



Thetford Town SCHOOL DISTRICT



• 2024•

18 2024





Superintendent's Welcome

Albert Einstein was right about a great many important things, but he did, like all of us, occasionally get things wrong. For instance, Einstein thought that the universe was constant, static and unchanging. Of course, we now know that he was wrong (glad that I didn't have to be the one to tell him that) and that the universe is in a state of near constant change. (Even the most massive of the stars and galaxies hold but temporary status in time and space.)

It helps me to think of this sometimes given what can sometimes be an antagonistic relationship we have with how and why things change. And working in schools it might be thought that we are somehow immune to change, as they appear to be much the same in structure as they were when we were kids, and even when our parents and grandparents were kids. But like the stars in the night sky, this illusion of permanence can be deceiving. It is a constantly evolving process that is influenced by other equally fluid processes operating outside of the school campus. We have seen this most recently with changes at the state level as to how schools are funded and how monies are allocated to them. Complex formulas and remarkably convoluted approaches to school funding have become more, rather than less, so. But they do so with, one would hope, the best interests of the students and teachers at heart. For what happens because of, and sometimes in spite of, the complexities of how it all comes together, is worth it.

Spend just a little time at Thetford Elementary School and you will know that this is so. Spend time in the classrooms and you will see change that is meaningfully structured and well evolved from the time that we were students in an elementary school classroom. Or spend time in the counseling office, with the interventionists, or getting student support (or with so many others who care for our kids), and you not only see, but feel the difference in the shared experience of our TES community. The subject matter, methodology, and means of delivery are all tailored to meet the needs of our kids as they come to us now, not how we might once have been. What has not changed are the relationships that our kids have with our staff and the way in which their learning is enhanced exponentially because of it. The constant, though the people inevitably change, is the way in which they make the building that we all recognize as "school" so much more for their being a part of it.

For this, I am ever thankful for the Thetford Elementary School community and grateful to have the opportunity to be part of it.

Sincerely,

Randy Gawel

SUPERINTENDENT, Orange East Supervisory Union



Letter from the School Board

Greetings. It has been another busy year,

and it is our privilege to share this report highlighting our activities, initiatives, and accomplishments. We hope you will take a few minutes to read through this year's report to learn more about the good work that is going on in our district and in our schools.

A good portion of our work this year has focused on completing and implementing our long-awaited TES Strategic Plan. The plan will provide guidance and direction as we work to meet the evolving academic and social needs of our students and families; implement our vision, mission, and goals; maintain our school building and grounds; and remain fiscally responsible at a time when many of us are struggling financially due to inflation and ever increasing costs. The plan also strives to preserve our community's longstanding values while providing benchmarks that will allow us - and future boards - to measure progress toward achieving our goals and objectives.

As many of you know, we will be saying farewell to our Principal, Bernice Mills, at the end of the school year. We are grateful for her leadership over the past few years, and especially for the programs and systems she put in place to help the district navigate through and recover from the pandemic. Thanks to her patience and hard work, we are rapidly making up any ground we may have lost, both academically and in terms of behavioral issues. Thank you Bernice, for lending us your experience and leadership during a difficult few years. We will miss you.

We will welcome a new but familiar face to our principal's office beginning July I of this year. Caitlin Toleno joined Thetford Elementary at the start of the 2021-2022 school year as a Behavior Coach, a position she served in for two years. This past year she became our Social/Emotional Learning Coordinator, assisting the faculty and staff with further developing systems and procedures specific to helping students socially, emotionally, and academically. She has shown herself to be a competent and caring school administrator who listens, understands, seeks to build consensus, and is passionate about the school and community. We hope you will join us in welcoming and supporting Caitlin as she takes on her new role.

