

Ashford Board of Education  
**Meeting Minutes – April 1, 2021**  
**7:00 pm**  
**Meeting Held Via Zoom**

*Note: Per CGS 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 exceptions of motions and votes recorded, the minutes are unofficial until they have been read and approved by a majority vote by 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**

Chair John Lippert called the meeting to order at 7:05 p.m.

- Present were members Marian Matthews, Tina Fradette, Jane Urban, and Al Maccarone. Kim Kouatly joined the meeting at 7:20 p.m. Tess Grous joined the meeting at 7:25 p.m.
- Also present were Superintendent Dr. James Longo, Asst. Principal Polly Borysevicz, Director of Pupil Personnel Cindy Ford, Business Manager Martha Guidry, Zoom meeting host Scott Waddell, Board of Finance member Judith Austin, and Town Treasurer Cheryl Baker as well as approximately 12 other members of the school staff and the public.

**Communications**

- Jane Urban mentioned letter from James Hendricks dated 03/29/2021 regarding concern about video recordings of meetings and minutes not being posted to the website in a timely manner. There was discussion about whether we are required to post the video recordings as well as the minutes. It was suggested that we put a link on the BOE page to the town's page where do they do keep the postings up to date. Scott Waddell said Jen Truax was working on the BOE page today. John Lippert will respond to James Hendricks' email.

**Opportunity for Public Comment**

- John Lippert congratulated Jen Barsaleau on her recent marriage. She is now Jen Truax.

**Approval of Minutes**

- Minutes from 03/11/2021 special meeting were discussed later in the meeting.
- ***MOTION by Tina Fradette to approve minutes from 03/18/2021. Motion seconded by Al Maccarone and carried unanimously.***

**Old Business**

**a. FY21 Budget**

- Dr. Longo: There is more left in the budget than we had earlier anticipated. There is a threshold for spending on individual special ed students. What is spent in excess of that threshold, will be reimbursed. We will be getting several thousand back.
- Dr. Longo: SSR2 grant (due on 04/19/2021) is divided into two parts, approximately \$29,000 and \$200,000. They will be devoting most of the money to summer school, after school homework clubs, and tutoring.

Kim Kouatly joined the meeting at 7:20 p.m.

**b. FY 22 Budget**

- No official communication from the Board of Finance. The general feeling is that it will be accepted as presented.
- Next Thursday, 04/08/2021 the Board of Finance will vote on the proposed budget and set a date for public hearing. Public hearing is expected to be on 04/26/2021. Budget books need to be available to public on 04/19/2021.

Tess Grous joined the meeting at 7:25 p.m.

**c. Superintendent Search Update**

- Application period has closed. There are 10 candidates. Marian Matthews has reviewed 8 of the applications and determined that they do meet the required qualifications. Jane Urban is finishing interview questions. Tess Grous and Al Maccarone are working on a timeline. The Superintendent Search Committee will meet Tuesday, 04/06/2021 at 6:30 p.m. They will look at establishing ranking criteria.

**d. Cybersecurity Follow Up**

- Cyber insurance: We have one quote for \$15,507. We were refused by several other places. This policy we are considering has a \$25,000 deductible. The policy that we missed out on getting was \$8,000, and the deductible would have been \$10,000.
- **MOTION by Kim Kouatly for the Board of Education to pay our share of the \$15,507 to Coalition for cyber insurance. Motion seconded by Jane Urban and carried unanimously.**
- Cybersecurity audit: We have a quote of \$18,325 from Novus Insight. There could be a potential of \$10,000 to \$15,000 on top of that for remediation. If we get the cybersecurity audit complete, perhaps next year we could get the lower priced policy for cyber insurance. Audit is in four phases. The cost of the audit would be billed incrementally. This will be on Scott Waddell's agenda for Monday.
- **MOTION by Jane Urban for the school to proceed with the cyber security audit pending availability of funds, either using current fiscal year funding or request approval of the Board of Finance to use unexpended funds. Motion seconded by Al Maccarone and carried unanimously.**

## **New Business**

### **a. Review of FY21 Legal Expense Line Item**

- Our current year budget for legal fees was \$8,000. Total paid to date this year is \$22,255.07.
- Cindy Ford talked about the special ed lawsuit. Our portion of the legal fees was \$7206.57. This lawsuit started in the state of New York. Every district in Connecticut was included in the suit. Cindy said this particular suit has been closed. In Ashford, we did continue to provide services to our special education students.
- We are budgeting a total of \$14,000 for FY22 for legal expenses.

**MOTION by Marian Matthews to approve 03/11/2021 special meeting minutes with additions as stated. Motion seconded by Tess Grous.**

*Additions to 03/11/2021 Special Meeting Minutes: Tess Grous brought up the issue that the letter of resignation was dated 03/05/2021 and board members were not aware until 03/10/2021. John Lippert explained that he and Dr. Longo spoke on Monday, 03/08/2021 and decided that a special meeting should be held on 03/11/2021. A special meeting has to have at least 24 hours' notice to the town prior to the meeting. Jen Barsaleau verified with the town clerk that the timing was acceptable. Jane Urban expressed concern and disappointment that the BOE learned of the resignation later than other town officials. John accepted blame for not immediately informing board members as soon as he knew. Conversation continued regarding the need for improved communication.*

*John explained that the business office manager is resigning. She will continue to work through the end of March. Al Maccarone expressed an interest in an exit interview and Jane mentioned a list of exit interview questions that were developed in a prior year by the Personnel Committee. She will ask Jen to distribute them to the board. Jane also related the legal advice previously received from the board's lawyer: the interviewee must be a current employee, and the interview may take place at a board meeting in executive session unless the interviewee chooses for it to take place in public session. The board cannot require anyone to do an exit interview; it is entirely optional.*

**Motion carried unanimously.**

## **Committee Break Out Sessions (Finance & Long-Term Planning)**

### **a. Committee Report Summaries to BOE**

- Long-Term Planning Committee: Integrating bonding project into years 2, 3, 4, and 5.
- Finance Committee: Discussed Region 19 budget format. Board of Finance really likes their format. We are interested in looking at that for next year's budget presentation. Martha Guidry will send out the PowerPoint presentation that we currently have.

**Opportunity for Public Comment – None.**

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

- Non meeting of search committee Tuesday, 04/06/2021 at 6:30 p.m.
- Next regular BOE meeting Thursday, 04/15/2021.
- Executive session with Dr. Longo for discussion regarding staff member contracts.
- Review revised 5-year plan and vote on it.

