,170,318	1,142,646	1,230,903	1,164,744	1,152,744	1,204,345	1,240,476
105 Class Coverage	56,777	44,867	33,494	55,000	57,365	55,000	50,000	60,000	62,000
106 Maternity Leave	179,050	221,049	537,453	200,000	282,757	200,000	200,000	250,000	300,000
107 Vacancy Savings						-2,000,000	-2,000,000	-2,000,000	-2,000,000
108 Mentor Stipends	131,562	75,313	45,912	60,000	57,765	60,000	50,000	60,000	60,000
109 SubstitutesSubstitutesSubstitutes	2,164,683	1,663,823	1,871,930	1,668,090	2,136,988	1,678,730	1,678,730	1,725,000	1,750,000
110 Retirement	1,203,609	1,231,015	1,316,699	1,309,260	1,798,448	1,309,260	1,809,260	1,350,000	1,400,000
111 Long-Term Sick Leave	279,231	295,843	503,806	300,000	395,099	300,000	300,000	300,000	300,000
SUBTOTAL - CERTIFIED (111)	110,350,957	112,988,243	113,857,022	112,985,162	112,962,492	112,979,533	113,419,799	116,734,516	120,171,909

2011-12 BUDGET OF THE STAMFORD PUBLIC SCHOOLS

BUDGET BREAKDOWN CODE	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Projection	2011-12 Supt. Budget	2011-12 BOE Budget	2012-13 Projection	2013-14 Projection
113 Administration - Non Certified	408,767	427,194	513,640	691,438	553,777	649,576	623,076	662,568	675,819
114 Clerical/Technical Salary	5,195,665	5,182,189	5,280,384	5,633,948	5,612,181	5,555,399	5,555,399	5,666,507	5,779,837
115 Paraeducators	7,152,525	7,444,565	7,848,608	8,253,999	8,104,315	8,901,061	8,844,063	9,079,082	9,260,664
116 Custodial/Mechanical Salary	7,866,805	8,465,694	8,813,880	9,087,541	8,955,244	8,955,351	8,955,351	9,134,458	9,317,147
117 Other Salary	1,788,985	1,981,414	1,882,572	1,798,543	1,829,877	1,788,793	1,788,793	1,824,569	1,861,060
118 Non-Cert Contractual Contin						356,658	356,658		
120 Temporary Part-Time Salary	1,117,940	1,323,587	1,206,110	1,162,016	1,162,016	1,310,112	1,160,112	1,336,314	1,363,041
121 Custodial/Mechanical Overtime	1,167,332	1,193,083	1,155,597	1,110,456	1,235,877	1,060,456	1,060,456	1,200,000	1,250,000
122 Clerical Overtime	108,161	132,377	35,292	55,092	65,380	55,092	42,200	55,092	55,092
123 Police and Fire Overtime	93,133	89,843	102,822	91,719	95,228	91,719	91,719	91,719	91,719
SUBTOTAL - NON CERTIFIED	24,899,313	26,239,946	26,838,905	27,884,752	27,613,895	28,724,217	28,477,827	29,050,309	29,654,379
SUBTOTAL (100)	135,250,270	139,228,189	140,695,927	140,869,914	140,576,387	141,703,750	141,897,626	145,784,824	149,826,288

2011-12 BUDGET OF THE STAMFORD PUBLIC SCHOOLS

BUDGET BREAKDOWN CODE	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Projection	2011-12 Supt. Budget	2011-12 BOE Budget	2012-13 Projection	2013-14 Projection
200 <i><u>Employee Benefits</u></i>									
201 Clothing/Tool Allowance	166,505	161,634	175,324	165,000	168,707	165,000	165,000	165,000	165,000
202 Health/Hospital Insurance	27,523,889	28,852,577	30,580,152	30,401,974	30,401,974	34,541,091	33,736,635	37,304,378	40,288,728
207 Social Security	2,730,034	2,853,402	2,936,661	3,025,000	3,036,824	3,051,362	3,051,362	3,100,000	3,150,000
208 Unemployment Insurance	200,000	200,480	429,953	200,000	368,983	250,000	250,000	250,000	250,000
215 Tuition Reimbursement	98,989	111,642	85,931	150,000	104,656	150,000	150,000	150,000	150,000
216 Childcare Reimbursement	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
230 Pension	605,497	948,404	1,646,601	3,094,821	3,094,821	5,043,715	3,656,000	6,311,000	6,525,000
260 Worker's Compensation	1,135,999	1,207,501	950,766	1,093,493	1,093,490	1,202,297	1,202,297	1,322,527	1,454,779
290 ERIP Incentive								945,000	945,000
SUBTOTAL (200)	32,490,913	34,365,640	36,835,388	38,160,288	38,299,455	44,433,465	42,241,294	49,577,905	52,958,508

