

Appendix



Alena Yaseva
Stamford High School – Gr. 11



Carlee Gentile
Rippowam Middle School – Gr. 7

2013-14 BUDGET OF THE STAMFORD PUBLIC SCHOOLS
BUDGET SUMMARY-THOUSANDS OF DOLLARS

EXPENDITURES BY OBJECT

	2008-09	2009-10	2010-11	2011-12	2012-13	2012-13*	2013-14	2014-15	2015-16
	Act-\$000	Act-\$000	Act-\$000	Act-\$000	Bud-\$000	Proj-\$000	Req-\$000	Proj-\$000	Proj-\$000
100 Salaries and Wages	\$139,228	\$140,696	\$139,564	\$142,092	\$148,466	\$148,219	\$153,734	\$158,690	\$163,569
200 Employee Benefits	\$34,366	\$36,835	\$39,444	\$42,553	\$43,160	\$43,128	\$45,262	\$48,112	\$51,152
300 Educational, Rehabilitative, and Legal Services	\$6,515	\$6,628	\$6,635	\$7,278	\$7,053	\$7,459	\$7,588	\$7,859	\$8,140
400 Building Upkeep and Repairs	\$7,203	\$7,052	\$7,020	\$6,605	\$6,371	\$6,319	\$6,459	\$5,975	\$5,975
500 Transportation, Out- of-District Tuition, and Other Services	\$22,410	\$22,182	\$23,861	\$24,819	\$25,775	\$25,786	\$27,226	\$28,482	\$29,802
600 Supplies, Materials, and Heating Fuels	\$8,238	\$5,430	\$6,035	\$5,358	\$5,463	\$5,347	\$5,156	\$5,784	\$5,929
700 Equipment	\$483	\$345	\$685	\$421	\$310	\$295	\$303	\$312	\$321
800 Dues and Fees	\$95	\$70	\$114	\$126	\$117	\$134	\$119	\$123	\$127
TOTAL OPERATING	\$218,539	\$219,237	\$223,358	\$229,252	\$236,717	\$236,688	\$245,847	\$255,337	\$265,015

*= Projection as of December, 2012

3.25%

3.86%

3.86%

3.79%

Assumptions - 2014-15:

- Enrollment will increase by 100 to 16,389.
- Teacher wages will increase by 2.7% and other wages by 3% including steps; we will add ten teachers due to enrollment and five paras due to IEP requirements.
- The cost of health insurance will increase by 6% net of increases in premium cost share paid by employees and changes to the BOE Claims Reserve. The district will require \$945,000 to fund ERIP commitments.
- Supply budget will increase by \$500,000 to absorb supplies and consumables funded by the GE Developing Futures Grant.
- Transportation costs will increase by 2.5% and we will add two buses.
- Tuition costs for outplaced Special Education students will increase by 7%.
- Electricity and other fuels will experience no significant change.
- All other accounts increase by nominal amount.
- Pension cost will increase by 7%.
- The budget for "Other Post-Employment Benefits" (OPEB) will be funded at 80%.

Assumptions - 2015-16:

- Enrollment will increase by 100 to 16,489.
- Teacher wages will increase by 3.4% and other wages by 3% including steps; we will add ten teachers due to enrollment and five paras due to IEP requirements.
- The cost of health insurance will increase by 6% net of increases in premium cost share paid by employees and changes to the BOE Claims Reserve.
- Transportation costs will increase by 2.5% and we will add two buses.
- Tuition costs for outplaced Special Education students will increase by 7%.
- Electricity and other fuels will experience no significant change.
- All other accounts increase by nominal amount.
- Pension cost will increase by 7%.
- The budget for "Other Post-Employment Benefits" (OPEB) will be funded at 90%.

