

Ashford Board of Education  
Special Meeting Minutes  
Annual Retreat – August 20, 2015  
5:30 p.m.

*Note: Per C.G.S. §10 – 218, Board of Education meeting minutes are provided in a draft format within 48 hours of the date the meeting was held. With the exception of motions and votes recorded, these minutes are unofficial until they have been read and approved by a majority vote of the Board. Should edits be necessary, they will be made at a regularly scheduled meeting, noted in the meeting minutes, and so voted upon.*

**Call To Order**

Board chair J. Rupert called the special meeting to order at 5:37 PM. Present were J. Rupert, K. Rourke, J. Mozeiko, J. Lippert, L. Donegan (5:44 pm), K. Warren (6:00 pm) and D. Wesson (6:30 pm). Also present were Dr. J. Longo, Superintendent, Principal T. Hopkins, Pupil Personnel Director C. Ford, Asst. Principal G. Dukette and recording secretary J. Barsaleau. Present in the audience were S. Morytko, S. Irvine, R. Haeger and D. Atkinson.

Additional materials were distributed (attached)

**Public Input**

Dr. Longo began the annual retreat by welcoming everyone in attendance. He continued by outlining the agenda for this meeting, the first hour dedicated to goals; the second hour to long term planning, followed by a short recess prior to the start of the regular meeting.

Dr. Longo asked for public comment:

Rebecca Haeger wondered how art was going to be implemented more? She felt the school was lacking in this area, there should be more displays of student art throughout the school.

Steve Morytko would like to see more detailed technology plan information. He reported that he has heard others complain about the budget process being rushed and short on detail at presentation time; new things that are known should be shared in advance. He stated the budget document is much improved and efficient over prior years. He has also heard residents question additions in administrative staffing - they feel there are too many administrative positions and that consolidation of services with other districts and the town should be considered wherever possible. Website communication has improved, but still needs more attention. K12 is currently the most effective means of communication; he suggested creation of a group email list to families as a means of notification.

J. Rupert stressed that attendance by members of the public sharing concerns such as these can affect positive change. Mr. Morytko has done this and provided suggestions concerning the website for example, and some of those suggestions have been implemented.

J. Mozeiko shared some questions from parents who have contacted her. They seek more communication from teachers to parents with the new trimester schedule; there was some concern that the SBAC testing falls during the spring time change and a question was posed concerning growth and development unit taught in 5<sup>th</sup> grade – do the students switch classes and learn about the opposite sex?

Mr. Hopkins responded that the testing window for SBAC is rather lengthy and the time change will be considered, and the 5<sup>th</sup> grade groups do not switch classes during the growth and development unit.

Dr. Longo encouraged those present in the audience to share with others the importance of contacting a member of the administration with any questions or concerns, as it is best to address them before they become too great.

Susan Irvine asked if there was some way to share with the community that people should contact the school administration with any questions or concerns?

L. Donegan suggested creating a “Q&A” sheet, writing about the retreat in the Ashford Citizen or other publication. Other ideas discussed were an electronic or moderated forum, a questionnaire or suggestion box at the Open Houses.

In response to overall public comment, J. Rupert noted that the Board of Education begins its annual budget process in November. Dr. Longo added that he held two public evening meetings in early October of last year for public dialogue concerning specific budget topics, including staffing and curriculum.

### **Mission and Goals**

- **Superintendent's Goals Reports**
- **Administration's Goals Report (T. Hopkins)**

Administrative team members discussed their individual goals (attached). Each member of the administrative team elaborated upon the written goals and responded to audience and board member questions relating to the listed goals.

Dr. Longo concluded with a brief discussion of his written goals. Dr. Longo noted that he met recently with Supt. Harding from Willington to discuss ideas for collaboration between our districts. Dr. Longo attended the "Back to School" meeting for CT Superintendents earlier this week and was approached by fellow superintendents who said they have been hearing great things about Ashford School.

J. Rupert reported that he had a conversation with the Willington superintendent and he stated that he was very impressed with Ashford School, and he too, spoke of possible collaboration with Ashford.

Dr. Longo stated this is confirmation that the Administration and the Board of Education are responsive and as a result, Ashford School has improved greatly over the past six or seven years.

Further dialogue amongst the members and the audience followed concerning the goals presented and how best to communicate them to families and the community.

- **Board of Education Goals – Discussion – Action Plans**

Board members stated their thoughts for discussion in goal setting.

K. Rourke would like to see all parent forms available online to avoid repetitive filing of forms. She also cited inconsistency amongst teachers within the same grade in terms of how much homework is given.

L. Donegan spoke of goals in sustainability, conversation, recycling, environmental and global education; extracurricular and socio cultural goals, diversity and more current events.

J. Rupert feels that what we are doing is phenomenal, unique and is being done well. People are taking notice, and as time marches forward, we may be in a position to reach out and share our creation with other schools in terms of taking in students from other towns or an exchange of students.

J. Lippert would like to see a study of such an exchange of students without increasing staffing.

J. Mozeiko would like to have a policy concerning video/movie time in the classroom; IEP's for gifted students with goals that are set much like students with disabilities. Mrs. Ford responded that gifted students do have identified goals they have chosen for themselves in individualized instruction.

D. Wesson would like to see expansion of "Respect, Responsibility, Pride" for students to support each other resulting in less bullying. Mr. Hopkins responded that another program "Second Step" is being researched to address that.

K. Warren would like the budget done on time.

J. Lippert spoke of consistency with the budget, sharing of resources, streamlining and capitalizing where possible.

D. Wesson mentioned teacher exchange.



It was the general consensus of the Board and Dr. Longo to table the Long Range Planning portion of the agenda. The item will be addressed at a future meeting.

**Adjournment**

Motion to adjourn the meeting at (7:38 pm) made by L. Donegan seconded by J. Mozeiko and carried unanimously.

