



One Point Perspective

By Students from
Scofield Magnet Middle School,
Grade 7

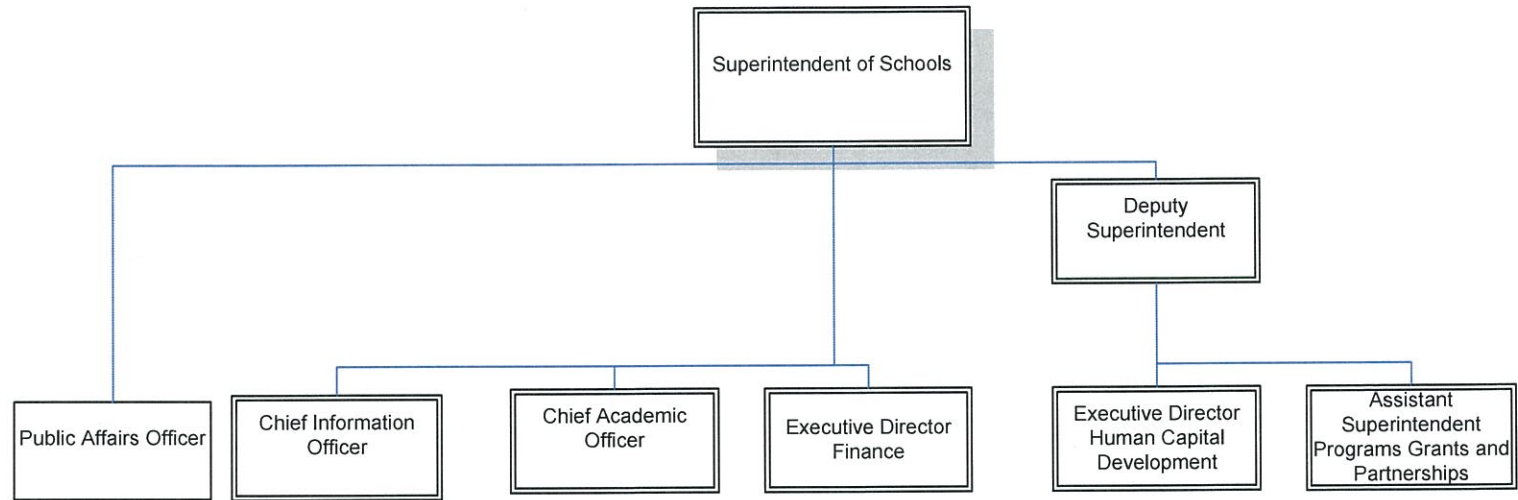
Teacher: Jennifer Robertson

Students: Madeline Bria, Ross Levensohn, Olivia Martin, Amir Nouri, Michelle Printsev, Margaret Simpson