2013-14 BUDGET OF THE STAMFORD PUBLIC SCHOOLS
BUDGET SUMMARY-THOUSANDS OF DOLLARS

	2008-09 Act-\$000	2009-10 Act-\$000	2010-11 Act-\$000	2011-12 Act-\$000	2012-13 Bud-\$000	2012-13* Proj-\$000	2013-14 Req-\$000	2014-15 Proj-\$000	2015-16 Proj-\$000
100 Salaries and Wages									
101 Teacher Salary	\$98,960	\$99,409	\$96,206	\$98,889	\$104,154	\$103,322	\$110,019	\$113,780	\$118,366
102 Administrative Certified	\$9,224	\$8,969	\$9,506	\$8,847	\$9,197	\$9,167	\$8,983	\$9,253	\$9,530
104 Teacher Extra Service	\$1,273	\$1,170	\$1,323	\$1,163	\$1,120	\$1,129	\$1,123	\$1,157	\$1,192
105 Class Coverage	\$45	\$33	\$41	\$37	\$50	\$50	\$50	\$50	\$50
106 Maternity Leave	\$221	\$537	\$436	\$686	\$250	\$545	\$250	\$250	\$250
107 Vacancy Savings							-\$2,000	-\$2,000	-\$2,000
108 Mentor Stipends	\$75	\$46	\$101	\$61	\$50	\$44	\$50	\$50	\$50
109 Substitutes	\$1,664	\$1,872	\$1,941	\$1,735	\$1,728	\$1,799	\$1,712	\$1,712	\$1,712
110 Retirement	\$1,231	\$1,317	\$1,820	\$1,776	\$2,745	\$2,737	\$2,700	\$2,700	\$1,775
111 Long-Term Sick Leave	\$296	\$504	\$396	\$563	\$300	\$694	\$300	\$300	\$300
SUBTOTAL - CERTIFIED	\$112,988	\$113,857	\$111,769	\$113,756	\$119,595	\$119,489	\$123,187	\$127,252	\$131,225

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	2008-09 Act-\$000	2009-10 Act-\$000	2010-11 Act-\$000	2011-12 Act-\$000	2012-13 Bud-\$000	2012-13* Proj-\$000	2013-14 Req-\$000	2014-15 Proj-\$000	2015-16 Proj-\$000
113 Administration - Non-Certified	\$427	\$514	\$541	\$593	\$664	\$637	\$724	\$746	\$768
114 Clerical/Technical Salary	\$5,182	\$5,280	\$5,484	\$5,555	\$5,681	\$5,631	\$5,800	\$5,974	\$6,153
115 Paraeducators	\$7,445	\$7,849	\$8,468	\$8,683	\$8,883	\$8,582	\$10,348	\$10,658	\$10,978
116 Custodial/Mechanical Salary	\$8,466	\$8,814	\$8,941	\$8,715	\$9,175	\$9,111	\$9,313	\$9,592	\$9,880
117 Other Salary	\$1,981	\$1,883	\$1,769	\$1,868	\$1,817	\$1,806	\$1,830	\$1,885	\$1,941
118 Non-Cert Wage Contingency					\$119				
119 Para subs				\$348		\$346			
120 Temporary Part-Time Salary	\$1,324	\$1,206	\$1,191	\$1,283	\$1,238	\$1,240	\$1,238	\$1,250	\$1,250
121 Custodial/Mechanical Overtime	\$1,193	\$1,156	\$1,214	\$1,102	\$1,160	\$1,213	\$1,160	\$1,195	\$1,231
122 Clerical Overtime	\$132	\$35	\$87	\$83	\$42	\$63	\$42	\$43	\$45
123 Police and Fire Overtime	\$90	\$103	\$100	\$106	\$92	\$102	\$92	\$94	\$97
SUBTOTAL - NON-CERTIFIED	\$26,240	\$26,839	\$27,795	\$28,335	\$28,871	\$28,731	\$30,547	\$31,438	\$32,344
SUBTOTAL (100)	\$139,228	\$140,696	\$139,564	\$142,092	\$148,466	\$148,219	\$153,734	\$158,690	\$163,569

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BUDGET SUMMARY-THOUSANDS OF DOLLARS