Recorded by:

  
Jennifer Barsaleau  
Recording Secretary

*Approved by the Ashford Board of Education:*

*September 3, 2015*

## **Ashford Board of Education**

**Annual Retreat  
August 20, 2015**

### **AGENDA**

**5:30-6:15**

- Public Input (limited to 5 minutes per speaker)

#### **Mission and Goals**

- Superintendent's Goals Report
- Administration's Goals Report (T. Hopkins)
- Board of Education Goals – Discussion – Action Plans

#### **Resources for Hour one**

##### **Enclosures:**

Goal setting procedures and purposes  
Administrative and School Goals document  
Template for BOE goals  
BOE 2014-2015 Goals



**Ashford Board of Education  
Annual Retreat  
August 20, 2015**

**BOE Goal Setting: Purpose and Procedure**

**PURPOSE**

What is the primary purpose of the BOE goal setting process?

- To articulate the vision, mission, and values of the BOE
- Provide greater focus on priorities, vision, mission and values
- Identify areas of strength in the school district
- To identify areas of need in the school district
- To facilitate change in the school district
- To establish accountability
- To prioritize actions to respond to identified strengths and needs
  - Identify Objectives. What does the Board want to get done
  - What is the order of priority for actions and tasks
  - Which group or individual is responsible
  - What is the timeline for assessment of success

**PROCEDURE**

- Begin the process by reviewing the Board of Education's District Mission Statement. Does it reflect BOE values? Is it still relevant? If so, consider it during your goal setting dialogue. If not, make revisions prior to setting goals.
- Review Goals set by the superintendent and the administrative staff. Are they acceptable? If so, consider as you formulate your goals. If not, Recommend revisions.
- Based upon your analysis of strengths and needs in your district, create categories for goals. (Such as, curriculum and instruction goal, communications goal, community relations goal, budget goal)
- Create a goal for each of the identified areas of importance.
  - Include actions to achieve these goals: What will be done to achieve each goal
  - Who will be responsible for each action? Which groups or individuals.
- Create benchmarks, timelines and indicators of success.
- Elicit public and staff response to BOE mission and goals.
  - Schedule time for goal review in a future meeting of the BOE.

Ashford Board of Education  
Annual Retreat  
August 20. 2015

Goal Setting Template

Goal	Action plan	Who is Responsible	TimeLine

Ashford Board of Education  
Annual Retreat  
August 20. 2015

Goal Setting Template

Goal	Action plan	Who is Responsible	TimeLine



Ashford Board of Education  
Annual Retreat  
August 20. 2015

Goal Setting Template

Goal	Action plan	Who is Responsible	TimeLine

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Goal Setting Template

Goal	Action plan	Who is Responsible	TimeLine

Ashford Board of Education  
Annual Retreat  
August 20. 2015

Goal Setting Template

Goal	Action plan	Who is Responsible	TimeLine



*Ashford School*  
*Mission, Professional Development and Goals*  
*2015-2016*

**Introduction to this Document**

The Ashford School STEAM curriculum is based upon a fully integrated and differentiated model. All instruction is data driven, and individualized, to the extent that instructional modification of content is possible to meet the individual abilities and needs of the student. Professional development time is an opportunity for the district to provide training that assists teachers in refining their professional practice; meet school and individual goals and to contribute to school improvement. Therefore all professional development is rooted in the school mission and the goals of the district, school, and individual teacher.

**Ashford School Mission**

To present a school district that supports all students in achieving their highest educational and personal potential as productive citizens of the diverse, multicultural, and global, 21<sup>st</sup> century community in which they will live.

**Board of Education Goals (suggestions)**

1. (Curriculum and Instruction Goal)
2. (Communication and Community Relations Goal)
3. (Budget Goal)

**Superintendent's Goals**

1. Provide positive leadership that contributes to instructional excellence, builds morale, and contributes to a positive climate and a healthy school culture.
2. Establish a culture of achievement, scholarship and self-discipline as the measures of student success.
3. Manage the daily operation of the school district ensuring a safe and secure learning environment for all students.
4. Communicate a vision that is student centered, with expectations of respect, pride, and responsibility for all.
5. Engage and communicate with parents and community, enlisting their understanding and support of Ashford School as a community resource and learning center for all students

### **Ashford School Administrative Team Leadership Goals**

1. Promote creativity, student choice, and critical thinking through the implementation of interdisciplinary curriculum, following the concept of STEAM (Science, Technology, Engineering, Art, Mathematics), which applies to the real world now and in the future.
2. Improve informative, positive, and constructive communication throughout the Ashford community to assist in student success in all areas.
3. Develop and implement programs and practices to improve student communication skills, with a focus on speaking, listening, writing, and the arts, as we prepare them for high school, advanced study and career.
4. Utilize positive evaluation and professional growth opportunities to develop partnerships with all staff that inspire excellence in professional practice.

### **Individual Administrator's Goals: Cynthia Ford**

1. Develop a system of communication and collaboration that promotes transparency and a unified approach in support of students.
2. Ensure timelines around procedures in Special Education are adhered to throughout the department to meet all state requirements.
3. Implement and train all Special Education staff on IEP Direct.

### **Individual Administrator's Goals: Troy Hopkins**

1. Provide positive and constructive support and feedback to staff, during the evaluation and professional learning process, regarding the implementation of purposeful, student-directed, interdisciplinary instruction that is rigorous and individualized.
2. Establish a communication system through which all stakeholders understand our goals and are aware of activities and events contributing to our success.
3. Refine our data analysis system ensuring that instruction is personalized to the needs and interests of individual students.

### **Individual Administrator's Goals: Garrett Dukette**

1. Establish and maintain a system of communication that is clear, direct, and supportive of all stakeholders.
2. Develop a system of motivation that empowers students to be accountable to their community and promotes growth.
3. Provide guidance in furthering implementation of the Writing Pathways Program school-wide, while establishing a system of instructional support in order to improve writing at all grade levels.