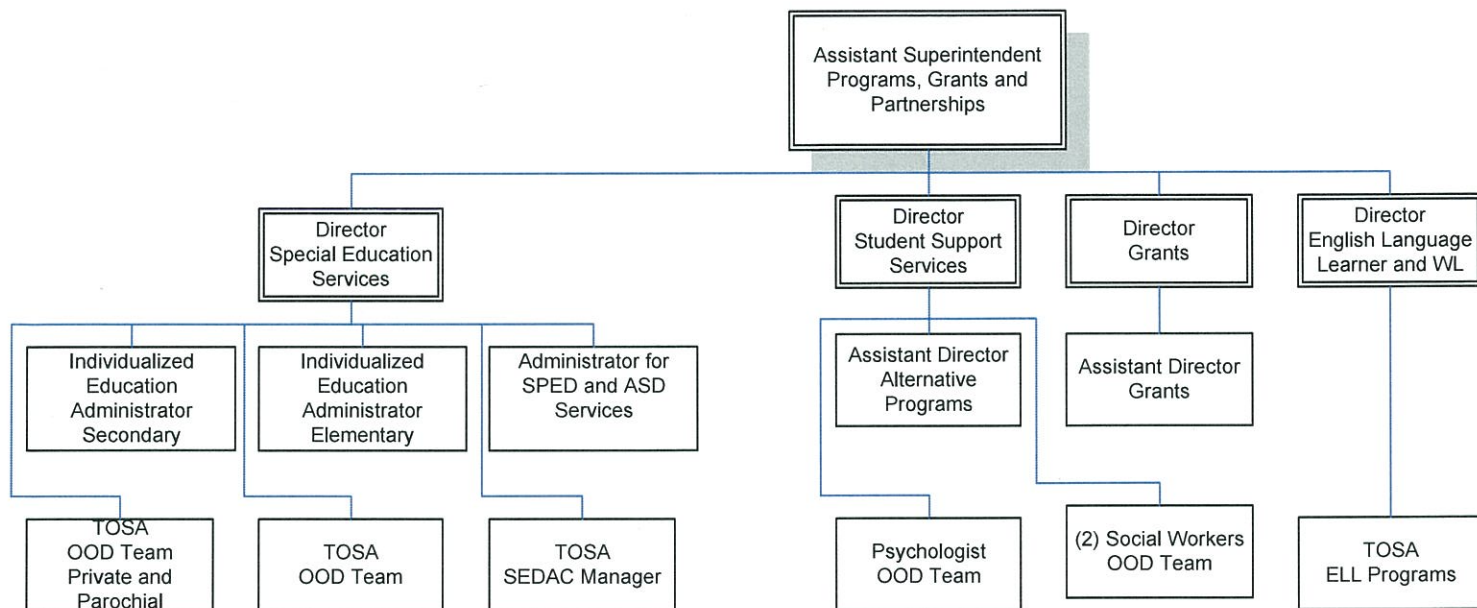
Human Capital Development



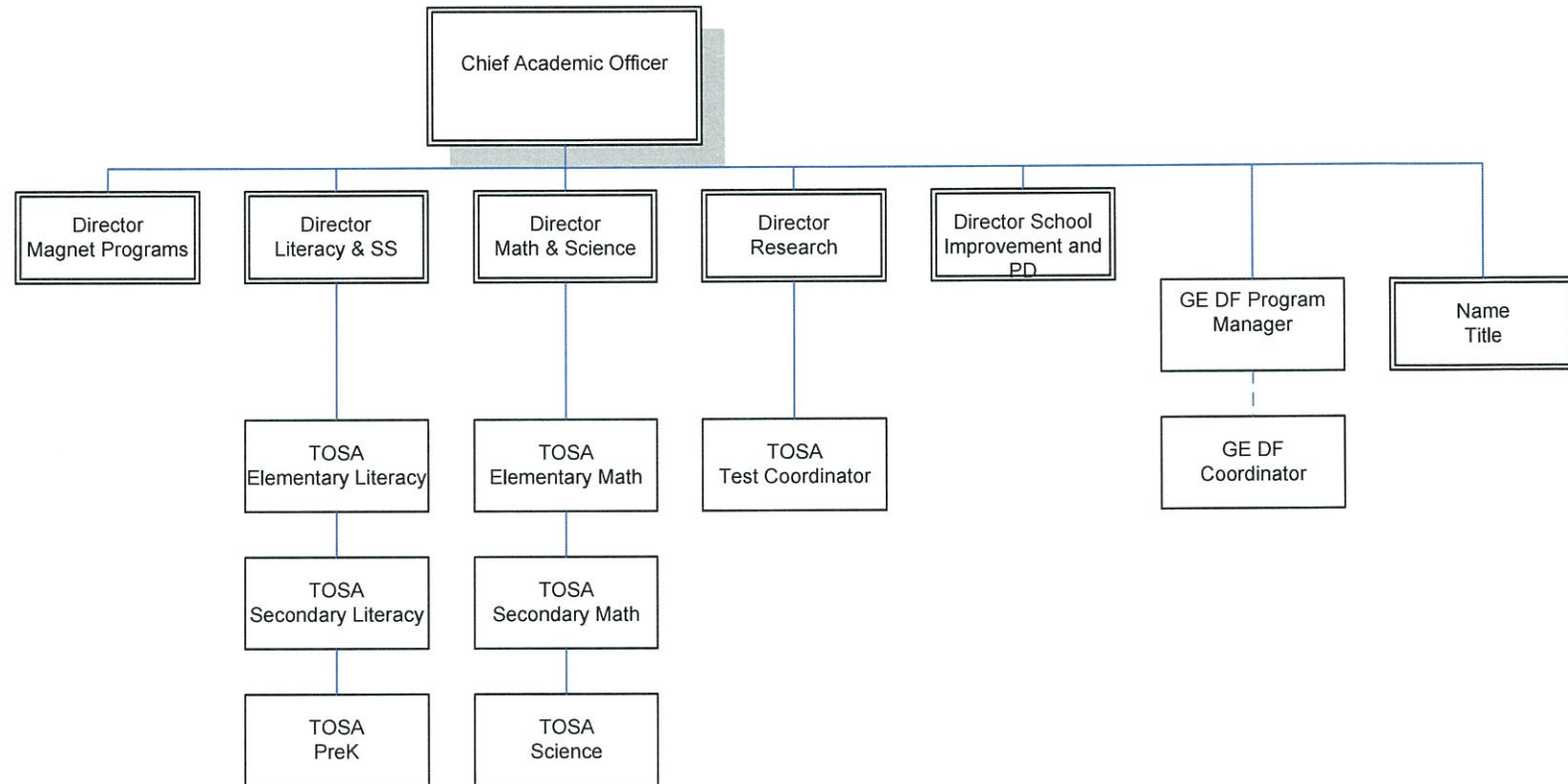
2010-11 Cabinet Organization Chart



2010-11 Programs and Grants Organization Chart



2010-11 Curriculum and Instruction Organization Chart



Descriptions of Major Responsibilities of Central Administration Positions

2010-2011

Dr. Joshua Starr, Superintendent of Schools

The Superintendent serves as the Chief Executive Officer of the Stamford Public Schools and reports directly to the Board of Education. The Superintendent provides leadership for the school system based on Board policies as well as local, state, and federal laws. The Superintendent develops an organizational structure, establishes administrative procedures, and delegates appropriate responsibilities for managing the school system effectively.

Dr. Winifred Hamilton, Deputy Superintendent

Major responsibilities include: responsible for day-to-day operations of district; serves as the head of the District in the absence of the Superintendent of Schools; the supervision of all school principals, the Director of Adult Education, Director of Human Capital Development and Director of Safety & Security. The primary function of the Deputy Superintendent is to support administrators in providing standards-based school improvement so that all students are academically successful. Member of Superintendent's Cabinet.

Mara Siladi, Asst. Superintendent, Programs, Grants and Partnerships

Major responsibilities include: oversight and supervision of Special Education, Student Support Services, English Language Learners, and the Grants and Funded Programs. Provides leadership and guidance for compliance to mandated programs both at central office and across the district including Special Education and 504 mandates, School Choice and Supplemental Educational Services. The position oversees budget development, fiscal and program accountability related to these departments; and collaborates with building administrators, directors, curriculum leaders and community partners in the development, and implementation of special programs and services to meet the needs of all students Pre-Kindergarten – Grade twelve the application, management and reporting processes related to federal and state entitlement grants. Other duties include collaborating with school principals to assure that Grant Funded Programs are implemented according to each grant's guidelines and mandates, including Title I, NCLB, Priority School District Grant, Perkins and other entitlement grants; co-facilitating the School Improvement Planning Process; overseeing the Career-Technical Education and any related audits; and facilitation of specific district grant funded programs. Member of Superintendent's Cabinet.