As we begin looking towards the 2024-25 school year and building a responsible budget, we are mindful of the unprecedented uncertainty regarding school funding that now exists across the state. Act 127, which will impact our upcoming budget, was designed to improve student equity statewide by adjusting the school funding formula to account for the variation in costs incurred by schools serving students with greater needs or who come from more limited circumstances. In essence, it will adjust the amount of money each school receives based on an adjusted "pupil weight" count. While the final numbers are not yet in, it could have a negative impact on the amount of state funding we receive.

That said, the Thetford community has always been supportive of our efforts to provide students with the tools and equipment they need to succeed and we are grateful for the resilience our community has shown during these challenging times. The next few years have the potential to disrupt much of what we have worked so hard to achieve as a community, which makes coming together as a town and school that much more important. Our recent community forum gives us both hope that we will find the best way forward, and incentive to develop a budget that everyone can get on board with.

In closing, we are profoundly grateful to our administrators, teachers, support staff, coaches, volunteers, and everyone connected with our schools, who go above and beyond the call of duty day after day in their efforts to provide a safe and healthy learning environment. Serving on your school board is a privilege and responsibility that each of us takes seriously, and we will continue to do all we can to live up to the trust you have placed in us to govern and oversee Thetford Elementary School.

From the Thetford School Board,

- Mary Chin
- Greta MarchesiMegan Snider
- Nic CookJeff Jamele

Thetford Elementary School

WELCOME FROM THE PRINCIPAL

Dear Thetford Community:

It is with great joy and a profound sense of accomplishment that I share this town report with you, a reflection on the past year's triumphs, challenges, and the enduring spirit that defines our community.

One of the highlights of the past year has been the active engagement of our learning community with the wider town community. We have embraced the opportunity to host a variety of events, including concerts, open houses, art shows, a community forum and more. These gatherings not only showcased the talents of our students but also provided a warm and welcoming space for families and community members to connect with our school.

Our commitment to building a strong sense of community is reflected in our efforts to bring more families into our learning environment. Events like open houses have proven instrumental in introducing prospective students and their families to the unique and enriching educational experience we offer.

Challenges and Growth

While it is uplifting to celebrate our successes and accomplishments, it is also important to acknowledge the challenges we faced - and continue to face. Whether adapting to changing and often unforeseen circumstances or addressing evolving educational needs, the resilience our school community has shown has been a true source of satisfaction. Through the collaborative efforts and shared commitment to excellence of everyone, we have overcome the obstacles that were placed in our way and grown stronger as a result.

I extend my heartfelt gratitude to the dedicated teachers, staff, parents, and students who have contributed to the success of our learning community and, looking ahead, I am excited about the opportunities for growth, learning, and collaboration that the future holds. Our community's commitment to providing a nurturing and innovative educational environment remains unwavering.

I am both excited and hopeful for the future of Thetford Elementary, which is why it is with deep sadness and a touch of nostalgia that I find myself penning what will be my final Town Report letter. As I reflect on the years I've spent serving as the Principal in this vibrant and close-knit community, I am filled



with gratitude for the privilege of being a part of such a wonderful journey.

Over the years, through our challenges and triumphs, we have created a tapestry of memories that will forever be etched in my heart. The strength of our community lies in the collective spirit of its residents, each contributing their unique talents, perspectives, and dedication to make Thetford a place we are all proud to call home.

As I step away from my role, I want to express my sincere appreciation for the unwavering support I have received from the Town Council, fellow colleagues, and, most importantly, you—the residents of Thetford. Your commitment to community involvement, your passion for positive change, and your resilience in the face of adversity have driven the successes we have achieved together.

I am confident that Thetford Elementary School will continue to thrive under the capable leadership of Caitlin Toleno, who will bring fresh ideas and perspectives to guide our community toward an even brighter future. I encourage you to offer her the same support and cooperation that you have generously bestowed upon me. Though my official role may be coming to an end, my love for Thetford will endure. As I pass the torch to the next leader, I do so with a heart full of gratitude and a firm belief in the enduring spirit of Thetford.

