

Ashford Board of Education  
Ashford, Connecticut

Regular Meeting Agenda  
September 15, 2016

**7:30 pm**

Ashford School  
**District Office Conference Room**

1. Call To Order
2. Persons to be Heard
3. Communications
4. Approval of Minutes: 08/25/2016
5. Status Report: Transportation and Fleet Maintenance
6. Superintendent's Report
7. Business Manager's Report
  - a. Approval of Financial Reports though August 2016
  - b. Discussion of Bicknell Trust
8. Administrative Reports (Principal, Asst. Principal, Director of Pupil Personnel)
9. New Business
  - a. Approval of 2016-2017 Medical Standing Orders
10. Old Business
  - a. Ashford Education Association Negotiations
  - b. NASA Satellite Project Follow Up
  - c. Review/Update Capital Projects
  - d. Superintendent Evaluation
11. Next Meeting Date/Agenda Items
12. Adjournment

**Ashford Board of Education Goals**

The Ashford Board shall:

1. Initiate policies and practices, as well as devote appropriate resources, towards the improvement of Ashford students on Connecticut standardized testing.
2. Promote instructional practices rooted in the individual skills, talents, needs and performance of the student.
3. Initiate mechanisms for improved and effective communication with the community as well as town leaders and other town boards and committees.
4. Develop a three-year school improvement plan that presents, and explains, an optimal path towards educational excellence in Ashford.

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cc: Minutes 8/25; Supt. Report, Business Mgr. and financial reports; Administrative Reports

September 6, 2016



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## Employers Beware: Shoddy Harassment Investigations Can Still Lead to Liability

Imagine this scenario: You, the employer, think you've taken all the right steps when hearing about a harassment complaint. You encourage the employee to file a written complaint. You conduct an investigation. You take "prompt remedial action." What could go wrong?

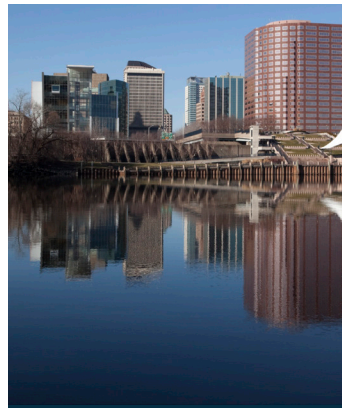
Well, in a recent case, *Vasquez v. Empress Ambulance Service*, the employer discovered it had been snookered by the harasser. As a result, its investigation did not uncover what really happened. In fact, the employer had so messed up the investigation that it had charged the victim with actually being the harasser. This should serve as a cautionary tale for employers that investigations need to do more than simply weigh the proverbial "he said/she said" arguments.

A recently hired EMT complained she was being harassed by the Company dispatcher. The dispatcher repeatedly asked her out, even after she kept telling him that she was not interested and had a boyfriend. He would put his arm around her whenever he had the chance. He even sent her an "Anthony Weiner" picture of himself. She became fed up and went to her manager, who asked her to write a formal complaint, which the Company would investigate. The dispatcher learned that she was complaining about him. He then went into his cellphone and changed text messages and a revealing picture from a woman with whom he had a consensual relationship. He made the materials look like they came from the EMT. He then took screen shots of the doctored texts and photos and presented them to the Company when he was contacted as part of the investigation. The investigators believed the dispatcher's account. When they met with the EMT, she offered to show her phone with the texts and photos, but they declined. Instead they terminated her for sexually harassing the dispatcher.

She sued claiming that she was retaliated against for raising her concerns about being harassed. The employer sought to have the case dismissed because it claimed it acted in good faith, its managers and supervisors were not involved in any harassment, and the decision-makers conducted an investigation and believed what they were told by the co-worker. The Company also argued that there were no allegations that the Company had a discriminatory motive to terminate the employee.

The Second Circuit found that the employer did not have to have a discriminatory motive to be liable for the harassment and retaliation. This was because the co-worker had manipulated the decision-makers so that the Company ultimately ended up being the means by which the co-worker fulfilled his unlawful design. The Court found that the Company could be liable as it was negligent in the way in which it handled the investigation.

The investigation was conducted in such a way that it allowed the dispatcher to significantly impact the outcome. The investigators had not allowed the EMT to present evidence that would have supported her claim that she was the actual victim. The allegations in the complaint revealed that the dispatcher had tried unsuccessfully to have another employee lie on his behalf about the relationship he had with the victim, which the investigators did not discover. The Court



noted that the investigation also failed to identify serious flaws in the co-worker's evidence, including the fact that one of the text messages he provided was sent to someone who was asleep, even though a reading of the text showed it was sent during the shift being worked by the EMT.

The Court recognized that a company would not be liable if it had merely gotten the decision wrong. However, it cannot be shielded from liability if it acts negligently and allows a supervisor or a lower-ranked employee with a discriminatory or retaliatory prejudice to influence the adverse decision. The flawed investigation undermined the Company's defenses.

Employers faced with charges of harassment or discrimination need to take their investigations seriously. It is not enough simply to talk to the individuals involved. Rather, a thorough review of the statements made and the documents presented must be undertaken and then preserved. It is important to give complainants an opportunity to respond to the defense being offered against them, so that the investigator can fairly weigh the information presented. An employer should provide the complaining employee assurance that the allegations are being taken seriously, and that the process has been fair and thorough. Skeptical examination of what is presented is important, as is ensuring that there is a legitimate basis for any action taken. Employers who do not take harassment and discrimination allegations seriously or who do not conduct thorough investigations may find themselves later trying to explain their actions.

### Questions or Assistance:

If you have questions about the new reporting rule, please contact Gary Starr at (860) 251-5501 or [gstarr@goodwin.com](mailto:gstarr@goodwin.com) or Clarisse Thomas at (203) 324-8164 or [cthomas@goodwin.com](mailto:cthomas@goodwin.com).

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Ashford Board of Education  
Meeting Minutes – August 25, 2016  
7:30 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 meeting to order at 7:37 pm. Present were members K. Warren, M. Matthews, J. Lippert, K. Rourke and L. Donegan. Also present were Superintendent Dr. J. Longo and recording secretary J. Barsaleau. Unable to attend was board member J. Calarese. Present in the audience were AEA co-president J. Horn, D. Wesson and S. Schillinger.

**Persons to be Heard**

D. Wesson shared information with the board concerning a NASA program that allows students and their schools to design and build a working satellite that after passing through several stages of approval, would be launched into space from the International Space Shuttle. Students can track the satellite through the earth's atmosphere, assigning it tasks and retrieving data. The program would require some funding from the budget and would take 2-3 years from start to finish. Mr. Wesson offered some thoughts on vendors that might be able to assist with obtaining necessary parts and offer financial or technical assistance. Mr. Wesson will meet with Dr. Longo and Mr. Hopkins to further discuss the opportunity and if students and staff were interested, he could serve in an advisory capacity.

**Communications**

A newsletter from Shipman & Goodwin and a draft of a policy concerning Employee Background Checks and Dr. Longo's monthly letter for the Ashford Citizen were included in the agenda packet. The July and August copies of "District Administrator" magazine were received.

**Approval of Minutes: 06/23/2016; 07/21/2016**

The board wished to make minor edits to their 6/23/16 minutes, however a quorum of those present at that meeting were not present to take action.

***Motion made by K. Rourke to approve the 7/21/2016 minutes with the following corrections, add an "s" to "Matthew" in the motion to adjourn. Motion seconded by M. Matthews and carried unanimously.***

**Superintendent Report**

Dr. Longo distributed a handbook for staff use of computers, electronic devices and use of social media, and a draft power point presentation that will be shared with the staff on Monday, August 29<sup>th</sup>. Brief review of the Board retreat meeting followed.

Dr. Longo asked that the board consider moving agenda item 11, "Non-Union Employee Negotiations" to be heard at this time.

***Motion made by K. Warren to move item 11, "Non-Union Employee Negotiations", (Executive Session anticipated) to be heard as item 5b on the agenda inviting Dr. Longo and S. Schillinger into executive session, and to renumber item 5b on the posted agenda to 5c. Motion seconded by L. Donegan and carried unanimously.***

The board entered into executive session at 8:07 pm. Present were: K. Rourke, L. Donegan, K. Warren, M. Matthews, J. Lippert, J. Rupert, Dr. J. Longo and S. Schillinger.

The board exited executive session at 8:25 pm with no action being taken.