**Employee Exit Interview (Executive Session)**

- ***MOTION by Jane Urban to enter executive session to conduct exit interview with Business Manager Martha Guidry. Motion seconded by Tess Grous and carried unanimously.***

Board members and Martha Guidry entered executive session at 9:04 p.m.

Board members exited executive session at 10:08 p.m. No action was taken.

**Adjournment**

- ***MOTION by Marian Matthews to adjourn the meeting 10:09 p.m. Motion seconded by Tess Grous and carried unanimously.***

Sara Wilson  
Recording Secretary

Ashford Board of Education  
Ashford, Connecticut  
Special Meeting Minutes  
March 11, 2021  
**7:30 pm**  
*Electronic Meeting via Zoom*

Chair John Lippert called the special meeting to order at 7:34 pm. Present were members Marian Matthews, Al Maccarone, Tina Fradette, Jane Urban, Tess Grous and Kim Kouatly. Also present was Supt. of Schools Dr. James Longo, Board of Finance Chair Chuck Funk and Zoom meeting host Scott Waddell. There were approximately 12 others in the virtual audience.

**District Office Staff Resignation**

The Board has received a letter of resignation from Business Manager Martha Guidry.

*Motion by Jane Urban to regretfully accept the resignation of Martha Guidry. Motion seconded by Kim Kouatly and carried unanimously.*

Dr. Longo noted that Mrs. Guidry is planning to work through the end of March.

**Discuss Business Office Operations Plan**

A discussion was held concerning the organization of the business office. The current plan is to have Kelee Calkins serve as Interim Business Manager when Mrs. Guidry leaves. Some of Mrs. Calkins duties will be absorbed by current office staff and possibly an additional part-time hire.

Jane Urban asked for comments from Mr. Funk. He emphasized the importance of the school's business office and expressed regret regarding Martha's leaving.

**Strategy with Respect to Non-Union Personnel Negotiations (Executive Session Anticipated)**

*Motion made by Jane Urban to enter into executive session for the purpose of discussion of strategy of non-union personnel negotiations, and to invite Dr. Longo to the session. Motion seconded by Kim Kouatly and carried unanimously.*

Present: John Lippert, Marian Matthews, Kim Kouatly, Tina Fradette, Tess Grous, Jane Urban, Al Maccarone and Dr. Longo.

The board and Dr. Longo exited the executive session at 8:58pm. There was no action taken.

**Adjournment**

*Motion to adjourn made by Marian Matthews. Motion seconded by Jane Urban and carried unanimously.*

Recorded by: John Lippert

Ashford Board of Education  
**Meeting Minutes – March 18, 2021**  
7:00 pm  
**Meeting Held Via Zoom**

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### Call to Order

Chair John Lippert called the meeting to order at 7:01 p.m.

- Present were members Tess Grous, Marian Matthews, and Tina Fradette. Jane Urban, Kim Kouatly, and Al Maccarone joined during Student Presentation.
- Also present were Superintendent Dr. James Longo, Principal Troy Hopkins, Asst. Principal Polly Borysevicz, Director of Pupil Personnel Cindy Ford, Business Manager Martha Guidry, and Zoom meeting host Scott Waddell as well as approximately 20 other members of the school staff and the public.

### Student Presentation

**Jason Horn (2<sup>nd</sup> grade teacher) and Ashley Smith (student teacher from Eastern) presented on Ashford Nature Trail: Hidden Gem of Ashford School's Facilities**

- There are two outdoor classrooms on the trail and a third outdoor classroom right off the trail.
- There are 14 species of trees labeled.
- Last year, a group of volunteers and professionals came in and made significant improvements. They identified dangerous trees that needed to be taken down, did some general cleanup to the trail, made new benches, and improved drainage for water crossing.
- Students have collected and pressed leaves.
- They had a perfectly timed snowstorm this year to go out and look for animal tracks.
- The students have marked out squares with a tree in the middle and are observing changes with the seasons.
- They have been tapping a sugar maple. One student's family is set up to process it and make syrup.
- The students made bird feeders and hung them on the trail.
- Jane Urban said Christina Davis, a parent, organized volunteers and work being done to improve the trail.

**Anti Idling video made by 3<sup>rd</sup> graders in Elissa Turcotte's class with help of Carly Imhoff**

- Martha Guidry said they are in the process of purchasing signs.
- Marian Matthews would love for the students to make signs for the transfer station.
- Tess Grous asked if the buses should be idling to warm up in the winter or idling while waiting in line.

### Communications

- Email with letter from attorney representing Michelle Klock is in the process of being addressed.
- Email from Cheryl Baker, Town Treasurer, regarding cyber coverage with questions from Corvus.
- Letter from Martha Guidry with terms of her resignation is in the process of being addressed.

**Opportunity for Public Comment – None.**

### Approval of Minutes

- **MOTION by Kim Kouatly to approve minutes from 03/04/2021. Motion seconded by Al Maccarone.** Teacher indicated as staff resignation is Michelle Klock. Under next meeting date, Tuesday 03/23/2021 is public hearing for Region 19 budget. Public hearing for Ashford BOE budget is 04/26/2021. **Motion carried unanimously with two abstentions (M. Matthews and J. Urban).**
- Tess Grous felt like important information was omitted from the 03/11/2021 special meeting minutes. Recording Secretary Sara Wilson was asked to review the recording. These minutes will be considered at a later meeting.

### Administrative Reports

**Director of Pupil Personnel Cindy Ford**

- Currently 1% under the state average for special education numbers. Numbers are increasing in all towns due to the pandemic. It has helped our kids tremendously to be in school since September.

- Mental health team is not doing a newsletter right now. They are behind on meetings. Maybe they will get a newsletter out this spring.
- Marian Matthews asked how many students each of the different members of the team work with.
- John Lippert asked about tiers 1, 2, and 3. Those are Scientific Research Based Intervention tiers. Tier 1 is classroom based, tier 2 would be a small group with an interventionist, and tier 3 would one-on-one outside the classroom for more intensive assistance.
- Al Maccarone asked if they keep a log of all the kids they see. Cindy said they do.
- The school social worker has a good background in community mental health and is helping to funnel kids to community mental health provider if it is not a school-based concern.
- There is a difference between disabilities and pandemic trauma, and it is sometimes hard to differentiate.
- Typically, the reading interventionist will see 20-30 students. Right now, she has 41 students on her caseload.