This year's town report is a celebration of the achievements and the vibrant spirit that defines our community. Together, let's continue to nurture a learning environment that empowers students, fosters community engagement, and contributes to the well-being of our beloved town. Thank you for allowing me the honor of serving as your Principal.



Bernice Mills

PRINCIPAL, Thetford Elementary School



HIGHLIGHTS OF THE 2023-2024 SCHOOL YEAR

RECONNECTING WITH COMMUNITY

The return of families to our school building for special events and their ability once again to join us on field trips has been a cause for celebration, marking a significant milestone in our recovery from the pandemic. The positive impact of this reconnection has been palpable during classroom trips, where the presence of parents as chaperones has added an extra layer of warmth and support. Their involvement has not only enhanced the educational experiences of our students but has also fostered a sense of togetherness that is invaluable.

Open Houses and concerts have regained their vibrant spirit with families back in attendance. These events, which are not just showcases of academic achievements but also moments of shared pride and celebration, now resonate even more deeply. The sense of collaboration and partnership between the school and families has been revitalized, creating a nurturing environment for our students to thrive. We recognize and appreciate the dedication and involvement of our families, whose engagement contributes immeasurably to the success of our school community.

As we navigate the ever-changing landscape of education, we remain committed to fostering an inclusive and supportive environment. The return of families to Thetford Elementary School is a testament to the resilience and unity of our community, and we look forward to the continued collaboration that will shape the future success of our students.

STRATEGIC PLAN UPDATE

As we reflect on the past year, we are excited to share the strides we have made in the ongoing development of our school's strategic plan. The journey undertaken by the strategic planning committee has been one marked by thoughtfulness and collaboration, paving the way for a visionary roadmap that sets the course for the future. Today, we are delighted to showcase the key milestones reached during this transformative endeavor.

PILLARS OF PROGRESS

Over the past year, our focus has been on defining the fundamental pillars that underpin our strategic plan. These pillars—Academic Outcomes & Growth, Infrastructure & Resources, Personal Growth and Experiences, Community Connections, and Positive School Climate—have since become the cornerstones of our initiatives and activities. They embody the collective values and priorities identified by our community, forming the bedrock upon which targeted projects have flourished.

As we look ahead, we will channel our efforts into creating actionable and measurable goals aligned with each pillar. These goals are designed to be Specific, Measurable, Achievable, Relevant, and Time-bound (SMART), providing a clear roadmap for implementation and a robust framework for ongoing evaluation. This strategic approach ensures that our aspirations translate into tangible outcomes, fostering a culture of accountability and excellence.

COMMITMENT TO CONTINUOUS IMPROVEMENT

Our journey to accountability and excellence doesn't end with the establishment of goals; rather, it is an ongoing commitment to continuous improvement and refinement of our initiatives. The collaborative spirit that has been the hallmark of this strategic planning process remains steadfast. The collective effort of our stakeholders—teachers, parents, students, and community members remains vital in sustaining and building upon the progress achieved.

A GRATEFUL ACKNOWLEDGMENT

To all those who have been a part of this transformative journey, we extend our gratitude. Your unwavering dedication has laid a solid foundation for a strategic plan that goes beyond the walls of our school—it guides our town toward a future marked by prosperity and well-being.

A LETTER FROM CINDY DALE

Dear Thetford students and families:

I am grateful to have the opportunity to share my reflections on my seven years as the school psychologist here at Thetford Elementary. This gives me a chance to recognize and show appreciation for all that has made this chapter of my professional life so fulfilling.

At the core of this rewarding experience are the incredible children and families of TES. Their diversity in backgrounds is eclipsed only by their unwavering commitment to the school and its rich traditions. Witnessing their growth and being a part of their journeys has been a privilege that I will carry with me into retirement.

A special mention is due for the dedicated teachers and staff who have been integral to the success of our students. Their collaborative spirit in guiding and educating our young minds goes beyond job titles—it's a shared commitment to each child's education, safety, and sense of belonging. Every student is embraced by all of us, regardless of our individual roles.