2011-12 BUDGET OF THE STAMFORD PUBLIC SCHOOLS

BUDGET BREAKDOWN CODE	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Projection	2011-12 Supt. Budget	2011-12 BOE Budget	2012-13 Projection	2013-14 Projection
300 <i><u>Educational, Rehabilitative, and Legal Services</u></i>									
321 Instructional Service	1,950,727	2,027,227	1,763,235	1,696,618	1,622,356	1,695,208	1,542,377	1,700,000	1,725,000
322 Instructional Program Improvement	134,718	181,191	256,573	365,979	365,868	367,379	345,379	380,000	390,000
323 Pupil Services	1,404,351	1,611,992	1,882,013	1,688,400	1,873,715	1,671,000	1,671,000	1,800,000	1,900,000
324 Legal Services	322,822	563,444	492,584	490,000	490,024	490,000	490,000	500,000	520,000
330 Other Professional and Technical Svcs	1,971,152	2,131,353	2,233,716	2,277,160	2,280,043	2,460,426	2,439,426	2,500,000	2,525,000
<u>SUBTOTAL (300)</u>	5,783,770	6,515,207	6,628,121	6,518,157	6,632,006	6,684,013	6,488,182	6,880,000	7,060,000

2011-12 BUDGET OF THE STAMFORD PUBLIC SCHOOLS

BUDGET BREAKDOWN CODE	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Projection	2011-12 Supt. Budget	2011-12 BOE Budget	2012-13 Projection	2013-14 Projection
400 <i><u>Building Upkeep and Repairs</u></i>									
411 Electricity - Non heat	3,692,992	3,996,689	4,072,141	3,760,879	3,760,879	3,737,328	3,737,328	3,800,000	3,900,000
412 Gas - Non heat	135,564	167,391	113,694	166,720	149,485	149,000	149,000	150,000	160,000
413 Water	177,477	220,606	229,111	232,484	232,484	232,484	232,484	235,000	235,000
420 Repair, Maintenance, and Cleaning	1,705,575	1,502,078	1,271,224	1,185,275	1,185,333	1,355,275	1,310,275	1,300,000	1,350,000
440 Rentals	334,060	341,030	282,096	336,646	353,661	336,646	336,646	336,646	336,646
450 Construction Service	853,527	759,584	874,764	874,859	874,859	874,859	869,859	874,859	874,859
452 Grounds Maintenance	58,753	71,054	64,942	65,000	79,448	65,000	65,000	65,000	65,000
490 Other Property Services	144,305	144,443	143,568	0	0	0	0	0	0
<u>SUBTOTAL (400)</u>	7,102,253	7,202,875	7,051,540	6,621,863	6,636,149	6,750,592	6,700,592	6,761,505	6,921,505