Sarah Arnold, Public Affairs Officer

Major responsibilities include: oversight of communications within the school district (district calendar, district guide, Administrators' Weekly, district-wide event planning); communications with the media (pitching stories and responding to reporter questions); and communications with the general public (providing information to Realtors and prospective families). The Executive Secretary in the Public Affairs Office also functions as the secretary for the Board of Education. Member of Superintendent's Cabinet.

Mona Hanna, Chief Academic Officer

Major responsibilities include: supervises and evaluates Curriculum & Instruction Directors, including their roles in meeting specific District and School Improvement Plan goals. Oversees and manages budget development for instructional and learning resources to assure prudent use of fiscal resources as they relate to district goals and school improvement plans. In collaboration with Central Office Departments develops effective measures for tracking of students' academic achievement. Develops accountability system within the teachers' and administrators' evaluation plans to measure success of School Improvement Plan goals. Consults with central office administrators, building administrators, and program directors in making recommendations regarding purchasing decisions. Prepares and maintains all relevant reports and records requested by the State Department of Education, the Superintendent or his/her designee. Collaborates with district leaders for professional development to provide in-service training for teachers and other personnel. Supports school administrators in the development of School Improvement Plans. Oversees applicable grant activities in collaboration with the Executive Director of Finance and Assistant Superintendent. Oversees the work in the development and implementation of district-wide goals for increasing students' academic achievement. Directs and oversees on-going curriculum development and revisions, including the use of instructional materials throughout the district. Analyzes formative and summative test results to set clear teaching and learning goals throughout the district. Performs additional duties as delegated by the Superintendent of Schools or his/her designee. Member of Superintendent's Cabinet.