### **Principal Troy Hopkins**

- Financial Literacy grant has been written with input from 6<sup>th</sup> and 7<sup>th</sup> grade math teachers and math interventionist as well as teacher doing student success planning in grades 7/8. It is an entitlement grant. We are asking for \$14,000.
- They are looking into sports for spring and feasibility of doing that. There would be four competitions in each week of May, an abbreviated season. Baseball, softball, and track are the possibilities. The first question is whether or not they have coaches willing to do it.
- Jane Urban asked about after school Marathon Club. Troy has talked about it with the Athletic Coordinator.
- John Lippert asked about math interventionist position. We have an elementary math interventionist on staff. No secondary math interventionist currently.

### **Assistant Principal Polly Borysevicz**

- Social emotional theme this month is honesty.
- On 03/31/2021, they will have a 7/8 assembly in the gym with a motivational youth speaker who will talk about three important keys to understand their own unique learning style. Distance learners will be able to participate via Zoom.

### **Business Manager Martha Guidry**

- Martha thanked the BOE for the opportunity she was given.
- She has kept Cafeteria and Student Activities accounts in QuickBooks for now, but eventually it should be moved to Infinite Visions.
- Jane Urban was concerned about legal fees and heating oil. Are we about to be \$40,000 over? Martha said it is tight, but she feels confident. Legal fees are outrageous and will continue based on the lawsuit that has arisen. Every time we talk with Anne Littlefield it is \$400. CIRMA does provide some legal counsel. We budget on a 4-year rolling average for heating oil contract. We are going through about 400 gallons of heating oil a day because windows are open. We are going to exceed our contract (locked in at \$1.89), so we will be paying \$2.20 per gallon.
- Kim Kouatly said having the windows open has been in CDC guidelines.
- Marian Matthews asked, if we are spending \$800 a day on oil, is there another option or equipment we could get to recirculate the air to CDC guidelines?
- Tess Grous asked if there are any grants for this. Martha said HVAC repairs will run through second grant.
- Martha said in the middle school wing, the teachers can adjust the heat themselves and they are not on timers. Sometimes the heat is getting left on all night. It is done automatically in the elementary wing.
- Al Maccarone asked if Martha could give some recommendations on what we could do strengthen the position. Martha would be happy to do an exit interview. Her last day will be 04/01/2021. Attorney Anne Littlefield has previously said the exit interview should happen in executive session during a regular meeting.
- Al Maccarone asked if we are expecting funding soon from budget passed by President Biden (COVID). They have to apply for it by April 4<sup>th</sup>. There is opportunity in there for remediation of HVAC. Dr. Longo said their list is still in progress. It is a 3-year grant, expires on 12/21/2023. They are looking at ways to help students regain what they lost by the havoc created by the pandemic, for example after school clubs, summer school for regular ed students to catch up, professional development for teachers, social emotional development. None of the money can be used this year. HVAC will be part of the bonding.

- Jane Urban said we had the ducts cleaned at the start of the school year and asked if we do that regularly. They were trying to do it very quickly this year. It should be done every 4-5 years. Jen Barsaleau and Mike Mellady are working on a maintenance manual to include all the vendors used and all the projects that get done on a regular basis.
- Marian Matthews asked about general maintenance repairs. That is the catchall for anything that is not specifically budgeted for in maintenance. For example, leaking window.
- Marian Matthews asked about water monitoring. Martha said we are still waiting for the bid on what that will cost. Two faucets failed the test in the fall, so we have to do some remediation. Faucets need to be run on a regular basis to flush contaminants.
- Software subscriptions in the past were in Technology but really didn't belong there. The PowerSchool bill did not get paid last year.
- **MOTION by Al Maccarone to accept budget transfers. Motion seconded by Marian Matthews and carried unanimously.**
- Martha is working on updating non-lapsing fund.
- It is projected that we will have \$2000 left over at the end of the year.
- Tess Grous asked where we could tighten our belt. Martha suggested legal fees and supplies.
- Dr. Longo said the budget is frozen. No supplies are to be ordered through the end of the year unless they are approved by Troy. The REAP grant may allow us to move about \$30,000 over. Dr. Longo feels like as long as we do not have any crisis, we will be okay.
- Cybersecurity insurance number could get bigger or smaller. Dr. Longo wants Scott Waddell to talk directly to the insurance carrier and put together a plan. Scott said multifactor authentication is something they need to figure out. There are many different ways to do it. Each vendor has their own preferred method. PowerSchool does not offer multifactor authentication.
- Cybersecurity audit would be \$22,000. It is not in the budget currently.
- Tess Grous asked about Troy Hopkin's title including Assistant Superintendent. John Lippert said it was a choice by the board to encourage his career and Dr. Longo mentoring him. It did not come with a salary increase.
- Dr. Longo talked about MEUI negotiations. The next two Wednesday nights at 7:00 they will be in negotiations. BOE members will be sent a link to join if they want to. Personnel Committee encouraged to attend. Jane Urban cannot participate on Wednesdays.

## Old Business

### a. FY22 Budget

- Region 19 budget is dramatically decreased this year (down to 18%).
- It appears Board of Finance will grant our budget request.
- Chuck Funk and other members felt like budget submitted is fairly bare bones. They are concerned for budget next year because of the change in Region 19 budget (back up to 22%).
- Discussion about mill rate and that it is preventing businesses from coming in.

### b. Superintendent Search Update

- The Search Committee met last week and discussed questions that will be asked in the first round of interviews. Every interviewee will be asked the same questions. They might get more creative in a later round of interviews.
- So far, 6 applications have been received.
- Applications will be accepted until 3/31/2021.
- Marian Matthews will take a look at current applications for minimum qualifications.
- Tess Grous and Al Maccarone would like to have more than 6 applicants and would like to extend application deadline.
- John Lippert will talk to Jen Barsaleau to see what next level of advertisement would be.
- Dr. Longo never got notifications from CAPSS or CABA of the Ashford position. He encouraged the board to check on those postings.

## New Business

### a. Review of March 12<sup>th</sup> Professional Development Presentation – A Framework for Understanding Poverty

- Dr. Longo said it was well received. It was an interesting day. It would have been so much more engaging in person. Troy Hopkins said staff reported getting a lot out of it, a different perspective. Social emotional curriculum work this summer will incorporate these things.