In my role as a psychologist, I have had the privilege of working with students facing various challenges that could have impacted their school success. However, this collaborative environment ensures that no one is just dropped at my door. Instead, the question echoed throughout the school community is always, "How can I help?" It is this collective commitment to the well-being of our students that has made TES a truly remarkable place.

As I transition into retirement and look forward to new experiences, I want to express how much I will miss the people at TES. The connections forged, the shared experiences, and the sense of community will always hold a special place in my heart. I feel profoundly grateful for having been a part of the TES community.

FAREWELL TO FRIENDS

Sheila Piper has been the heart and soul of our school's cafeteria for an incredible 38 years. Her journey began as a full-time worker, and the timing couldn't have been more perfect as it allowed her to balance her role as a mom to two boys with her desire to work in the school. The appeal of "mother's hours" and synchronized vacation times made it an ideal fit for her family life.

In the realm of culinary adventures, Sheila took on the challenge of preparing healthy meals for children—a task that, as any parent knows, can be quite demanding. But Sheila found joy in watching the children not only eat but taste the food they grew, adding a bit of agricultural education to their plates.

Amidst the bustling kitchen activities, Sheila couldn't help but ponder the staggering amount of carrots she's seen pass through the cafeteria over the years. With a twinkle in her eye, she mused on the idea of having the kids calculate the total carrot consumption – a whopping 11,400 pounds over 38 years. The laughter that ensued was just one of the many ways Sheila connected with the students.

One of the delightful aspects of her job was sharing stories with the kids about their parents' favorite foods. It brought a personal touch to the cafeteria and made mealtime more than just a routine. It became an opportunity to create connections and build memories.

As Sheila bids us farewell, she leaves behind a legacy of nutritious meals, countless stories, and the infectious spirit of someone who believes that working with kids keeps us forever young. Her dedication, warmth, and culinary prowess have left an indelible mark on the school community. Sheila will be missed, and her impact on the students and staff will undoubtedly resonate for years to come.



Cindy Dale (left) and Sheila Piper will be retiring after many years of service to the Thetford Elementary School community.

Thetford Academy





WELCOME FROM THE HEAD OF SCHOOL

Dear Thetford Community:

As I write this letter in the early days of 2024, I am reminded of the feeling of renewal I experienced (with a bit of caution) in the fall. While ripple effects of the pandemic can still be felt at times, this school year is the first in the past five that does not feel hindered by its challenges. A weight has lifted — and what a relief that is. We can focus again on teaching and learning with renewed energy and help our students reach new heights.

In a few weeks we will come together as a community on Town Meeting Day to hear reports and make decisions that will impact all of us in the coming year and into the future. School budgets, investments in town infrastructure and programs, and new policies will all be up for discussion.

At Thetford Academy, we are striving to find the right balance between quality and cost. We are committed to high quality programming for students, competitive employee compensation, and sustaining our campus as a rich community resource. And, at the same time, we are committed to being fiscally responsible and strategic about when and how we invest in many competing priorities.

Always on our mind: How best do we ensure that TA is a thriving school for the students in our community now - and for future generations of Thetford children?

Guided by our strategic plan, we make incremental improvements in our programs and facilities each year, while also mapping our way

Where do Thetford Academy students come from?



- Thetford, **172**
- Corinth, **26**
- Strafford, 22
- Chelsea, **21**
- Lyme, **15**
- Topsham, **15**
- Tunbridge, 9
- Hartland, **5**
- Sharon, 4
- Washington, 3
- Other, **15**

toward bigger developments on the horizon. We are fortunate to have capacity now to both lead the TA of today and envision the TA of tomorrow.

Town Meeting will be back at Thetford Academy this year, taking place in Anderson Hall and the Vaughan Alumni Gymnasium. I welcome the opportunity to host our community on the TA campus again for this important civic tradition, and hope many of you can attend.

