Board of Education Regular Meeting
Monday, November 16, 2026
7:00 PM
Weston Middle School Library Learning Commons
135 School Road
Weston, CT 06883

I. CALL TO ORDER, VERIFICATION OF QUORUM (Possible action)
II. PLEDGE OF ALLEGIANCE
    A. I pledge allegiance to the flag of the United States of America, and to the republic for which it stands, one nation, under God, indivisible with liberty and justice for all.
III. BOARD ELECTIONS Discussion and possible action)
IV. STUDENT BOARD OF EDUCATION REPRESENTATIVE COMMENTS (Discussion)
V. APPROVAL OF MINUTES (Discussion and possible action)
    - October 19, 2026 Board of Education Executive Session Meeting
    - October 19, 2026 Board of Education Meeting
VI. PUBLIC COMMENT

    A. The Board welcomes the opportunity to hear from members of the public about matters concerning Weston Public Schools. Public comment is an important chance for the Board to receive input and feedback from our school community. We listen attentively to all comments shared.

    While we value and pay close attention to public comment, it is our practice not to respond substantively, or sometimes at all, during public comment. There are several reasons for this:

    First, engaging in a discussion on non-agenda items could violate the Board's obligations to comply with the Freedom of Information Act.

    Second, the Board or the administration may not be prepared to discuss certain matters raised in the first instance by a public comment.

Third, the Board develops its meeting agenda carefully to ensure that the Board addresses matters that are pressing or relevant at the time of the meeting.

We encourage members of the public with specific questions, concerns, or complaints about our schools to reach out directly to Superintendent Forti. . You may also email the Board at our email address, boardofeducation@westonps.org.

Additional details on Public Comment at board meetings can be found on our website: https://www.westonps.org/608477_3

Meeting Conduct: Bylaws of the Board #9325
- https://v3.boardpolicyonline.com/b/bl/westonps/s/2046282

VII. NEW BUSINESS
- A. Consent Agenda (Discussion and possible action)
  1. Gifts, Grants and Bequests: Recognition, Acceptance or Approval
     - WMS: $2000 Voya Unsung Heroes Award ($ to be used for audio recording equipment)
  2. Staffing Update: November
- B. Class of 2026 Statistical Report (Discussion)
- C. 2027-2028 Enrollment Projections (Discussion)
- D. 2027-2028 District Calendar (Discussion and possible action)
- E. Weston Board of Education Policies, Regulations, and Bylaws: First Read (Discussion)
  - P 3171.1 Non-Lapsing Education Fund
  - P 3313.1 Local Purchasing
  - P 3313.3 Performance Bonds
  - P 3320 Purchasing Procedure
  - R 3320 Purchasing Procedure
  - R 3324 Ordering Goods and Services - Purchase Orders
  - P 3326.1 Payroll Procedure and Authorized Signatures
  - P 3326.3 Approval of Payment Listing
  - P 3432/3433 Budget & Expense Reports - Annual Financial Statement
  - P 3560 Capital Outlay
  - P 5118 Non Resident Tuition
  - R 5118 Non Resident Tuition
- F. Finance and Operations
  1. FY28 Budget Calendar Updates (Discussion and possible motion)
  2. October 2026 Financial Report (Discussion and possible action)
  3. Review of RFP: Communications Consultant for possible Weston Middle School Project (Discussion and possible action)

VIII. DISTRICT UPDATES
- A. Superintendent (Discussion)
- B. Pupil Personnel Services and Special Education (Discussion)

IX. COMMITTEE UPDATES: Refer to committee meeting minutes for details (Discussion)

A. Communications Committee
B. Curriculum Committee
C. Educational Optimization Committee (EOC)
D. Finance & Operations Committee
E. ~~Negotiations Committee~~ (committee not active at this time)
F. Policy Committee
G. Safety & Security Committee

X. MEMBER ORGANIZATION UPDATES (Discussion)
A. Connecticut Association of Boards of Education (CABE)
B. Cooperative Educational Services (CES)
C. Weston Education Foundation (WEF)

XI. NEXT SCHEDULED MEETING(S) OF THE BOARD OF EDUCATION
- December 21, 2026, 7:00 PM, Via Zoom

A. Review of Pending Agenda Items for Next Meeting

XII. ADJOURNMENT (Possible action)

Weston Board of Education Executive Session
Monday, October 19, 2026
6:30 PM
Weston Middle School Library Learning Commons (Think Tank)
135 School Road
Weston, CT 06883

Absent: Peter Gordon, Michael Guido, **Present:** David Felton, Deborah Low, Lisa Luft, Nicole Wallach. Present: 4, Absent: 2.

I. **CALL TO ORDER, VERIFICATION OF QUORUM**
Additional Attendees:
Erica Forti, Superintendent of Schools

A quorum was met, and the meeting was called to order at 6:38 PM.
Move that the October 19, 2026 Weston Board of Education Executive Session is hereby called to order. Carried with a motion by Low, Deborah and a second by Felton, David.
David Felton: Yea, Deborah Low: Yea, Lisa Luft: Yea, Nicole Wallach: Yea
Yea: 4, Nay: 0

II. **INVITE ADDITIONAL ATTENDEES, if necessary**
Move that the Weston Board of Education invite Erica Forti to participate in the October 19, 2026 executive session. Carried with a motion by Low, Deborah and a second by Felton, David.
David Felton: Yea, Deborah Low: Yea, Lisa Luft: Yea, Nicole Wallach: Yea
Yea: 4, Nay: 0

III. **MATTERS PERTAINING TO PERSONNEL: Weston Administrators' Association Union Contract: 2027-2029 (Discussion)**

IV. **ADJOURNMENT**
There being no further business, the meeting adjourned at 6:63 PM.
There being no further business, move that the October 19, 2026 Weston Board of Education Executive Session be adjourned.

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Carried with a motion by Low, Deborah and a second by Felton, David.
David Felton: Yea, Deborah Low: Yea, Lisa Luft: Yea, Nicole Wallach: Yea
Yea: 4, Nay: 0

Respectfully submitted by:



Jodi Sacchetta, Board Clerk (on behalf of David Felton, Vice Chair)

DRAFT

Board of Education Regular Meeting
Monday, October 19, 2026
7:00 PM
Weston Middle School Library Learning Commons
135 School Road
Weston, CT 06883

Absent: Peter Gordon, Michael Guido, **Present:** David Felton, Deborah Low, Lisa Luft, Nicole Wallach. Present: 4, Absent: 2.

I. **CALL TO ORDER, VERIFICATION OF QUORUM (Possible action)**
Additional Attendees:
Erica Forti, Superintendent of Schools; Tina Henckel, Assistant Superintendent; Phillip Cross, Chief Financial and Operations Officer; Tracy Edwards, Assistant Superintendent of Pupil Personnel Services; Juliane Givoni, Director of Human Resources; Daniel DiVito, Director of Digital Learning and Technology; Jennifer D'Amico, WIS Buidling Principal; Jamie Stammer and Graydon Dunbar, WHS Student Representatives.