## Ashford School Goals

1. Promote creativity, student choice, and critical thinking through the implementation of interdisciplinary curriculum, following the concept of STEAM, which applies to the real world now and in the future.
  - Encourage and value creativity and self-expression in student work
  - Provide opportunities for student choice in what is learned, how it is learned, and how learning is demonstrated
  - Develop critical thinking skills through studying and solving real world issues
  - Improve student learning capacity through the implementation of a STEAM model of curriculum and instruction
2. Develop and implement programs and practices to improve student communication skills, with a focus on speaking, listening, writing, and the arts, as we prepare each student for high school, advanced study and career
  - Integrate communication and self-expression skills across the all disciplines and curriculum
  - Improve writing instruction and effective integration of student writing into all content areas
  - Refine the collection and use of data to identify student learning needs
  - Individualize instruction to appropriately challenge each student based on readiness and ability
3. Provide informative, positive, and constructive communication throughout Ashford community, resulting in a collaborative effort that supports students.
  - Engage families in their child's education through improved communication
  - Communicate with families about individual student successes and challenges
  - Enhance student recognition practices
  - Improve and maintain informative webpages
  - Consistently adhere to internal communication systems to ensure maximum support for students.



Ashford Board Of Education

GOALS

2014-2015

The Ashford Board shall:

1. Prepare every student with the literacy and numeracy skills necessary to excel in future educational settings;
2. Continue to look at expenditures with the intention of maximizing resources to focus on student achievement;
3. More effectively communicate the mission and goals of the district to the entire community;
4. Review the physical plant to ensure the success of goal #1.

## **Ashford Board of Education**

**Annual Retreat  
August 20, 2015**

### **AGENDA**

**6:15-7:15**

#### **Three - Five - Year Plan**

- Curriculum and Instruction (includes status and new initiatives)
- Capital – Refine and Update Plan
- Facility – Report and Discussion
- Safety and Security – Report and Discussion

#### **Resources for Hour Two**

##### **Enclosures:**

Five-year Capital proposal from Don Wesson  
BOE Three-Year Academic Plan 2010-2013  
September 2, 2010 Capital Request  
December 6, 2012 Capital Improvements Memo  
February 22, 2013 Capital Improvements Five - year Plan Memo to Fletcher  
March 2013 Capital/Safety Funds Request  
December 28, 2014 Memo To Chuck Funk regarding our Capital Request  
February 6, 2014 Capital Request Memo to Capital Expenditures Committee  
Technology planning from Technology Grant  
January 2014 Report on School Security Plan Status  
January 15, 2014 Report on Status of Projects

Blank Worksheets for Long-Term Planning

YEAR	PROJECT	ESTIMATED COST
15/16	PHONE SYSTEM AND INTERCOM	60K
	MEDIA CENTER CEILING	50K
	CLASS ROOM CEILING	50K
	DOOR TO CLOSE HALLWAY AROUND GYM	20K
16/17	WINDOW REPLACEMENT	50K
	TECH SPACE	25K
17/18	FORNT PARKING LOT	80K
18/19	TECHNOLOGY UPGRADE	150K
20/21	PLAYSCAPE AND TEAM BUILDING EQUIPMENT	
	FENCE	12K

#### MAJOR PROJECTS

22/23 NEW ROOF \$\$\$\$\$  
 PLUMBING REFURBISH \$\$\$\$

MAY WANT TO BOND FOR BOTH AT THE SAME TIME



BUS COMPANY
FULL SIZE BUS AND VAN
FULL SIZE BUS
FULL SIZE BUS AND VAN
FULL SIZE BUS
FULL SIZE BUS AND VAN

Ashford School  
 Three-Year Plan  
 2010-2013  
 August 2009  
 J. Longo

Plan	Budget Impact Estimate/Status
<p><b>Year One: 2010-11 All items continue through the three years unless otherwise indicated</b></p> <ol style="list-style-type: none"> <li>1. Budget Improve mechanism for tracking and reconciling budget</li> <li>2. Continue to work with staff and community regarding curriculum, instruction, assessment, culture, and climate in the school. Attend a team meeting at every level, initiate committees for the year, elicit volunteers, and engage all groups.</li> <li>3. Target October as first meeting of a community based committee to review the recommendations of the energy audit. Include community agencies, First Selectmen, clean energy commission, conservation committee.</li> <li>4. Create a communication system to the parents and other community members from the school. Superintendent's Newsletter, Parent Advisory Committee: Principal's Newsletter. Contribute to local publications such as Horizons.</li> <li>5. Implement an SRBI program that introduces grade level data binders for team use in tracking student achievement. Attend Team Meetings and Lead</li> </ol>	<ol style="list-style-type: none"> <li>1. we are in the process of totally restructuring how money is spent and then recorded. Also have hired part time help in the department</li> <li>2. No cost. Ongoing initiative.</li> <li>3. No cost</li> <li>4. Newsletters, meetings no real cost if electronic</li> <li>5. \$500 - supplies</li> </ol>

Professional Development Days. Include SRBI in evaluation plan revisions. Use data and data teams to respond to CMT performance through revised instructional practices individually designed by grade and student.

6. Add Cameras to all Buses to improve discipline and safety. Review effectiveness of camera system. Bus driver training on discipline.
7. Develop improved networks among our middle school staff and the staff at EO Smith that include spiraling of curriculum and expectations for high school success. Both grad 7 & 8 staff should be involved.
8. Do the paperwork to get our technology space construction on the state Projects list when it is financially feasible. Put in hands of building committee to determine capital long range plan, Put the proposal in our capital plan.
9. Review the effectiveness of the writing position in January 2011. Determine if part time is effective or if full time should be recommended. This position serves grades 5-8 to improve writing performance on the CMT as well as teach research skills in preparation for high school. This would be a co-teaching system with a specialist that goes to each group.

10. Begin a study of our middle grades with the goal of implementing a middle school philosophy and schedule. Include a NELMS professional development experience.