	2008-09 Act-\$000	2009-10 Act-\$000	2010-11 Act-\$000	2011-12 Act-\$000	2012-13 Bud-\$000	2012-13* Proj-\$000	2013-14 Req-\$000	2014-15 Proj-\$000	2015-16 Proj-\$000
200 Employee Benefits									
201 Clothing/Tool Allowance	\$162	\$175	\$177	\$175	\$165	\$183	\$165	\$170	\$175
202 Health/Hospital Insurance	\$28,853	\$30,580	\$31,477	\$34,642	\$34,865	\$34,865	\$36,411	\$38,596	\$40,912
207 Social Security	\$2,853	\$2,937	\$3,102	\$3,098	\$3,200	\$3,221	\$3,250	\$3,348	\$3,448
208 Unemployment Insurance	\$200	\$430	\$308	\$283	\$250	\$281	\$250	\$250	\$250
215 Tuition Reimbursement	\$112	\$86	\$67	\$123	\$150	\$118	\$150	\$150	\$150
216 Childcare Reimbursement	\$30	\$30	\$40	\$30	\$30	\$30	\$30	\$30	\$30
230 Pension	\$748	\$1,080	\$1,563	\$1,926	\$2,124	\$2,165	\$2,367	\$2,532	\$2,709
231 Other Post Employment Benefits	\$200	\$566	\$1,616	\$1,238	\$1,321	\$1,321	\$1,649	\$2,017	—\$2,428
260 Worker's Compensation	\$1,208	\$951	\$1,093	\$1,039	\$1,055	\$943	\$990	\$1,020	\$1,050
SUBTOTAL (200)	\$34,366	\$36,835	\$39,444	\$42,553	\$43,160	\$43,128	\$45,262	\$48,112	\$51,152

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BUDGET SUMMARY-THOUSANDS OF DOLLARS

	2008-09 Act-\$000	2009-10 Act-\$000	2010-11 Act-\$000	2011-12 Act-\$000	2012-13 Bud-\$000	2012-13* Proj-\$000	2013-14 Req-\$000	2014-15 Proj-\$000	2015-16 Proj-\$000
300 Educational, Rehabilitative, and Legal Services									
321 Contracted Services	\$2,027	\$1,763	\$3,206	\$3,538	\$3,431	\$3,439	\$3,501	\$3,606	\$3,714
322 Instructional Program Improvement	\$181	\$257	\$317	\$179	\$205	\$224	\$182	\$182	\$182
323 Pupil Services	\$1,612	\$1,882	\$2,084	\$1,604	\$2,770	\$3,164	\$3,306	\$3,471	\$3,645
324 Legal Services	\$563	\$493	\$468	\$423	\$490	\$491	\$440	\$440	\$440
330 Other Professional and Technical Svcs	\$2,131	\$2,234	\$560	\$1,534	\$157	\$141	\$160	\$160	\$160
SUBTOTAL (300)	\$6,515	\$6,628	\$6,635	\$7,278	\$7,053	\$7,459	\$7,588	\$7,859	\$8,140

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	2008-09 Act-\$000	2009-10 Act-\$000	2010-11 Act-\$000	2011-12 Act-\$000	2012-13 Bud-\$000	2012-13* Proj-\$000	2013-14 Req-\$000	2014-15 Proj-\$000	2015-16 Proj-\$000
400 Building Upkeep and Repairs									
411 Electricity	\$3,997	\$4,072	\$3,719	\$3,381	\$3,509	\$3,458	\$3,409	\$3,409	\$3,409
412 Gas - Non-heat	\$167	\$114	\$103	\$90	\$130	\$130	\$130	\$130	\$130
413 Water	\$221	\$229	\$249	\$266	\$259	\$262	\$259	\$259	\$259
420 Repair, Maintenance, and Cleaning	\$1,502	\$1,271	\$1,781	\$1,700	\$1,284	\$1,311	\$1,884	\$1,400	\$1,400
440 Rentals	\$341	\$282	\$302	\$282	\$255	\$223	\$247	\$247	\$247
450 Construction Service	\$760	\$875	\$804	\$831	\$870	\$870	\$465	\$465	\$465
452 Grounds Maintenance	\$71	\$65	\$62	\$54	\$65	\$66	\$65	\$65	\$65
490 Other Property Services	\$144	\$144							
SUBTOTAL (400)	\$7,203	\$7,052	\$7,020	\$6,605	\$6,371	\$6,319	\$6,459	\$5,975	\$5,975