Dr. Thomas Danehy, Executive Director, Human Capital Development

Major responsibilities include: providing oversight, leadership and expertise for the full scope of HCD functions including organizational design, succession planning, retention, training & development of classified staff, employee relations, HRIS systems, Worker's Compensation, inclusiveness, and engagement. Additional duties include advising the Superintendent and Cabinet regarding the interpretation and implementation of contracts, HCD policies, practices and procedures, resolution of employee relations issues, creating and implementing HCD strategies that align with district goals, establishing metrics that determine results of recruiting efforts and insuring state, federal and regulatory employment law compliance. Member of Superintendent's Cabinet.

Hugh Murphy, Executive Director, Finance

Major responsibilities include: the development, presentation and supervision of the Board of Education Operating and Grants Budget and operation of the National School Lunch Program in the district. Other duties include preparation of budget books, monthly budget reports and analysis; grant cash analysis; processing, reporting and verifying national school lunch forms; supervision and review of Board of Education purchasing, payroll, accounts payable and general ledger transactions; holding grant review meetings; interfacing with external auditors, city payroll, benefits, personnel and grant departments. Responsible for Transportation function and Board of Education print shop. Member of Superintendent's Cabinet.

Natalie Elder, Director, School Improvement & Professional Development

Major responsibilities include: directing the school improvement planning process, supporting schools in fulfilling their school improvement goals, and establishing a coherent professional development plan for teachers and administrators in the Stamford Public Schools.

Camille Figluizzi, Director, Magnet Schools

Major responsibilities include: work collaboratively with the Superintendent, Central Office Staff, and staff throughout the district; responsible for the day-to-day management of the district's magnet schools; provides leadership in the teaching and learning process within the magnet schools and effectively and efficiently supports the principals as they increase student achievement; advocates for the magnet schools through fiscal and social channels to grow and develop the overall themes of each school and their responsiveness to the communities served; responsible for overseeing all aspects of the Magnet Lottery process. Reports to the Chief Academic Officer and provides support to the schools as they go about raising student achievement and reducing the achievement gap.

Wayne Holland, Director, Special Education

Major responsibilities include: the supervision of all district special education programs including the evaluation of students, planning and placement team meetings, speech pathologist and the services they provide, inclusion, early intervention services Kindergarten through Grade eight, oversight of Medicaid reimbursement program and special education compliance. This position consults with building administrators, program directors and the Department of Human Capital Development in making recommendations for employment decisions for all staff in the Department of Special Education.

Mary Jennings, Director, Literacy & Social Studies

Major responsibilities include: planning and developing Literacy and Social Studies Programs in Kindergarten through Grade twelve, provide leadership in staff development and coaching for the improvement of teacher knowledge and skill in teaching literacy and social studies, monitor literacy and social studies curriculum development, implementation and instruction, and develop and implement pilot programs which give promise of improving literacy and social studies instruction.

Kristina Lawson, Director, ELL & World Languages

Major responsibilities include: the supervision of the Bilingual Education Programs Pre-Kindergarten through Grade twelve, design, implement and provide staff development for bilingual instruction to ELL and non-ELL teachers, interpret state and federal mandates for district policy, process, operation and programs related to bilingual education, student assessment and placement and collaborate with central office and schools to provide appropriate bilingual services. This position consults with building administrators, program directors and the Department of Human Capital Development in making recommendations for employment decisions for all staff in the Department.

Supervision of the ESL program Pre-Kindergarten through adult, coordinate student initial and annual assessment, design, implement and provide staff development for ESL instruction to ELL and non-ELL teachers, interpret state and federal mandates for district policy, process, operation and programs related to ESL and collaborate with central office and schools to provide appropriate ESL services. This position consults with building administrators, program directors and the Department of Human Capital Development in making recommendations for employment decisions for all staff in the Department.

Mike Meyer, Director, Student Support Services

Major responsibilities include: the supervision and evaluation of Student Support Services staff assigned to Pre-School through elementary including School Psychology and Social Work. This position will also develop and establish the Office of Family Engagement which will coordinate initiatives for parent engagement and family learning and assist in the development, implementation, and evaluation of Social Emotional Learning programs. This position consults with building administrators, program directors and the Department of Human Capital Development in making recommendations for employment decisions for all staff in the Department of Student Support Services and Office of Family Engagement.

John Perrotta, Director, Safety and Security

Major responsibilities include: directing, planning and implementing a comprehensive security program for security for all of Stamford Public School facilities; develops and administers organizational and administrative procedures designed to maintain district activities on an efficient and effective basis; plans and directs a regular program of safety and loss prevention inspections of district's property; maintains effective working relationships with district departments, law enforcement agencies and the public.