6. Installed. Will plan PD.

7. Cost of Substitutes-Estimate it at \$1,000

8. No cost until we send out bids, and make decisions. Dependent upon Capital pan and money availability.

9. No Additional cost, yet it is a Half time teacher formally our MS reading teacher \$31,000. Going full time would be additional funds.

10. No cost except potential substitutes teachers.



<p>11. Look at the middle school schedule to implement a study skills program. This should be the topic of the MS staff to determine best application of the concept.</p> <p>12. Work with the new special education director to restructure the special education department.</p> <p>13. Consider effectiveness of the administrative team. Find a part time Curriculum director as we determine uses of Job Funds monies. Also. Review the pilot lead teacher program.</p> <p>14. Design a new professional development plan to direct energy toward efficient use of data as well as improved faculty ownership of the success and failure of school goals and connection to district mission and vision.</p> <p>15. Move faculty toward a model of curriculum and instructional practices that provide opportunities for increased ownership by teachers.</p> <p>16. Work on school culture to increase positive attitudes and professionalism among the staff with recognition by the community of the efforts of staff to increase student-learning capacity.</p> <p>17. Form a Superintendent/Parent Advisory Committee to meet quarterly</p>	<p>11. No Cost except if w decide to write a study skill curriculum \$2,000.</p> <p>12. No additional cost.</p> <p>13. Three day a week position, or full time Cost would be about \$60-95,000.</p> <p>14. Have begun this process. Committee in place. No cost.</p> <p>15. Have begun this by allowing all day-during school time team meetings. Cost about \$2,000 annually.</p> <p>16. No cost but lead teachers are part of this drive and they add up to \$4,500 as proposed.</p> <p>17. no cost.</p>
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<p>for guidance. Consider new survey and ongoing mechanism for parental input.</p> <p>18. Form a space needs assessment review committee to determine long term classroom needs.</p> <p>19. Form a management committee to evaluate the restructuring of the Maintenance department.</p> <p><b>Year Two: 2011-2012</b></p> <ol style="list-style-type: none"> <li>1. Add a certified media specialist to run our library and computer classes including study skills: Consider for 2012-2013 implementation. Review budgetary considerations in</li> <li>2. Reconfigure Primary wing of the building to accommodate enrollment changes and projections. May include construction of a bathroom in one room. Create a committee of Primary staff to make formal recommendations and put them in the capital plan proposal.</li> <li>3. Add a Spanish teacher to provide Spanish study in grades 3-8.</li> <li>4. Implement the Middle school concept fully.</li> <li>5. Implement a fully developed instructional data system. Review of what purchased packages are available and their effectiveness and costs.</li> </ol>	<p>18. no cost</p> <p>19. Evaluation no cost – plan for change may have costs.</p> <ol style="list-style-type: none"> <li>1. Approx \$60,000</li> <li>2. No Cost unless construction needed and furniture needed.</li> <li>3. Cost of approx an additional \$55,000 to have full Spanish instruction in the school.</li> <li>4. No Cost anticipated.</li> </ol>
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<p>6. Add to our website to increase its use for students, parents and community members including links to all curriculum, schedules, grades, support material, and school resources. Include an area for questions or concerns.</p> <p>7. Fully utilize the data binders to differentiate instruction that is responsive to individual student needs. Begin to digitize process.</p> <p>8. Continue evolution of teacher's teamwork on curriculum and instructional practices through use of professional development and time allocated to the process.</p> <p>9. The BOE Transformation committee should review the possibility of restructuring the "Transportation Administrator" Position to accommodate needs in AM and PM making the position purely administrative.</p> <p><b>Year Three 2012-2013</b></p> <p>1. Begin a thorough review of all curricula with special emphasis upon differentiated instruction, data driven instruction, inclusion and national/state standards.</p> <p>2. Look at the elementary science program and make appropriate adjustments to meet the new CMT requirements in terms of curriculum and potential staffing. Consider an outside consultant.</p>	<p>5. Cost based upon committee recommendations.</p> <p>6. No cost</p> <p>7. No cost</p> <p>8. May require outsourced web service. Inquiries will begin to determine if a cost is associated with this.</p> <p>9. Potential Cost of replacing AM and PM bus run driver.</p> <p>1. no cost until writing begins.</p> <p>2. Potential for new staff position</p>
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3. Look at remedial math and reading and determine if a remedial department needs to be formed from K-8 including possibility of increased staff.
4. Consider the formation of a program for student exchanges abroad
5. Explore possibility of sister school programs

#### **Three Year Plan Major Items by Category**

##### **Staffing:**

Add a curriculum administrator  
 Add Math Resource teacher  
 Add a remedial reading teacher  
 Add Media Specialist  
 Add Spanish Teacher

##### **Curriculum and Instruction**

Review current curriculum writing plan  
 CMT and Data Analysis Applications: Develop systems to best utilize data to improve instructional effectiveness.  
 Implement Middle School Concept

##### **Facility**

**We should develop our long term facility plan with sequence of projects in order of need or importance**

Renovate Tech Space  
 Add Toilet in Primary Win  
 Resurface Parking Lot include upgrade in lighting  
 Implement an energy efficiency plan  
 Tile and Paint front hallways  
 Tile currently carpeted rooms

3. Potential hiring of two staff, one reading, one math to work with remedial students as well as enrichment students.
4. No cost
5. No cost



*Ashford School*  
*Five Year Capital Improvement Plan Request*

The Board of Education voted at its September 2, 2010 meeting to ask for capital funds to do the following projects in the order that they are listed.