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500 <u>Transportation, Out-of-District Tuition, and Other Services</u>									
510 Student Transportation Services	11,888,131	11,944,453	12,379,611	13,577,019	13,518,538	13,901,488	13,901,488	14,318,533	14,748,089
511 Field Trips	134,602	112,613	85,225	110,530	99,155	110,530	110,530	110,530	110,530
520 Insurance Allocation	703,901	837,625	774,696	896,440	901,713	986,080	986,080	1,084,688	1,193,157
530 Telephone	429,841	418,442	418,829	415,000	414,987	415,000	410,000	415,000	415,000
531 Postage	187,879	212,814	163,583	143,352	143,446	143,352	143,352	143,352	143,352
540 Advertising	68,568	44,847	23,531	51,500	46,307	49,500	36,500	49,500	49,500
541 Recruitment and Retention	30,373	24,426	21,727	30,000	28,195	30,000	25,000	30,000	30,000
550 Printing	797,533	920,767	615,499	611,960	634,187	608,960	603,960	608,960	608,960
560 Tuitions	5,930,599	7,123,698	7,016,176	8,170,771	8,170,771	9,115,000	9,115,000	9,844,200	10,631,736
580 Professional Development	113,395	225,317	188,871	246,186	246,185	231,186	194,186	231,186	231,186
581 In-District Travel	19,777	18,633	14,203	17,126	15,318	13,566	13,566	13,566	13,566
590 Other Purchased Services	514,605	526,657	479,899	485,000	485,000	485,000	485,000	485,000	485,000
SUBTOTAL (500)	20,819,204	22,410,292	22,181,850	24,754,884	24,703,802	26,089,662	26,024,662	27,334,515	28,660,075

2011-12 BUDGET OF THE STAMFORD PUBLIC SCHOOLS

BUDGET BREAKDOWN CODE	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Projection	2011-12 Supt. Budget	2011-12 BOE Budget	2012-13 Projection	2013-14 Projection
600 <u>Supplies, Materials, and Heating Fuels</u>									
611 Instructional Supplies	1,834,266	1,899,265	1,507,153	1,599,195	1,598,875	1,507,216	1,463,996	1,721,080	1,721,080
613 Maintenance Supplies	451,649	408,182	329,274	348,237	348,328	348,237	348,237	348,237	348,237
621 Gas Heat	1,648,510	2,060,824	1,366,301	1,727,299	1,727,240	1,650,995	1,650,995	1,650,995	1,650,995
624 Oil Heat	74,168	344,907	220,695	150,000	142,112	150,000	150,000	150,000	150,000
626 Gasoline	62,439	75,235	47,098	56,000	56,262	56,000	56,000	56,000	56,000
629 Bus Fuel	1,284,493	1,570,234	848,141	1,050,000	1,054,245	1,050,000	1,050,000	1,050,000	1,050,000
641 Texts/Workbooks	375,029	917,537	368,968	440,083	423,596	425,327	416,747	441,947	441,947
642 Library Books/Periodicals	90,519	93,135	84,630	91,946	90,278	77,546	77,546	90,046	90,046
643 Films and AV Materials	505,537	666,450	466,077	358,015	356,765	444,775	439,775	421,775	421,775
690 Office Supplies	145,601	127,952	113,791	119,268	119,164	120,228	116,028	127,268	127,268
691 Other Supplies	49,263	74,773	77,659	58,800	57,386	48,360	48,360	48,360	48,360
SUBTOTAL (600)	6,521,474	8,238,494	5,429,787	5,998,843	5,974,251	5,878,684	5,817,684	6,105,708	6,105,708

2011-12 BUDGET OF THE STAMFORD PUBLIC SCHOOLS

BUDGET BREAKDOWN CODE	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Projection	2011-12 Supt. Budget	2011-12 BOE Budget	2012-13 Projection	2013-14 Projection
700 <i>Equipment</i>									
730 Instructional Equipment	273,884	372,120	211,163	247,504	236,206	239,658	235,658	242,158	242,158
739 Non-Instructional Equipment	108,154	111,060	133,738	109,800	101,736	109,800	99,800	109,800	109,800
SUBTOTAL (700)	382,038	483,180	344,901	357,304	337,942	349,458	335,458	351,958	351,958

2011-12 BUDGET OF THE STAMFORD PUBLIC SCHOOLS

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800 <i>Dues and Fees</i>									
890 Dues and Fees	79,689	94,779	69,837	100,950	100,898	109,450	109,450	109,450	109,450
SUBTOTAL (800)	79,689	94,779	69,837	100,950	100,898	109,450	109,450	109,450	109,450
TOTAL OPERATING BUDGET	208,429,611	218,538,656	219,237,351	223,382,203	223,260,890	231,999,074	229,614,948	242,905,865	251,993,492
						3.86%	2.79%	4.70%	3.74%