Cheryl Poltrack, Director, Grants Compliance

Major responsibilities include: oversight of district and school based federal and state grant programs, coordination and submission of federal and state grant reports, implementation and monitoring of School Choice and Supplemental Educational Services (SES), development of federal and state grant applications and District Director for the Advancement Via Individual Determination (AVID) program.

Steve Schneider, Director, Transportation

Major responsibilities include: the development, supervision and implementation of all transportation for the Stamford Public Schools. This office develops and maintains school bus routes using an automated routing system. This position interacts with the Director of Special Education, ensuring all transportation needs are met for children with special needs. This position assists in establishing bell times and developing and implementing the transportation contract.

Dr. Judy Singer, Director, Research

Major responsibilities include: the collection, analysis and reporting on student demographics and achievement; coordination of district-wide testing including CMT's and CAPT; oversight of StarBase and TetraData; management of the lottery for magnet school admission and requests for placements in schools other than a student's assigned school; completion of state and federal reports; training staff on administrative computer applications.

Kevin Durkin, Assistant Director of Alternative Programs

Major responsibilities include: direct and support the development, implementation and review of the ARTS program and other alternative education opportunities and credit recovery programs that include distance learning programs and on-line courses. Supervise and evaluate all Alternative Education Program school personnel. Manage the intake process for all Alternative Education Programs. Assign students to the appropriate educational programs. Manage all discipline and attendance issues. Organize and schedule staff meetings for Alternative Education Programs. Chair PPT meetings as appropriate. Collaborate with Special Education Department to develop community based special education programs for students with behavioral health exceptionality. Collaborate with Department Heads of Social Work and Psychology to improve delivery of behavioral health services to students. Assist in preparation and administration of school budget. Recruit, interview and hire Alternative Education Program staff. Maintain an inventory of Alternative Education Program supplies and equipment.

Susan Paley, Assistant Director, Human Capital Development

Major responsibilities include: day-to-day supervision of department and staff; i.e., personnel records and retention compliance, developing and maintaining a recruitment plan for professional staff, attending recruitment fairs, and assuring certification and job qualification compliance. Additional duties include the management of substitute teacher placement and programs, oversight of district minority recruitment efforts, participating in collective bargaining negotiations and interfacing with city representatives regarding classified staff matters.

Heather Corrente, Curriculum Associate, Secondary Literacy

Major responsibilities include: building staff development capacity Grade six through Grade twelve in the requirements of Connecticut's Framework for Literacy; building staff development capacity with key building personnel through modeling, coaching, and leading action research groups to increase student achievement in literacy; facilitate curriculum rollout for literacy; assist in the planning of district professional development programs in literacy.

Beth Eiseman, Curriculum Associate, Science

Major responsibilities include: planning professional development in science that provides teachers with timely understanding of the concepts and best practices in instruction to improve student learning in science; facilitating science curriculum work, including the development of syllabi, pacing guides and common assessments; working with school science leaders, and others in the district to ensure consistent inquiry-based science experiences for all students.

Doug Fetchin, Curriculum Associate, No Child Left Behind

Major responsibilities include: assists in submission of reports to the State Department of Education, coordinates career and tech education activities, manages Carl D. Perkins Grant, maintains attendance related to grant funded programs, coordinates grant programs with schools and community, and organizes professional development programs to staff members employed under grant funding.

Michele Sabia, Curriculum Associate, Early Childhood Education

Major responsibilities include: coordinating outreach to the early childhood community; assuring that the Pre-Kindergarten curriculum is aligned to the district curriculum; coordinate the work of the Instructional Coordinators; collaborate with CES Early Childhood consultants to provide on-going professional development to the School Readiness staff; represent the SPS at CSDE workshops & committees. Member of the School Readiness Council.

Mary Schaefer, Curriculum Associate, Elementary Literacy

Major responsibilities include: building staff development capacity Kindergarten through Grade five in the requirements of Connecticut's Framework for Literacy; building staff development capacity with key building personnel through modeling, coaching, and leading action research groups to increase student achievement in literacy; facilitate curriculum rollout for literacy; work with community center tutors in the area of literacy; assist in the planning of district professional development programs in literacy.

Paula Ward, Curriculum Associate, Technology Integration

Major responsibilities include: assists in the selection and implementation of administrative and instructional software applications for the school district. Provides training sessions and help desk support for administrative and instructional applications for administrators, teachers and support staff. Develops documentation for administrative and instructional software applications. Arranges for installation, upgrade and use of computer software and hardware in conjunction with the City IT Department. Manages security for administrative applications. Troubleshoots technology problems reported by district staff in conjunction with the City IT Department. Performs other related duties as assigned by the Director of Research.