#### **Opportunity for Public Comment**

- Jennifer Leszczynski (parent) – Appreciates minutes from the meetings posted online. When BOE used to meet in person, they received an agenda packet. Kim Kouatly said anyone interested in getting the agenda before the meetings can ask Jen Barsaleau to be put on an email list. Dr. Longo thought the agenda packet was posted on the website before the board meetings. He will see to it that it gets there.
- Jennifer Leszczynski is concerned about the BOE spending money on legal fees and also about the heating cost with windows open. She would like us to look at the cost of filtration system, as she feels like this will continue to be a concern into the next school year.
- Tess Grous asked for a detail of what the legal fees are to be sent to the board members.

***MOTION by Kim Kouatly to add item 10.5 to the agenda to discuss pending litigation in executive session and invite Dr. Longo and Troy Hopkins. Motion seconded by Tess Grous and carried unanimously.***

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

- Regular meeting on 04/01/2021
- Exit interview with Business Manager Martha Guidry in executive session
- FY22 budget
- Legal fees detail of expenses from Martha Guidry
- Superintendent search

#### **Executive Session – Discuss Pending Litigation**

- ***MOTION by Marian Matthews to enter executive session to discuss pending litigation and invite Dr. Longo and Troy Hopkins. Motion seconded by Jane Urban and carried unanimously.***

The Board of Education members, Dr. Longo, and Troy Hopkins entered executive session at 9:46 p.m.

They came out of executive session at 10:22 p.m. No action was taken.

#### **Adjournment**

- ***MOTION by Marian Matthews to adjourn the meeting (10:23 p.m.). Motion seconded by Kim Kouatly and carried unanimously.***

Sara Wilson  
Recording Secretary



# ASHFORD SCHOOL

440 Westford Road  
Ashford, Connecticut 06278  
www.AshfordCT.org

Attachment to 3/18/21 Minutes

**James P. Longo, Ed.D**  
*Superintendent of Schools*  
860-429-1927  
jplongo@ashfordct.org

**Cynthia A. Ford**  
*Director, Pupil Personnel*  
860-429-1927  
cford@ashfordct.org

**Martha E. Guidry**  
*Business Manager*  
860-429-1927  
mguidry@ashfordct.org

**Troy C. Hopkins**  
*Principal/Asst. Superintendent*  
860-429-6419  
thopkins@ashfordct.org

**Polly A. Borysevicz**  
*Assistant Principal*  
860-429-6419  
pborysevicz@ashfordct.org

March 18, 2021

TO: Ashford BOE  
FROM: Martha Guidry  
CC: James Longo

**RE: BOE Budget Transfer Requests**

Attached please find the requested budget transfers along with a report showing the adjusted budget for 20-21 (after October transfers), the YTD spending and the projection for year end.

The yellow column (debits) will increase the budget. The green column (credits) will decrease the budget.

Account	Account Description	DEBITS Increase Budget	CREDITS Decrease Budget
100.2300.100.01.2.10	Admin - Director - Sp. Ed.		\$ 600
100.2400.100.30.1.10	Admin - Principal		\$ 1,200
100.2510.100.00.1.10	Admin - Business Manager - CO	\$ 33,175	
100.1000.110.00.1.10	Paraeducator - Reg. Ed.	\$ 2,392	
100.1200.110.00.2.10	Paraeducator - Sp. Ed.	\$ 1,237	
100.2130.110.00.1.10	Nursing Staff		\$ 1,300
100.2400.110.30.1.10	Office Staff - Principal	\$ 5,200	
100.2510.110.00.1.10	Office Staff - Business - CO		\$ 7,475
100.2600.110.30.1.10	Custodians - Reg & Subs		\$ 16,147
100.2700.110.30.2.10	Drivers - Sp. Ed.	\$ 1,425	
100.2700.110.31.3.10	Transport - Coordinator	\$ 4,213	
100.2700.110.32.3.10	Drivers - Reg. Ed.		\$ 51,916
100.2700.110.33.3.10	Drivers - Substitutes	\$ 2,775	
100.2730.110.00.3.10	Transport - Mechanic		\$ 7,264
100.2790.110.30.3.10	Transport - Class Trip		\$ 4,453
100.2790.110.31.3.10	Transport - Extracurricular		\$ 1,320
100.2790.110.32.3.10	Transport - After School Activities		\$ 5,900
100.3100.110.00.0.15	Non-Cert Staff - Cafe	\$ 38,483	
100.1000.111.10.1.10	Cert Staff - Elementary	\$ 22,706	
100.1000.111.30.1.10	Cert Staff - Phys. Ed./Health	\$ 6,247	
100.1000.111.50.1.10	Cert Staff - Middle School		\$ 74,357

