



**Superintendent's  
2013-14 Budget Summary**

**March 5, 2013**

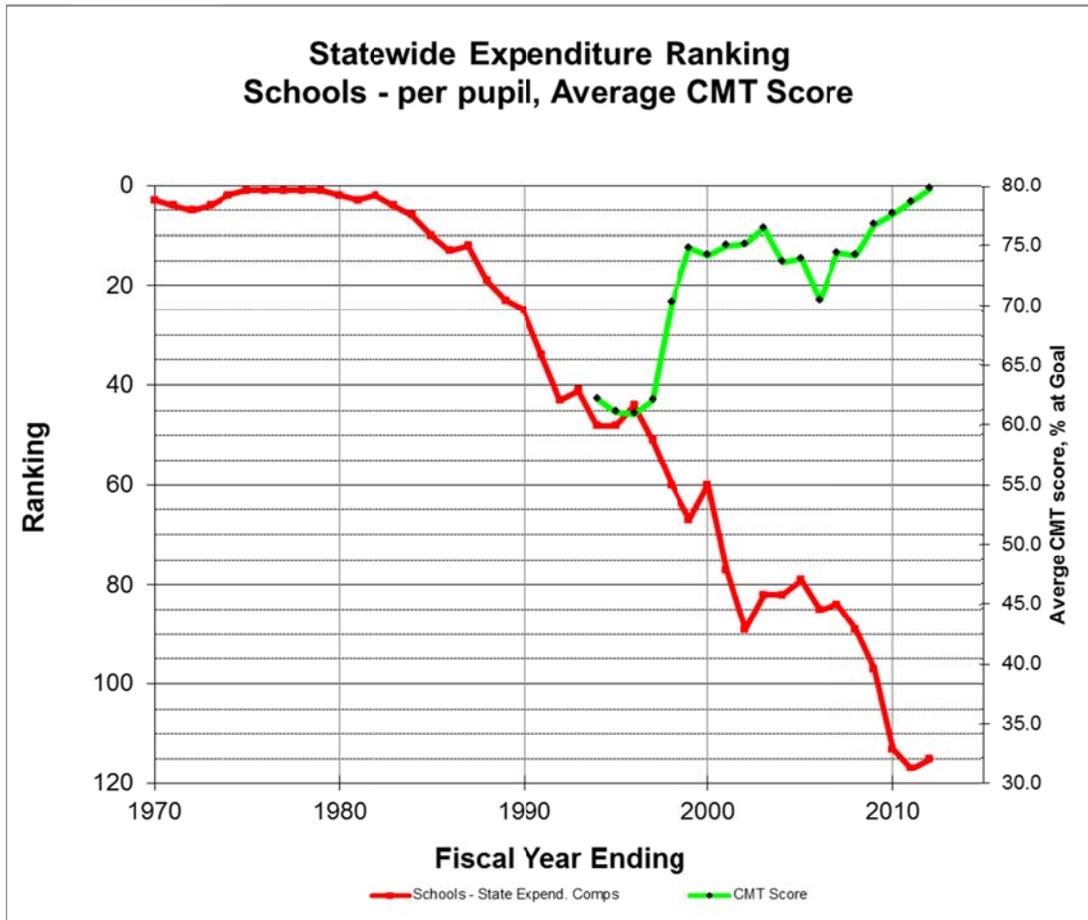
**Total General Fund Budget: \$140,055,899**

**Budget Increase: \$1,286,671 (0.93%)**



## Superintendent's Budget Executive Summary

As a prelude to the 2013-14 Superintendent's budget, the chart below summarizes the current state of West Hartford's education expenditures (red line) and educational output (green line).



West Hartford currently ranks 115<sup>th</sup> out of 169 towns (2011-12) in per pupil expenditures down from a rank of 84<sup>th</sup> 5 years ago, 89<sup>th</sup> 10 years ago, 43<sup>rd</sup> 20 years ago and 2<sup>nd</sup> 30 years ago. While we had one of our lowest rankings ever in per pupil expenditures in 2011-12, we also had the highest CMT test scores ever in 2011-12. We are frugal with the resources provided to us by taxpayers and can demonstrate improved educational outcomes with educational expenditures that are substantially below average. Our budget is \$11 million lower than what it would be had we spent at the state average in 2011-12. In the last 5 budgets we have reduced 8 teaching positions, 1.7 administrative positions and another 56 positions (full and part time) that have resulted in ongoing annual expenditure reductions of \$3.6 million. We are spending 21% less this year than in 2006-07 on items outside of salaries, benefits, transportation, utilities and tuition.