Vacancy, Curriculum Associate, Secondary Math

Major responsibilities include: building staff development capacity with key building personnel through modeling, coaching, and leading action research groups to increase secondary student achievement in mathematics, plan and deliver secondary staff development in mathematics, facilitate curriculum writing for secondary mathematics, and assist in the planning of district professional development programs in secondary mathematics.

Al Barbarotta, Facilities Manager – AFB

Major responsibilities include: supervises, monitors and evaluates all custodial, trades and maintenance personnel; oversees the general operations of the Building Inspection Division including scheduling, priorities, goal setting and staff development; ensures the cleanliness and maintenance of all facilities as well as the proper heating and ventilation of all buildings; plans, prepares and supervises preventative maintenance and energy management programs; reviews plans, schedules and supervises improvements, alterations and repairs to existing facilities.

Carrie Chiappetta, District Project Manager, GE Foundation ~ Developing Futures™ Program

Major responsibilities include: oversight and implementation of the GE grant, coordination of planning activities and development of evaluation measures for the math and science planning process. This position also serves as the primary communicator of the initiative with district staff, the community at large and corporate stakeholders.

Peter Ruppert, SEA Co-Coordinator, GE Foundation ~ Developing Futures™ Program

Major responsibilities include: the facilitation of the GE College Bound District Program grant activities through the District, serve as a liaison with other GE College Bound districts, coordinate site visits and GE College Bound District Program events, and collaborate with district staff on GE College Bound District Program professional development initiatives.

Carole Baldassano –Administrator, Special Education & Autistic Spectrum Disorder Services

Major responsibilities include: supervises all aspects of educational opportunity for children on the Autistic Spectrum and low incidence disabilities; chairs all PPTs for children on the spectrum, and low incidence disabilities; oversees and coordinates the tracking of out-of-district-placements for children on the spectrum and low incidence disabilities; oversees ESY Services and supervises lead teacher/s. Reports to the Director of Special Education Services.

Maritza Garcia, Administrator, Adult & Continuing Education

Major responsibilities: develops and supervises programs (ESL, ABE, GED, Family Literacy and Citizenship) for adults in morning and evening sites throughout the community; oversees high school programs to certify that graduates (High School Credit Diploma and National External Diploma) have met state and local graduation standards and insures that state statutes are observed; writes and administers grants to fund new and existing programs; supervises all fiscal aspects of program in accordance with district, state and federal requirements; leads and directs staff with regard to curriculum development, enrollment and testing in mandated programs; evaluates certified and classified staff members; oversees preparation and publication of all brochures and online registration for the continuing education program as well as monitors class progress; monitors the facility and collaborates with administrative staff/custodial staff at all sites used by adult education; outreach, partner and supports community agencies as mandated by the state.

Sharon Granelli-O'Reilly, Administrator, Individualized Education Administrator – Secondary Education

Major responsibilities include: responsible for supporting Stamford's Secondary Schools population on all issues related to IDEA-2004 and appropriate support services for children in Grade six through Grade twelve. This includes transition services for students up to the age of 21 as determined in the Individualized Education Plan for the student; additionally it includes prevention, intervention services. Reports to the Director of Special Education Services.

Barbara Lewis, Administrator, Individualized Education Administrator – Elementary Education

Major responsibilities include: responsible for supporting Stamford's Elementary Schools population on all issues related to IDEA-2004 and appropriate support services for children in Kindergarten through Grade five. This includes prevention and intervention services. Reports to the Director of Special Education Services.