A quorum was met, and the meeting was called to order at 7:00PM.
A quorum has been met, move that the October 19, 2026 Weston Board of Education is hereby called to order. Unseconded with a motion by Low, Deborah.

II. **PLEDGE OF ALLEGIANCE**

A. **I pledge allegiance to the flag of the United States of America, and to the republic for which it stands, one nation, under God, indivisible with liberty and justice for all.**

III. **STUDENT BOARD OF EDUCATION REPRESENTATIVE COMMENTS (Discussion)**
Jamie Stammer, Graydon Dunbar: Student Representatives provided an overview of activities at WHS and student engagement.

IV. **APPROVAL OF MINUTES (Discussion and possible action)**

- **Board of Education Meeting, September 22, 2026**

DRAFT

The meeting minutes were approved without objection.
Move that the minutes of the meetings were presented for review. There being no corrections, the minutes are approved as presented. Carried with a motion by Felton, David and a second by Luft, Lisa.
David Felton: Yea, Deborah Low: Yea, Lisa Luft: Yea, Nicole Wallach: Yea
Yea: 4, Nay: 0

V. **PUBLIC COMMENT**

A. **The Board welcomes the opportunity to hear from members of the public about matters concerning Weston Public Schools. Public comment is an important chance for the Board to receive input and feedback from our school community. We listen attentively to all comments shared.**

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First, engaging in a discussion on non-agenda items could violate the Board's obligations to comply with the Freedom of Information Act.

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We encourage members of the public with specific questions, concerns, or complaints about our schools to reach out directly to Superintendent Forti. . You may also email the Board at our email address, boardofeducation@westonps.org.

Additional details on Public Comment at board meetings can be found on our website: https://www.westonps.org/608477_3

Meeting Conduct: Bylaws of the Board #9325 - https://meetings.boardbook.org/Public/Book/2468?docTypeId=224318&file=ab5f2950-f792-4ecc-bc14-37a3939de003

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Comments from the public:

Chad Hoeppner - White Birch Road

VI. **OLD BUSINESS**

A. **Board of Education Goals (Discussion and possible action)**
The Board of Education Goals for the 2026-2207 year were approved, without objection.
Move that the 2026-2027 goals were presented for review. There being no changes, the goals are approved. Carried with a motion by Felton, David and a second by Luft, Lisa.
David Felton: Yea, Deborah Low: Yea, Lisa Luft: Yea, Nicole Wallach: Yea
Yea: 4, Nay: 0

B. **Weston Board of Education Policies, Regulations, and Bylaws: Second Read/Approval (Discussion and possible action)**

- **P 3000 Concept and Roles in Business and Non-Instructional Operations**
- **P 3120 Budget Development and Preparation**
- **P 3250 Charges for Services Fees and Materials**
- **R 3250 Materials and Fees (sunset)**
- **P 3313 Relations with Vendors**
- **P 3434 Periodic Audit**

The policies and regulations presented were approved, without objection.
Move that the policies, regulations and/or bylaws were presented for review. There being no corrections, the documents were approved as presented. Carried with a motion by Felton, David and a second by Luft, Lisa.
David Felton: Yea, Deborah Low: Yea, Lisa Luft: Yea, Nicole Wallach: Yea
Yea: 4, Nay: 0

VII. **NEW BUSINESS**

A. **Consent Agenda (Discussion and possible action)**
The consent agenda was approved, without objection.
Move that the Weston Board of Education accept the consent agenda as presented. Carried with a motion by Felton, David and a second by Luft, Lisa.
David Felton: Yea, Deborah Low: Yea, Lisa Luft: Yea, Nicole

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Wallach: Yea
Yea: 4, Nay: 0

1. **Gifts, Grants and Bequests: Recognition, Acceptance or Approval**

    - **WHS - Ping Pong Table**
    - **WIS - Floor Rugs**
    - **WIS - Chair/Bench**

2. **Staffing Update**

3. **Field Trips**

    - **Model UN Overnight Field Trip**

B. **WIS WIN Overview (Discussion)**
WIS Principal Jennifer D'Amino presented the WIS WIN Overview to the Board.

C. **Weston Administrators' Association Union Contract: 2027-2030 Tentative Agreement: (Discussion and possible action)**
The Weston Administrators' Association (WAA) union contract for 2027-2030 was approved as presented, without objection. Move that the Weston Board of Education ratify the tentative agreement between the Board and the WESTON ADMINISTRATORS' ASSOCIATION (WAA), regarding the collective bargaining agreement between the Board and the WAA covering the period July 1, 2027 to June 30, 2030. Carried with a motion by Felton, David and a second by Luft, Lisa.
David Felton: Yea, Deborah Low: Yea, Lisa Luft: Yea, Nicole Wallach: Yea
Yea: 4, Nay: 0

D. **Scheduled PTO sessions regarding possible Weston Middle School Project (Discussion)**
Board Chair Deborah Low provided the board with the presentation that will be given at upcoming PTO meetings.

E. **Possible professional services to assist with communication and public engagement for a possible Weston Middle School project (Discussion)**
The board discussed the possibility of preparing an RFP regarding professional services relating to communication on the Weston Middle School Project.

F. **Finance and Operations (Discussion and possible action)**

DRAFT

1. **State Mandated 5 Year IAQ/HVAC Inspection for the Middle School (Discussion)**
   The HVAC evaluation and insppection report was presented to the Board.

2. **September 2026 Financial Report (Discussion and possible action)**
   The September 2026 financial report was approved as presented, without objection.
   Move that the Weston Board of Education approve the September 2026 Financial Report, as presented Carried with a motion by Felton, David and a second by Luft, Lisa.
   David Felton: Yea, Deborah Low: Yea, Lisa Luft: Yea, Nicole Wallach: Yea
   Yea: 4, Nay: 0

3. **FY28 Budget Calendar (Discussion and possible motion)**
   The FY28 budget calendar was discussed, and changes were suggested. The calendar will be brought back to the board at the November meeting for approval.

VIII. **DISTRICT UPDATES**

A. **Superintendent (Discussion)**
   No discussion.

B. **Pupil Personnel Services and Special Education (Discussion)**
   For the 2026-2027 school year the State of Connecticut offered a competitive special education high quality incentive grant, to expand specialized in-district services, support students with disabilities in their home schools, and reduce reliance on out-of-district placements. Out of 41 recipient districts statewide, Weston received the full amount requested, $124,305 to be expended in the 2026-2027 school year.

IX. **COMMITTEE UPDATES: Refer to committee meeting minutes for details (Discussion)**

A. **Communications Committee**

B. **Curriculum Committee**

C. **Educational Optimization Committee (EOC)**

D. **Finance & Operations Committee**

E. **Negotiations Committee**

F. **Policy Committee**

DRAFT

G. **Safety & Security Committee**

X. **MEMBER ORGANIZATION UPDATES (Discussion)**

A. **Connecticut Association of Boards of Education (CABE)**

B. **Cooperative Educational Services (CES)**

C. **Weston Education Foundation (WEF)**

XI. **NEXT SCHEDULED MEETING(S) OF THE BOARD OF EDUCATION**

- **Weston Board of Education Regular Meeting, November 16, 2026, 7:00 PM**

There was an update on the location of the November and December meetings. The November has been changed to in-person and the December meeting is now remote.