While we may only rank 115<sup>th</sup> in terms of financial resources, we continue to rank 1<sup>st</sup> in terms of the expectations of the community for the programs and services that we provide. To meet the high expectations of our community the 2013-14 Superintendent's Budget focus is on maintaining the excellent educational program that we have today. The budget increase is limited to 0.93% for 2013-14.

| <b>Area</b>                           | <b>2012-13 Budget<br/>General Fund<br/>(\$ Million)</b> | <b>2013-14 Budget<br/>General Fund<br/>(\$ Million)</b> | <b>% of<br/>Total</b> | <b>\$ million<br/>increase/<br/>% increase</b> |
|---------------------------------------|---|---|-----------------------|--|
| Salaries                              | \$91.03   | \$93.78   | 67.0%                 | \$2.75/3.02%                                   |
| Benefits, incl.<br>pension            | \$27.95   | \$26.21   | 18.7%                 | (\$1.74)/(6.17%)                               |
| Transportation,<br>Utilities, Tuition | \$11.51   | \$11.42   | 8.2%                  | (\$0.09)/(0.01%)                               |
| Other Expenses                        | \$8.28  | \$8.65  | 6.2%                  | \$0.37/4.47%                                   |
| Total Budget                          | \$138.77  | \$140.06  |                       | \$1.29/0.93%                                   |

The budget increase is being driven by salaries. While salaries represent the largest dollar increase, the percentage increase in salary expense is a modest 3.02% reflecting limited changes in teacher and other union salaries in 2013-14. Benefit expenses are decreasing this year due to recent lower health claims experience. Combined, salaries and benefits are increasing only approximately \$1.0 million – a little less than 1%.

Transportation, Utilities, and Tuition costs actually decrease slightly from the 2012-13 budget level. Other expenses are showing only modest increases this year.

In total the budget increase is only 0.93% - one of the lowest in many years.

The Superintendent's budget preserves key programs that are vital to the success of the West Hartford Public Schools including full-day kindergarten, small class size guidelines, a variety of programs and services to meet the distinctive needs of all learners, a strong commitment to the arts and physical education, world language beginning in grade 3, the team structure at the middle schools, and the broad array of courses including Advanced Placement and counseling support at our high schools.

The budget maintains the current class sizes at the elementary, middle and high school levels. Elementary staffing will increase by 1 position next year based on the projected section counts and high school staffing will decrease by 3.5 positions next year. We are adding administrative support for implementation of the new teacher evaluation model and we are increasing security personnel especially at the elementary schools. The total cost of all the programmatic changes is \$386,000.

A detailed look at the comparison of services offered by our school system in 2011-12 compared to those offered in some surrounding towns – Avon, Farmington, Glastonbury, and Simsbury, shows that we offer the most extensive array of services including full-day kindergarten, gifted and talented programming through grade 8, pre-K offerings, world language at the elementary school, and the most expansive AP offerings at the high school.

We offer all this while our overall state ranking in per pupil expenditures is at 115<sup>th</sup> out of 169 towns down from being among the top ten a generation ago. In these challenging fiscal times, this budget represents a financially prudent investment in the high performance school system that is West Hartford

## Superintendent’s Budget Summary

The following pages provide more significant detail on the roll-forward budget, how enrollments have impacted staff needs and what programmatic changes have been made for 2013-14. The table below provides a set of comparisons for the Superintendent’s roll-forward 2013-14 budget.