Five-Year Plan

Year One & Two

1. One Bus
  - a. Our buses are aging and we need to continue the buying plan that replaces one a year
2. Lights and Paving in the Parking Lot, with a security camera
  - a. This is a matter of safety and needs to be addressed

Year Three

3. One Bus as part of our annual replacement plan
4. Create a new air exchange and Replace drafty windows
  - a. Improve ventilation for air quality control

Year Four

5. One Bus as part of our annual replacement plan
6. Renovate the Technology Room for Classrooms
  - a. We are beginning to be short of space. Even though enrollment is down in general numbers, students with special needs are rising and more spaces are needed to service these children.
  - b. It might make sense to put upgrade of the media center into the same request for proposals and bond.
7. Paint and tile the front corridor of the building
  - a. While this is purely cosmetic, a lighter color would change the heavy and dark feeling of the building. We would like to paint it to match the newer wings of the building and include light colored tile over the dark red.
8. Tile currently carpeted rooms
  - a. We still have several rooms that are carpeted. The carpets are old and unsanitary and should be replaced by tile. It costs about \$2500 a room.

Year Five

9. One Bus as part of our annual replacement plan
10. Add fire alarm releases to all doors in the building
  - a. It is important that all doors be held open during the day automatically release in the event of a fire alarm, this closing the draft and limiting smoke or fire danger.
11. Add a toilet to a classroom in the primary wing
  - a. To better serve our primary wing we would like to have an additional room available to serve pre-school and Kindergarten students. This requires that a toilet be installed.



**Ashford School  
BOE Capital Improvements  
December 6, 2012**

**School Facility Proposal – Capital investments**

Last year we began to develop a five-year plan for improvements in our facility. Since then we have made some progress and our perception of what is needed has evolved.

At this meeting we will have a full BOE discussion of capital improvements (scheduled for 6:30-7:30). Please consider this proposal as part of a new plan.

Building reconfiguration of classroom space to accommodate instruction.

1. Move superintendent, business department, special education, and conference room to rooms 13 -14. These rooms are wired for electricity when the power is out, they are located adjacent to the main office, and they have a natural entrance and are near the school front entrance.
2. Move two grade four classes into the two full sized classrooms now occupied by the district offices.
3. Move SpEd class from room 19 to room 16
4. Move health back to room 19. And put the grade four class currently in room 16 in that room (room 22).

This plan would put all of our classrooms in an uninterrupted cluster and all of our administrative offices in a cluster near each other and the building entrance as well as accommodate the overcrowding in the nurses office.

Plan last time we discussed it.

1. Finish the media center – ceiling
2. Paint front hallways and improve lighting
3. Complete our plan for the tech ed room
4. Replace our windows and doors as recommended by our energy audit.
5. Plan for a systematic replacement of our roofing

My proposal

1. Do construction to accommodate improved use of the facility
2. Front hallway paint and lights
3. Build walls and add flooring to Tech. Ed. space
4. Windows and doors
5. Media center ceiling
6. Schedule a long term plan for the school roof

**Ashford School**  
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February 22, 2013

**To: Ralph Fletcher, Ashford First Selectman**  
**From: James Longo, Ed.D. Superintendent of Schools**  
**Re: Ashford Board of Education Capital Improvement Five-year Plan Proposal**

At their February 21, 2013 meeting the Board of Education officially designated the following projects as their (five-year plan) priority list of requests from the town's capital budget.

Year One: Year one projects are to be partially funded by redirecting funds previously allocated for the purchase of a new school bus this year (2013).

	Estimated Costs
Safety Improvements to the School Building	
Turning two classrooms into offices	
Returning two office spaces from offices to classrooms	
Hallway Safety Doors	
Closed circuit camera system	
Division of Tech-Ed room space	
Temporary 8' walls, doors, and two windows	
Total Estimate for all above:	\$5,000
Painting front hallway	\$95,000
Tile for front hallway	\$6,000
	\$5,500
Addition of a bathroom to a classroom for Pre-K use	\$36,000
<b>Total of year one proposal:</b>	<b>\$143,500</b>

Year Two:	Front Entrance Portico	TBD
	Rear entrance Portico	TBD
	Level Front Parking and entranceway - Fill (to level) and paving of front lot -moving handicapped spaces to center of lot	\$85,000
Year Three:	Replacement of windows and doors	\$90,000
Year four:	Air Balance System	\$60,000
Year Five:	Paving of playground, sidewalk and driveway in the front of the building	TBD

**Board of Education Capital Improvement Request**  
**March 2013**  
**J. Longo**

The Board of Education Capital Expenditure request for this year is based upon two separate items. First, are the safety changes in the facility (items 1 and 2), and second is the purchase of a new bus.

1. We have had contractors come in and give us an estimate for the following two items.
  - a. New steel security walls at the front entrance of the school \$18,000
  - b. Move business office near the entrance and replace with two classrooms for third/fourth grade. \$60,000
2. We decided to propose the following items after discussion with the Capital Expenditures Committee, so these prices are not hard estimates provided by contractors, but internally generated estimates. If the costs exceed these estimates we will fund as much as possible and defer the remaining items to year two.
  - a. Magnetic locks for the rear entrance to the building. \$8,000
  - b. Electro-magnetic doorstops for all the classrooms. \$10,000
  - c. New safety glass/doors to the elementary play ground. \$2,000
  - d. Update door locks on all classrooms. \$5,000

This totals \$103,000 for safety upgrades. When adding in a new bus, as was scheduled from previous five year budget, which is estimated at \$86,000 therefore the total of \$189,000 is the capital expenditure request from the Board of Education for the 2013/14 budget



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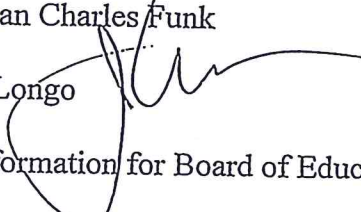
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December 28, 2014

To: Capital Expenditure Committee  
c/o Chairman Charles Funk

From: Dr. James Longo 

Re: Support Information for Board of Education Capital Funds Request

Don Wesson, the Board of Education's representative to the Capital Expenditure Committee, indicated that you have requested more detail regarding the list of capital projects he submitted to you at the first capital expenditure committee meeting in December. Specifically, explanations of why we felt we needed these particular projects, and copies of third party cost/price estimates. The requested information follows for the 2015/16 projects.