**Approval of BOE Retreat Special Meeting Minutes: 08/11/2016**

***Motion made by L. Donegan to approve the special meeting minutes of 8/11/2016 with the following corrections: strike the "s" in "McAdams-Donegan" in attendance and add Mary Morytko to the list of audience present. Motion seconded by K. Rourke and carried with two abstentions (K. Warren, J. Lippert)***

**Business Manager Report**

**a. Approval of Financial Reports through July 2016**

***Motion made by J. Rupert to approve the financial report through July 2016, noting no purchases were made for, or on the behalf of the Superintendent. Motion seconded by J. Lippert and carried unanimously.***

**b. FY 16 Audit Update**

The auditors were present on August 5<sup>th</sup> and briefly on the 6<sup>th</sup>. They expect to return in September.

## **New Business**

### **a. Staff Resignations**

***Motion made by J. Lippert to accept the resignations of Katherine Truskoski (Art), Kate Conway (Para) and Carrie Moore (Driver). Motion seconded by L. Donegan and carried unanimously.***

Members expressed regret over the loss of talented staff members.

### **b. Staff Appointment**

Mr. Hopkins and an interview committee met to interview several candidates for the art position. Dr. Longo requested the board approve the appointment of Danielle Boulanger to the faculty.

***Motion made by M. Matthews to appoint Danielle Boulanger to the position of art teacher, motion seconded J. Lippert and carried unanimously.***

### **c. Decommission of Vehicle from Fleet Service**

The Town has purchased a new van and school bus for the transportation of students. A 2009 Dodge van, known as Van#4, is no longer used for transportation of students and has been turned over to the Town for its use. The board will revisit decommissioning of a bus at a later date.

### **d. Discuss Board of Education Calendar Revision**

Board members discussed changing their meeting start time and upcoming meeting schedule. By mutual consent of the membership present, the scheduled September 1<sup>st</sup> meeting will be canceled.

***Motion made by K. Warren to change the starting time of regular board of education meetings from 7:30 pm to 7:00 pm. Motion seconded by L. Donegan and carried unanimously.***

A 30-day notification of this change must be filed with the town clerk before it can become effective. Board of Education meetings will begin at 7:00 pm starting in October 2016.

### **e. Discussion of Superintendent Evaluation Instrument and Timeline**

Evaluation of the Superintendent is to be completed by the end of October each year. A copy of the current evaluation instrument was distributed and will be sent electronically.

## **Old Business**

### **a. Ashford Education Association Negotiations**

The next scheduled date for negotiations is August 29<sup>th</sup>.

### **b. CABA Convention**

J. Rupert, M. Matthews and L. Donegan will be attending the CABA Convention in November.

### **Next Meeting Date/Agenda Items**

The next meeting is scheduled for September 15th. Agenda items include FY 16 audit, approval of medical standing orders, opening enrollment, NASA satellite follow up, negotiations, administrative reports including Bicknell discussion and capital projects update.

***Motion to adjourn the meeting (9:33 pm) made by J. Rupert, seconded by L. Donegan and carried unanimously.***

Recorded by:

Jennifer Barsaleau  
Recording Secretary

Ashford School  
Ashford Board of Education Meeting  
September 15, 2016

Superintendent's Report

My report gives an overview to some important work, more details will be provided by the individual members of the administrative team.

Opening of School

We had a smooth school opening. The building was in great shape, the custodial and maintenance crew did a good job to prepare the building. The teachers were in over the weeks prior to the opening of school to prepare their rooms for the arrival of their students, and to be ready to open school fully engaged.

I was very pleased with the Ashford School team's commitment. Each Administrator's report will provide more detail into their activities.

Transportation

Contributing to the smooth opening was the work of our Transportation Coordinator, Joan Celotti. She is faced each year with last minute withdrawals and enrollments that require route adjustments. It is easy to take the work Joan does every year for granted, but we should recognize the difference that it makes for our families knowing that buses are likely to be on schedule.

Capital Plan

I have included a copy of our capital plan priorities as defined at the BOE retreat. I will forward it to the town's long-term planning committee through our BOE representative.

Facility Long-Term Plan Report

We have not yet received the results of the study done on the building this summer by Friar & Associates. I have been in touch with them and we can expect the report soon.

Administrative Team

You will be receiving reports from all of the administrators at this meeting. Each providing insight into their role over the past few months. I have asked for detailed reports and am sure that you will recognize the value of the work done by this team. We worked this summer to refine many of our procedures and forms. This, along with curriculum projects will be reported by each administrator.

Negotiations

Negotiations with the teacher's union has begun. We are engaged in a very cordial and professional process. The next scheduled session is September 21<sup>st</sup> at 5:30 pm. You are invited to attend.

Technology

I have asked our Technology Coordinator, Scott Waddell, to begin reporting to the BOE each month. The first report will be in October.

**Ashford School  
Board of Education  
Ashford School Capital Projects List  
August 2016**

A town committee to explore long-term capital investment in Ashford School has been created and will study the needs of the facility and propose a plan for addressing those needs. This committee will convene in the fall of 2016.

At the same time, The Ashford BOE authorized Friar & Associates to conduct a facility study of our school building to provide an internal needs assessment, with recommendations. This study will occur during the summer of 2016 with a report in the fall.

The BOE has discussed, and established, the following list of its major capital projects. This list has not been prioritized and is incomplete pending receipt of information from the Friar & Associates report.

**Proposed Capital Projects Priorities:**

1. Renovation of the area of the school known as the "Tech Space" to create classrooms and offices
2. Addition of insulated hung ceilings in all classrooms that currently do not have them
3. Adding insulate hung ceilings in the media center
4. Add an entrance portico to the front of the building
5. Replace aging plumbing and heating system in the primary wing of the building
6. Replace windows identified in our energy audit as inadequate
7. Replace current HVAC and establish an air balancing system
8. Re-grade and repave the front parking lot and driveway to eliminate the dangerous pitch
9. Add a sprinkler system throughout the school
10. Add bollards to protect the rear (cafeteria and gymnasium) entrance to the school from vehicle intrusion, and add either large boulders or heavy cement benches to the front of the school to protect the playground from vehicles coming around the bend in the road.

**Bus Request for Next Year**

A mid-sized lift bus is needed ( "36 pack" with some of the seats being removable for two wheelchair positions)  
No van

Your PowerSchool Hosted server is scheduled to be updated to version 10.0.2, and will be offline Thursday, Sep 8th, between 5 PM and 2 AM local time while the upgrade is performed (total offline time should be less than four hours).

# Enrollment Summary: Federal Ethnicity and Race Report

Ashford School

View:

Federal Ethnicity and Race

Students:

- ☐ All Active Enrollments  
☒ Current Selection

Date:

9/1/2016

Grade Level	Total in Grade	(I) American Indian or Alaska Native	(A) Asian	(B) Black or African American	(P) Native Hawaiian / Other Pac Islander	(W) White	Hispanic/Latino	Two or More Race Categories	Unspecified
-2	16 13 / 3	0 0 / 0	2 2 / 0	0 0 / 0	0 0 / 0	12 10 / 2	1 1 / 0	0 0 / 0	1 0 / 1
-1	32 19 / 13	0 0 / 0	0 0 / 0	0 0 / 0	0 0 / 0	28 17 / 11	2 1 / 1	1 1 / 0	1 0 / 1
0	35 19 / 16	0 0 / 0	0 0 / 0	1 0 / 1	1 1 / 0	27 16 / 11	5 1 / 4	1 1 / 0	0 0 / 0
1	41 20 / 21	0 0 / 0	1 0 / 1	1 1 / 0	0 0 / 0	33 15 / 18	2 2 / 0	4 2 / 2	0 0 / 0
2	35 21 / 14	0 0 / 0	0 0 / 0	3 2 / 1	0 0 / 0	24 14 / 10	4 3 / 1	4 2 / 2	0 0 / 0
3	44 21 / 23	0 0 / 0	1 0 / 1	0 0 / 0	0 0 / 0	37 18 / 19	3 2 / 1	3 1 / 2	0 0 / 0
4	31 15 / 16	0 0 / 0	0 0 / 0	2 2 / 0	0 0 / 0	24 13 / 11	5 0 / 5	0 0 / 0	0 0 / 0
5	43 21 / 22	0 0 / 0	2 0 / 2	1 0 / 1	0 0 / 0	37 19 / 18	2 1 / 1	1 1 / 0	0 0 / 0
6	40 13 / 27	0 0 / 0	0 0 / 0	1 1 / 0	0 0 / 0	35 10 / 25	4 2 / 2	0 0 / 0	0 0 / 0
7	39 23 / 16	0 0 / 0	0 0 / 0	1 0 / 1	0 0 / 0	36 23 / 13	2 0 / 2	0 0 / 0	0 0 / 0
8	51 25 / 26	0 0 / 0	3 0 / 3	3 2 / 1	0 0 / 0	43 22 / 21	2 1 / 1	0 0 / 0	0 0 / 0
Total	407 210 / 197	0 0 / 0	9 2 / 7	13 8 / 5	1 1 / 0	336 177 / 159	32 14 / 18	14 8 / 6	2 0 / 2

The Federal Ethnicity and Race view displays aggregate student data as required by the Federal Ethnicity and Race Categories from the U.S. Department of Education. See the help for more information.