2011-12 BUDGET OF THE STAMFORD PUBLIC SCHOOLS
BUDGET HIGHLIGHTS- Health Insurance

	2010-11 Budget	2010-11 Projection	2011-12 Budget	Comments
Teachers	1,347	1,347	1,333	assumes reduction of 14 insureds
Administrators	68	68	61	assumes reduction of 7 insureds
Security	33	33	33	assumes same no. of insureds
Paraeducators	227	227	223	assumes reduction of 4 insureds
Retirees	307	307	307	assumes same no. of insureds
Subtotal Administered by BOE	<u>1,982</u>	<u>1,982</u>	<u>1,957</u>	
City Allocation	439	439	439	assuming no change in positions
Total Enrollment	<u>2,421</u>	<u>2,421</u>	<u>2,396</u>	
Medical - Anthem Blue Cross	25,715,100	25,300,537	28,419,884	assumes 10% trend over rolling 12 mo. avg; minor staffing changes
Administrative Fees	1,125,689	1,114,864	1,079,326	assumes slight reduction
Stop Loss	783,200	988,208	1,040,767	assumes 5% trend; no significant changes
Dental - Cigna	1,761,802	1,753,754	1,859,477	assumes 6% trend; no significant changes
Prescription Drugs - Systemed	5,118,000	5,067,765	5,127,870	assumes 2% increase over projection
IBNR Reserve	135,000	0	0	assumes existing IBNR is sufficient
Life and LTD Insurance	267,917	227,579	228,000	
HMO Premiums	196,753	181,579	200,000	
Cross Charge from City	6,206,675	6,629,304	6,629,304	estimate of no increase over 2010-11 from OPM
Other	105,000	105,000	100,000	includes misc charges and services of Everett James
Total Gross Cost	<u>41,415,136</u>	<u>41,368,590</u>	<u>44,684,628</u>	7.9%

Reduction of Claims Reserve	(1,690,000)	0	(200,000)	assumes reduction to Claims Reserve
Revenue Offsets	(9,323,162)	(9,318,685)	(10,747,993)	includes premium cost share from employees (teachers PCS at 17%), retirees including Teacher Retirement Board subsidy, and grant offsets to the insurance account.
Total Net Cost	<u><u>\$30,401,974</u></u>	<u><u>\$32,049,905</u></u>	<u><u>\$33,736,635</u></u>	11.0%
Claims Reserve (End of Year)	<u><u>2,140,152</u></u>	<u><u>2,140,152</u></u>	<u><u>1,940,152</u></u>	
% of Claims	5.5%	5.5%	4.6%	

Professional Development Cost for Three Years
Stamford Public Schools
Finance Office