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	2008-09 Act-\$000	2009-10 Act-\$000	2010-11 Act-\$000	2011-12 Act-\$000	2012-13 Bud-\$000	2012-13* Proj-\$000	2013-14 Req-\$000	2014-15 Proj-\$000	2015-16 Proj-\$000
500 Transportation, Out-of-District Tuition, and Other Services									
510 Student Transportation Services	\$11,944	\$12,380	\$13,041	\$13,388	\$13,701	\$13,603	\$14,369	\$14,888	\$15,420
511 Field Trips	\$113	\$85	\$111	\$96	\$109	\$106	\$111	\$113	\$116
520 Insurance Allocation	\$838	\$775	\$902	\$1,150	\$1,286	\$1,326	\$1,392	\$1,462	\$1,535
530 Telephone	\$418	\$419	\$408	\$405	\$398	\$395	\$398	\$398	\$398
531 Postage	\$213	\$164	\$193	\$238	\$143	\$206	\$193	\$199	\$205
540 Advertising	\$45	\$24	\$24	\$17	\$43	\$33	\$43	\$43	\$43
541 Recruitment and Retention	\$24	\$22	\$16	\$14	\$23	\$15	\$23	\$23	\$23
550 Printing	\$921	\$615	\$786	\$733	\$605	\$665	\$594	\$594	\$594
560 Tuitions	\$7,124	\$7,016	\$7,706	\$8,118	\$8,800	\$8,789	\$9,415	\$10,074	\$10,779
580 Professional Development	\$225	\$189	\$184	\$184	\$161	\$148	\$183	\$183	\$183
581 In-District Travel	\$19	\$14	\$15	\$17	\$16	\$10	\$16	\$16	\$16
590 Other Purchased Services	\$527	\$480	\$475	\$460	\$490	\$490	\$490	\$490	\$490
SUBTOTAL (500)	\$22,410	\$22,182	\$23,861	\$24,819	\$25,775	\$25,786	\$27,226	\$28,482	\$29,802

2013-14 BUDGET OF THE STAMFORD PUBLIC SCHOOLS
BUDGET SUMMARY-THOUSANDS OF DOLLARS

	2008-09 Act-\$000	2009-10 Act-\$000	2010-11 Act-\$000	2011-12 Act-\$000	2012-13 Bud-\$000	2012-13* Proj-\$000	2013-14 Req-\$000	2014-15 Proj-\$000	2015-16 Proj-\$000
600 Supplies, Materials, and Heating Fuels									
611 Instructional Supplies	\$1,899	\$1,507	\$1,675	\$1,619	\$1,340	\$1,367	\$1,320	\$1,860	\$1,916
613 Maintenance Supplies	\$408	\$329	\$320	\$337	\$348	\$355	\$348	\$348	\$348
621 Gas Heat	\$2,061	\$1,366	\$1,346	\$1,095	\$1,557	\$1,413	\$1,357	\$1,357	\$1,357
624 Oil Heat	\$345	\$221	\$86	\$19	\$115	\$87	\$77	\$77	\$77
626 Gasoline	\$75	\$47	\$57	\$59	\$56	\$57	\$56	\$56	\$56
629 Bus Fuel	\$1,570	\$848	\$987	\$1,123	\$1,050	\$1,061	\$1,050	\$1,100	\$1,150
641 Texts/Workbooks	\$918	\$369	\$762	\$396	\$339	\$347	\$340	\$357	\$375
642 Library Books/Periodicals	\$93	\$85	\$82	\$72	\$65	\$51	\$57	\$59	\$60
643 Films and AV Materials	\$666	\$466	\$502	\$443	\$431	\$434	\$404	\$417	\$429
690 Office Supplies	\$128	\$114	\$130	\$125	\$112	\$125	\$96	\$101	\$106
691 Other Supplies	\$75	\$78	\$88	\$71	\$50	\$50	\$50	\$52	\$55
SUBTOTAL (600)	\$8,238	\$5,430	\$6,035	\$5,358	\$5,463	\$5,347	\$5,156	\$5,784	\$5,929