## Legend



*Ashford*  
*Business Manager's Report*  
*September 2016*  
*D. Neel*

**Budget 2016-17**

The current unencumbered balance is a surplus of \$1,189,847. This is a decrease of \$1.4 million and primarily reflects the encumbrance of large obligations such as non-certified staff wages and associated benefits, utilities such as water and telephone, and blanket purchase orders that have been issued to single-source vendors for gasoline and certain custodial supplies.

There are many more things yet to be encumbered and the available balance will, of course, continue to decline significantly. Alternatively, anticipated reimbursements from the Town and Region 19 are not yet reflected in the non-wage transportation accounts. For instance, Diesel Fuel has an apparent \$43 thousand deficit, but it was budgeted properly, which will become apparent when the reimbursements are booked.

**Audit**

Town and BOE Finance staff have met to put the finishing touches on the draft Financial Software Request for Proposals. Given the process changes that will be required to get the most benefit from adopting a modern software package, plus additional time needed to devise a new chart of accounts, I believe the most reasonable target date to "go live" with a new system is January 1, 2018.

Staff had preliminary discussions about the concepts and approach of a Fraud Risk Assessment. I have attached a brief "white paper" on the subject. I have begun some of the described tasks, but further progress will require a task force or committee as the assessment is supposed to be a collaborative, rather than individual, process. Best practice would be to include representatives from various levels at the Town and BOE. We can anticipate some vigorous philosophical debate about the balance between a risk avoidance "ideal" and what is practical in a small town such as ours.

Both the software exploration and risk assessment were 2014-15 audit recommendations. The auditors have indicated that, since we have made a bona fide effort to begin work on these items, the lack of completion will not affect us in a negative way.

The 2015-16 audit process is well underway and the auditors have been sent nearly all, if not all, the documentation that they needed.

**Preventative Maintenance**

Mike Mellady and I conducted an informal request for proposals for our HVAC (Heating, Ventilation and Air Conditioning) systems to supplant the repair-oriented approach we have used in the past. As we did not have a comprehensive list of system components, three vendors were invited to walk through (and on top of) our building to catalog the equipment so they could provide detailed proposals. One vendor chose not to submit a proposal. Both of the others come highly recommended and delivered solid proposals that were strikingly similar in content and price.

EMCOR Services provided a 5-year proposal, which was not requested. Taking into consideration the 15% EMCOR termination penalty to equalize the proposals, EMCOR is still \$700 less. However, I recommend award of the contract to Mechanical Maintenance Co., as their proposal was somewhat more detailed and responsive, and includes thermostats and electric controls, which EMCOR's did not. Now that we have an equipment list and can specify service frequencies, we can solicit multi-year proposals next time in a more formal manner.

One of the vendors estimates our investment in HVAC mechanical equipment to be approximately \$200,000. This service seems like a reasonable cost to maintain such a complex system, reduce energy consumption and repair expense, and prevent avoidable disruptions of the temperature conditions we want for our students and staff. Air filters from some of our mechanical equipment have not been changed in recent memory and we can expect modest, yet immediate, improvements in efficiency following the fall service.

**Non-contractual Payments to or for the benefit of the Superintendent**

None made this month or this year.

Ashford School  
 Business Services  
 HVAC Preventative Maintenance Proposals  
 16-Aug-16

	<u>EMCOR/ NEMSI</u>	<u>Mechanical Maintenance Co.</u>	<u>Stafford Mechanical</u>
Semi-Annual cost	\$ 3,990.00	\$ 4,940.00	<b>No Bid</b>
Annual cost	\$ 7,980.00	\$ 9,880.00	
12 month cancellation penalty	\$ 1,197.00		
Effective 1 year cost	<u>\$ 9,177.00</u>	<u>\$ 9,880.00</u>	
Emergency hourly rate	\$ 105.00	\$ 109.00	
Emergency O/T hourly rate	\$ 157.50	\$ 163.50	
Parts mark-up	30%	20-45%	

Ashford School  
Business Services  
HVAC PM Equipment list

					<u>Service Frequency</u>	
	<u>Unit</u>	<u>Model</u>	<u>Quantity</u>	<u>Other</u>	<u>EMCOR</u>	<u>MM</u>
1	Smith oil-fired steam boiler	19A-10	2	40 HP	1	1
2	Carlin burner	801CRD	1		1	1
3	B&G circulator pumps		4		1	1
4	Oil transfer pumps		2		1	1
5	Condensate return station pumps		3		1	1
6	McQuay, etc. fan coil units, ceiling		12		filters excluded	1
7	McQuay, etc. fan coil units, wall		7		filters excluded	1
8	Belt-driven exhaust fans		2	Gym	1	1
9	Weil-McLain oil-fired boiler	1894	2	140 HP	1	1
10	Powerflame burner	CR4-OA	1		1	1
11	B&G circulator pumps		2		1	1
12	Powerflame burner	WCR4-OA	1		1	1
13	Taco circulator pumps		2		1	1
14	Compair air dryer		1	boiler room	1	1
				"1 belt @ 46" EMCOR lists		
15	Boiler room make-up air unit	Carrier	2	one unit.	2	2
16	York packaged A/C units	D4CE60A06A	2	7.5 ton	2	2
16a	condenser fan, per unit		1		if needed	1
16b	supply fan, per unit		1		if needed	1
	pleated filters	15x20x2	2		2	2
	pleated filter	14x25x2	1		2	2
17	Compressor		1	5 ton	2	1
18	Belt-driven exhaust fans		29 (30?)	roof	1	1
19	Electronic controls		all	integral to mechanicals	not included	1
20	Thermostats		all		not included	1

**Ashford**

**Fraud Risk Assessment**

**Fundamental Principles**

Fraud is a perplexing form of risk in that, by its very nature, it is hidden. Deception and concealment are core elements of the fraud perpetrator's toolkit.

According to the 2012 "Report to the Nations on Occupational Fraud and Abuse" (Association of Certified Fraud Examiners), the three most common government fraud schemes are related to:

1. Corruption
2. Billing
3. Noncash assets

In addition, the report cites the following primary control weaknesses:

1. Lack of internal controls
2. Override of existing controls
3. Lack of management review

Total risk may be defined as the likelihood of an event multiplied by the magnitude of the consequences of such an event. Consequences include financial and legal liability, and damage to the reputation of an entity and its leaders.

To some extent, the overall risk of fraud is lower in the public sector than publicly held or privately held entities, as the incentives for exaggerated or improperly improved financial performance do not exist. Nevertheless, the public's trust is a critical and fragile asset; we must make reasonable efforts to sustain that trust through careful stewardship of the resources under our management. While there is "accidental" risk related to mistakes, the focus of this project is to minimize risk related to intentional fraud by parties attempting to receive a benefit to which they are not rightfully due.

A Fraud Risk Task Force shall be formed. In accordance with established risk control best practices, Task Force membership should include representation from executive and managerial levels, as well as staff who will be charged with procedural compliance.

The Fraud Risk Task Force will undertake following action steps to accomplish the stated purposes:

<u>Action</u>	<u>Purpose</u>
Develop and adopt a code of conduct.	Create a culture of accountability.
Solicit employee input to identify fraud risks associated with each business process	Involve staff who have an intimate knowledge of the operation and potential weaknesses.
Create a function/risk type map.	Document a formal structure for analysis.
Identify potential schemes and scenarios for each risk type. Examine failures of similar entities.	Envision various and specific means of accomplishing fraud.

Identify sufficiently unusual "red flags" that might indicate a propensity to commit fraud	Increase awareness of situations that should initiate increase scrutiny.
Classify level of identified risks based on significance and likelihood of occurrence.	Prioritize control efforts.
Identify controls already in place and evaluate effectiveness.	Document good practices that detect and prevent fraud. Identify gaps.
Design and implement additional internal controls	Provide a comprehensive framework for risk mitigation.

The first action, which has the potential of being perceived as merely symbolic, serves the most important purpose; a culture of integrity and transparency engenders trust in our institutions and fosters the type of environment in which people feel empowered to objectively evaluate risk and to challenge weaknesses in check and balance systems at whatever level they occur.