I look forward to sharing more on March 2 about Thetford Academy's programs and accomplishments in 2023, as well as our vision for TA's vibrant future.



Thank you,

Carrie Brennan

HEAD OF SCHOOL, Thetford Academy

THETFORD ACADEMY 2023: THE YEAR IN REVIEW



Winter Highlights

- TA celebrates 80th Founders' Day, with all of the traditions "back to normal" for the first time since 2020
- Nine TA artists are chosen to exhibit creative works in photography, ceramics, and paper collage at AVA Gallery
- The Student Alliance for Racial Justice club hosts community film and discussion series
- TA's sugar shack goes into action for a fifth sugaring season and produces over 25 gallons of syrup

Spring Highlights

- Boys Track and Field team wins Division III championships for the 4th consecutive season
- World Languages Teacher Dana Brettell retires after two decades of service at Thetford Academy
- Panther Baseball becomes Division III State Champions, for the first time since 1986
- English Teacher Joe Deffner receives annual Peters Family Dedicated Employee Award
- Class of 2023 graduates indoors on a rainy evening in the Vaughan Alumni Gymnasium

Summer Highlights

- Over 50 students take part in our multi-day outdoor leadership trips and programs - gardening, hiking, rock climbing, camping, canoeing, and trail building
- Class of 1973 celebrates its 50th reunion
- New campus-wide network installed, replacing technology infrastructure from the early 2000s
- TA hosts "Schoolhouse Rocks" concert series on the quad
- Vermont Arts Council awards TA a cultural facilities grant for technology upgrades in the Martha Jane Rich Theater, including new lighting and sound boards



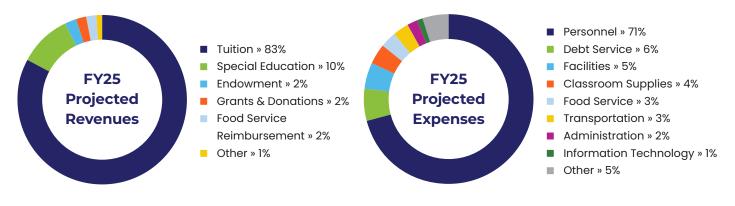
Cedar Circle Farm

Fall Highlights

- Middle schoolers plant a new apple orchard on the Academy Road fields
- 8 new teachers join the TA faculty, including 2 alumnae
- Class of 2027 grows to 65, with 31 new 9th graders joining us from sending towns
- TA robotics team launches its 13th year of VEX competition
- Drama program produces 'Radium Girls', with 4 performances and a cast and crew of over 40 students

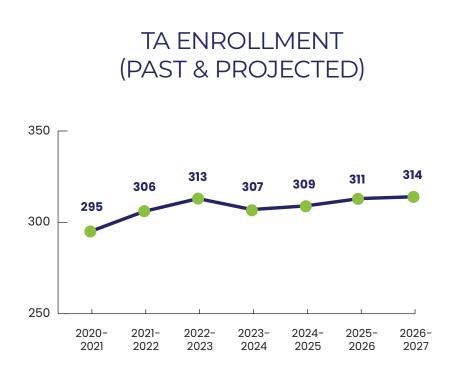


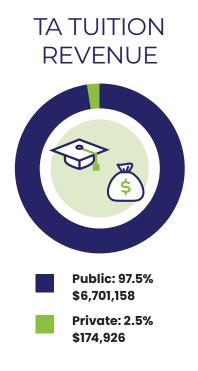
TA PROJECTED REVENUES AND EXPENSES



TA TUITION RATE ANALYSIS

	Thetford	Academy	U.S. CPI Inflation		
Academic Year	Tuition Rate	Annual Increase	Avg U.S. Inflation	Variance	
FY2020	\$19,380	1.0%	1.6%	-0.6%	
FY2021	\$19,670	1.5%	2.3%	-0.8%	
FY2022	\$19,965	1.5%	7.2%	-5.7%	
FY2023	\$20,963	5.0%	6.3%	-1.3%	
FY2024	\$22,430	7.0%	3.3%	3.7%	
FY2025	\$23,890	6.5%	2.4%	4.1%	
	6 Year Average	3.7%	3.8%	-0.1%	