2013-14 BUDGET OF THE STAMFORD PUBLIC SCHOOLS
BUDGET HIGHLIGHTS- Health Insurance

	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget	Comments
Teachers	1,347	1,283	1,299	1,320	assumes increase of 20 teachers
Administrators	68	58	59	55	assumes reduction of 4
Security	33	30	33	33	assumes no change
Paraeducators	227	267	268	282	assumes 14 additional paras enrolled
Retirees	307	241	201	191	significant reductions in past 1+ years
Subtotal Administered by BOE	1,982	1,879	1,860	1,881	
City Allocation	439	409	394	394	assuming no change in positions
Total Enrollment	2,421	2,288	2,254	2,275	
Medical - Anthem Blue Cross	26,568,454	28,579,544	29,403,150	30,520,891	from Everett James, assumes 3.8% trend due to reduction in retiree claims; favorable 12 month experience and results of dependant audit
Administrative Fees	1,109,214	997,784	1,104,296	1,104,296	assumes slight reduction; keep budget level
Stop Loss	988,652	1,036,728	1,087,648	1,142,030	from Everett James; no significant changes
Dental - Cigna	1,720,061	1,737,373	1,893,419	1,802,701	from Everett James; assumes slight reduction
Prescription Drugs - Systemed	4,671,646	4,974,525	5,282,979	5,330,991	from Everett James; no significant changes
IBNR Reserve	0	0	0	0	assumes existing IBNR is sufficient
Life and LTD Insurance	211,057	280,709	190,000	290,000	based on current trend
HMO Premiums	56,808	48,798	60,000	63,000	
Cross Charge from City	6,629,304	6,617,715	6,618,541	6,870,000	from OPM; est. of 3.8% increase
New Taxes and Fees in Health Care Reform				263,250	new fees on insurance
Other	133,165	155,343	125,000	125,000	includes misc charges and svcs of Everett James
Total Gross Cost	42,088,361	44,428,519	45,765,033	47,512,159	3.8%

Revenue Offsets	(10,611,387)	(9,786,871)	(10,900,000)	(11,538,000)	includes premium cost share from employees (teachers PCS at 18%), retirees including Teacher Retirement Board subsidy, and grant offsets to the insurance account
Total Net Cost	<u>\$31,476,974</u>	<u>\$34,641,648</u>	<u>\$34,865,033</u>	<u>\$35,974,159</u>	3.2%

Professional Development Cost for Three Years
Stamford Public Schools
Finance Office

Object Description	2011-12 Budget	2012-13 Budget	2013-14 Budget
101 Tchrs (4 Prof days per school yr)	\$2,139,261	\$2,237,683	\$2,330,005
101 Department Chairs (20% of Sal)	\$437,859	\$492,814	\$476,609
101 3 Hrs/Months of Prof Development*	\$2,133,838	\$2,231,880	\$2,357,550
101 Curr. Associate for Tech Integration	\$103,483	\$102,133	\$105,328
102 In-House Training by Principals/Administrators (5%)	\$448,864	\$459,862	\$448,993
108 Mentor Stipends	\$50,000	\$50,000	\$50,000
109 Subs Tchrr/PT Prof Salary	\$98,730	\$29,000	\$12,800
322 Inst Prog Improv Svcs	\$145,190	\$102,660	\$90,860
580 Professional Development	\$184,186	\$160,931	\$182,731
202 Employee Benefits (28.45%)	\$1,336,880	\$1,516,440	\$1,626,909
Total Operating Budget	\$7,078,290	\$7,383,403	\$7,681,785
101 Tchrs (4 Prof days per school yr)	\$225,727	\$197,852	\$186,089
101 Literacy Support Specialist (Priority School Grant)	\$1,052,967	\$1,083,698	\$1,052,967
101 Staff Developers (Priority School Grant)	\$197,664	\$0	\$0
101 3 Hrs/Months of Prof Development*	\$224,921	\$197,145	\$185,424
102 In-House Training by Grant Administrators (5%)	\$36,275	\$36,942	\$31,214
202 Employee Benefits (28.45%)	\$441,338	\$416,042	\$414,145
Adult Ed. Consolidated	\$6,067	\$750	\$3,079
Adult Ed. State Provider	\$2,000	\$3,200	\$3,200
Bilingual Education	\$2,500	\$3,000	\$2,000
GEF Literacy Grant**	\$500,000	\$57,475	\$155,000
Rogers Inter-district Magnet School	\$76,000	\$51,000	\$203,865
AITE Inter-district Magnet School	\$10,000	\$15,000	\$7,000
Perkins	\$17,700	\$18,200	\$10,625
Priority School Grant	\$15,000	\$16,200	\$16,200
Title I (10% of Total Grant)	\$250,288	\$239,543	\$258,866
Title II A	\$15,289	\$45,124	\$10,000
Title III A ELL	\$0	\$0	\$1,500
Total Grant Budget	\$3,073,735	\$2,381,172	\$2,541,173
Overall Budget	\$10,152,026	\$9,764,575	\$10,222,959
Operating Budget	\$229,275,948	\$236,717,151	\$245,072,959
Grants Budget	\$24,804,637	\$26,516,284	\$22,512,413
Combined Budget	\$254,080,585	\$263,233,435	\$267,585,372
Percent of Budget	4.00%	3.71%	3.82%