Ashford Board of Education  
2016-17 Budget  
Status as of August 31, 2016

<u>Object/Account Description</u>	<u>Actual 14- 15</u>	<u>Actual 15- 16</u>	<u>Adjusted Budget 16-17</u>	<u>Y-T-D Expenditures</u>	<u>Encumbered</u>	<u>Balance</u>	<u>Balance %</u>
Certified Staff	2,819,546	2,919,572	2,998,986	75,610	2,898,681	\$ 24,695	0.8%
Non-Certified Staff	1,374,337	1,442,961	1,497,719	134,714	1,349,410	\$ 13,595	0.9%
Insurance	1,083,642	1,053,525	1,126,229	200,591	804,004	\$ 121,634	10.8%
Other Insurances	311,366	399,869	463,828	39,858	308,397	\$ 115,572	24.9%
Instructional Improvement	40,649	50,136	44,500	3,325	0	\$ 41,175	92.5%
Professional Services	199,015	223,493	257,506	1,291	7,229	\$ 248,986	96.7%
Utilities	61,305	65,600	67,396	8,407	57,193	\$ 1,796	2.7%
Maintenance	117,644	158,524	99,159	9,206	27,504	\$ 62,449	63.0%
Equipment Maintenance	1,821	2,968	4,567	0	695	\$ 3,872	84.8%
Liability Insurance	44,965	32,252	40,226	8,510	34,766	\$ (3,050)	-7.6%
Transportation	51,792	31,536	53,285	0	0	\$ 53,285	100.0%
Communication	13,191	13,101	14,004	1,650	12,687	\$ (333)	-2.4%
Outside Services	391,360	350,993	320,739	30,833	0	\$ 289,906	90.4%
Purchased Services	42,837	50,348	22,600	2,353	1,190	\$ 19,057	84.3%
Supplies	162,754	133,519	159,086	3,164	28,835	\$ 127,087	79.9%
Fuel, Heating	107,568	103,818	67,494	45,680	19,577	\$ 2,237	3.3%
Fuel, Transportation	44,556	40,901	31,481	45,779	28,425	\$ (42,723)	-135.7%
Textbooks	17,648	8,695	6,727	0	2,945	\$ 3,782	56.2%
Library Books	728	0	4,000	(37)	0	\$ 4,037	100.9%
Equipment	316,329	279,177	81,236	10,506	7,627	\$ 63,103	77.7%
Dues & Fees	36,590	30,597	29,872	1,666	4,020	\$ 24,186	81.0%
Audit Adjustments	0	0	15,500	0	0	\$ 15,500	100.0%
Total Objects Summary	7,239,645	7,391,588	7,406,140	623,106	5,593,186	1,189,847	16.1%

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<u>Object/Account Description</u>	<u>Actual 14- 15</u>	<u>Actual 15- 16</u>	<u>Adjusted Budget 16-17</u>	<u>Y-T-D Expenditures</u>	<u>Encumbered</u>	<u>Balance</u>	<u>Balance %</u>
Elementary Certified Staff	894,430	929,378	971,679	0	976,287	\$ (4,608)	-0.5%
ARRA Stablization Elemtry Staff	0	0	0	0	0	\$ -	
Middle School Certified Staff	688,353	746,773	691,955	0	648,097	\$ 43,858	6.3%
ARRA Stablization Middle Staff	0	0	0	0	0	\$ -	
Remedial Certified Staff	0	0	0	0	0	\$ -	
Art Certified Staff	76,307	44,309	45,392	0	54,967	\$ (9,575)	-21.1%
Music Certified Staff	94,967	98,645	102,406	0	101,523	\$ 883	0.9%
World Language Certified Staff	142,427	146,553	150,202	0	150,202	\$ -	0.0%
Enrichment Certified Staff	0	0	0	0	0	\$ -	
Phys Ed/Health Certified Staff	119,392	90,551	73,914	0	93,914	\$ (20,000)	-27.1%
ARRA Stablization PE Staff	0	0	0	0	0	\$ -	
Coaches	16,357	18,555	18,208	0	18,208	\$ -	0.0%
Program Advisors	5,719	8,457	14,592	0	15,690	\$ (1,098)	-7.5%
Prog Directors & Coordinators	4,404	6,599	9,660	0	9,660	\$ -	0.0%
SpEd Certified Staff	100,890	116,207	122,394	0	122,394	\$ -	0.0%
Remedial Certified Staff	127,854	130,984	134,429	0	134,429	\$ -	0.0%
Psychologist Certified Staff	122,992	95,717	98,380	0	98,380	\$ -	0.0%
Enrichment Certified Staff	45,208	48,247	50,202	0	50,202	\$ -	0.0%
Speech Certified Staff	56,309	58,351	61,080	0	61,080	\$ -	0.0%
Behavior Interven. Cert Staff		0	60,967	0	44,309	\$ 16,658	27.3%
Superintendent	68,924	73,386	73,474	14,341	61,768	\$ (2,635)	-3.6%
Principal	123,137	126,490	130,249	25,017	105,232	\$ 0	0.0%
Special Ed Director	47,107	98,370	101,303	19,560	82,232	\$ (489)	-0.5%
Assistant Principal	84,770	82,000	88,500	16,692	70,108	\$ 1,700	1.9%
Curriculum Director	0	0	0	0	0	\$ -	
<b>TOTAL Certified Staff</b>	<b>2,819,546</b>	<b>2,919,572</b>	<b>2,998,986</b>	<b>75,610</b>	<b>2,898,681</b>	<b>24,695</b>	<b>0.8%</b>
Regular Ed Paraprofessional	124,873	106,275	134,693	0	142,570	\$ (7,877)	-5.8%
Library Paraprofessional	24,250	25,789	0	0	0	\$ -	
Library Consultant	0	0	0	0	0	\$ -	
Athletic Officials	3,844	3,720	4,600	0	4,880	\$ (280)	-6.1%
Extracurricular	1,089	12,904	2,036	0	2,036	\$ -	0.0%
After Sch Activities Transport	2,552	5,945	2,804	0	2,804	\$ -	0.0%
Event Chaperones	1,512	1,008	1,764	0	1,764	\$ -	0.0%
Nursing Staff	60,514	60,766	63,513	11,204	52,309	\$ -	0.0%
Sp Ed Drivers		0	0	0	0	\$ -	
SpEd Paraprofessional	295,015	314,450	355,393	0	363,417	\$ (8,024)	-2.3%
SpEd Substitutes	43,575	14,155	20,400	0	20,400	\$ -	0.0%
Business Manager	1,642	40,813	36,340	3,769	33,661	\$ (1,090)	-3.0%
Bookkeeper	107,531	112,489	115,864	22,281	93,583	\$ (0)	0.0%
Superintendent's Secretary	53,508	54,980	56,628	10,890	45,738	\$ -	0.0%
Principal's Secretary	52,937	55,499	61,739	8,377	53,362	\$ -	0.0%
Substitute Teachers/Paras	50,578	35,817	61,200	0	61,200	\$ -	0.0%
Special Ed Secretary	35,380	36,353	37,444	7,201	30,243	\$ -	0.0%
Sub calling stipend	3,000	3,000	3,000	2,000	1,000	\$ -	0.0%
BOE Meeting Minutes Stipend	1,000	1,000	1,000	0	1,000	\$ -	0.0%
Custodians	185,334	208,251	200,559	28,115	172,068	\$ 376	0.2%
Summer Custodians	4,182	5,646	3,520	5,340	0	\$ (1,820)	-51.7%
Custodian Substitutes	9,481	2,288	4,126	0	0	\$ 4,126	100.0%
Emergency OT	0	1,000	1,000	0	0	\$ 1,000	100.0%
Community	1,241	0	500	0	0	\$ 500	100.0%