A. **Review of Pending Agenda Items for Next Meeting**

XII. **ADJOURNMENT (Possible action)**

There being no further business, the meeting adjourned at 8:54 PM.

There being no further business, move that the October 19, 2026 Weston Board of Education meeting be adjourned. Carried with a motion by Felton, David and a second by Luft, Lisa.

David Felton: Yea, Deborah Low: Yea, Lisa Luft: Yea, Nicole Wallach: Yea

Yea: 4, Nay: 0

Respectfully submitted by:

Jodi Sacchetta

Jodi Sacchetta, Board Clerk

DRAFT

Gifts, Grants and Bequests Approval Form

Gifts Valued $1,000 to $3,000

All gifts valued from $1,000 to $3,000 require approval by the Superintendent and formal acceptance by the Board of Education.

School/Building: ☐ HES ☐ WIS ■ WMS ☐ WHS ☐ CO

Name of Donor: Voya Financial

Value of gift(s) being donated): $ 2,000

Description (enter description or see attached, and include back up):

National grant award. Money will be used for audio recording equipment for 7th grade interdisciplinary Museum of Human Rights project

Signature/Approval:

X _____
Principal Signature

Date: 10/20/26

X _____
Superintendent Signature

Date: 11/9/2026

Board of Education Approval

☐ Yes (If yes, date of Board of Education Approval: ____/____/____)

☐ Not Approved

Congratulations! You have been selected as a 2026 Voya Unsung Heroes award winner! We are confident that your project will inspire curiosity in the minds of your students and build upon their passion for learning.

Through your application, one of hundreds that we received this year, you demonstrated initiative leadership and you serve as an important role model for your students. As one of only 50 award winners nationally, you're part of an elite group of educators that have introduced an innovative teaching method that engages students in a unique way and helps them to foster an appreciation for learning that will last a lifetime.

For 30 years, since 1996, Voya Financial, in partnership with Scholarship America, has evaluated applications for the Voya Unsung Heroes award on the following criteria: innovative method, creativity and the ability to positively influence students. The reality is, the award winning projects that are implemented in classrooms around the country go beyond influencing just students, they have a profound impact on local communities and world around us.

The very first grand prize winner in 1996, Debrah Fordice from Audubon Elementary School in Dubuque, IA, is a great example. She introduced a project, called "Bethany Home Biography". Students would travel to nearby nursing homes several times during the school year and interview residents about their lives and subsequently write biographies. The students developed listening, speaking, and creative writing skills. They also learned about history through the stories of their subjects and developed relationships with them.

In addition to following any procedures that your school may have for accepting grants like this, the check will need to be endorsed by you and an authorized representative from your school, likely the business manager or principal.

A local Voya Representative will be reaching out to you as well to help celebrate this award. For example, you may be presented with the award at an upcoming school board meeting, a school staff meeting, assembly of students, or simply in your classroom. All of this may be accomplished virtually of course, and we look forward to coordinating a celebration with you! ***You will be receiving your $2,000.00 funding in a separate mailing.***

At Voya Financial, we help educators, like you, save for the future. As an educator, you help children create the future! Thank you for all that you do to impact the lives of the next generation, and thank you for participating in the Voya Unsung Heroes program.

For more information about how Voya supports educators, check out www.VoyaTeacherVoices.com.

INTEROFFICE MEMORANDUM

To: **Erica Forti**

From: **Juliane Givoni - Director of Human Resources**

Subject: **Staffing Update – November 2026**

Date: **November 13, 2026**

NEW HIRES:

- Laura Del Savio (0.2) WHS French Teacher - Effective October 29, 2026
- Leslie MacKenzie (1.0) WIS Math Intervention Teacher/Curriculum and Instruction Leader - Effective December 14, 2026

RESIGNATIONS:

- Elijah D'Amico (3 hour) WIS Cafeteria Aide - Effective November 6, 2026
- Madhavi Miryala (3 hour) WIS Cafeteria Aide - Effective September 22, 2026

RETIREMENTS:

- Marianne Edwards (1.0) WMS SPED Paraeducator - Effective January 6, 2027

WESTON HIGH SCHOOL

CLASS OF 2026

STATISTICAL REPORT
ANALYSIS OF COLLEGE APPLICATIONS

Principal – Meghan Conetta
Director of School Counseling – Meredith Jackson
College and Career Counselor - Randi Green

November 16, 2026

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INTRODUCTION

The purpose of this annual report to the Weston Board of Education is to:

1. Provide statistics on the standardized testing trends for the Class of 2025.
2. Provide an analysis of the college admission process and acceptances.

This report is a compilation of data monitored through the SchooLinks program, which tracks college applications for each student in the class starting their senior year. The program enables comparison of students' academic credentials with those of former students to examine notification patterns (e.g., admit, deny) specific to each college.

Summaries of previous Weston High School graduating classes reveal trends in our graduates' post-secondary plans, SAT performance, Advanced Placement exam results, and processing and notification statistics.

Class of 2026 Demographics (162 Students)

Category	# of Students	Percentage
Male	88	54%
Female	74	46%
Asian	8	5%
African American	0	-
White	130	79%
Hispanic/Latino	12	7%
Multi-Racial	13	8%

Weston High School
School Counseling Department

Meredith Jackson, Director of School Counseling
Eric Horton, Counselor
Arielle Luksberg, Counselor
Michael Parlanti, Counselor
Meg Sullivan, Counselor
Randi Green, College and Career Counselor

STANDARDIZED TESTING STATISTICS

Definitions:

SAT: A standardized examination of a student's academic skills used for admission to US colleges, and the Connecticut State Assessment for all 11th-grade students.

ACT: "American College Testing"– College readiness assessment.

AP: Advanced Placement Exam – Administered at the end of a college-level course (May).

Cohort Statistics
(Class of 2026)

SAT School Day Snapshot

SAT School Day Summary (3-year trend)

Class of	Test Year	# of Students	EBRW	Math	Total
*2026	2025	159	612	590	1202
2025	2024	179	608	579	1188
2024	2023	163	603	585	1188

*For the Class of 2026, this data was pulled from the March 2025 administration.

SAT Cohort Summary (3-year trend) ***College Board Mean (reflects most recent score)***

Class of	# of Students	EBRW	Math	Total
2026	160	612	591	1203
2025	185	611	581	1191
2024	167	605	587	1192

This data is pulled from the annual Cohort Report sent to schools and reflects SAT test activity for students who graduated in 2026. If a student took the SAT more than once, the most recent score is summarized.