Object Desc	2009-10 Budget	2010-11 Budget	2011-12 Budget
101 Tchrs (4 Prof days per school yr)	\$2,162,526	\$2,124,302	\$2,173,529
101 Department Chairs (20% of Sal)	\$437,859	\$437,859	\$452,746
101 3 Hrs/Months of Prof Development*	\$2,156,791	\$2,119,652	\$2,169,297
101 Curr. Associate for Tech Integration	\$92,759	\$92,279	\$103,483
101 Teachers on Special Assignment	\$0	\$44,767	\$61,312
102 In-House Training by Principals/Administrators (5%)	\$455,450	\$466,653	\$447,259
108 Mentor Stipends	\$60,000	\$60,000	\$50,000
109 Subs Tchr/PT Prof Salary	\$131,910	\$143,090	\$133,730
322 Inst Prog Improv Svcs	\$143,705	\$182,990	\$172,690
580 Professional Development	\$241,155	\$246,186	\$194,186
202 Employee Benefits (25.4%)	\$1,294,514	\$1,289,665	\$1,373,537
Total Operating Budget	\$7,176,668	\$7,207,443	\$7,331,769
101 Tchrs (4 Prof days per school yr)	\$211,637	\$229,892	\$225,727
101 Literacy Support Specialist (Priority School Grant)	\$1,018,343	\$1,018,343	\$1,052,967
101 Staff Developers (Priority School Grant)	\$191,164	\$191,164	\$197,664
101 3 Hrs/Months of Prof Development*	\$210,881	\$229,071	\$224,921
102 In-House Training by Grant Administrators (5%)	\$37,274	\$29,202	\$36,275
202 Employee Benefits (25.4%)	\$407,309	\$414,232	\$441,338
Adult Ed Consolidated	\$7,009	\$6,067	\$6,067
Adult Ed State Provider	\$2,000	\$3,000	\$2,000
Bilingual Education	\$500	\$2,500	\$2,500
GEF Literacy**	\$0	\$2,000,000	\$500,000
College Bound District Program (GE)	\$2,711,715	\$1,538,847	\$0
ECS ARRA	\$29,421	\$29,421	\$0
Rogers Inter-district Magnet School	\$10,000	\$76,000	\$76,000
AITE Inter-district Magnet School	\$15,000	\$10,000	\$10,000
Perkins	\$28,800	\$17,700	\$17,700
Priority School	\$189,800	\$15,000	\$15,000
Safe & Drug Free Schools	\$361	\$0	\$0
Title I (10% of Total Grant)	\$227,497	\$250,288	\$250,288
Title I - ARRA Stimulus	\$175,848	\$0	\$0
Title II A	\$13,451	\$15,289	\$15,289
Title III A ELL	\$0	\$2,000	\$0
Total Grant Budget	\$5,488,010	\$6,078,016	\$3,073,735
Overall Budget	\$12,664,679	\$13,285,459	\$10,405,505
Operating Budget	\$219,408,146	\$223,382,203	\$229,614,948
Grants Budget	\$29,579,361	\$27,629,139	\$23,169,708
Combined Budget	\$248,987,507	\$251,011,342	\$252,784,656
Percent of Budget	5.09%	5.29%	4.12%

*Teacher contract includes 10 additional hours for professional activities which may include PD

** budget not yet finalized; best estimate

STAMFORD PUBLIC SCHOOLS

Food Services Program Vendor P&L Trend

	2009-10	2010-11	2011-12
	Actual	Forecast	Forecast
Revenue			
Student Lunch	\$853,399	\$964,002	\$1,060,402
Student Breakfast	\$35,601	\$38,245	\$50,000
a la carte sales, Adult Meals, other	\$1,028,360	\$949,005	\$1,043,906
National School Lunch Reimbursement	\$2,632,503	\$2,487,958	\$2,736,754
Total	<u>\$4,549,863</u>	<u>\$4,439,210</u>	<u>\$4,891,062</u>
Expense			
Net Product Cost	\$1,734,402	\$1,624,185	\$1,672,911
Labor Cost	\$2,523,698	\$2,391,912	\$2,463,669
Other Expenses	\$310,607	\$275,337	\$325,000
Management Fees	\$365,000	\$370,840	\$370,840
Total Expenses	<u>\$4,933,707</u>	<u>\$4,662,274</u>	<u>\$4,832,420</u>
P&L	<u><u>(\$383,844)</u></u>	<u><u>(\$223,064)</u></u>	<u><u>\$58,642</u></u>

**STAMFORD PUBLIC SCHOOLS
FINANCE DEPARTMENT
RESERVE FUND ANALYSIS**

	FY09-10 End Bal CAFR	FY10-11 Projected End Bal	FY11-12 Projected End Bal	Comment
Food Service Program Fund	\$ -	\$ -	\$ -	Zero balance fund
School Building Use Fund	\$ 249,561	\$ 249,561	\$ 100,000	Used for repairs to supplement BOE 420 account
Continuing Education Fund	\$ 329,906	\$ 279,906	\$ 129,906	Agreement to keep \$300,000 in fund at all times to offset possible state grant reductions.
Energy Reserve Fund	\$ 96,147	\$ 96,147	\$ 96,147	
Insurance Claim Reserve Fund	\$ 3,673,779	\$ 2,140,152	\$ 1,940,152	Need to keep between 5-9% of claims. Proj at 5%
Incurred but not reported claims (IBNR)	\$ 3,882,876	\$ 3,882,876	\$ 3,882,876	Based on consultant recommendation for run-out claims.