|                           | Gen. Fund<br><u>2012-13</u> | Roll Forward<br><u>2013-14</u> | <u>\$ Increase</u> | <u>% Increase</u> |
|---------------------------|-----------------------------|--------------------------------|--------------------|-------------------|
| <b>Salaries</b>           | \$91,025,953                | <b>\$93,517,927</b>            | \$2,491,974        | 2.74%             |
| <b>Medical Expense</b>    | \$21,080,416                | <b>\$18,936,068</b>            | (\$2,144,348)      | -10.17%           |
| <b>Pension Expense</b>    | \$3,575,474                 | <b>\$3,989,330</b>             | \$413,856          | 11.57%            |
| <b>All Other Benefits</b> | \$3,289,582                 | <b>\$3,277,347</b>             | (\$12,235)         | -0.37%            |
| <b>Transportation</b>     | \$5,671,123                 | <b>\$5,910,885</b>             | \$239,762          | 4.23%             |
| <b>Tuition</b>            | \$3,334,588                 | <b>\$3,160,771</b>             | (\$173,817)        | -5.21%            |
| <b>Utilities</b>          | \$2,507,959                 | <b>\$2,330,918</b>             | (\$177,041)        | -7.06%            |
| <b>All Other Costs</b>    | <u>\$8,284,134</u>          | <u><b>\$8,546,433</b></u>      | \$262,299          | 3.17%             |
| <b>Total</b>              | \$138,769,229               | <b>\$139,669,679</b>           | \$900,450          | 0.65%             |

### Roll-forward budget – \$0.90 million increase or 0.65%

The roll-forward budget represents the cost of providing the same programs and services as we do this year, just updated for 2013-14 costs. These cost updates include the impacts of previously negotiated salary contracts, lower benefit costs, changed energy and transportation costs as well as general inflation.

### Salaries (Account codes 5101 – 5191): \$2.49 million or 2.74%

Salaries which are the largest component of the budget, show only modest growth in 2013-14 as the settled contracts either have no general wage increase or only a modest increase (typically less than 2%.) Approximately \$600,000 of the increase here is due to a change of funding source. The Education Jobs Fund supported \$350,000 of salaries in the 2012-13 budget and is no longer available. The IDEA funds supported \$230,000 of salaries in the 2012-13 and decreases in the IDEA funds requires us to move these salaries back to the general fund.

**Medical Expenses (Account code 5201): \$2.14 million decrease or -10.17%**

For the first time ever, we are projecting a decline in the appropriation for medical costs.

For 2012-13 we had budgeted total claims at \$24.1 million for the current fiscal year. Our best estimate right now is that claims will come in at \$22.1 million. That \$2 million savings will lower our appropriation next year in two ways. First claims will be down. Second, for years now we have been running an accumulated deficit that we needed to amortize over 5 years. Now that deficit will turn into a surplus and that will lower our required contribution next year. Claims are fickle and this is likely to last only one year but it is a welcome respite.

**Pension Expense (Account code 5211): \$0.41 million increase or 11.57%**

This contribution reflects our share of the required actuarial required contribution (ARC) to the Town Pension fund based on the updated actuarial valuation of the pension fund. The most recent valuation included 0.125% reduction in the discount rate to 8.125%. The Board's share of the ARC is unchanged at 25.4% of the total ARC. The Town pension plan covers non-certified Board of Education employees. Members of the teachers' and administrators' associations do not participate in the Town pension plan. Recent changes to the plan have substantially reduced the costs for new employees who join the plan. Most of the cost is for the Past Service Accrued Liability over which we have no control.

**All Other Benefits (Account codes 5202-5209): \$0.12 million decrease or -0.37%**

There is a minor decrease here as lower premiums for long term disability and group life insurance and lower unemployment costs offset higher costs for Social Security and Medicare taxes due to increased wages in 2013-14.

**Transportation (Account code 5345): \$0.24 million increase or 4.23%**

Most of the increase in transportation comes from the budgeted 7% increase in the contractual bus expenses under the newly rebid transportation contract. This is a one time increase – out years return to lower 3% increases. Offsetting the increase is the small surplus we are running in this year's transportation budget.

**Tuition (Account code 5430): \$0.17 million decrease of -5.21%**

Tuition costs are expected to decline slightly next year from the 2012-13 budgeted level. Tuition costs include three separate expenses – the cost of out-of-district special education student placements net of excess cost reimbursement from the state, the cost of Inter-district magnet tuition net of Choice Program revenues, and the cost of tuition reimbursement for teachers and other professionals per contract.

Out-of-district special education cost are projected to rise slightly next year by \$270,000. Offsetting that increase is additional budgeted revenue from the excess cost grant of approximately \$355,000. Net costs will decrease by approximately \$85,000.