**1. Phone and Intercom/Paging System**

Our current system runs on Microsoft Windows XP software, which is outdated and no longer supported by Microsoft. Our current phone system provider has indicated that they cannot guarantee future ability to repair the system if it malfunctions. Additionally, the hardware used in our system, (phones and phone infrastructure) is outdated, and parts are no longer available. We have been using parts from existing phones to repair other phones when repairs are needed, but this cannot continue indefinitely, as the availability of these parts will eventually run out.

There is a current estimate for the work attached to this memo for \$56,000. This estimate was valid until December 31, 2014, so we expect the cost could be slightly higher by the summer when we would potentially be able to request the use of any capital funding for this project.

*It should be noted that the town hall has the same telephone system as ours, and while it is a smaller system than the school has, it might be wise to consider having the town phones updated at the same time Ashford School as part of one capital project.*

**2. Media Center Ceiling**

The media center was designed without a hung ceiling and therefore this is no sound insulation. While this was the trend at the time of its construction, it is not a practical solution for a space that is used for research, studying, and classroom instruction. Whenever it rains,

the noise from the rain on the roof is unbearable and makes it impossible to hear anyone speaking in the room. Anyone who has attended a meeting during a rainstorm can testify to the problem posed by the lack of an insulated ceiling in this space. We are suggesting that this problem could be remedied by adding a hung ceiling that would insulate the room for sound during inclement weather as well as make the room quieter during daily use.

We have an estimate from a few years ago, and a new estimate acquired this year, both are attached to this memo.

### **3. Classroom Ceilings**

We also have four classrooms that were constructed using the same design as the media center and therefore do not have insulated ceilings or hung ceilings. It is particularly difficult to teach in these rooms during a rainstorm. The noise from the rain hitting the roof makes communication in these classrooms very difficult. We would like these rooms dealt with along with the media center, but have divided the project in the event it is too costly to do the combined project under one capital fund allocation.

We have two estimates for these rooms as well. Both are attached to this memo.

### **4. Safety Doors for the Hallways on Both sides of the Gymnasium.**

There are multiple reasons for this request. First, is the fact that this is a major entrance to the building, and we should have the ability to limit access to the rest of the building in the event of a problem or emergency. Having the ability to isolate the two hallways connected to this entrance would make the rest of the building considerably safer in the event of an emergency during the school day, as well as during evening and weekend activities when many people are using the facility virtually unsupervised outside of the gym or cafeteria. The doors built in these two hallways would be managed in the same way as the front safety doors through a panic switch controlled from the office, or a lock managed by the custodian on duty.

Secondly, the school building acts as a community center evenings and weekends for the Town of Ashford. During these times, when school is not in session, the school is used by community groups, resident and non-resident groups, for basketball games and many club activities that bring large numbers of people into the building with little supervision. We are concerned that without some way to close off access to the rest of the building, we are at risk of vandalism, theft or injury to people moving throughout the building unsupervised. These doors would limit access to those parts of the building and allow the use of the cafeteria or the gym while restricting access to the rest of the building.

Estimates for this project are attached. There are two hallways. This project could be completed all at once, or one hall per year if funds for the complete project were not available.

### **Previous Year's Capital Funded Projects**

In May of 2014 the town approved capital funds for several safety projects at Ashford School. The Board of Education requested funds for five projects. Their status at this time is:

- An exterior camera system – this project has been completed
- Improvements to exterior lighting – This project is completed
- New Integrated Alarm system – This project is completed
- Magnetic Door Releases – Project in planning stage, installation anticipated for spring 2015



- Bullet resistant glazing on specific school windows Partially completed, remainder requires improved quality control assurances by the vendor of record.

The Ashford Board of Education is appreciative of the support that they have received from the Town as they have embarked upon their goal to ensure that Ashford School is a safe and secure environment and an exciting center for learning.

Hopefully, this memo provides you with the information that you need to complete our capital funding request. Please feel free to contact me at any time with any questions, concerns or ideas related to this memo or our funding request.

Thank you very much for your consideration of this request.

cc: Donald Wesson, Ashford Board of Education

Ashford Board of Education 5-Year Capital Improvement Plan


Identified Need/Project	2015-2016	2016-2017**	2017-2018**	2018-2019**	2019-2020**
Telephone and Paging System* (incl. extended labor maintenance, 4 yrs.)	Telephone \$28,688 Paging \$21,723	----	----	----	----
Acoustical Ceilings (incl. HVAC & Electrical)	Library/Media and Lab \$58,734	Four Classrooms \$27,899	----	----	----
Transportation	School Bus \$87,000	School Bus and Van	School Bus	School Bus and Van	School Bus
(Continued)					
Bullet Resistant Window Glazing*	Cafeteria Windows/Doors \$4,859	Classroom Door Panes \$2,611	----	----	----
Window Replacement (Primary)	----	\$50,000 est.	----	----	----
Tech Space	----	\$25,000 est.	----	----	----
Front Parking Lot	----	----	\$80,000	----	----
Safety Doors near Gym Hallways*	\$20,000 est. (pending assessment)	----	----	----	----
Technology Upgrade	----	----	----	\$150,000 est.	----
Playscape	----	----	----	----	----
Team Building Equipment	----	----	----	----	\$25,000 est.
TOTAL	\$ 221,004				\$14,000 est.

\*Denotes an Identified Safety & Security Improvement

\*\*FY 2017 - 2020 are Pending BOE Capital Committee Review



February 6, 2014

To: Charles Funk, BOF Capital Expenditures Committee Chairman  
From: Dr. Longo   
Re: 2014-2015 Proposal for Capital Funding for the School

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After meeting with the committee I went back to our school team and reprioritized the request that we had put forward to you in January. This new proposal shows substantial reductions in the funds requested. This is the result of BOE spending and a reduction in what we believe is needed.