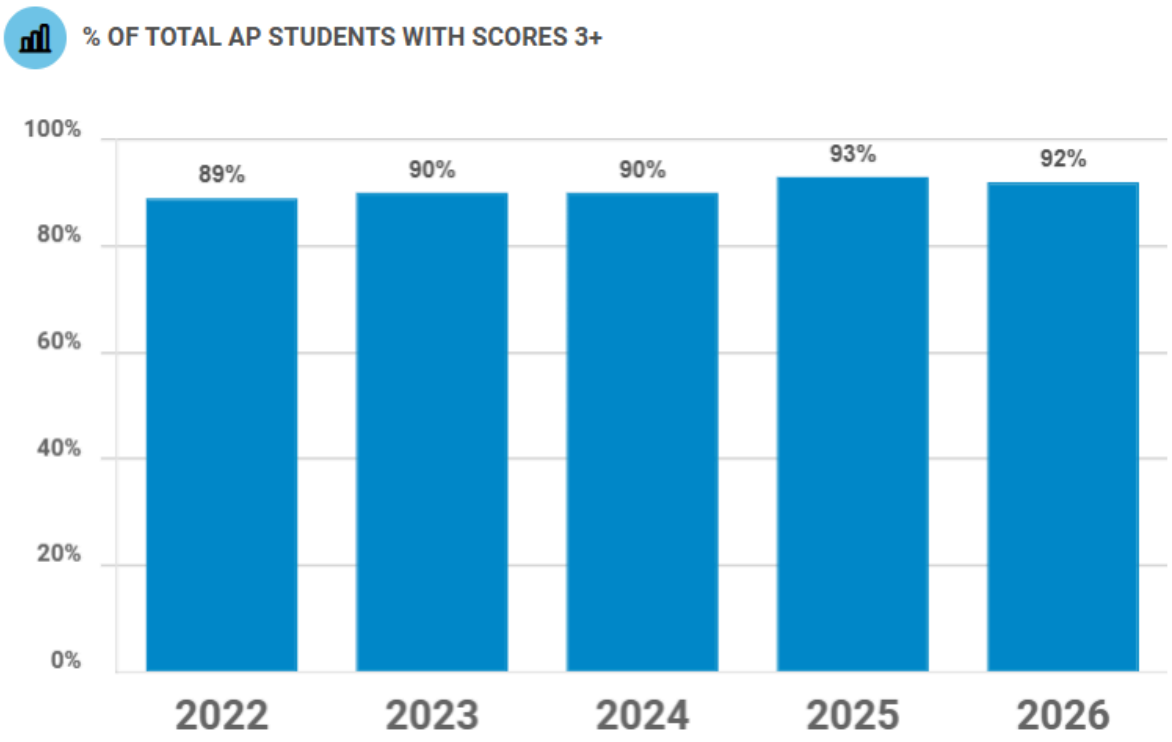
Average ACT Scores (3-year trend)

Class of	# of Students	English	Math	Reading	Science	Composite
2026	64	29.8	27.5	30.2	28.8	29.1
2025	62	27.5	25.9	30	27.5	28
2024	55	28.9	25.9	29.3	27.3	27.9

This data is pulled from an online reporting portal, which provides an average score for each student in the Class of 2026.

Advanced Placement
Classes of 2026 and 2027

The ***percentage*** of students scoring a 3 or higher on AP exams over the past five years is as follows:



AP Scholar Awards

- **AP Scholar:** Granted to students who receive scores of 3 or higher on three or more APs.
    - WHS had **62 AP Scholars** in the 25-26 school year

- **AP Scholar with Honor:** Granted to students who receive an average score of at least 3.25 on all APs and scores of 3 or higher on four or more of these exams.
    - WHS had **30 AP Scholars with Honors** in the 25-26 school year

- **AP Scholar with Distinction:** Granted to students who receive an average score of at least 3.5 on all APs and scores of 3 or higher on five or more of these exams.
    - WHS had **98 AP Scholars with Distinction** in the 25-26 school year

- **AP International Diploma:** Students must score a 3 or higher on 5 or more AP Exams**.**
    - WHS had **2 AP International Diploma** students in the 25-26 school year

Advanced Placement Scores by Course
Classes of 2026 and 2027
May Administration

Subject	Average Score	# of Exams at Each Score Level					Total Exams
		1	2	3	4	5	
2-D Art and Design	2.50		1	1			2
Biology	3.87	1	1	21	21	18	62
Calculus AB	4.46		2	4	19	36	61
Calculus BC	4.56			3	2	13	18
Chemistry	5.00					1	1
Computer Science Principles	4.00	1		2	4	5	12
English Language and Composition	4.19	1	1	9	36	28	75
English Literature and Composition	3.80	2		21	22	15	60
Environmental Science	4.06	1	1	5	16	12	35
French Language and Culture	2.89		2	6	1		9
Human Geography	3.89	2	6	9	28	20	65
Latin	2.75	1	2	4		1	8
Macroeconomics	3.10	11	9	17	15	11	63
Microeconomics	3.27	7	14	18	15	16	70
Music Theory	2.50	1	1	1	1		4
Physics 1	4.27	2		7	22	29	60
Physics 2	3.06	3	3	5	2	4	17
*Physics C: Electricity and Magnetism	3.00			1			1
*Physics C: Mechanics	4.50				1	1	2
*Precalculus	4.50				1	1	2
Psychology	4.18		2	6	19	18	45
Spanish Language and Culture	3.91			6	12	4	22
Statistics	3.25	1	8	10	15	2	36
United States Government and Politics	4.46		1	5	24	39	69
United States History	4.21		2	8	37	28	75

** These students were not enrolled in a class at WHS*

Total WPS AP Students: 285

Totals for this View	Counts at Each Score Level					Total
	1	2	3	4	5	Exams
Number of Exams	34	56	169	313	302	874
Percentage of Total Exams	4%	6%	19%	36%	35%	100%
Number of AP Students	28	52	132	189	135	

Application Statistics

Class of 2026

	# of Applications	% of all Applications
Total Number of Acceptances	988	62%
Total Number of Denials	460	29%
Total Number of Waitlist/Deferrals	232	15%
Total Number of Withdrawn	228	N/A
Average Number of Applications per Student	11.4	N/A
Total Number of Different Schools Applied	295	N/A
Total Number of Students Submitting Applications	159	97.5%
Total Number of Applications Processed	1817	N/A

Class of 2025

	# of Applications	% of all Applications
Total Number of Acceptances	993	52%
Total Number of Denials	512	27%
Total Number of Waitlist/Deferrals	232	12%
Total Number of Withdrawn	180	9%
Total Number of Unknown	5	.2%
Average Number of Applications per Student	11.6	N/A
Total Number of Different Schools Applied	309	N/A
Total Number of Students Submitting Applications	172	94%
Total Number of Applications Processed	1922	N/A

Class of 2024

	# of Applications	% of all Applications
Total Number of Acceptances	1019	64%
Total Number of Denials	423	26%
Total Number of Waitlist/Deferrals	145	9%
Total Number of Withdrawn	224	12%
Total Number of Unknown	20	1%
Average Number of Applications per Student	9	N/A
Total Number of Different Schools Applied	347	N/A
Total Number of Students Submitting Applications	170	96%
Total Number of Applications Processed	1831	N/A