**2011-12 HUMAN CAPITAL BUDGET
STAMFORD PUBLIC SCHOOLS**

Object	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Approved	2010-11 Adjusted	2011-12 Requested	Variance +/-
101 Teachers	1,341.0	1,343.1	1,309.9	1,263.1	1,262.8	1,261.7	1,260.2	(1.5)
102 Administrative	76.2	70.0	68.4	64.7	65.7	69.0	63.0	(6.0)
Total Certified	1,417.2	1,413.1	1,378.3	1,327.8	1,328.5	1,330.7	1,323.2	(7.5)
113 Administrative	5.0	5.0	6.0	8.0	8.0	6.0	7.4	1.4
114 Clerical	84.4	82.4	82.4	77.4	78.4	78.4	78.4	0.0
115 Paraeducators	254.4	275.4	278.0	287.2	287.2	286.6	302.6	16.0
116 Custodial/Mechanics	156.5	161.5	169.5	168.5	168.5	168.5	166.5	(2.0)
117 Other	38.0	38.0	38.0	38.0	37.0	38.0	38.0	0.0
Total Non-Certified	538.3	562.3	573.9	579.1	579.1	577.5	592.9	15.4
Total Operating Budget	1,955.5	1,975.4	1,952.2	1,906.9	1,907.6	1,908.2	1,916.1	7.9
101 Teachers	108.9	113.5	105.7	124.3	130.7	145.9	129.0	(16.9)
102 Administrative	6.0	4.2	3.6	5.3	5.3	5.0	5.0	0.0
Total Certified	114.9	117.7	109.3	129.6	136.0	150.9	134.0	(16.9)
113 Administrative						2.0	0.6	(1.4)
114 Clerical	1.0	1.0	1.0	3.0	3.0	3.2	2.2	(1.0)
115 Paraeducators	90.0	46.0	50.0	53.4	53.4	56.0	38.0	(18.0)
117 Other	2.0	1.0	1.0					
Total Non-Certified	93.0	48.0	52.0	56.4	56.4	61.2	40.8	(20.4)
Total Grants Budget	207.9	165.7	161.3	186.0	192.4	212.1	174.8	(37.3)
101 Teachers	1,449.9	1,456.6	1,415.6	1,387.4	1,393.5	1,407.6	1,389.2	(18.4)
102 Administrative	82.2	74.2	72.0	70.0	71.0	74.0	68.0	(6.0)
Total Certified	1,532.1	1,530.8	1,487.6	1,457.4	1,464.5	1,481.6	1,457.2	(24.4)
113 Administrative	5.0	5.0	6.0	8.0	8.0	8.0	8.0	0.0
114 Clerical	85.4	83.4	83.4	80.4	81.4	81.6	80.6	(1.0)
115 Paraeducators	344.4	321.4	328.0	340.6	340.6	342.6	340.6	(2.0)
116 Custodial/Mechanics	156.5	161.5	169.5	168.5	168.5	168.5	166.5	(2.0)
117 Other	40.0	39.0	39.0	38.0	37.0	38.0	38.0	0.0
Total Non-Certified	631.3	610.3	625.9	635.5	635.5	638.7	633.7	(5.0)
Total System Budget	2,163.4	2,141.1	2,113.5	2,092.9	2,100.0	2,120.3	2,090.9	(29.4)

2011-12 BUDGET OF THE STAMFORD PUBLIC SCHOOLS
Operating and Grants Budget Positions - Additions/Reductions ()

No.	Object	2010-11 Positions	ARRA Grants	Special Education	Pupil Services	Admin Reduction	GE DF Math/Sci	IDEA 611 Regular	AITE Magnet	Rogers Magnet	Ed Job Fund	Other	2011-12 Positions	Change
101	Teachers	1,261.7	12.6	(12.0)	(9.0)		8.0		0.4			(1.5)	1,260.2	(1.5)
102	Administrative	69.0	1.0			(7.0)							63.0	(6.0)
113	Administrative - Non Certified	6.0	1.0									0.4	7.4	1.4
114	Clerical	78.4	1.0									(1.0)	78.4	0.0
115	Paraeducators	286.6	14.0				4.0					(2.0)	302.6	16.0
116	Custodial/Mechanics	168.5	0.0									(2.0)	166.5	(2.0)
117	Other	38.0	0.0										38.0	0.0
Total Operating Budget		1,908.2	29.6	(12.0)	(9.0)	(7.0)	12.0	0.0	0.4	0.0	0.0	(6.1)	1,916.1	7.9
101	Teachers	145.9	(12.6)				(8.0)	(4.3)	(0.4)	6.1	4.3	(2.0)	129.0	(16.9)
102	Administrative	5.0	(1.0)								1.0		5.0	0.0
113	Administrative - Non Certified	2.0	(1.0)									(0.4)	0.6	(1.4)
114	Clerical	3.2	(1.0)										2.2	(1.0)
115	Paraeducators	56.0	(14.0)				(4.0)						38.0	(18.0)
117	Other		0.0										0.0	0.0
Total Grants Budget		212.1	(29.6)	0.0	0.0	0.0	(12.0)	(4.3)	(0.4)	6.1	5.3	(2.4)	174.8	(37.3)
Total System Budget		2,120.3	0.0	(12.0)	(9.0)	(7.0)	0.0	(4.3)	0.0	6.1	5.3	(8.5)	2,090.9	(29.4)