Exterior Cameras	\$29,015
Exterior Lighting	\$ 4,000
Alarm System integration	\$13,179
Bullet resistance window glazing	
(@\$22 per Sq. Ft.)	
Classrooms	\$ 2,615
Back Café Windows	\$ 4,860
Front Entrance	\$ 1,000
Classroom Magnetic door releases	\$ 8,000
Total:	\$62,669

Enclosed are the estimates provided by vendors to support the amount requested. These numbers might change slightly as a year will pass prior to the bidding process. With that in mind, I would request a total of \$70,000 for the coming year.

**Respect, Responsibility, Pride**

Hopefully this, along with prior documents provided, satisfies the board of finance's need for details and supporting documentation. If this is not the case, please let me know what you need.



# TECHNOLOGY 6/2015

The Ashford Board of Education has committed to upgrading our technology capability. We are a one-school district (LEA), therefore all of our efforts are housed in one building. We have an enrollment that fluctuates around 500 students. Averaging about 50 per grade level. Based upon our size and our ability to fund technology purchases we have committed to the following long-term plan.

Our sustainability plan will be implemented in two parts. First, We will commit to continuing a purchasing plan that eventually brings us to the level of technology available for classroom use and state testing to a viable number of (150) one hundred and fifty desktop computers and (100) one hundred laptop computers, and second, we will commit to a replacement plan once computers begin to outlive their usefulness at a replacement rate of twenty computers per year.

Specifically, we are currently planning to purchase twenty new desktop computers and twenty new laptop computers for our school each year for five years as part of a technology upgrade plan beginning in 2012-2013. However, this plan will be supplemented with an annual purchase of as many computers as we can afford through use of our annual school budget and various grants. For example, this past June we were able to purchase twenty-five laptops and twenty desktops as well as twenty IPADS above our planned annual purchase as part of our technology upgrade because of economies in other areas of the budget.

If we are successful in receiving the grant, and are able to buy forty desktop computers this year, we will put a five-year replacement cycle in place so no single desktop is more than five years old.

The following table reflects our five-year technology hardware purchasing and replacement plan if we are successful in receiving the grant.

**Five-Year Hardware Purchasing Plan**

Year	Budgeted Desktop Purchase	Budgeted Laptop Purchase	Budgeted Desktop Replacements	Budgeted Laptop Replacements
2013-2014	40	20	10	10
2014-2015	20	20	10	10
2015-2-16	20	20	10	10
2016-2017	20	20	10	10
2017-2018	20	20	10	10

The above plan, when combined with our current desktop and laptop inventory provides us with available technology capable of meeting all of the states requirements.

*Ashford School  
Board Of Education*

*Security Improvement Plan  
Updated 1/15/14*

**Completed School Security Related Projects and/or Policies - 2013-2014**

1. Movement of Administrative Offices to minimize traffic throughout the school
2. Closed Circuit TV Cameras throughout the Facility to monitor Activity (Networked)
  - a. Includes Networked/Computerized Monitoring System
  - b. Includes Access Controls – Key Card Entrances and Cameras  
(Includes Key Fobs for Staff Entrance into Facility)
3. Re-Key Building for Internal Classroom Universal Access with one Key
4. Redesign Student Arrival and Dismissal Plan
5. Move and Improve School Bus Communication Radio Antenna to improve reception/communication capability
6. Update School Emergency Plan

**Projects in Progress - 2013-2014 – Projected to be Completed This Year**

1. Security Doors in Front Entrance – Awaiting Delivery of Doors
2. Improve Signage on Interior and Exterior of the Facility – products under review for Purchase
3. Six Two-Way Radios capable of integration with First Responders - Order Under Review
4. Bullet Resistant Glaze Front Entrance Glass –Contractors Under Review

**Next Phase Planned – Proposed for the 2014-2015 Capital Budget (With Cost Estimates)**

1. Install Classroom Magnetic Door Release System with Panic Switch - \$15,000
2. Install Bullet Resistant Glazing to Classroom Doors - \$50,000
3. Install Bullet Resistant Glazing to Facility Rear Windows - \$25,000
4. Install and Integrate Closed Circuit Camera System to Exterior Grounds of the School - \$26,000
5. Improve Exterior Lighting in the Front and Sides of the Building - \$16,000
6. Integrate Security Access Controls with Alarm System Upgrade - \$15,000

(Narrative Attached)



Board Of Education  
School Security  
Project Status Narrative  
Updated 1/15/14

**Stage One 2012-2014**

1.

**Goal: Limit traffic of visitors throughout the building.**

**Justification:** Currently every delivery to the school requires the delivery person to walk through the building to reach the business or superintendent's office for delivery or receipt signing. Additionally, all special education meetings are held in the office requiring all involved to walk through the school. These two daily functions bring a multitude of outsiders through our building, opening us to unforeseen or dangerous possibilities. *The CSDE School Security Survey (ED 050) recommends schools administrative offices are in close proximity to the main entrance and limit traffic inside the building.*

**Action:** Move administrative offices from location in the middle of the school to the rooms directly adjacent to the front entrance.

Move two classrooms into space formally occupied by the administrative offices.

**Status:** Completed September 2013

2.

**Goal: Improve ability to monitor activity in the hallways and entrances in real time.**

**Justification:** It is important to be aware of movement throughout the building, and every time a door is opened, to insure only authorized activity is occurring. Having immediate information and constant surveillance of the interior of the facility improves our ability to insure school safety.

**Action:** Install a CCTV (closed circuit camera system) throughout the building, giving both administrative offices and remote devices the ability to monitor activity throughout the facility in real time.

**Status:** Completed September 2013.

3.