Account	Account Description	DEBITS		CREDITS	
		Increase Budget	Budget	Decrease Budget	Budget
100.2110.111.00.1.10	Cert Staff - Social Worker	\$	26,502		
100.2140.111.00.2.10	Cert Staff - Psychologist			\$	26,502
100.1000.113.30.1.10	Sub Teachers/Paras - Reg. Ed	\$	29,336		
100.1200.113.00.2.10	Sub Teachers/Paras. - Sp. Ed.			\$	12,800
100.2290.151.31.1.10	Program Dir. & Coordinators			\$	4,189
100.2290.151.30.1.10	Program Advisors			\$	16,246
100.2900.151.30.1.10	Athletic - Coaches			\$	13,486
100.2900.151.31.1.10	Event Chaperones			\$	1,298
100.1000.210.01.1.10	Medical/Dental Ins. - Reg. Ed.			\$	26,423
100.1000.210.02.1.10	H.S.A. ER Contrib. - Reg Ed.			\$	8,937
100.1000.210.03.1.10	Healthcare Waiver - Reg.Ed			\$	617
100.1200.210.01.2.10	Medical/Dental Ins. - Sp. Ed.	\$	11,649		
100.1200.210.02.2.10	H.S.A. ER Contrib. - Sp. Ed.	\$	6,000		
100.1200.210.03.2.10	Healthcare Waiver - Sp. Ed			\$	2,360
100.3100.220.00.1.15	SS/Medicare Cost - Cafe	\$	2,945		
100.2680.230.00.1.10	Medical Ins - Retirement - Cert.	\$	350		
100.1000.260.00.1.10	Unemp. Comp. - Reg. Ed.			\$	19,937
100.1200.260.00.2.10	Unemp. Comp. - Sp. Ed.			\$	8,206
100.2300.290.00.2.12	Other Benefits - Sp Ed.	\$	600		
100.2320.290.00.1.10	Other Benefits - Superintendent	\$	1,800		
100.2400.290.30.1.11	Other Benefits - Principal	\$	1,200		
100.2600.290.00.1.10	Clothing Allowance - Cust/Cafe	\$	600		
100.1000.330.01.1.10	Professional Dev. - Reg. Ed.	\$	1,940		
100.1000.330.02.1.10	Teacher Workshops - Reg. Ed.			\$	1,940
100.1200.330.31.2.10	Professional Dev. - Sp. Ed.	\$	850		
100.1200.330.32.2.10	Teacher Workshops - Sp. Ed.			\$	850
100.2320.330.00.1.10	Professional Dev. Admin - CO			\$	800
100.2150.340.00.2.12	Outsourced Speech - Sp. Ed.	\$	3,780		
100.2190.340.30.1.11	Outsourced Medical Advisor			\$	5,500
100.2190.340.31.2.12	Outsourced Behavior Ther. - Sp. Ed	\$	10,000		
100.2310.340.02.1.10	Legal Expense - Reg. Ed.	\$	18,927		
100.2310.340.01.2.10	Legal Expense - Sp. Ed.	\$	5,299		
100.2900.340.00.1.10	Athletic - Officials			\$	3,434
100.2600.430.31.1.13	Maintenance - Rubbish	\$	1,000		
100.2600.430.33.1.13	Maintenance - Gen'l & Repairs	\$	5,000		
100.2600.430.37.1.13	Maintenance - Water Monitoring	\$	6,805		
100.2610.430.33.1.13	Maintenance - HVAC	\$	135		
100.2610.430.35.1.13	Maintenance - Generator			\$	640
100.2710.510.00.3.14	Transport - Class Trip - Tolls & Parking			\$	55
100.2680.520.04.1.10	Insur. - Cyber Security	\$	12,068		

Account	Account Description	DEBITS		CREDITS	
		Increase Budget		Decrease Budget	
100.1200.561.00.2.12	Tuition - Outplacement - Sp. Ed.			\$	22,659
100.2400.600.30.1.11	Supplies - Office - Princ's Office	\$	1,200		
100.2500.600.01.1.10	Supplies - Fin'l Forms - CO	\$	300		
100.2500.600.00.1.10	Supplies - Office - CO	\$	1,500		
100.2580.600.00.1.10	Software - Tech - CO Operations	\$	5,093		
100.2580.600.30.1.11	Software - Tech - School Operations	\$	29,706		
100.2580.600.30.2.12	Software - Tech - Sp. Ed Operations	\$	1,010		
100.1000.610.30.1.10	Copier - Paper	\$	327		
100.1000.610.10.1.11	Inst./Gen'l Supplies - Elementary	\$	5,706		
100.1000.610.33.1.11	Inst./Gen'l Supplies - Music			\$	1,200
100.1000.610.34.1.11	Inst./Gen'l Supplies - Art			\$	3,000
100.2230.610.30.1.11	Subscript - Tech - Educ. - Reg. Ed.	\$	9,000		
100.2600.624.00.1.10	Fuel - Building - Heating Oil	\$	29,443		
100.2700.626.00.3.14	Fuel - Transport - Gas/Diesel	\$	5,503		
100.1000.640.50.1.11	Textbooks - Middle School	\$	60		
100.2220.640.30.1.11	Library Periodicals	\$	439		
100.1000.730.11.1.11	Equip - Tech - Elementary			\$	1,000
100.1000.730.30.1.11	Equip - PE/Athletic			\$	2,522
100.1000.730.32.1.11	Equip - Art			\$	1,500
100.2600.730.00.1.11	Equip - Non-Instruc./Rentals/Furniture	\$	86		
100.1000.810.00.1.11	Dues and Fees - Student	\$	500		
100.1200.810.00.2.12	Dues and Fees - Sp. Ed.			\$	300
100.2400.810.00.1.11	Dues and Fees - School	\$	1,415		
100.2500.810.00.1.10	Dues and Fees - CO			\$	5,472
		\$	365,617	\$	365,617



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## Fwd: Cyber coverage

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Daniel Anderson <dla@hdsegur.com>  
To: Jennifer Barsaleau <jbarsaleau@ashfordct.org>

Mon, Mar 22, 2021 at 1:23 PM

Good Afternoon Jennifer,

I am sorry to hear that Martha is leaving.

To summarize the situation; your carrier, CIRMA, for the current term (7/1/20-7/1/21) insures your Cyber Liability coverage under their LAP (Liability/Auto/Property) policy. However; they took your Cyber Liability Insurance deductible from \$10,000 (in 19-20) to \$100,000. Your current limit on this policy is \$1M.

CIRMA advised us a few months back that for the 7/1/21-7/1/22 term, they would no longer provide Cyber Liability Insurance as part of their LAP policy and that each Town/BOE insured with CIRMA has to now obtain that coverage elsewhere.

Knowing the situation, I went to several Cyber Liability markets to try and get you a quotation and CIRMA also tried to find an alternative. The carrier that CIRMA uses, Corvus Insurance, declined to quote the Cyber for the Town/BOE for a few reasons (we can discuss when you have time).

As such, I was able to secure a quote for the Town/BOE with a total premium of \$15,507. This is a combined policy for the Town/BOE. I sent this to Cheryl last week.

When you and James get some free time perhaps we can have a quick call to talk in more details and answer any questions you might still have.

Kind regards,

Dan

Daniel Anderson, CPCU, ARM

Account Executive  
H.D. Segur Insurance

Phone: (203) 699-4568

Fax: (203) 271-2992



James Longo <jplongo@ashfordct.org>

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## Cyber-Security

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Scott Waddell <swaddell@ashfordct.org>

Tue, Mar 23, 2021 at 3:54 PM

To: jlippert@ashfordct.org, James Longo <jplongo@ashfordct.org>

John,

I wanted to take a moment to share information about Cyber Security and Ashford School .

Cyber Security has been more and more in the news and on people's minds, but it is not a new thing. Every day (actually every moment)

new methods of collecting data from users are implemented. Data mining is huge business that every business is involved in both legitimately or

illegitimately. Every keystroke of an online session is monitored and mined to collect information for marketing and "improving the user's experience".