THETFORD SCHOOL DISTRICT: YEAR-TO-YEAR BUDGET COMPARISON

	BUDGET FY22	BUDGET FY23	BUDGET FY24	DRAFT FY25	FY24 TO FY25 DOLLAR	FY24 TO FY25 PERCENT
REVENUES						
State - Support	\$8,710,623	\$8,681,375	\$9,210,116	\$9,637,127	\$427,012	4.6%
State - Special Education	\$183,582	\$0	\$0	\$0	\$0	0.0%
State - Transportation	\$68,000	\$68,000	\$68,000	\$95,000	\$27,000	39.7%
Solar Farm	\$38,500	\$38,500	\$30,500	\$30,000	-\$500	-1.6%
General Fund Surplus	\$0	\$0	\$0	\$350,000	\$350,000	0.0%
Other Local/Miscellaneous	\$1,000	\$5,000	\$29,134	\$0	-\$29,134	-100.0%
Total Revenues	\$9,001,705	\$8,792,875	\$9,337,750	\$10,112,127	\$774,378	8.3%
BUDGET / EXPENSES						
EEE / Pre-K	\$190,054	\$158,330	\$175,232	\$185,000	\$9,768	5.6%
Elementary Instruction	\$1,979,941	\$2,112,616	\$2,268,673	\$2,580,385	\$311,712	13.7%
Secondary Tuition	\$3,899,993	\$3,853,500	\$3,965,512	\$4,146,000	\$180,488	4.6%
Vocational Education	\$110,521	\$122,600	\$129,007	\$131,000	\$1,993	1.5%
Special Education	\$915,640	\$754,696	\$858,370	\$908,937	\$50,567	5.9%
Guidance/Health/OT	\$310,493	\$299,902	\$325,678	\$329,758	\$4,080	1.3%
Library/Tech/Development	\$172,939	\$198,822	\$200,687	\$296,924	\$96,237	48.0%
Administrative	\$595,158	\$591,545	\$552,394	\$637,118	\$84,724	15.3%
Facilities	\$459,290	\$446,720	\$494,882	\$495,200	\$318	0.1%
Transportation	\$167,507	\$169,990	\$181,509	\$216,000	\$34,491	19.0%
Debt Service	\$150,169	\$34,153	\$30,805	\$30,805	\$0	0.0%
Transfers Out	\$50,000	\$50,000	\$155,000	\$155,000	\$0	0.0%
Total Expenses	\$9,001,705	\$8,792,875	\$9,337,750	\$10,112,127	\$774,378	8.3%

Scan the QR code to see more detailed information about the FY2025 Budget.