BOARD OF EDUCATION STATISTICAL PACKET

Class of 2026 Matriculation Report

Official Summary of Post-Secondary Destinations & Higher Education Enrollment

OFFICIAL REPORT
Class of 2026 Data

155	96	37	2
TOTAL MATRICULANTS	HIGHER ED INSTITUTIONS	MULTI-ENROLLMENT COLLEGES	U.S. MILITARY ACADEMIES

Key: (#) Highlighted badges indicate multiple matriculating graduates — (1) Unmarked badges denote single matriculation

INSTITUTION (A – M)	STUDENTS
Babson College	1
Berklee College of Music	1
Boston University	2
Bowdoin College	1
Brigham Young University-Idaho	1
Brown University	1
Cal Poly-San Luis Obispo	1
Carnegie Mellon University	1
Central Connecticut State Univ.	1
Claremont McKenna College	1
Clemson University	1
College of Charleston	2
College of the Atlantic	1
College of the Holy Cross	1
Norwalk Community College	2
Cornell University	2
Dickinson College	1
Elon University	5
Emmanuel College	2
Fairfield University	1
Fordham University	1
Franklin and Marshall College	2
Furman University	1
George Washington University	1
High Point University	1
IE University - Madrid Campus	1
Indiana University-Bloomington	3
Iowa State University	1
James Madison University	1
Lafayette College	2
Lehigh University	4
Marist University	2

INSTITUTION (M – T)	STUDENTS
McGill University	2
Miami University-Oxford	6
Michigan State University	1
Middlebury College	2
Muhlenberg College	1
New York University	2
Northeastern University	2
Northwestern University	2
Norwich University	1
Oberlin College	1
Pennsylvania College of Tech.	1
Penn State Univ.-Main Campus	2
Plymouth State University	1
Providence College	1
Purdue University Northwest	1
Purdue University-Main Campus	1
Rochester Community & Tech.	1
SUNY Maritime College	1
Sacred Heart University	2
San Diego State University	1
Skidmore College	1
Stevens Institute of Technology	1
Stony Brook University	2
Susquehanna University	1
Syracuse University	2
Texas Christian University	2
The Ohio State University	1
The University of Tampa	2
The University of Texas at Austin	1
Trinity College	1
Tufts University	1
Tulane University	4

INSTITUTION (U – Y)	STUDENTS
Union College (NY)	1
U.S. Air Force Academy	1
U.S. Naval Academy	1
University College Dublin	1
Univ. of California-Santa Barbara	1
Univ. of Colorado Boulder	3
Univ. of Connecticut - Storrs	6
University of Delaware	2
University of Denver	1
University of Florida	2
University of Louisville	1
University of Maine	1
University of Miami	1
Univ. of Michigan-Ann Arbor	2
Univ. of Minnesota-Twin Cities	1
University of Mississippi	1
University of Notre Dame	2
University of Oxford	1
University of Richmond	1
University of Rochester	1
Univ. of South Carolina-Columbia	1
University of St Andrews	3
Univ. of Washington-Seattle	2
Univ. of Wisconsin-Madison	5
Villanova University	2
Virginia Tech	3
Wake Forest University	2
Western Conn. State Univ.	1
William and Mary	1
Worcester Polytechnic Inst.	1
Xavier University	1
Yale University	2

WESTON HIGH SCHOOL • CLASS OF 2026

A Statistical Presentation

Standardized Testing, Counseling Engagement & Student Outcomes

PRESENTED BY

Meghan Conetta
Principal

Meredith Jackson
Director of School Counseling

Randi Green
College & Career Counselor

November 16, 2026

Presentation Roadmap

- Class of 2026 Demographics
- 2026 SAT Data
- 2026 ACT Data
- 2026 AP Data
- 2026 Post-Secondary Outcomes



Class of 2026
Demographic Information

Class of 2026 Demographics (162 Students)

Category	# of Students	Percentage of Cohort
Male	88	54%
Female	74	46%
Asian	8	5%
African American	0	-
White	130	79%
Hispanic / Latino	12	7%
Multi-Racial	13	8%

2026 SAT Data

STANDARDIZED TESTING DATA

SAT School Day Snapshot (3-Year Trend)

Graduating Class	Test Year	# of Students	EBRW Mean	Math Mean	Total Mean
Class of *2026	2025	159	612	590	1202
Class of 2025	2024	179	608	579	1188
Class of 2024	2023	163	603	585	1188

Key Performance Insights

*Note: For the Class of 2026, data was pulled from the March 2025 administration.

- Record Total Mean: Class of 2026 achieved a 1202 mean score, up +14 points above the prior two graduating cohorts (1188).
- EBRW Leadership: Evidence-Based Reading & Writing rose to 612, outperforming 2024 (+9 pts) and 2025 (+4 pts).
- Math Gains: Math mean increased to 590, representing an 11-point gain over the previous year.

STANDARDIZED TESTING DATA

SAT Superscoring & Retake Impact Analysis

COMBINED COHORT AVERAGE

1229

Average Superscore across all 164 tested students.

READING & WRITING AVG

624

Outpaces Math section average by 19 points.

MATH SECTION AVERAGE

605

Cohort-wide section average on official records.

MULTIPLE ATTEMPT RATE

61%

100 of 164 students retook the test at least once.

The Superscore Advantage: Single vs. Multiple Attempts

+205 Point Premium for Re-Testing:

- Single Attempt (School Day Only — 64 Students): Average Superscore was 1104.
- Multiple Attempts (Superscored — 100 Students): Average Superscore reached 1309.
- Conclusion: Students who retake the SAT achieve a 205-point higher average Superscore than single-test takers, demonstrating significant value in re-testing strategies.

STANDARDIZED TESTING DATA

Performance Growth by Number of Test Attempts

Attempts	Student Count	% of Cohort	Avg Reading	Avg Math	Avg Superscore	Gain vs 1 Attempt
1 Attempt	64	39.0%	563	541	1104	Baseline
2 Attempts	29	17.7%	624	595	1219	+115 pts
3 Attempts	35	21.3%	672	660	1332	+228 pts
4 Attempts	19	11.6%	664	672	1336	+232 pts
5+ Attempts	17	10.4%	681	671	1352	+248 pts

Strategic Recommendations & Key Takeaways

- Significant 2nd & 3rd Test Gains: The largest score jumps occur moving from 1 to 2 attempts (+115 pts) and 2 to 3 attempts (+113 pts).
- Diminishing Returns After 4th Attempt: Score gains plateau significantly past 3–4 attempts (+4 pts 4th attempt, +16 pts 5+ attempts).
- Optimal Attempts: 3 to 4 Times.
- Strategic Recommendation: Encourage students to take at least 2 SAT attempts to capture the +115 point average increase.