The gross Interdistrict magnet tuition is projected to be drop by \$15,000 from the 2012-13 budget levels to \$950,000. Choice revenue is projected to grow from a budgeted \$400,000 in 2012-13 to a budgeted \$484,000 in 2013-14. This results in the net Interdistrict magnet tuition costs that must be covered in the general fund to decrease by approximately \$100,000.

Per contract the teacher tuition reimbursement will increase by \$10,000 in the 2013-14 budget.

**Utilities (Account codes 5380-5382): \$0.18 million decrease or -7.06%**

The \$177,041 decrease in the appropriation for electricity, heating, and water represents a reduction in the contribution to the Energy Services Fund. This decrease is based on projections of 2012-13 and 2013-14 expenditures along with an amortization of a surplus from the current year. Our energy usage has stabilized and prices continue to decline so we are projecting a decrease in the underlying expenses. Please see the budget supplement for details.

**All Other Costs (Multiple account codes): \$0.26 million or 3.17%**

All other costs are projected to grow modestly in the general fund by about \$260,000 or 3.17%. These are the typically small costs involved in the running the school district – instructional supplies, textbooks, maintenance and custodial supplies and contracted services.

**Superintendent Budget Changes – \$0.39 million increase or 0.28%**

Once the roll forward budget has been completed, then a series of adjustments detailed below were made to arrive at the Superintendent’s recommended budget.

**Enrollment Changes – \$0.11 million decrease**

Enrollments in West Hartford are fairly stable. We are projecting a 1 section increase in the number of elementary sections needed next year. This is offset by a decrease of 3.5 teachers needed at the high school level for lowered enrollment there. Pupil Services is also increasing one position. The net change in teachers is a decrease of 1.5 positions.

**School Security – \$0.08 million increase**

The budget increases full time security staff by one security officer and adds two more part time security officers to increase the presence of security staff at the elementary schools especially at the start and the end of the day.

**Teacher Evaluation Model – \$0.20 million increase**

The new teacher evaluation model requires a substantial increase in supervision time for each teacher. To provide for this additional time we are adding a principal on assignment to help with the evaluation load at the elementary school level. To help with evaluation load at the secondary level, we are making the remaining three academic department supervisors who teach one class, full-time department supervisors.

**Other Changes – \$0.22 million increase**

Other changes in this budget include an increase in sub pay from \$75 to \$85, the addition of 4 TAs at the high school to support implementation of the Common Core, and the purchase of data warehousing software to improvement the tracking of student assessment data.

**Overall Summary**

| <b>Item</b>                 | <b>Amount</b>        | <b>Increase</b>            |
|-----------------------------|----------------------|----------------------------|
| 2012-13 General Fund Budget | \$138,769,229        |                            |
| 2013-14 Roll Forward Budget | \$139,669,679        | \$900,450 – 0.65%          |
| Subtotal All Changes        | \$386,220            | 0.28%                      |
| <b>2013-14 Supt Budget</b>  | <b>\$140,055,899</b> | <b>\$1,286,670 – 0.93%</b> |

**Comparison of Programs and Services with Other Towns  
(Dates vary based on most recent data available from the state)**

The chart below provides a comparison of the programs and services offered in West Hartford in 2010-11 compared to those found in neighboring towns that many people consider in deciding where to purchase their home. West Hartford elementary schools include preschool offerings, gifted and talented programs, full-day kindergarten, and World Language instruction starting in Grade 3 (in grade Pre-K in 1 school). No other town offers the same array of services.

**Schools Comparison - Programs and Services Offered  
(Please note that this is the most recent data available from the state)**