THETFORD SCHOOL DISTRICT: TAX RATE ESTIMATE

	BUDGET 2021–22	BUDGET 2022–23	BUDGET 2023-24	BUDGET 2024–25	PERCENT CHANGE		
ESTIMATED EDUCATION SPENDING							
School District Budget	\$9,001,705	\$8,792,875	\$9,337,750	\$10,112,127	8.29%		
Capital Improvement	\$0	\$0	\$0				
Deficit Bond over three years	\$0	\$0	\$0				
Total Estimated Expenditures	\$9,001,705	\$8,792,875	\$9,337,750	\$10,112,127	8.29%		
LESS ANTICIPATED RECEIPTS							
State and Local Revenue	-\$291,802	-\$111,500	-\$127,634	-\$125,000	-2.06%		
Prior Year Surplus	\$0	\$0	-\$50,000	-\$350,000	600.00%		
Total Estimated Receipts	-\$291,802	-\$111,500	-\$177,634	-\$475,000	167.40%		
Estimated Education Spending	\$8,709,903	\$8,681,375	\$9,160,116	\$9,637,127	5.21%		
TAX RATE ESTIMATES							
Equalized Pupils	442.84	427.50	402.26	531.75			
Estimated Education Spending Per Equalized Pupil	\$19,668	\$20,307	\$22,772	\$18,123	-20.41%		
Eligible Construction Debt	\$994	\$0	\$1,100	\$0			
Net Education Spending Per Equalized Pupil for Excess Spending	\$18,675	\$20,307	\$21,672	\$18,123			
Excess Spending Threshold	\$18,789	\$18,818	\$22,204	\$22,204	0.00%		
Is Spending per Student Below State Spending Threshold?	YES	NO	YES	YES			
Estimated Excess Spending Penalty	\$0	\$331	\$0	\$0			
TOTAL ESTIMATED EDUCATION SPENDING PER EQUALIZED PUPIL	\$19,668	\$20,638	\$22,772	\$18,123	-20.41%		
Homestead Property (Scenario B)	\$10,763	\$13,314	\$15,479	\$9,452	-38.94%		
Adjustment for Spending Above State BASE	\$0	2.49%	\$0	\$0			
State Base Homestead Tax Rate	1.8274	1.5253	1.4711	1.9174	30.34%		
Estimated Total Homestead Tax Rate, Equalized	\$1.8274	\$1.5253	\$1.4711	\$1.9174	30.34%		
CLA - Estimate Common Level of Appraisal	92.18%	85.89%	81.70%	72.87%	-10.81%		
Estimated LOCAL Homestead Tax Rate	1.9824	1.7758	1.8006	2.6313	46.13%		
Base Non-Residential Equalized Tax Rate	1.730	1.4660	1.3860	1.4420	4.04%		
Estimated LOCAL Non-Residential Tax Rate	1.8768	1.7068	1.6965	1.9789	16.65%		

Thetford Town School District P.O. Box 182 Thetford, Vermont 05074



Congratulations to the Thetford Academy Class of 2023

Noah Bartlett Abernethy Ada Lee Acker Thomas Joseph Berecz Porter Brown Burkins Ariana Dorothy Cooney Quinn Elizabeth Corcoran Avery Joseph Crandall Eldon Lee Crossett Madison Emily Currier Shisi (Cissy) Dai Kathleen Shannon Darrah Abigail Flynn Dixon Madelyn Elizabeth Durkee Abigail Irene Egner Alex Reid Fein Michael Nicholas Fernandez Jacob Sidney Gilman Natalia Grace Gioia **Olivia Rose Hastings** Addyson Elizabeth Holzer Aidan Cullen Keane

Isaiah Davir Kol Maxwell Saul Leibon Finn Thorin Linehan Marshall Roland Melancon Sadie Brigid Mikovitz Madison Louise Mousley Kolby Joseph Patneaude Nolan Alexander Pepe Jonas Damon Piletz Harland Paul Ransom **Charlotte Boggs Reimanis** Jada Simmons Rich **Dominic Harlan Rose** Zoe Elizabeth Thomas Aiden Eriks Tibbetts Luca Elliot Trage Kaleb Malcom Waters Taylor Lee West **Emma Marie Willens** Hannah Wren Williams Robina Jane Wilmott

Thetford Town Meeting



Informational Meeting Thursday, February 22 • 5 p.m. Thetford Elementary School



Thetford Town Meeting Day Saturday, March 2 • 9 a.m. Thetford Academy



Voting Day Tuesday, March 5 • 8 a.m. - 7 p.m. Thetford Town Hall

Absentee ballots can be requested through the Thetford Town Clerk. If returning by mail, please allow plenty of time.

Scan the QR code to view the warning for Town Meeting 2024



Contact us

EMAIL: thetfordboard@oesu.org ONLINE: thetfordeschool.org thetfordacademy.org