2026 ACT Data

STANDARDIZED TESTING DATA

Average ACT Scores (3-Year Trend)

Class of	# of Students	English	Math	Reading	Science	Composite
Class of 2026	64	29.8	27.5	30.2	28.8	29.1
Class of 2025	62	27.5	25.9	30.0	27.5	28.0
Class of 2024	55	28.9	25.9	29.3	27.3	27.9

ACT Performance Highlights

Highest Recorded Composite in Recent School History:

- Class of 2026 achieved a 29.1 average composite, up +1.1 points over 2025 (28.0) and +1.2 over 2024 (27.9).
- Reading and English Strength: Reading broke the 30-point threshold and English surged to 29.8 (+2.3 pt gain year over year).
- Math & Science Progress: Math increased to 27.5 (+1.6 pt gain) and Science reached 28.8 (+1.3 pt gain).
- Testing Volume: 64 students took the ACT

2026 AP Data

STANDARDIZED TESTING DATA

AP Exams: % of Total AP Students with Scores 3+

2022	2023	2024	2025	2026
89%	**90%**	**90%**	**93%**	**92%**
Baseline pass rate	+1% increase	Sustained performance	Record pass rate	92% sustained under open enrollment

5-Year AP Pass Rate Analysis

Sustained Academic Rigor:

- Consistent 90%+ Mastery: Across five consecutive testing cycles, at least 9 out of 10 Weston AP test takers achieved a score of 3 or higher, qualifying for college credit.
- Open Enrollment Success: Despite expanding enrollment access in 2024–2025, the pass rate remained exceptional at 92% in 2026, disproving fears of score dilution.

STANDARDIZED TESTING DATA

High-End Academic Performance & Open Enrollment Impact

Overwhelmingly Outpacing Benchmarks

District mean scores continue to thoroughly dominate both Connecticut state averages and Global baselines across nearly all tested disciplines in 2026.

Increased Access = Higher Scores

The 2024-2025 Open Enrollment change successfully expanded AP participation while mean scores in high-volume classes actually rose.

36% Surge in Top Scholars

The highest tier of AP achievement, Scholar with Distinction, jumped from 72 to a record-breaking 98 students year-over-year.

STANDARDIZED TESTING DATA

More Students, Higher Scores

AP Biology

2024 Enrollment: 48 students | 3.50 mean

2025 Enrollment: 44 students | 3.52 mean

2026 Enrollment: 62 students | 3.87 mean (+0.35)

Takeaway: Unbroken 3-year upward trajectory despite massive volume expansion.

AP Calculus AB

2024 Enrollment: 51 students | 4.39 mean

2025 Enrollment: 54 students | 4.15 mean

2026 Enrollment: 61 students | 4.46 mean (+0.31)

Takeaway: 59% achieved a perfect 5; cohort expanded from 51 to 61 students.

AP Physics 1

2024 Enrollment: 44 students | 3.91 mean

2025 Enrollment: 65 students | 4.22 mean

2026 Enrollment: 60 students | 4.27 mean (+0.36)

Takeaway: 48% scored a 5 (vs. 21% Global average); cohort maintained high rigor.

STANDARDIZED TESTING DATA

AP Scholar Awards: Reaching New Heights

Indicator of Open Enrollment success is the 36% jump in AP Scholars with Distinction.

This prestigious honor requires students to average 3.5+ on all exams taken and score 3+ on five or more full-length exams.

AP Scholar Designation	22 / 23	23 / 24	24 / 25	25 / 26
AP Scholars	57	46	67	62
AP Scholars with Honor	43	32	41	30
AP Scholars with Distinction	71	79	72	98 (+36%)
AP International Diploma	1	1	1	2

STANDARDIZED TESTING DATA

2026 Macro View: Outpacing State and Global Baselines

In our highest-enrollment courses, students are not just passing; they are outperforming state peers by nearly a full point, and global peers by over a point.

AP Course Discipline	Global Mean	Connecticut State Mean	Weston High School Mean	Weston Advantage vs Global
AP Calculus AB	3.25	3.43	4.46	+1.21 points
AP Government & Politics	3.42	3.73	4.46	+1.04 points
AP English Language	3.21	3.57	4.19	+0.98 points
AP Human Geography	3.23	3.56	3.89	+0.66 points

STANDARDIZED TESTING DATA

2026 Departmental Performance Matrix

Exceptional Mastery (Mean Score 4.00 – 5.00)

Seven advanced disciplines achieved cohort averages at or above 4.00:

Calc BC (4.56) • Gov (4.46) • Calc AB (4.46) • Physics 1 (4.27) • Eng Lang (4.19) • Env Science (4.06) • Comp Sci (4.00)

Strong Proficiency (Mean Score 3.00 – 3.99)

Seven additional disciplines maintained strong collegiate proficiency:

Spanish (3.91) • Human Geo (3.89) • Bio (3.87) • Eng Lit (3.80) • Statistics (3.25) • Macroeconomics (3.10) • Physics 2 (3.06)

STANDARDIZED TESTING DATA

STEM Spotlight: Sustained Elite Mathematics

AP Calculus AB

59% PERFECT 5

Mean: 4.46

Enrollment grew from 51 ('24) to 61 ('26).
- 59% Score 5
- 31% Score 4
- 7% Score 3

Calculus remains a flagship of district excellence.

AP Calculus BC

72% PERFECT 5

Mean: 4.56

Astonishing high-level mastery across advanced seniors.
- 72% Score 5
- 11% Score 4
- 17% Score 3

100% achieved college credit scores.

AP Statistics

76% SCORED ≥ 3

Mean: 3.25

Broad student enrollment with robust outcomes.
- 6% Score 5
- 42% Score 4
- 28% Score 3

Demonstrates strong quantitative reasoning.

STANDARDIZED TESTING DATA

STEM Spotlight: Record Science Achievement

AP Physics 1

48% SCORED A 5

Mean: 4.27

For context, Global average for a 5 is only 21%.

- 48% Score 5
- 37% Score 4
- 12% Score 3

Nearly 97% scored 3 or higher.

AP Biology

3-YEAR SURGE

Mean: 3.87

Mean score jumped to 3.87 despite massive volume increase to 62 students in 2026.

- 29% Score 5
- 34% Score 4
- 34% Score 3

AP Environmental Science

80% SCORED 4 OR 5

Mean: 4.06

Vastly outperforms CT state mean of 3.39.

- 34% Score 5
- 46% Score 4
- 14% Score 3

Exceptional applied laboratory rigor.

STANDARDIZED TESTING DATA

Humanities: High Volume, High Rigor

AP Government

69 STUDENTS

4.46 Mean

92% scored a 4 or 5.

Exceptional civic literacy and analytical writing at scale.

AP English Language

75 STUDENTS

4.19 Mean

85% scored a 4 or 5.

Gateway junior humanities course maintaining elite writing mastery.

AP US History

75 STUDENTS

4.21 Mean

86% scored a 4 or 5.

Sophisticated historical synthesis across our largest student cohort.

STANDARDIZED TESTING DATA

Economics & Geography: Expanding Worldviews

AP Human Geography

3.89 Mean Score

65 students enrolled in 2026.
Notably outpaces the Global mean of 3.23 (+0.66 point district advantage).
Demonstrates early mastery of geospatial, cultural, and demographic concepts.