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<u>Object/Account Description</u>	<u>Actual 14- 15</u>	<u>Actual 15- 16</u>	<u>Adjusted Budget 16-17</u>	<u>Y-T-D Expenditures</u>	<u>Encumbered</u>	<u>Balance</u>	<u>Balance %</u>
Drivers	124,032	157,725	138,434	1,239	122,001	\$ 15,194	11.0%
Transportation Coordinator	9,604	14,558	19,184	3,926	12,773	\$ 2,485	13.0%
Mechanic	46,330	43,540	44,874	10,787	34,087	\$ -	0.0%
Driver Sick/Personal Leave	18,807	7,306	7,464	0	7,464	\$ -	0.0%
Class Trip Transportation	6,943	8,390	11,200	0	0	\$ 11,200	100.0%
Technology Paraprofessional	26,684	27,494	26,040	3,737	24,498	\$ (2,195)	-8.4%
Technology Consultant	78,900	81,800	82,400	15,846	66,554	\$ -	0.0%
TOTAL Non-Certified Staff	1,374,337	1,442,961	1,497,719	134,714	1,349,410	13,595	0.9%
Medical/Dental Insurance	1,005,269	990,883	1,058,375	181,790	745,362	\$ 131,223	12.4%
Group Life Insurance	8,760	8,425	10,028	1,896	7,925	\$ 207	2.1%
Workers Compensation Insurance	69,613	54,216	57,826	16,906	50,717	\$ (9,796)	-16.9%
TOTAL Insurance	1,083,642	1,053,525	1,126,229	200,591	804,004	121,634	10.8%
Social Security/Medicare Costs	154,078	162,171	166,852	11,128	115,064	\$ 40,661	24.4%
Non-Certified Retirement Costs	26,061	37,420	61,845	5,788	54,574	\$ 1,483	2.4%
Non-Certified Other Benefits	25,964	78,238	71,800	9,000	0	\$ 62,800	87.5%
Unemployment Compensation Cost	353	7,202	27,926	0	26,494	\$ 1,432	5.1%
Cert Retirement Healthcare	23,996	22,906	39,305	6,189	32,956	\$ 160	0.4%
Certified Other Benefits	80,913	91,932	96,100	7,753	79,310	\$ 9,037	9.4%
TOTAL Other Insurances	311,366	399,869	463,828	39,858	308,397	115,572	24.9%
Workshop Sub Pay	2,448	1,235	3,000	0	0	\$ 3,000	100.0%
Teacher Workshops (AEA)	5,135	8,897	8,000	0	0	\$ 8,000	100.0%
Curriculum Development	19,080	21,837	16,000	3,325	0	\$ 12,675	79.2%
District Professional Dev Days	2,812	2,463	2,500	0	0	\$ 2,500	100.0%
CT TEAM Mentor	679	1,184	0	0	0	\$ -	
AEA Tuition Reimbursement	10,000	9,520	10,000	0	0	\$ 10,000	100.0%
MEUI Tuition Reimbursement	495	5,000	5,000	0	0	\$ 5,000	100.0%
TOTAL Instructional Improvement	40,649	50,136	44,500	3,325	0	41,175	92.5%
Athletic Officials		0	0	0	0	\$ -	
Speech Outsourced	35,864	39,441	50,888	0	0	\$ 50,888	100.0%
Training Seminars	4,270	3,098	8,554	400	270	\$ 7,884	92.2%
OT Outsourced	57,522	57,860	59,596	0	0	\$ 59,596	100.0%
Evaluations Outsourced	6,100	9,130	11,450	0	0	\$ 11,450	100.0%
Physical Therapy Outsourced	5,945	12,000	22,050	(385)	0	\$ 22,435	101.7%
Behavioral Therapy Outsourced	44,720	40,004	42,500	0	0	\$ 42,500	100.0%
Assistive Technology/ACC	0	52	2,087	0	0	\$ 2,087	100.0%
Pre-K Screening	0	384	0	0	0	\$ -	
Legal	6,746	13,868	20,000	0	0	\$ 20,000	100.0%
Audit	16,250	16,150	16,250	0	0	\$ 16,250	100.0%
Data Processing	14,836	11,407	13,723	1,276	6,959	\$ 5,488	40.0%
Consultant	6,750	20,100	10,000	0	0	\$ 10,000	100.0%
Volunteer Screening	12	0	408	0	0	\$ 408	100.0%
TOTAL Professional Services	199,015	223,493	257,506	1,291	7,229	248,986	96.7%
Plant Utilities	61,305	65,600	67,396	8,407	57,193	\$ 1,796	2.7%
TOTAL Utilities	61,305	65,600	67,396	8,407	57,193	1,796	2.7%
Spec Ed Equip Maintenance	1,590	557	2,000	0	834	\$ 1,166	58.3%
Administrative Equipment Maint	625	39	758	0	0	\$ 758	100.0%

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<u>Object/Account Description</u>	<u>Actual 14- 15</u>	<u>Actual 15- 16</u>	<u>Adjusted Budget 16-17</u>	<u>Y-T-D Expenditures</u>	<u>Encumbered</u>	<u>Balance</u>	<u>Balance %</u>
Rubbish Removal	7,288	7,479	7,537	1,221	6,106	\$ 210	2.8%
Asbestos Monitoring	1,382	0	550	275	275	\$ -	0.0%
Water	22,158	15,881	17,438	1,948	12,830	\$ 2,660	15.3%
General Maintenance & Repairs	38,118	62,146	20,000	195	320	\$ 19,485	97.4%
Sanitary System	3,000	3,140	3,000	3,140	0	\$ (140)	-4.7%
Fire Equipment	4,500	4,484	4,977	858	2,017	\$ 2,103	42.2%
Generator Maintenance	3,592	1,169	3,868	0	0	\$ 3,868	100.0%
Boiler	17,420	15,599	13,718	0	0	\$ 13,718	100.0%
Grounds Upkeep	5,942	12,199	7,644	0	2,723	\$ 4,921	64.4%
Painting	545	2,667	1,964	0	829	\$ 1,135	57.8%
Floor Covering	6,539	16,820	6,560	0	0	\$ 6,560	100.0%
Roof Maintenance	1,745	1,800	3,595	1,570	1,570	\$ 455	12.7%
Radon Testing	0	0	300	0	0	\$ 300	100.0%
HVAC Maintenance	3,200	14,543	5,250	0	0	\$ 5,250	100.0%
<b>TOTAL Maintenance</b>	<b>117,644</b>	<b>158,524</b>	<b>99,159</b>	<b>9,206</b>	<b>27,504</b>	<b>62,449</b>	<b>63.0%</b>
Music Instrument Maintenance	644	455	570	0	0	\$ 570	100.0%
Audio Visual Equipment Maint	0	0	0	0	0	\$ -	
Tech Equip Maint	1,177	2,513	3,997	0	695	\$ 3,302	82.6%
<b>TOTAL Equipment Maintenance</b>	<b>1,821</b>	<b>2,968</b>	<b>4,567</b>	<b>0</b>	<b>695</b>	<b>3,872</b>	<b>84.8%</b>
Student Accident Insurance	1,065	1,065	1,097	1,015	0	\$ 82	7.5%
Plant Insurance	26,498	20,416	25,524	1,825	17,758	\$ 5,941	23.3%
Transportation Insurance	17,402	10,771	13,605	5,669	17,008	\$ (9,072)	-66.7%
<b>TOTAL Liability Insurance</b>	<b>44,965</b>	<b>32,252</b>	<b>40,226</b>	<b>8,510</b>	<b>34,766</b>	<b>(3,050)</b>	<b>-7.6%</b>
SpEd Transportation	51,697	31,484	53,203	0	0	\$ 53,203	100.0%
Class Trip Tolls & Parking	96	52	82	0	0	\$ 82	100.0%
<b>TOTAL Transportation</b>	<b>51,792</b>	<b>31,536</b>	<b>53,285</b>	<b>0</b>	<b>0</b>	<b>53,285</b>	<b>100.0%</b>
Telephone	7,490	7,310	9,143	1,234	8,037	\$ (127)	-1.4%
Postage	4,425	4,736	4,341	416	4,238	\$ (313)	-7.2%
Advertising	1,277	1,055	520	0	412	\$ 108	20.7%
<b>TOTAL Communication</b>	<b>13,191</b>	<b>13,101</b>	<b>14,004</b>	<b>1,650</b>	<b>12,687</b>	<b>(333)</b>	<b>-2.4%</b>
Elem Out of District Tuition	0	0	0	0	0	\$ -	
RE Homebound Tutoring	0	0	0	0	0	\$ -	
MS Out of District Tuition	32,400	23,930	27,900	0	0	\$ 27,900	100.0%
After School Math Support	0	0	0	0	0	\$ -	
Outplacement Tuition	317,550	292,550	255,463	0	0	\$ 255,463	100.0%
Homebound Instruction/Tutoring	4,410	0	5,000	0	0	\$ 5,000	100.0%
Extended School Year	37,000	34,512	32,376	30,833	0	\$ 1,543	4.8%
After School Math Support	0	0	0	0	0	\$ -	
<b>TOTAL Outside Services</b>	<b>391,360</b>	<b>350,993</b>	<b>320,739</b>	<b>30,833</b>	<b>0</b>	<b>289,906</b>	<b>90.4%</b>
Contract Mileage	1,352	442	1,140	0	0	\$ 1,140	100.0%
Printing	824	192	1,016	0	0	\$ 1,016	100.0%
Fleet Maintenance	37,061	46,114	16,844	2,353	1,190	\$ 13,301	79.0%
Bus Facility Building Usage	3,600	3,600	3,600	0	0	\$ 3,600	100.0%
<b>TOTAL Purchased Services</b>	<b>42,837</b>	<b>50,348</b>	<b>22,600</b>	<b>2,353</b>	<b>1,190</b>	<b>19,057</b>	<b>84.3%</b>
Elementary General Supplies	6,620	5,274	7,920	29	2,519	\$ 5,372	67.8%