| Metric                                      | Avon      | Farmington | Glastonbury | Simsbury  | West Hartford |
|---|-----------|------------|-------------|-----------|---------------|
| SSP Year                                    | 2009-10   | 2010-11    | 2010-11     | 2010-11   | 2010-11       |
| <b>Elementary Schools</b>                   |           |            |             |           |               |
| Grade Levels                                | K-4       | K-4        | K-5         | K-6       | K-5           |
| Regular Pre-K program offered (2012-13)     | No        | No         | No          | 2 schools | 4 schools     |
| Gifted and Talented Program (2012-13)       | No        | No         | Yes         | No        | Yes           |
| Full Day Kindergarten (2012-13)             | No        | No         | Yes         | Yes       | Yes           |
| Students per Computer (SSP)                 | 5.8       | 3.7        | 3.7         | 2.6       | 2.7           |
| Class Size (Grades K,2,5) (SSP)             | 19.5      | 18.9       | 19.2        | 19.9      | 20.4          |
| Print Volumes per student (SSP)             | 30.8      | 56.9       | 32.6        | 31.2      | 37.7          |
| World Language Instruction starts (2012-13) | N/A       | N/A        | Grade 1     | Grade 5   | Grade 3       |
| <b>Middle Schools</b>                       |           |            |             |           |               |
| Grade Levels                                | 5-6 & 7-8 | 5-6 & 7-8  | 6 & 7-8     | 7-8       | 6-8           |
| Gifted and Talented Program                 | No        | Yes        | Yes         | No        | Yes           |
| Students per Computer                       | 4.3       | 2.9        | 2.0         | 2.3       | 1.9           |
| Print Volumes per student                   | 15.7      | 30.4       | 9.2         | 13.8      | 28.5          |
| Class Size (Grade 7)                        | 20.8      | 22.0       | 24.9        | 21.7      | 20.4          |
| World Language Instruction starts           | Grade 7   | Grade 5    | Grade 1     | Grade 5   | Grade 3       |
| <b>High Schools</b>                         |           |            |             |           |               |
| Grade Levels                                | 9-12      | 9-12       | 9-12        | 9-12      | 9-12          |
| Students per Computer                       | 3.2       | 2.9        | 3.2         | 2.0       | 2.4           |
| Print Volumes per student                   | 8.2       | 13.2       | 9.1         | 12.1      | 24.1          |
| Class Size - High School                    | 17.2      | 18.8       | 19.6        | 21.0      | 20.2          |
| % seniors taking AP tests                   | 43%       | 51%        | 23%         | 48%       | 57%           |
| Number of different AP subjects tested      | 22        | 22         | 17          | 26        | 25            |
| Alternative High School                     | No        | No         | No          | No        | Yes           |

Source: 2009-10, 2010-11 SSP

At the middle school level we offer gifted and talented programs and excellent class sizes compared to our peer middle schools. At the high school level we have some of the highest % of students enrolled in college level courses and the greatest number of AP test subjects taken and we also provide students with our own Alternative High School Program.

## Account List

The table below summarizes the major chart of accounts of the Board of Education Budget and provides a little more detailed description of what items are typically included in them.

| Code | Title                           | Description   |
|------|---------------------------------|---|
| 5101 | Adm/Prof/Tech Salaries          | Superintendents, Budget and Business staff, Information Technology (IT) staff, Plant and Facilities administrators and Transportation Coordinator   |
| 5109 | Director Salaries               | Directors of Pupil Services, Human Resources, Teaching and Assessment   |
| 5110 | Principal & Asst. Salaries      | Principals and Assistant Principals   |
| 5111 | Department Supervisors Salaries | Includes academic, town-wide, school counseling, and pupil service department supervisors   |
| 5112 | Teacher Salaries                | All teachers including regular education, special education, curriculum specialists, gifted and talented, art/music/PE/health/world language, school counselors, coaches, and extracurricular and intramural stipends |
| 5113 | Librarian Salaries              | Library/media specialists   |
| 5114 | Pupil Services Salaries         | Social workers, psychologist, speech/language teachers  |
| 5115 | Sec/Clerical Salaries           | Secretaries and Clerical staff in schools and central office  |
| 5116 | Technical Support Salaries      | Security officers, School based IT staff, Print shop staff, Student activity coordinators, Van drivers and bus monitors   |
| 5117 | Paraprofessional Salaries       | Regular education and Special education paraprofessionals   |
| 5118 | Secretarial-Temporary           | Temporary secretarial help  |
| 5119 | Instruction-Tutors              | Homework centers, Reading and math tutors, Homebound tutors, ELL and HANOC tutors   |
| 5130 | Physician Salaries              | Part time medical/psychiatric services  |
| 5131 | Nurse Salaries                  | Nurses  |
| 5140 | Custodian - Regular             | Regular hours for custodians including part-time custodians   |
| 5141 | Custodian - Temporary           | Temporary custodial help over the summer  |
| 5142 | Custodian - Overtime            | Overtime for custodial help   |
| 5150 | Maintenance - Regular           | Regular hours for maintenance   |
| 5151 | Maintenance - Temporary         | Temporary maintenance help over the summer  |
| 5152 | Maintenance - Overtime          | Overtime for maintenance help   |
| 5180 | Teacher Substitutes             | Funds for both short term and long term substitutes   |
| 5185 | Teacher Assistants              | Teacher assistants – both regular ed and special ed   |