Stamford Public Schools
2011-12 Position Budget Additions/Reductions ()

No.	Object	Operating Budget	Grant Budget	Total Budget
101	Teachers - adjusted budget 2010-11	1,261.7	145.9	1,407.6
	GE Developing Futures Math/Science (Cloonan, Dolan, TOR, Scofield, Rippowam, 3 TOSA)	8.0	(8.0)	0.0
	ECS ARRA Grant (Westover K, Stillmeadow K, .5 CO Curric Assoc)	2.5	(2.5)	0.0
	IDEA 611 ARRA Grant (KT Murphy, Rogers, Toquam, Westover, Roxbury 2, Stark 2, Stillmeadow .5, CO .6)	9.1	(9.1)	0.0
	AITE Magnet (Science)	0.4	(0.4)	0.0
	Rogers Magnet (English, Soc Studies, Math, Science, 2.1 World Language)		6.1	6.1
	Priority Schools Grant (Curriculum Associate NCLB)	(0.5)	0.5	0.0
	Reduction Special Education Teachers (Toquam, KT Murphy, Rogers, Roxbury, Stark 2, Stillmeadow, Scofield 3, Rippowam 3, AITE, SHS add 2)	(12.0)		(12.0)
	Reduction Speech&Language pathologist (Dolan .5, Stamford High .5, Westhill .5, Rippowam .5, Springdale .5, Westover .5, Pre-K assesment team)	(4.0)		(4.0)
	Reduction of Social Work (Pre-Kindergarten, Out-of-district, Bilingual-Haitian, ARTS, Westhill .6, AITE .4)	(5.0)		(5.0)
	IDEA 611 ARRA Regular Grant (move to Education Jobs Fund)		(4.3)	(4.3)
	Education Jobs Fund Grant		4.3	4.3
	Title I Reading Coaches (Stillmeadow,		(3.5)	
Teacher Budget 2011-12		1,260.2	129.0	1,392.7
102	Administrative -adjusted budget 2010-11	69.0	5.0	74.0
	ECS ARRA Grant (Asst Dir of Grants)		(0.2)	(0.2)
	Title 1 ARRA Grant (Asst Dir of Grants)		(0.5)	(0.5)
	IDEA 611 ARRA Grant (Asst Dir of Grants)		(0.3)	(0.3)

Education Jobs Fund Grant (Asst Dir of Grants)		1.0	1.0
Reduction of Positions (Special Education, Director of Magnet, Asst Director ARTS, Dolan Asst Principal, TOR Asst Principal, Rippowam Asst Principal)	(6.0)		(6.0)
Administrative Budget 2011-12	63.0	5.0	68.0

113	Administrative - Non Cert- adjusted budget 2010-11	6.0	2.0	8.0
	IDEA 611 ARRA Grant (Special Ed Management Analyst)	1.0	(1.0)	0.0
	Chief Information Officer (CIO) Position	0.4	(0.4)	0.0
	Admin Non-Cert Budget 2011-12	7.4	0.6	8.0

114	Clerical- adjusted budget 2010-11	78.4	3.2	81.6
	ECS ARRA Grant (Data Analyst Position)		(0.7)	(0.7)
	Title I ARRA Grant (Data Analyst Position)		(0.3)	(0.3)
	Clerical Budget 2011-12	78.4	2.2	80.6
115	Paraeducators- adjusted budget 2010-11	286.6	56.0	342.6
	GE Grant expiration (Science paras)	4.0	(4.0)	0.0
	ECS ARRA Grant (Westover)	10.0	(10.0)	0.0
	IDEA 611 ARRA Grant (Davenport, Hart, Toquam, Stillmeadow)	4.0	(4.0)	0.0
	Other (Elementary)	1.0		1.0
	Reduction of Staff (Westover)	(3.0)		(3.0)
	Paraeducators Budget 2011-12	302.6	38.0	340.6
116	Custodial/Mechanics- adjusted budget 2010-11	168.5		168.5
	Reduction of Staff (Districtwide)	(2.0)		
	Custodial/Mechanic Budget 2011-12	166.5	0.0	166.5
117	Other- adjusted budget 2010-11	38.0		38.0
	Other Budget 2011-12	38.0	0.0	38.0
	Total BOE Budget 2010-11	1,908.2	212.1	2,120.3
	Superintendent's Budget Request 2011-12	1,916.1	174.8	2,090.9

Superintendent's request 1/14/11