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<u>Object/Account Description</u>	<u>Actual 14- 15</u>	<u>Actual 15- 16</u>	<u>Adjusted Budget 16-17</u>	<u>Y-T-D Expenditures</u>	<u>Encumbered</u>	<u>Balance</u>	<u>Balance %</u>
Elementary Reading Supplies	5,961	322	1,247	0	0	\$ 1,247	100.0%
Elementary Math Supplies	1,964	651	200	0	49	\$ 151	75.5%
Elementary Lang Arts Supplies	2,485	671	654	0	11	\$ 643	98.3%
Elementary Health Supplies	74	0	2,500	0	0	\$ 2,500	100.0%
Elementary Science Supplies	347	20	946	0	149	\$ 797	84.2%
Elem Social Studies Supplies	323	0	300	220	180	\$ (100)	-33.2%
Assessments	8,961	11,214	8,961	0	0	\$ 8,961	100.0%
Elementary Art Supplies	251	0	1,814	0	0	\$ 1,814	100.0%
Elem Horticulture		0	0	0	0	\$ -	
Middle School General Supplies	5,850	5,206	6,501	0	1,848	\$ 4,653	71.6%
Middle School LA Supplies	1,319	585	1,542	0	9	\$ 1,533	99.4%
Middle School Math Supplies	153	197	300	0	0	\$ 300	100.0%
Middle School Reading Supplies	274	152	300	0	0	\$ 300	100.0%
Middle School Science Supplies	5,036	1,290	5,720	0	0	\$ 5,720	100.0%
Middle School Social Stud Supp	419	102	400	0	0	\$ 400	100.0%
Middle School Testing Supplies	0	0	0	0	0	\$ -	
MS Horticulture		0	0	0	0	\$ -	
Art Supplies	2,976	2,290	4,000	0	0	\$ 4,000	100.0%
General Music Supplies	313	107	370	0	0	\$ 370	100.0%
Choral Supplies	3,400	460	248	0	214	\$ 34	13.5%
Band Supplies	3,565	1,115	1,918	0	790	\$ 1,128	58.8%
World Language Supplies	582	632	360	0	97	\$ 263	73.1%
Library Supplies	1,357	160	1,333	0	0	\$ 1,333	100.0%
Library Periodicals	837	785	785	0	0	\$ 785	100.0%
Library Non-Print Supplies	150	150	0	0	0	\$ -	
Phys Ed Supplies	3,937	1,031	200	0	0	\$ 200	100.0%
Health Supplies	631	186	200	0	0	\$ 200	100.0%
Graduation Supplies	1,093	903	414	0	0	\$ 414	100.0%
Athletic Supplies	6,472	2,072	2,600	0	535	\$ 2,065	79.4%
After School Activities Suppli	0	518	2,400	0	0	\$ 2,400	100.0%
SpEd Instructional Supplies	2,731	721	1,455	0	553	\$ 902	62.0%
Gifted Program Supplies	3,762	0	5,000	0	563	\$ 4,437	88.7%
CORR Life Skills Supplies	997	532	358	0	0	\$ 358	100.0%
Behavior Support Supplies	332	94	1,430	0	0	\$ 1,430	100.0%
Assessment Supplies	1,683	2,574	862	0	0	\$ 862	100.0%
Enrichment Supplies	3,957	10,196	5,000	0	0	\$ 5,000	100.0%
Medical Supplies	5,740	12,139	3,754	0	0	\$ 3,754	100.0%
ELL Supplies	0	0	0	0	0	\$ -	
SpEd Software/Supplies	783	6,724	8,622	0	0	\$ 8,622	100.0%
Administrative Office Supplies	6,664	3,372	2,134	519	48	\$ 1,567	73.4%
Report Cards	2,400	0	0	0	0	\$ -	
Copier Paper	7,757	3,815	7,747	0	0	\$ 7,747	100.0%
Plant Floor Supplies	10,752	4,115	6,650	153	6,497	\$ -	0.0%
Plant Cleaning Supplies	1,643	2,168	1,652	0	1,652	\$ -	0.0%
Plant General Supplies	6,784	6,090	3,501	0	1,719	\$ 1,782	50.9%
Plant Paper Supplies	12,111	9,454	8,776	0	8,776	\$ -	0.0%
Plant Lighting Supplies	551	981	1,701	0	0	\$ 1,701	100.0%
Plant Tools	0	1,957	1,056	0	543	\$ 513	48.6%
Transportation Clean Supplies	86	0	12	0	0	\$ 12	100.0%
Transportation Paper Supplies	308	0	488	0	0	\$ 488	100.0%
Technology Elementary Supplies	3,338	4,074	2,198	0	0	\$ 2,198	100.0%
Technology Middle School Suppl	1,631	4,956	1,631	0	0	\$ 1,631	100.0%

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Technology Arts Supplies	0	0	0	0	0	\$ -	
Technology Tech Ed Supplies	860	0	2,017	0	37	\$ 1,980	98.1%
Technology Library Supplies	0	0	0	0	0	\$ -	
Technology Admin Supplies	5,802	2,399	626	53	0	\$ 573	91.5%
Technology Subscriptions	16,732	21,065	15,263	2,190	2,045	\$ 11,028	72.3%
TOTAL Supplies	162,754	133,519	159,086	3,164	28,835	127,087	79.9%
Plant Fuel	107,568	103,818	67,494	45,680	19,577	\$ 2,237	3.3%
TOTAL Heating Fuel	107,568	103,818	67,494	45,680	19,577	2,237	3.3%
Diesel	34,599	35,103	23,581	45,564	20,937	\$ (42,920)	-182.0%
Gasoline	9,957	5,798	7,900	215	7,488	\$ 197	2.5%
TOTAL Transportation Fuel	44,556	40,901	31,481	45,779	28,425	(42,723)	-135.7%
Elementary Supplemental Texts	1,567	0	2,071	0	0	\$ 2,071	100.0%
Elementary Curriculum Upgrade	160	3,614	0	0	0	\$ -	
Elementary Periodicals	2,146	0	1,172	0	1,413	\$ (241)	-20.5%
Middle School Supplemental Texts	2,500	0	1,890	0	293	\$ 1,597	84.5%
Middle School Periodicals	1,633	0	534	0	1,051	\$ (517)	-96.9%
Middle School Replacment Text	169	0	220	0	0	\$ 220	100.0%
Middle School Curriculum Upgrade	9,473	4,624	0	0	0	\$ -	
Art Textbooks	0	0	0	0	0	\$ -	
World Language Textbooks	0	458	0	0	188	\$ (188)	
Specialized Text (NIMAS)	0	0	102	0	0	\$ 102	100.0%
TOTAL Textbooks	17,648	8,695	6,727	0	2,945	3,782	56.2%
Library Books Grades K-4	153	0	2,000	(17)	0	\$ 2,017	100.9%
Library Books Grade 5-8	575	0	2,000	(20)	0	\$ 2,020	101.0%
TOTAL Library Books	728	0	4,000	(37)	0	4,037	100.9%
Elementary Equipment	0	0	0	0	0	\$ -	
Elementary Furniture	742	7,766	0	0	0	\$ -	
Middle School Equipment	0	0	0	0	0	\$ -	
Middle School Furniture	3,466	6,049	0	0	0	\$ -	
Music Equipment	12,304	15,468	0	0	0	\$ -	
Library Equip/Furniture	0	8,729	0	0	0	\$ -	
Phys Ed Equipment	5,647	1,870	1,693	0	0	\$ 1,693	100.0%
Health Equipment	0	0	0	0	0	\$ -	
Athletic Equipment	15,185	0	349	0	0	\$ 349	100.0%
AT Equipment Rental	2,946	4,012	7,296	0	0	\$ 7,296	100.0%
Adaptive Equipment	1,119	644	2,488	1,577	4,769	\$ (3,858)	-155.1%
Sp Ed Technology Equipment	5,094	17,550	979	0	0	\$ 979	100.0%
Sp Ed Equipment		0	523	0	0	\$ 523	100.0%
Copier Lease	30,004	32,055	34,422	7,622	0	\$ 26,800	77.9%
Administrative Equip/Furn	7,522	450	280	0	274	\$ 6	2.1%
Plant Equipment	21,500	21,947	3,336	0	2,584	\$ 752	22.6%
Plant Rentals		459	0	1,308	0	\$ (1,308)	
Technology Elementary Equip	112,908	42,756	12,715	0	0	\$ 12,715	100.0%
Technology Middle School Equip	42,880	95,463	13,820	0	0	\$ 13,820	100.0%
Technology Admin Equip	11,537	23,935	0	0	0	\$ -	
Technology Network Equip	10,773	25	3,335	0	0	\$ 3,335	100.0%
Technology SpEd/Support Equip	0	0	0	0	0	\$ -	