| <b>Code</b> | <b>Title</b>                    | <b>Description</b>  |
|-------------|---------------------------------|---|
| 5188        | Summer Curriculum Workshops     | Funding for teachers developing curriculum over summer  |
| 5190        | Deferred Compensation           | Contracted annuity payments for administrators  |
| 5191        | Unused Sick Leave at Retirement | Payments of unused sick leave to retiring employees per contract  |
| 5201        | Health/Medical Insurance        | Board funding to Risk Management Account for active and retired employee health expenses                                  |
| 5205        | Long Term Disability Insurance  | Board funding to Risk Management Account for active employee long term disability insurance premiums                      |
| 5206        | Unemployment Compensation       | Payments of unemployment compensation   |
| 5207        | Group Life Insurance            | Board funding to Risk Management Account for active employee group life insurance premiums                                |
| 5209        | Social Security                 | Employer's share of Social Security and Medicare taxes  |
| 5211        | Town Pension                    | Board funding to Pension Account for covered employees, actuarially determined employer pension contribution              |
| 5311        | Mandated Adult Ed.Transfer      | Board of Education support for Mandated Adult Education program   |
| 5312        | Instructional Improvement       | Support for CSI activities include speakers, texts and materials  |
| 5319        | Prof. Technical Services        | Purchased Services - including legal fees, auditing fees, and mailroom services   |
| 5320        | Communications                  | Connections and Community TV  |
| 5331        | Mileage Allowance               | Mileage for teachers and administrators who travel during work day  |
| 5332        | Recruitment Activities          | Expenses, including advertising, for recruitment of staff   |
| 5335        | Conferences & Meetings          | Funding for teachers to attend professional development conferences   |
| 5345        | Pupil Transportation            | Costs of providing regular and special education student transportation in district and out of district                   |
| 5360        | Printing & Binding              | School/Dept based accounts – funds for printing   |
| 5370        | Self-Insurance                  | Fund for vandalism & theft coverage   |
| 5371        | Worker Comp/Prop. & Liab. Ins.  | Board funding to Risk Management Account for worker's compensation expenses and property and liability insurance premiums |
| 5380        | Utilities - Heating             | Costs for gas and oil   |
| 5381        | Utilities - Water               | Costs for water   |
| 5382        | Utilities - Electricity         | Costs for electricity   |
| 5384        | Utilities - Telephone           | Costs for telephone service   |
| 5385        | Telecommunications              | Costs for the wide area network   |

| <b>Code</b> | <b>Title</b>                      | <b>Description</b>  |
|-------------|-----------------------------------|---|
| 5410        | Repair/Maintenance of Equipment   | Costs for repair and maintenance of school based equipment  |
| 5420        | Rentals                           | Includes cost of copier rentals, equipment rentals, software rentals, and leased instructional space        |
| 5430        | Tuition                           | Net costs for placing students out-of district, costs for summer program of special education students      |
| 5490        | Contracted Services               | Maintenance work and educational services   |
| 5510        | Instructional Supplies            | School/Dept based accounts  |
| 5511        | Audio/Visual Software             | School/Dept based accounts  |
| 5512        | Special Allocation                | One time non recurring expense – classroom materials and supplies for enrollment breaks at elementary level |
| 5513        | Computer Software                 | School/Dept based accounts  |
| 5515        | Office Supplies                   | School/Dept based accounts  |
| 5516        | Computer Supplies                 | School/Dept based accounts  |
| 5520        | Textbooks                         | School/Dept based accounts  |
| 5525        | Workbooks                         | School/Dept based accounts – consumable items   |
| 5530        | Library Books                     | School/Dept based accounts  |
| 5540        | Periodicals                       | School/Dept based accounts  |
| 5545        | Test Materials                    | School/Dept based accounts  |
| 5555        | Custodial Supplies                | School/Dept based accounts  |
| 5556        | Maintenance Supplies              | School/Dept based accounts  |
| 5560        | Gasoline, Oil, etc.               | School/Dept based accounts  |
| 5591        | Supplies and Fees                 | School/Dept based accounts –interscholastic fees, student activities, and intramural supplies and fees.     |
| 5592        | Dues and Fees                     | School/Dept based accounts – professional organization fees   |
| 5611        | Site Improvement - Contracted     | Large site maintenance service contracts  |
| 5621        | Building Improvement - Contracted | Large building improvement contracts  |
| 5640        | Equipment                         | New and replacement general equipment for all schools and departments                                       |
| 5641        | Audio/Visual Equipment            | New and replacement Audio/Visual equipment for all schools and departments                                  |
| 5642        | Computer Equipment                | New and replacement computer equipment for all schools and departments                                      |