**Goal: Improve the security of the entrances to the building. Insure doors are kept closed and locked and those seeking entry are appropriately vetted. Whenever a door is opened the administration is made aware with real time monitoring ability.**

**Justification:** During our security audit it as clear that doors were left open and access to the building was not adequately monitored, therefore a system of controls must be put in place.

**Action:** Connect every entrance to the camera and alarm system allowing administration to monitor opening and activity at every entrance in real time.

**Status:** Completed September 2013.

4.

**Goal: To grant access to every classroom to any students or teachers in the halls during a security crisis.**

**Justification:** throughout the day students and teachers move around the building going to special classes, lunch, lavatory, and the media center. In the event of a crisis teachers should be able to unlock the nearest classroom and bring their students to safety. Currently each classroom has its own key and lock.

**Action:** Re-key the building so that one key opens or locks all of the classroom doors.

**Status:** Completed November 2013

5.

**Goal:** Limit access to the students from the front entrance of the building in the event of an intrusion.

**Justification:** Most of the traffic entering our building occurs from the front entrance. To limit access to the students from this entrance, two security doors must be installed. When the two corridors are protected by security doors that are connected to a panic button access to the student body can be denied instantly in a crisis.

**Action:** Install security doors with a panic button in the halls adjacent to the school's main entrance.

**Status:** Doors are on order and the project is scheduled to be completed this winter (2/2014)

6.

**Goal:** Better control over morning arrival of students and student dismissal procedures to limit possibility of unauthorized entrance to the facility and improved accountability of students.

**Justification:** Currently, both students taking the bus and parent pick up of students leave from the rear entrance to the building simultaneously. This creates an environment that is conducive to a student taking the wrong bus, or attempting to leave with a person that may not be authorized to take them.

**Action:** Move dismissal of buses to front of the building and parent pick up to the rear entrance. Making dismissal easier to manage. Staff members are staged at additional locations in the hallways

**Status:** Changes effective September 2013

7.

**Goal:** Improve signage throughout the building so first responders can look down the hall and identify a problem area.

**Justification:** During any crisis, fire or intruder, first responders must be able to identify the problem area from a distance and be able to send their response to the appropriate area.

**Action:** Purchase and install signs for both interior and exterior of the building

**Status:** Signs on order: Will be installed this academic year

8.

**Goal:** To have the ability to close all classroom doors immediately from a central location in the event of an emergency.

**Justification:** It is important to react quickly and secure spaces housing students immediately in the event of an emergency

**Action:** Install magnetic door releases that cause all classroom doors to close by pressing a "panic switch" in the administrative office. As well as automatically releases doors in the event of a fire alarm.

**Status:** This project is part of our 2014-2015 capital improvement request. Intent is to install these during the summer of 2014.

9.

**Goal:** To insure that the school's ability to reach the buses by radio is at optimal working order.

**Justification:** There are many occasions when picking up or dropping off students that the administration or the bus coordinator must be able to reach the bus drivers, and the bus drivers must be able to reach the school to insure the safety of the students being picked up or dropped off.

**Action:** Move and repair the school to bus radio antenna and wiring for optimal performance

**Status:** Completed October 2013

10.

**Goal:** Harden the glass at the front entrance of the building to make an intrusion more difficult.

**Justification:** While it is impossible to make the school impregnable, it is possible to make an intrusion difficult as well as delayed. The delay will allow authorities time to respond to an emergency call minimizing the time the building is left unprotected.

**Action:** Purchase and have installed a bullet resistant glazing for the glass of the front entrance of the building.

**Status:** Company has been contacted and the project will be completed this spring.



11.

**Goal:** Harden glass portion of classroom entrance doors making them bullet resistant.

**Justification:** In the event of an intrusion we must do whatever we can to make students sheltered in place in their classrooms safe. Making the entrance doors bullet resistant will delay any intrusion to allow authorities to intervene.

**Action:** Purchase and install bullet resistant glazing for the glass portion of every classroom entrance door.

**Status:** This is part of our proposal for capital improvement funds for 2014

12.

**Goal:** Protect the students in the cafeteria from any shooter in the woods behind the school.

**Justification:** The cafeteria rear wall is entirely made of windows from floor to ceiling. These windows are easily in the line of sight from the woods behind the school. Any shooter hiding in the woods could shoot through these windows and have the ability to injure students in the cafeteria.

**Action:** Add bullet resistant glaze to the wall of windows in the cafeteria that face the woods.

**Status:** Included in our proposal for 2014-2015 Capital Budget

13.

**Goal:** Integrate the Alarm System with the Access Control System and the CCTV System

**Justification::** The Current Alarm System is very old and not integrated with the new security network. By upgrading to a system that integrates with our current camera and access control system network we will be able monitor alarms remotely and see in real time what is going on if the alarm is activated. It is an update that is long overdue.

**Action:** G out to bud for a new alarm system that integrates with our current network.

**Status:** Proposed for next year's capital project fund

**Goal:**

**Justification:**

**Action:**

**Status:**

**Goal:**

**Justification:**

**Action:**

**Status:**

**Goal:**

**Justification:**

**Action:**

**Status:**

Ashford School  
Three-Year Plan Notes and Template  
2015-2018  
August 2015

Year One: 2015-2016	Plan	Budget Impact Estimate/Status
<p>1. CURRICULUM</p>		
<p>2. STAFFING</p>		



3. PROFESSIONAL DEVELOPMENT AND TRAINING

4. FACILITY

5. TECHNOLOGY

6. SAFETY AND SECURITY

7. OTHER

Year Two: 2016-2017

1. CURRICULUM

2. STAFFING

3. PROFESSIONAL DEVELOPMENT AND TRAINING

4. FACILITY



5. TECHNOLOGY

6. SAFETY AND SECURITY

7. OTHER

Year Three 2017-2018

1. CURRICULUM

2. STAFFING

3. PROFESSIONAL DEVELOPMENT AND TRAINING

4. FACILITY



5. TECHNOLOGY

6. SAFETY AND SECURITY

7. OTHER