Ashford Board of Education  
2016-17 Budget  
Status as of August 31, 2016

<u>Object/Account Description</u>	<u>Actual 14- 15</u>	<u>Actual 15- 16</u>	<u>Adjusted Budget 16-17</u>	<u>Y-T-D Expenditures</u>	<u>Encumbered</u>	<u>Balance</u>	<u>Balance %</u>
Technology Music Equipment	32,700	0	0	0	0	\$ -	
Technology Art Equip	0	0	0	0	0	\$ -	
Home Depot Rebate Expense	0	0	0	0	0	\$ -	
<b>TOTAL Equipment</b>	<b>316,329</b>	<b>279,177</b>	<b>81,236</b>	<b>10,506</b>	<b>7,627</b>	<b>63,103</b>	<b>77.7%</b>
Robotic Competition Fees	0	1,894	3,000	0	0	\$ 3,000	100.0%
SpEd Dues & Fees	6,835	715	3,719	439	0	\$ 3,280	88.2%
SpEd Extra Curricular Fees	0	0	0	0	0	\$ -	
Character Dev Train & Material	16	0	1,912	0	0	\$ 1,912	100.0%
Dues & Fees	17,608	10,535	11,251	0	397	\$ 10,854	96.5%
Board of Education Expenses	1,543	721	2,395	90	307	\$ 1,998	83.4%
Professional Development	9,255	14,617	5,320	1,137	2,528	\$ 1,655	31.1%
Principal's Discretionary Fund	854	1,018	1,000	0	188	\$ 812	81.2%
Medical/Screenings	479	1,098	1,275	0	600	\$ 675	52.9%
Penalty Fees & Interest	0	0	0	0	0	\$ -	
Stop Check Payment Fee	0	0	0	0	0	\$ -	
<b>TOTAL Dues &amp; Fees</b>	<b>36,590</b>	<b>30,597</b>	<b>29,872</b>	<b>1,666</b>	<b>4,020</b>	<b>24,186</b>	<b>81.0%</b>
Miscellaneous	0	0	15,000	0	0	\$ 15,000	100.0%
Operating Transfers Out-Cafe	0	0	500	0	0	\$ 500	100.0%
XFR to 1% Fund	0	0	0	0	0	\$ -	
Audit Adjustments	0	0	0	0	0	\$ -	
<b>TOTAL Audit Adjustments</b>	<b>0</b>	<b>0</b>	<b>15,500</b>	<b>0</b>	<b>0</b>	<b>15,500</b>	<b>100.0%</b>
Supplemental Appropriation			0	0	0	0	
<b>General Fund (01) Totals</b>	<b>7,239,645</b>	<b>7,391,588</b>	<b>7,406,140</b>	<b>623,106</b>	<b>5,593,186</b>	<b>1,189,847</b>	<b>16.1%</b>

<b>A/P Monthly Report</b>			
9/12/16 17:05			
<b><u>August 2016</u></b>			
<b>Object 200</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
Anthem Blue Cross Blue Shield	6,042.36	01-2200-200-01220	Dental Insurance Premium
Connecticare Inc	175,747.52	01-2200-200-01220	Period 7/1/16-8/31/2016 Medical Insurance Premium
CIRMA	0.00	01-2200-200-02220	1st QTR Workers Comp Insurance Premium
Sun Life Financial	1,895.77	01-2200-200-01230	Group Life Insurance Premium
<b>Total</b>	<b>\$183,685.65</b>		
<b>Object 205</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
Department Of Labor	0.00	01-2200-205-03220	Unemployment Expense Period Ending 6/30/2016
Connecticare Inc	7,638.96	01-2200-205-04220	Period 7/1/16-8/31/16 Cert Retirement Medical Insurance Premium
Anthem Blue Cross Blue Shield	200.10	01-2200-205-04220	Cert Retirement Dental Insurance Premium
<b>Total</b>	<b>\$7,839.06</b>		
<b>Object 312</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
	0.00	01-2200-312-02220	
<b>Total</b>	<b>\$0.00</b>		
<b>Object 319</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
Complete Payroll Solutions	267.78	01-2200-319-03220	8/12/16 & 8/26/16 Payroll Processing Fee
Shipman & Goodwin LLP	0.00	01-2200-319-01220	
Horizons Inc	0.00	01-1200-319-06120	Behavior Therapy Services
<b>Total</b>	<b>\$267.78</b>		
<b>Object 321</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
Eversource	2,084.69	01-2540-321-00254	Period 7/11/16-8/10/16 Facility
Eversource	10.89	01-2540-321-00254	Period 7/1/16-8/1/16 Lamp Post
Constellation New Energy	1,876.67	01-2540-321-00254	Period 7/12/16-8/10/16 Facility
<b>Total</b>	<b>\$3,972.25</b>		
<b>Object 322</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
Aqua Pump Inc	1,867.50	01-2540-322-03254	July 2016 Maintenance & 3Rd QTR H2O Testing
EastConn	275.00	01-2540-322-02254	6 Month Asbestos Report
Landmark Restoration LLC	1,570.00	01-2540-322-12254	Roof Maintenance & Repair
Life Safety Service & Supply	0.00	01-2540-322-06254	Emergency Lighting Service Agreement Renewal-2nd Year
Skips Wastewater Services	3,140.00	01-2540-322-05254	Pumped 18,500 Gallons & Cleaned 2 Interior Grease Traps
Village Springs Distributor	60.00	01-2540-322-03254	H2O Delivery for Watercoolers Superintendent Office & Nurse
Willimantic Waste Paper	610.57	01-2540-322-01254	Aug 2016 Trash & Recycle Pickup Charge
<b>Total</b>	<b>\$7,523.07</b>		

<b>Object 323</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
	0.00		
<b>Total</b>	<b>\$0.00</b>		
<b>Object 324</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
CIRMA	0.00	01-2540-324-00254	1st QTR Plant Insurance Premium
CIRMA	0.00	01-2550-324-00255	1st QTR Transportation Insurance
<b>Total</b>	<b>\$0.00</b>		
<b>Object 340</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
Frontier	390.46	01-2200-340-01220	Period 8/3/16-9/2/16 Telephone Expense
Stamps.com	415.99	01-2200-340-02220	Monthly Maintenance Fee & 1st Class Stamps
Voice New England	437.04	01-2200-340-01220	Period 9/1/16-9/30/16 Extended Warranty Fee
<b>Total</b>	<b>\$1,243.49</b>		
<b>Object 370</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
The CT Institute for the Blind	0.00	01-1200-370-01120	SpEd Outplacement Tuition
Natchaug Hospital	0.00	01-1200-370-01120	SpEd Outplacement Tuition
Amy Vasington	2,982.40	01-1200-370-03120	Period 7/5/16-7/28/16 Speech Services
<b>Total</b>	<b>\$2,982.40</b>		
<b>Object 390</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
Bus Parts Warehouse	0.00	01-2550-390-01255	Purchased Parts For Both Buses And Vans
Chappell Tire Service	0.00	01-2550-390-01255	Tires for Mid Bus
Fluid Dynamics	0.00	01-2550-390-01255	Purchased Parts For Both Buses And Vans
Lawson Products Inc	504.20	01-2550-390-01255	Purchased Parts For Both Buses And Vans
Top Line Supplies	0.00	01-2550-390-01255	
Mansfield Supply	43.21	01-2550-390-01255	9 Volt Batteries, Snap Knife & Quick Point Blade
Napa Auto Willmantic	671.58	01-2550-390-01255	Purchased Parts For Both Buses And Vans
Nutmeg International Trucks	75.36	01-2550-390-01255	Serviced Buses & Purchased Parts For Buses
B. A. Muzio Company Inc	353.46	01-2550-390-01255	Welding Gas Tanks Refill, Argon Regulator & Aluminum Wire
Pete's Tire Barns Inc	0.00	01-2550-390-01255	
<b>Total</b>	<b>\$1,647.81</b>		
<b>Object 410</b>			
<b><u>Vendor Name</u></b>	<b><u>Amount</u></b>	<b><u>Account Number</u></b>	<b><u>Description</u></b>
Amazon	219.89	01-1100-410-07000	Kids Area Rug-USA Map Design
Amazon	29.16	01-1100-410-01000	C-Line Reusable Dry Erase Pockets Assorted Neon Colors
Gaggle.Net Inc	2,190.00	01-2600-410-08260	Google-Archiving Email, Archiving Warehouse Account & Safety Management
Hillyard / Rovic	152.80	01-2540-410-01254	Black 20" High Pro Floor Pads
Minuteman Press	67.46	01-2200-410-01220	Emergency Contact Cards
The Trophy Shop	24.00	01-2200-410-01220	Award Plate Engraving (Teacher of The Year & Scholarships)
Sweetwater	53.27	01-2600-410-07260	Media Center Sound System Supplies
WB Mason	89.97	01-2200-410-01220	Stainless Steel Airport 74 oz QTY# 3