## Budget Acronyms and Glossary

Enclosed please a common list of acronyms and a glossary of budget terms in alphabetical order

| Acronym | Definition   |
|---------|--|
| A/V     | Audio Visual   |
| ACHIEVE | A post secondary program for special needs students operated out of the Wampanoag facility   |
| AIMS    | Alternative Individualized Middle School – a program for non special education middle school students in need of a smaller and more focused instructional setting – operates at Sedgwick                     |
| AP      | Advanced Placement – A course/exam that covers/tests college level material.   |
| ASK     | Alternative Search for Knowledge – an alternate high school program for students enrolled at Hall High Schools   |
| CAPT    | Connecticut Academic Performance Test – given in grade 10  |
| CEU     | Continuing Education Unit - Teachers need to earn these to maintain certification. The district provides opportunities for teachers to earn these through CSI time   |
| CIP     | Capital Improvement Plan – A 12 year plan detailing both ongoing maintenance projects (roofs/boilers) and one time projects – school expansions/renovations. Submitted to the Town Council in early February |
| CMT     | Connecticut Mastery Test – given in grades 3-8   |
| CSI     | Curriculum & Staff Improvement – Occurs most Wednesdays throughout school year plus full days before start of school year – primary mechanism for delivering professional development to teachers            |
| DCF     | Department of Children and Families  |
| DDPP    | District Development and Performance Plan  |
| EIP     | Early Intervention Program – A reading program targeted primarily at struggling readers in the first grade   |
| ESOL    | English for Speakers of Other Languages – program provided for students new to USA who need assistance learning English  |
| FTE     | Full time equivalent position  |
| G/T     | Gifted and Talented  |
| HANOC   | Hillcrest Area Neighborhood Outreach Center  |
| IDEA    | Individuals with Disabilities Education Act – This is federal legislation concerning education of students with disabilities   |
| IEP     | Individualized Education Plan – A plan detailing goals, objectives, strategies and services for a mandated special education student   |
| IT      | Information Technology – The department in the Board of Education responsible for computers, software, networking, and training  |
| PBIS    | Positive Behavioral Interventions and Support  |
| PE      | Physical Education   |

| <b>Acronym</b> | <b>Definition</b>  |
|----------------|--|
| PPT            | Planning and Placement Team – A group of teachers, administrators, staff and parents that meet to review what special education services a student may need  |
| REACH          | Responsible Education Alternative Conard and Hall - Our alternative high school program for 40 high school students at risk of dropping out of high school – operates at Conard                                    |
| RUSL           | Return of Unused Sick Leave upon retirement - employees who retire from the West Hartford Public Schools are eligible by contract for payment of half of their unused sick leave up to a cap of the number of days |
| SRBI           | Scientifically Researched Based Interventions – a tiered approach using proven techniques to help struggling learners  |
| STRIVE         | A program for middle and high school students with an emotional disability. This program operates at the two middle schools and at the Wampanoag facility for high school students                                 |
| TA             | Teaching Assistant – assists regular and special education teachers.   |
| TLP            | Transitional Language Program – Instructs students in both English and their dominant language until they gain proficiency in English  |
| WAAVE          | A program for post secondary special needs students operating at the Wampanoag campus  |
| WHEA           | West Hartford Education Association – union representing all teachers  |
| WHELL          | West Hartford Early Language Learning Program – provides Spanish instruction (French at Norfeldt) to students in grade 3-5 (K-5 at Charter Oak)  |