A simple Google search will fill your email inbox or social media feed with offers designed exclusively for you. Although sometimes annoying and certainly scary

this is not the data mining that we are most concerned with. Our main concern is in protecting our employee's / user's data privacy. The collection of data including,

name, date of birth, social security numbers, bank account numbers, educational information and, health information are some of the data that is used and

transmitted within our school every day. With 400 students and 100 staff the task to protect that data becomes increasingly difficult.

In a previous email I shared that Ashford School had purposefully moved away from maintaining databases in house on all of our systems (except NutriKids).

One of the major reasons for this is to limit our liability within a data breach. If the data is being fed from a hosted site on an encrypted line there is much less of a

chance of that data being mined. Systems being hosted by the company that created it are better protected. They will become aware of any holes that turn up in their system

and plug them faster. Still we must remain diligent in improving our data security. We should plan for and execute a full cyber audit. It will turn up vulnerabilities that we may

have overlooked. I'm sure the Town was unaware of the 15 vulnerabilities that the joint mini audit, performed by the insurance carrier pointed out. We will need to plan to work

with that auditor to mitigate any vulnerabilities that are pointed out. We should also work with our users to provide a secure offsite space to store sensitive data or documents.

Insisting that such data not be left on their workstation. A workable cost effective solution was recently explored, but due to our current budget concerns had to be put off until

next fiscal year. While closing holes in our systems is a priority we must balance the need with usability. The recent suggestion to add "2 factor authentication" to our email system would

have our students carrying USB security devices to access Google Classroom and Gmail. Again, with our systems being hosted it allows for the ability and time to search for the best solution.

As of today we have become aware that our finance package may not have been setup correctly, missing that 2 factor authentication access on one of our most sensitive systems.

I will have to contact Karen Munroe for details. Although Ashford BOE had no risks pointed out by the audit, I consider this risk a priority to be addressed.

I hope this gives you a bit of a comfort level about the state of affairs here in Ashford School. I'd be more than willing to sit and answer any questions that you may have.

Best Regards,

Scott Waddell

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 **Risk assessment.pdf**  
2085K

# ASHFORD BUSINESS OFFICE

## Memorandum

March 26, 2021

TO: John Lippert, BOE Chair  
FROM: Martha Guidry, Business Manager  
CC: James Longo

### RE: Cyber Security Audit Quote

Attached please find the quote to provide a Cyber Security Audit for Ashford Schools with Novus Insight, the same company that performed the audit for the town of Ashford several years ago.

As background, it is important to understand that the purpose of the audit is to **both** identify weaknesses in the current infrastructure approach and to provide a comprehensive plan of action to remediate the situation. It not just a process to identify all the problems and then walk away. **Due to the intensive interviewing that must occur to complete the process, the auditor needs buy-in from the entire staff as they will be required to speak candidly with the auditors in various interviews as part of the discovery process.**

The audit is divided into 4 unique phases. The timing can overlap for various phases, but the expectation that this process would take a minimum of 4-5 months and could last a year:

Phase	Name	Description of Activities	Timing	Price
Phase 1	Inventory and Classification	<ul style="list-style-type: none"><li>• Consists of interviews with stakeholders and technology users throughout school</li><li>• Review systems where critical data resides</li><li>• Categorize data based on sensitivity</li><li>• Review who and how data is accessed</li></ul>	1-3 weeks	\$1,950
Phase 2	Gap Analysis	<ul style="list-style-type: none"><li>• Internal policy review</li><li>• Staff training on security issues</li><li>• Analysis of current environment</li><li>• Reviews of disaster recovery, access controls, incident planning, business continuity planning, and physical security</li></ul>	4-10 weeks	\$6,050
Phase 3	Network Vulnerability Scanning & Assessment	<ul style="list-style-type: none"><li>• Technical scan that reviews school's infrastructure systems and network for vulnerabilities including hardware, applications, versions of software and firmware, firewalls, servers and storage and mobile device access.</li></ul>	2-4 weeks	\$3,525
Phase 4	Plan of Action Development	<ul style="list-style-type: none"><li>• Review potential solutions with stakeholders</li><li>• Classify and prioritize remediation projects</li><li>• Determine technical and financial feasibility</li><li>• Develop timeline with milestones</li></ul>	12-24 weeks	\$6,800
<b>TOTAL</b>				<b>\$18,325</b>



## Security Assessment 2021

Quote #003761 v1

Prepared For:  
Ashford Public Schools  
James Longo  
440 Westford Rd.  
Ashford, CT 06278

Prepared By:  
Novus Insight, Inc  
Carl Fazzina  
222 Pitkin Street Suite 101  
East Hartford, CT 06108

Date Issued:  
03.23.2021  
Expires:  
05.31.2021

P: (203) 530-3156  
E: [jplongo@ashfordct.org](mailto:jplongo@ashfordct.org)

P: (860) 282 - 4200 ext. 733  
E: [cfazzina@novusinsight.com](mailto:cfazzina@novusinsight.com)

### Executive Summary

The purpose of the cyber-security assessment, remediation, and management process is to help municipalities and school districts improve their security posture, mitigate risk, and build organizational capacity.

This assessment will focus on three things that are interrelated when it comes to cyber-security: people, process, and technology. There will be four phases to it that involve interviews, hands-on systems assessment, research, and reporting.

- Phase I - Inventory and Classification
- Phase II - Gap Analysis
- Phase III - Network Vulnerability Scanning & Assessment
- Phase IV - Plan of Action Development

After each phase, Novus will create and provide a concise report that informs the next phase. The final phase is the most involved and creates a thorough "Plan of Action." Assuming the "Plan of Action" is implemented through remediation and projects, the client should significantly improve their cyber-security posture and help reduce the risks associated with inadequate cyber-security.

### Corporate Information

Novus Insight specializes in assisting with the technology needs of nonprofits, municipalities and schools.

Our services include:

- infrastructure strategy and planning
- hardware deployment and support
- network design and support
- security assessments and monitoring
- backup/disaster recovery
- virtual infrastructure installation and management
- cloud migration and management
- server collocation/hosting
- custom application and web development

### Assessment Process

The first step in our assessment process is a formal project kick off meeting. During which, we review project goals and timelines and introduce the Novus project team. We expect that some timelines will need to be adjusted to accommodate schedules and will review the timelines in relation to the 4 phases throughout the project. The lead consultant will perform pre-interviews with key project stakeholders representing the client. These are a series of face-to-face or phone call sessions to understand the "backstory" of the project in a private and sometimes "off the record" form. For instance, was there a cyber-incident that precipitated this request? Should Novus Insight focus on certain facets of the environment, systems, or staff? This step informs the assessment process and helps us target investigation and research efforts. Following the pre-interviews is a series of meetings and more formal phases wherein systems are reviewed, individuals and departments are interviewed, research is conducted, and reports are drafted and shared. What emerges over time and through the process is a picture of the cyber-security situation, gaps, and a realistic plan to improve it.