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

**Budget not yet finalized; best estimate

**Stamford Public Schools
Reserve Fund Analysis**

Fund	Description	2008-09 End Bal CAFR	2009-10 End Bal CAFR	2010-11 End Bal CAFR	2011-12 End Bal CAFR	2012-13 End Bal Proj
38	BOE Food Service Program	\$102	\$1	\$14,209	\$0	\$0
51	BOE School Building Use Fund	\$397,229	\$249,661	\$381,214	\$344,674	\$300,000
50	BOE Continuing Education	\$405,108	\$329,906	\$339,247	\$308,908	\$280,000
52	BOE Energy Reserve	\$96,147	\$96,147	\$96,147	\$129,840	\$129,840
93	BOE Insurance Claims Reserve	\$3,830,152	\$3,673,779	\$3,152,670	\$3,990,200	\$3,990,200
93	Incurred but not reported claims (IBNR)	\$3,532,876	\$3,882,876	\$3,386,594	\$3,074,918	\$3,074,918

STAMFORD PUBLIC SCHOOLS

Food Services Program P&L Trend

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Forecast	2013-14 Forecast
Revenue					
Student Lunch	\$853,399	\$809,697	\$849,922	\$901,391	\$903,999
Student Breakfast	\$35,601	\$36,489	\$45,005	\$45,167	\$46,250
a la carte sales, Adult Meals, other	\$1,028,360	\$965,854	\$953,224	\$1,040,022	\$1,063,714
National School Lunch Reimbursements	\$2,632,503	\$2,945,790	\$3,204,809	\$3,198,071	\$3,398,232
Total	\$4,549,863	\$4,757,830	\$5,052,960	\$5,184,651	\$5,412,195
Expense					
Net Product Cost	\$1,734,402	\$1,659,307	\$1,799,426	\$1,766,098	\$1,925,707
Labor Cost	\$2,523,698	\$2,595,917	\$2,746,505	\$2,828,900	\$2,886,486
Other Expenses	\$310,607	\$262,369	\$256,414	\$252,376	\$257,633
Management Fees	\$365,000	\$371,210	\$378,630	\$386,580	\$386,580
Total Expenses	\$4,933,707	\$4,888,803	\$5,180,975	\$5,233,954	\$5,456,406
P&L	(\$383,844)	(\$130,973)	(\$128,015)	(\$49,303)	(\$44,211)

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
ID.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
STEM – Science, Technology, Engineering, Math	TBD – To be determined
TALK – Teaching Active Language and Knowledge – Program for the Hearing Impaired	TEAM/BRC – Teaching Educational Activities for Multiple handicapped/Basic Remedial Class
TEAM/BLC – Teaching Educational Activities for Multiple handicapped/Basic Learning Class	TRB – Teacher's Retirement Board
TOSA – Teacher on Special Assignment	VoAG – Vocational Agriculture Program at Westhill High School
UAW – United Auto Workers	
WHS – Westhill High School	