AP Macro & Micro Economics

Micro: 3.27 Mean | Macro: 3.10 Mean

Both economics courses saw significant enrollment jumps post-policy (averaging 60–70 students each, up from the mid-40s in 2024).
Scores experienced a slight realignment as the volume funnel expanded dramatically, but have now stabilized robustly with strong credit-earning rates.

STANDARDIZED TESTING DATA

Languages & Electives: Niche Excellence

AP Psychology

4.18 Mean

82% scored a 4 or 5

Global baseline is 3.33. Exceptional behavioral science analysis.

AP Computer Science

4.00 Mean

75% scored a 4 or 5

Global baseline is 2.89. Strong algorithmic and programming foundation.

AP Spanish Language

3.91 Mean

73% scored a 4 or 5

Global baseline is 3.55. Advanced spoken and written bilingual proficiency.

Specialized Course Offerings

Continued robust performance across specialized electives: AP French (Mean 2.89), AP Latin (Mean 2.75), and AP 2D Art and Design (Mean 2.50).

STANDARDIZED TESTING DATA

The Verdict: Trusting Our Students Pays Off

1. Policy Validation

The 2024–2025 Open Enrollment policy is a confirmed success. We increased access, grew our AP cohorts, and saw scores rise in our most rigorous subjects.

2. Instructional Triumph

The data reflects incredible work by teaching staff to maintain rigor while supporting a broader, more diverse population of learners.

3. Looking Forward

We will continue to monitor prerequisite support, celebrate the record-breaking surge in AP Scholars, and nurture multiple post-secondary pathways.

Post-Secondary Outcomes

SchooLinks: Platform Adoption & Logins

TOTAL STUDENT LOGINS

36.91K

District-wide login volume recorded across active student cohorts.

UNIQUE STUDENT LOGINS

1,186

Active unique student users utilizing platform features and tools.

WESTON HIGH SCHOOL

37K

WHS accounts for the dominant share of all secondary campus usage.

Student Logins Over Time (2024–2026)

Engagement Cycles & Application Milestones:

- Consistent usage demonstrates sharp spikes corresponding to key application deadlines (November 1 Early Action / Early Decision and January 1 Regular Decision).
- Platform activity remains robust year-round, underscoring ongoing student and counselor communication.

SchooLinks: Application Management & Checklists

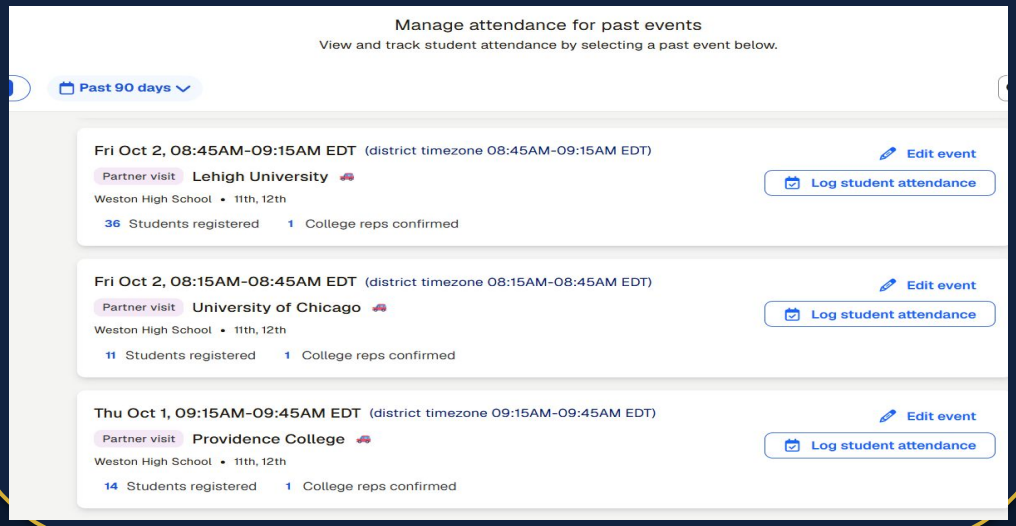
Application Tracking Workflow

- **Student Checklist:** Students complete institutional requirements directly in SchooLinks.
- **Teacher Recommendations:** Teachers upload and submit confidential letters of recommendation.
- **Counselor Documentation:** Counselors track and transmit transcripts, school profiles, and counselor recommendations.
- **Status Tracking:** Ensure students and counselors catch missing items well before deadlines.

SchooLinks: Events, Visits & Career Opportunities

College Representative Visits

- 128 colleges scheduled visits to WHS through SchooLinks
- Juniors and Seniors view and sign up to attend visits



Internships & Scholarships

- Resume Builder
- Manage the WHS Senior Internship Program
- Interest Inventories
- Career Clusters
- Comprehensive scholarship search portal helping students identify national, regional, and local awards

CLASS OF 2026

Application & Outcome Statistics

Application Metric	# of Applications	% of all Applications
Total Number of Acceptances	**988**	**62%**
Total Number of Denials	460	29%
Total Number of Waitlist/Deferrals	232	15%
Total Number of Withdrawn	228	N/A
Average Number of Applications per Student	11.4	N/A
Total Number of Different Schools Applied	295	N/A
Total Number of Students Submitting Applications	159	**98%**
Total Number of Applications Processed	**1817**	N/A

SENIOR EXIT SURVEY MAY 2026

Were you admitted to one of your top-choice colleges?

Admissions Satisfaction

161 Responded

89%

Yes — Admitted to Top Choice

89% of those who indicated they applied to college gained admission to one of their designated top-choice institutions.

Response Category	# Responded
Yes (Admitted to Top Choice)	140
No	17
N/A - Did not apply to college	4

Strategic Insight

High Placement Fidelity:

The 89% top-choice acceptance rate reflects effective list-building and balanced college counseling across reach, target, and likely institutions.

Level of enthusiasm for the college you will be attending

Student Sentiment

Scale of 1 to 5 (5 = Most Excited) • 161 Responded

92%

Most Excited or Very Excited

92% of students attending college rated their enthusiasm at Level 4 or Level 5, up from 89% in 2025.

Rating Scale	Description	Count	% of Cohort
5	Thrilled! Top choice school	96	62%
4	Very excited	46	30%
3	Neutral / Satisfied	11	7%
2	Somewhat excited	1	<1%
1	Not excited at all	0	0%
N/A	Not attending college	7	4%

SENIOR EXIT SURVEY MAY 2026

How manageable did you find the college application process?

Process Manageability

Scale of 1 to 5 (5 = Most Manageable) • 161 Responded

90.7%

Rated Manageable (Scores 3, 4, or 5)

More than 9 out of 10 students reported that the college application process was manageable.