### Phase I

Inventory and Classification Services



# NOVUS INSIGHT

Tuesday, March 23, 2021

Ashford Public Schools  
James Longo  
440 Westford Rd.  
Ashford, CT 06278  
jplongo@ashfordct.org

Dear James,

Thank you for the opportunity to serve the Ashford Public Schools in assessing your cyber-security.

The following proposal for services is presented through a program vetted by the Capitol Region Council of Governments (CROCOG) through its "IT Services Collaborative." Please review this proposal and let us know if you have any questions. If the proposal is acceptable, please electronically sign the agreement. A PDF copy of the electronically signed and finalized document will be emailed to you.

As a reminder, the full terms and conditions for this Novus Insight service agreement are located at <https://novusinsight.com/master-services-terms-conditions/>. In addition, a three party agreement that binds CROCOG, Novus Insight, and the client to the terms and conditions of the "IT Services Collaborative" must be executed. For many Novus clients, this three party agreement has already been signed. If you are unsure, please request a copy of the three party agreement from either Novus representatives or CROCOG representatives.

Sincerely,

Carl Fazzina  
Senior Sales Manager  
Novus Insight, Inc.

## Security Assessment 2021

Quote #003761 v1

Prepared For:  
**Ashford Public Schools**  
James Longo  
440 Westford Rd.  
Ashford, CT 06278

P: (203) 530-3156  
E: [jplongo@ashfordct.org](mailto:jplongo@ashfordct.org)

Prepared By:  
Novus Insight, Inc  
Carl Fazzina  
222 Pitkin Street Suite 101  
East Hartford, CT 06108

P: (860) 282 - 4200 ext. 733  
E: [cfazzina@novusinsight.com](mailto:cfazzina@novusinsight.com)

Date Issued:  
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### Phase I

Inventory and Classification Services

# NOVUS

INSIGHT


Infrastructure Consulting		Price
CCSSIAC19	Phase I Inventory and Classification Fixed Fee Project	\$1,950.00
CCSSGAP19	Phase II Gap Analysis Services Fixed Fee Project	\$6,050.00
CCSSNVSA19	Phase II Network Vulnerability Scanning & Assessment Fixed Fee Project	\$3,525.00
CCSSVPOA19	Phase IV Plan of Action Fixed Fee Project	\$6,800.00
The agreement will be active on the date of client execution and will continue for 12 months.		
See Appendix B for more information on Infrastructure Consulting services.		
Subtotal		\$18,325.00

Summary of Recurring Monthly Fees		Amount
One Time Group: One Time Standard Term		
Total of Payments		\$18,325.00

Payment is due 30 days from invoice. Invoices will be submitted on a monthly basis.

Quote Summary		Total Amount
Infrastructure Consulting		\$18,325.00
Total:		\$18,325.00

Taxes, shipping, handling and other fees may apply. The full terms and conditions can be found at <https://novusinsight.com/master-services-terms-conditions/>. This proposal expires in 45 days from creation.

Acceptance			
Novus Insight, Inc		Ashford Public Schools	
			
Daniel Salazar			
Signature / Name		Signature / Name	
03/23/2021			
Date		Date	
		Initials	



**Appendix A - Rate Structure**

Novus Insight's breadth of experience and knowledge is a valuable resource for our clients and Novus is always ready to take on additional challenges. Should our client request additional services or projects that fall outside the scope of this proposal Novus will be pleased to provide a separate proposal detailing the additional services and related cost based on our standard rates.

**Service Consultant Tiers and Rates:**

There are 5 Tiers of IT staff selected based on the client's requirements in support of any project.

- Tier I staff handle desktop support, workstation installations, workstation software patches, workstation security updates, user password resets, printing issues, and day-to-day issues confronting most users in an organization. \$95/hr; \$142/emergency hr\*
- Tier II staff support users and smaller networks. They also can assist with technical projects that can impact small numbers of users, such as wireless controller configurations in small office environments. In addition, they can manage and maintain small networks that Tier III and Tier IV consultants have deployed. \$110/hr; \$165/emergency hr\*
- Tier III staff manage smaller networks, can perform basic server migrations, and can handle technical projects that can impact many users, such as a larger network's switching and firewalls. In addition, they can manage and maintain more complex networks that Tier IV consultants have deployed. \$145/hr; \$218/emergency hr\*
- Tier IV staff focus on larger technology deployments. Examples of Tier IV projects include setting up private cloud infrastructure, migrating environments to the cloud, virtualizing servers, virtualizing a desktop environment, and assessing the security profile of a network. Non-technical examples of Tier IV include strategic technology planning and consulting for smaller organizations. \$175/hr; \$262/emergency hr\*
- Tier V are senior advisors and are responsible for strategic consulting at the intersections of process, technology, strategy, and mission. While these professionals tend to not to work directly with technology, there may be examples of highly specialized technology engagements that would also fit into Tier V. \$205/hr; \$305/emergency hr\*

Tier of Professional	Standard Hourly Rate	Emergency Hourly Rate*
Tier I – Support Specialist	\$95	\$142
Tier II – Senior Support Specialist	\$110	\$165
Tier III – Junior Systems Administrator	\$145	\$218
Tier IV – Senior Systems Administrator	\$175	\$262
Tier V – Senior Advisor / CISO / VCIO	\$205	\$305

\*Emergency Support/Special Rates services apply to emergency and/or planned projects and activities performed outside normal support hours. Emergency support will have a 4-hour response time to begin diagnosis or initiate service.


Infrastructure Consulting		Price
CCSSIAC19	Phase I Inventory and Classification Fixed Fee Project	\$1,950.00
CCSSGAP19	Phase II Gap Analysis Services Fixed Fee Project	\$6,050.00
CCSSNVA19	Phase II Network Vulnerability Scanning & Assessment Fixed Fee Project	\$3,525.00
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The agreement will be active on the date of client execution and will continue for 12 months.		
See Appendix B for more information on Infrastructure Consulting services.		
Subtotal		\$18,325.00

Summary of Recurring Monthly Fees	Amount
One Time Group: One Time Standard Term	
Total of Payments	\$18,325.00

Payment is due 30 days from invoice. Invoices will be submitted on a monthly basis.