<b>Total</b>	<b>\$2,826.55</b>		
<b>Object 411 &amp; 412</b>			
<b>Vendor Name</b>	<b>Amount</b>	<b>Account Number</b>	<b>Description</b>
Dime Oil LLC	0.00	01-2540-411-00254	Plant Heating Oil
Dime Oil LLC	0.00	01-2550-412-01255	5000.0 Gallons Diesel For BOE, DPW & Fire Dept Use
Wex Bank	214.61	01-2550-412-02255	Period 6/30/16-7/28/16 Gasoline For SpEd Vans, Mechanic & Plant Power Tools
<b>Total</b>	<b>\$214.61</b>		
<b>Object 420</b>			
<b>Vendor Name</b>	<b>Amount</b>	<b>Account Number</b>	<b>Description</b>
	0.00	01-1101-420-03001	
	0.00	01-1101-420-01001	
<b>Total</b>	<b>\$0.00</b>		
<b>Object 540</b>			
<b>Vendor Name</b>	<b>Amount</b>	<b>Account Number</b>	<b>Description</b>
American School For The Deaf	0.00	01-1200-540-01120	Audiology Equip Rental & SpEd 504 Meeting Fee
De Lage Landen	3,666.00	01-2200-540-01220	Full Buyout with Equipment Return Fee
OnePak Inc	936.00	01-2200-540-01220	Kyocera Copiers Pick Up
Rifton Equipment	1,576.50	01-1200-540-02120	Large Tricycle & Accessories
A&A Office Systems Inc	1,186.84	01-2200-540-01220	Period 5/7/16-8/6/16 Contract Copy Charges
<b>Total</b>	<b>\$7,365.34</b>		
<b>Object 640</b>			
<b>Vendor Name</b>	<b>Amount</b>	<b>Account Number</b>	<b>Description</b>
ASCD	89.00	01-1200-640-00120	Period 10/1/16-9/30/17 Annual Membership Dues (C. Ford)
ConnCase	200.00	01-1200-640-00120	Period 7/1/16-6/30/17 Annual Membership Dues (C. Ford)
Sweet Emotions Candy LLC	65.00	01-2200-640-02220	Gift Basket Mixed Candy/Chocolate
Big Y Foods Inc	24.95	01-2200-640-02220	Food, H2O & Plates for BOE Retreat & Meeting
CPI	150.00	01-1200-640-00120	Period 10/23/16-10/23/17 Annual Membership Dues (D. Courtright)
<b>Total</b>	<b>\$528.95</b>		
Report Total	220,096.96		
BMSI Total	220,096.96		
<b>Variance</b>	<b>\$0.00</b>		



<b>Dr. Longo Contracted \$1,500</b>			

# Ashford School Board of Education

Principal's Report – Troy C. Hopkins  
September 15, 2016

## Ashford School Goals

- 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.
- Improve informative and positive communication throughout the Ashford community to assist in student success in all areas.
- Develop and implement programs and practices to improve all students' academic and social skills.

## Committee Structure:



Flow of Information and Accountability

PBIS	Climate	Ashford School Council
Subject Committees	Curriculum	
Data Teams	Assessment	

These committees maintain agendas and minutes using Google docs which allows us to share information quickly to even people who are not in the group.

## Professional days aligned to committee structure:

Based on input from climate surveys, we restructured the format of our professional development days to be more focused on learning to achieve school goals. We will run workshops in the areas of climate, curriculum, and assessment, as we did for the first PD day of this school year. On future PD days, we will add in a fourth workshop in the area of technology. We are two planning combined PD days with E.O. Smith, Columbia, and Willington this year. Cindy, Garrett, and I participated in two days of planning with the other region #19 administrators this summer.

## Climate

We had our first Climate Committee meeting this year. Positive comments were shared about our new professional development day format and the inclusion of paraprofessionals. The committee recommended addition PD on the concept of restorative justice, an approach for helping student take responsibility for their actions. We had a pep rally at the end of the first week of school and a full school assembly on hip hop dance last week. Students and staff are excited about the school year!

## Curriculum

Summer curriculum work: (Documented on Unit Planner - our new on-line curriculum)

- Digital Passport – grade 5
- Digital Compass – grade 6
- Robotics – grades 5 and 6
- Social Literacy – grade 6

Other planning:

- Student Success Planning (SSP) – grades 7 and 8
- PBIS
- STRIVE (Students Taking Responsibility for Innovation, Venture, and Exploration)
- Monitored Independent Reading – grades 7 and 8

## Assessment

We updated the school-wide assessment plan for this school year.

We will have an accreditation visit from NAEYC (National Association for the Education of Young Children). Ginger Lusa and I worked together this summer to complete necessary documentation for the visit.

We will be holding a series of new teacher meetings this year in order to support our newer teachers (within first 4 years of teaching). These meetings will include topics chosen by the participating teachers.

Ashford School  
BOE Assistant Principal's Report – Garrett J. Dukette  
September 15, 2016

**Writing**

In support of the *Writing Pathways* program rollout, I will be attending an administrative PD session on October 17, titled "Leading Implementation of Units of Study in Reading and Writing." The goal of attending this session is to develop my own understanding as an educational leader in regards to how to best support my staff as they continue to rollout the writing program in Ashford School.

Additionally, I plan to meet with data teams at every grade level once a month to set and review goals specifically related to writing. My expectation is that staff members will continue to use the writing data from last year to identify and address writing weaknesses right off the bat as we head into the new school year.

Finally, and a bit beyond the normal expectations for writing, based on certain assessment indicators, a focus of mine will be in supporting the math teachers in teaching students to analyze written math performance tasks.

**Curriculum and Instruction**

We will continue to work on our vertical articulation this year. Our first goal is for Social Studies to complete their vertical articulation for the K-8 curriculum. The next step will be for all subject areas to create assessments that will measure the indicators laid out by each subject-area articulation map.

Additionally, we will continue to use our new curriculum mapping software to layout the horizontal articulation of each curricular subject-area. It is critical that we identify where specific aspects of the curriculum are taught throughout the year, in order to ensure that the vertical articulation map is being followed.

**Student Motivation and Behavior**

The overhaul of the PBIS system has been met with great enthusiasm both by students as well as staff members. Feedback has been very positive and many teachers have expressed satisfaction that the changes made clearly reflect feedback provided by students and teachers at the end of last school year.

A challenge for me is going to be in supporting our staff in managing classroom behaviors in a way that focuses on restoring relationships and accepting responsibility for behaviors. I have already had multiple "restorative conversations" with teachers and students, enabling all parties to feel heard and ensuring that students understand how their actions impact others. For the staff, a phrase that I expect to hear all year long is "When you... I feel... because..."

**Gifted and Talented**

I met with all STRIVE mentors on Tuesday September 13 to explain their responsibilities in regards to our Gifted and Talented program. My expectation is that all mentors will meet with their students once every four-day rotation. In addition, by Monday, September 19, I expect that all STRIVE mentors will have already met with their mentee and begun to focus on how we will enrich their educational program.

Another focus for me is on increasing our Type 1 and 2 enrichment opportunities across the building. We are looking to ensure we run Odyssey of the Mind, Future Problem Solvers of America, as well as other clubs and opportunities for our students this year.

**Communication**

This year, I will continue to focus on communicating with parents; additionally, through a more consistent presence in teacher classrooms, I plan to increase communication with staff.

# **Director of Pupil Personnel Service Report**

September 2016

Submitted By: Cynthia Ford

## **2016/2017 school year:**

- Opening of school:
  - New staff are getting situated into their new positions with our students. Welcoming a few new students into Ashford that came to us over the summer. All staff are working together to ensure needs are being met. The term “it takes a village” rings true here.
  - It was brought to my attention how touching it is to see how our school community embraces ALL our students. Kindness and acceptance are amazing qualities we are seeing students and staff exhibit in welcoming a few new students into our school.
- Professional Development of our Special Education Staff.
  - Training on ADHD was a big success. Lots of feedback that the information was very useful and we are witnessing many strategies being implemented throughout our building.
  - CPI training is upcoming in the fall for all new staff. A quick over view for specific students will be taking place on Tuesday of this week.

## **Personal and Professional Goals:**

1. Plan and implement appropriate professional development for all faculty and staff in the areas of at risk population and those labeled with disabilities.
2. Continue to improve upon my leadership skills by attending conferences put on by national, state and local organizations to ensure the most accurate information and practices are put into place at Ashford School in the area of Special Education.
3. Continue to ensure lines of communication between the entire department is clear, direct and supportive to all stakeholders.