Acronyms

AC – Academically Challenged	AFB – Current maintenance vendor
AITE – Academy of Information Technology & Engineering	AP – Accounts Payable
ARC – Annual Retirement Contribution	ARRA – American Recovery and Reinvestment Act
ARTS – Alternate Routes to Success	ASD – Autism Spectrum Disorder
BESB – Board of Education and Services for the Blind	BEST – used to be the Mentor Program from state for new teachers...it is now called TEAM.
BLC – Basic Learning Class	BOARD OF REPS – Board of Representatives
BOE – Board of Education	C&I – Curriculum & Instruction
CABE – Connecticut Association of Boards of Education	CAFR – Comprehensive Annual Financial Report
CAPT – Connecticut Academic Performance Test	CASBO – Connecticut Association of School Business Officials
CEDF – Community Economic Development Fund	CEU – Continuing Education Units
CHSCA – Connecticut High School Coaches Association	CIAC – Connecticut Interscholastic Athletic Conference
CMT – Connecticut Mastery Test	COG – it is the academic team at the middle school level: Math, Language Arts, Science, Social Studies
Co-Teach – Two teachers in one classroom, generally regular education and special ed. or bilingual	CPR – Cardiopulmonary resuscitation
CSR – Class Size Reduction	ECS – Education Cost Sharing
ED001 – End of Year School Report	ED – Educationally Disadvantaged
ELL – English Language Learners	E-Rate – Federal Universal Service Fund Grant to Schools and Libraries
ERIP – Early Retirement Incentive Plan	ES – Elementary Schools
ESL – English as a Second Language	ESY – Extended School Year
FCIAC – Fairfield County Interscholastic Athletic Conference	FTE – Full-time Equivalent
F/Y – Fiscal Year	GE – GE Foundation Development Futures Program
GED – General Equivalency Diploma	GTI – General Wage Increase
HCD – Human Capital Development	HMO – Health Maintenance Organization
HRIS – Human Resource Information System	HS – High Schools
HVAC – Heating, Ventilating, and Air Conditioning	IB – International Baccalaureate Program at Rogers & Rippowam
IBM – Individual Behavior Management	IBNR – Incurred but Not Reported Insurance Claims
I.D.E.A. – Individuals with Disabilities Education Act	IED – Individualized Education Development – a resource class at the high school level
IEP – Individualized Education Program	ILNC – Individualized Learning Needs Coach
IT – Information Technology	K – Kindergarten
LAP – Learning Assistance Program	LC/INC – Learning Center/Inclusion
LEP – Limited English Proficiency	LSS – Language Support Specialist
LTD – Long-term Disability	MAA – Mathematical Association of America
MER – Minimum Expenditure Requirement	MOA – Memorandum of Agreement
MS – Middle School	NCLB – No Child Left Behind
O.P.E.B. – Other Post-Employment Benefits	OFCE – Office of Family & Community Engagement

OPM – Office of Policy & Management	OSS – Office Support Specialist
PCS – Premium Cost Sharing	PD – Professional Development
PLC – Professional Learning Communities	PLP – Pre-Vocational Learning Program at Westhill High School
PP – Per Pupil	PPO – Preferred Provider Organization
PPS – Pupil Personnel Services	Pre-K – Pre-Kindergarten
READ-180 – Comprehensive Reading Intervention Education Program	RLC – Remedial Learning Class
ROTC – Reserve Officers' Training Corps	SAT – SAT Reasoning Test (formerly Scholastic Aptitude Test and Scholastic Assessment Test)
SAU – Stamford Administrator's Unit	SDIP – Strategic District Improvement Plan
SEA – Stamford Education Association	SHS – Stamford High School
SPS – Stamford Public Schools	S.T.E.P.S. – Changed to ASD – Autism Spectrum Disorder
TALK – Teaching Active Language and Knowledge – Program for the Hearing Impaired	TBD – To be determined
TEAM/BLC – Teaching Educational Activities for Multiple handicapped/Basic Learning Class	TEAM/BRC – Teaching Educational Activities for Multiple handicapped/Basic Remedial Class
TOSA – Teacher on Special Assignment	TRB – Teacher's Retirement Board
UAW – United Auto Workers	VoAG – Vocational Agriculture Program at Westhill High School
WHS – Westhill High School	