Quote Summary	Total Amount
Infrastructure Consulting	\$18,325.00
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Acceptance	
Novus Insight, Inc	Ashford Public Schools
 Daniel Salazar Signature / Name	_____ Signature / Name
03/23/2021 Date	_____ Date
	Initials

## Plan of Action Development

The development of a plan to mitigate the gaps in Ashford's data systems and practices based on interviews, research, and prioritization.

Review of:

- Inventory and Classification Report
- Gap Analysis Report
- Network Vulnerability Report

Create formal plan through an iterative process:

- Review potential solutions and projects with stakeholders and leadership
- Perform initial sorting and selection based on preliminary data
- Perform deeper technical and financial feasibility assessment
- Finalize priorities
- Develop project and milestone plans

## Deliverables

- Inventory and Classification yields a concise report containing:
  - clear understanding of where critical data resides and who has access to it and what regulatory frameworks govern it
  - the foundation for the rest of the cybersecurity assessment process and phases
- Gap Analysis yields a concise report containing:
  - actionable information through a process that involves interviewing people & reviewing systems and mapping back to the regulatory frameworks and best practices
  - a clear picture of the delta between the organization's current cybersecurity posture and the relevant regulatory frameworks and best practices
- Network Vulnerability Scanning & Assessment yields a concise report containing:
  - a network scan that uncovers vulnerabilities
  - a review and analysis of the vulnerabilities with context and suggestions
  - critical information to inform the other facets of the cybersecurity assessment process
- Plan of Action provides a detailed plan containing:
  - a realistic way to bridge the gaps and deficiencies

## Timeline

- Phase I - Inventory and Classification, 1-3 weeks from Phase I kick off
- Phase II - Gap Analysis, 4-10 weeks from Phase II kick off
- Phase III - Network Vulnerability Scanning & Assessment, 2-4 weeks from Phase III kick off
- Phase IV - Plan of Action Development, 12-24 weeks from Phase IV kick off

## Client Responsibilities

Novus anticipates the following from Ashford to best ensure a successful project:

- Discuss the assessment process with staff and elicit buy-in/support
- Provide Novus access to Ashford's technology systems for technical evaluation and assessment
- Provide Novus with timely feedback on the concise report drafts we submit for review
- Provide timely responses to inquiries throughout the assessment process
- Ensure via sufficient feedback that the Novus assessment and report are fair and accurate

Tasks that develop an initial understanding of Ashford's risk footprint.

- Perform interviews
- Review applications and systems where critical data resides
- Categorize data using the town's input and basing on factors like sensitivity, operational criticality, etc
- Review who has access to what and from where

## Phase II

### Gap Analysis

Tasks that serve to develop a clear picture of the gaps between the client's data systems and practices and the relevant regulatory, compliance, and security frameworks.

- Perform interviews
- Internal policy review
- Assess the staff's cyber training and awareness levels
- Assess the technology and operations budgets in relation to cybersecurity
- Develop an understanding of current security services in use
- Analysis of current environment vs. selected guiding framework
- Incident response planning review
- Disaster recovery review
- Business continuity planning review
- Access control review
- Business processes & workflows review
- Physical security review and research

## Phase III

### Network Vulnerability Scanning & Assessment

Technical service that scans and reviews Ashford's infrastructure systems and network for technical vulnerabilities. Scanning can be internal, external, or focused to specific systems.

- Hardware Systems
  - Firewall, switch and router
  - Server and storage
  - Mobile devices
  - Cloud application configuration
- Applications & Files
- Software & Firmware Versions
- Firewall, switch and router
- Server and storage
- Mobile devices

## Phase IV

Tasks that develop an initial understanding of Ashford's risk footprint.

- Perform interviews
- Review applications and systems where critical data resides
- Categorize data using the town's input and basing on factors like sensitivity, operational criticality, etc
- Review who has access to what and from where

## Phase II

### Gap Analysis

Tasks that serve to develop a clear picture of the gaps between the client's data systems and practices and the relevant regulatory, compliance, and security frameworks.

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### Network Vulnerability Scanning & Assessment

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- Hardware Systems
  - Firewall, switch and router
  - Server and storage
  - Mobile devices
  - Cloud application configuration
- Applications & Files
- Software & Firmware Versions
- Firewall, switch and router
- Server and storage
- Mobile devices

## Phase IV



# ASHFORD BUSINESS OFFICE

## Memorandum

March 26, 2021

TO: John Lippert, BOE Chair  
FROM: Martha Guidry, Business Manager  
CC: James Longo

### RE: BOE Legal Expenses

The chart below shows a summary of legal expenses from July 1, 2020 – February 15, 2021. To date, Ashford has spent \$22,255.07 for 53.76 hours of legal services. On average, we pay \$414.00/hour for services and have utilized an average of 7.2 hours of legal services a month since July. It is important to note that the attorneys have different rates: Ann Littlefield bills at \$425/hour and the other attorneys bill at \$340-\$400/hour. In addition, our share (3.57%) of the SpED class action suit had a blended rate that varied per bill. The chart below shows the total paid to date relative to broad topics for which Ashford sought legal advice.

Topic	Paid
403b	\$ 447.50
Annual Fee	\$ 1,000.00
BOE - Admin Structure	\$ 170.00
BOE - Agendas	\$ 127.50
BOE - Committee Structure	\$ 1,020.00
BOE - Emails	\$ 255.00
BOE - Employment Restrictions	\$ 2,048.50
BOE - First Selectman	\$ 42.50
BOE - Meeting Prep (A. Littlefield)	\$ 807.50
BOE - Public Mtg Access	\$ 42.50
By-Laws	\$ 2,110.00
Covid Leave	\$ 2,337.50
FOIC/FOIA Complaint	\$ 2,592.50
Personnel Issue - Confidential	\$ 735.00
Princ/Super Contracts	\$ 165.00
School Opening	\$ 85.00
SpED Lawsuit 3.57%	\$ 7,206.57
Student Teaching	\$ 212.50
Therapy Dog	\$ 850.00
<b>Grand Total</b>	<b>\$ 22,255.07</b>