Rating Scale	Response Category	Count	Percentage
5	Very manageable	25	15.5%
4	Mostly manageable	58	37.6%
3	Manageable	58	37.6%
2	Somewhat unmanageable	15	9.3%
1	Not manageable at all	5	3.1%

COUNSELING ECOSYSTEM

How the Counseling Department Helps Students Manage the Process

1. Camp College
Intensive multi-day summer workshop kicking off application preparation

2. Individual Post-Secondary Meetings
One-on-one counseling conferences tailored to student.

3. Junior & Senior PACT Lessons
Classroom-delivered guidance curriculum embedded in student schedules.

4. Counseling Department Website
Comprehensive digital hub for deadlines, forms, resources, and announcements.

5. Parent Coffee Series
Informational morning seminars hosted for Sophomore, Junior, and Senior parents.

6. Financial Aid Night
Expert-led workshops breaking down FAFSA, CSS Profile, and merit aid strategies.

7. Junior College Kickoff
Cohort-wide assembly launching the post-secondary exploration journey.

8. Sophomore Mock Admissions Event
Interactive case study evaluation giving students insider admissions perspectives.

9. Digital Guidebook
Step-by-step handbook covering application process.

10. Flex Time Drop-In Support
Dedicated application support and troubleshooting during school-day flex periods.

COUNSELING ECOSYSTEM

Camp College: Summer Preparation

PARTICIPATION

40%

Rising seniors voluntarily attended summer application workshop.

COUNSELING STAFF

6 Counselors

Full counseling team on-site providing individualized guidance.

FACULTY SUPPORT

7 Teachers

English & Humanities faculty reviewing and revising college essays.

Guest Admissions Representatives

Direct Engagement with University Admissions Officers:

- Boston College
- Colgate University
- University of Connecticut
- The Ohio State University
- Princeton University

Food & Hospitality

Building Community & Reducing Senior Stress:

- Lunch catered by Colony Pizza truck on campus
- Ice cream truck social for participating seniors
- Collaborative environment transforming college applications from a chore into a shared milestone

COUNSELING ECOSYSTEM

Camp College: Student & Faculty Experience

Individual Essay Writing Support

Students worked side-by-side with English teachers in the library and media center, refining personal statements and supplemental essays.

One-on-One Counselor Check-ins

Counselors conducted detailed audits of Common Application accounts, activity resumes, and college list balanced profiles.

Admissions Panelists

Visiting admissions representatives from Boston College, Princeton, and UConn offered real-time feedback on what makes applications stand out.

Collaborative Peer Culture

Seniors shared ideas, supported classmates, and celebrated completed applications over pizza and ice cream.






















Famous Thin Crust Pizza Since 1935

COLLEGE OUTCOMES

2026 College Outcomes: Early Decision & Action

EARLY DECISION APPLIED

40.5%

Percentage of applicants applying ED I and/or ED II.

EARLY DECISION ADMITTED

62.5%

Admitted via ED, up from 53.5% ('25) & 31% ('24).

EARLY SUBMISSIONS

93%

147 applicants applied Early Action or Early Decision to ≥1 college.

OCT. 15 SUBMISSIONS

33%

52 students submitted applications by October 15 early deadlines.

Application Timeline & Strategic Distribution

Distribution of Application Deadlines:

- 93% Applied Early Action / Early Decision: The overwhelming majority of the cohort submitted early applications to maximize acceptance odds.
- 6% Rolling Admissions | 1% Regular Decision only.

COLLEGE OUTCOMES

Top College Destinations

Institutions with 4+ Students Enrolling

1. Elon University
2. Lehigh University
3. Miami University (OH)
4. Tulane University
5. University of Connecticut
6. University of Wisconsin- Madison

COLLEGE OUTCOMES

Unique Pursuits: Honing Passions Across Diverse Pathways

Military & Defense

- United States Air Force Academy
- United States Naval Academy
- United States Navy Enlistment

Global & International

- 8 students enrolled in international universities•
- University of Oxford (United Kingdom)
- IE University- Madrid (Spain)
- Direct Veterinary Medicine Program at University College Dublin (Ireland)

Creative & Performing Arts

- Berklee College of Music
- Pursuing a Professional Music Career
- NYU Film School

Technical & Specialized

- SUNY Maritime College
- Pennsylvania College of Technology
- Rochester Community and Technical School

Gap Year

- 5 students pursued gap years

BOARD OF EDUCATION STATISTICAL PACKET

Class of 2026 Matriculation Report

Official Summary of Post-Secondary Destinations & Higher Education Enrollment

OFFICIAL REPORT
Class of 2026 Data

155	96	37	2
TOTAL MATRICULANTS	HIGHER ED INSTITUTIONS	MULTI-ENROLLMENT COLLEGES	U.S. MILITARY ACADEMIES

Key: (#) Highlighted badges indicate multiple matriculating graduates — (1) Unmarked badges denote single matriculation

INSTITUTION (A – M)	STUDENTS
Babson College	1
Berklee College of Music	1
Boston University	2
Bowdoin College	1
Brigham Young University-Idaho	1
Brown University	1
Cal Poly-San Luis Obispo	1
Carnegie Mellon University	1
Central Connecticut State Univ.	1
Claremont McKenna College	1
Clemson University	1
College of Charleston	2
College of the Atlantic	1
College of the Holy Cross	1
Norwalk Community College	2
Cornell University	2
Dickinson College	1
Elon University	5
Emmanuel College	2
Fairfield University	1
Fordham University	1
Franklin and Marshall College	2
Furman University	1
George Washington University	1
High Point University	1
IE University - Madrid Campus	1
Indiana University-Bloomington	3
Iowa State University	1
James Madison University	1
Lafayette College	2
Lehigh University	4
Marist University	2

INSTITUTION (M – T)	STUDENTS
McGill University	2
Miami University-Oxford	6
Michigan State University	1
Middlebury College	2
Muhlenberg College	1
New York University	2
Northeastern University	2
Northwestern University	2
Norwich University	1
Oberlin College	1
Pennsylvania College of Tech.	1
Penn State Univ.-Main Campus	2
Plymouth State University	1
Providence College	1
Purdue University Northwest	1
Purdue University-Main Campus	1
Rochester Community & Tech.	1
SUNY Maritime College	1
Sacred Heart University	2
San Diego State University	1
Skidmore College	1
Stevens Institute of Technology	1
Stony Brook University	2
Susquehanna University	1
Syracuse University	2
Texas Christian University	2
The Ohio State University	1
The University of Tampa	2
The University of Texas at Austin	1
Trinity College	1
Tufts University	1
Tulane University	4

INSTITUTION (U – Y)	STUDENTS
Union College (NY)	1
U.S. Air Force Academy	1
U.S. Naval Academy	1
University College Dublin	1
Univ. of California-Santa Barbara	1
Univ. of Colorado Boulder	3
Univ. of Connecticut - Storrs	6
University of Delaware	2
University of Denver	1
University of Florida	2
University of Louisville	1
University of Maine	1
University of Miami	1
Univ. of Michigan-Ann Arbor	2
Univ. of Minnesota-Twin Cities	1
University of Mississippi	1
University of Notre Dame	2
University of Oxford	1
University of Richmond	1
University of Rochester	1
Univ. of South Carolina-Columbia	1
University of St Andrews	3
Univ. of Washington-Seattle	2
Univ. of Wisconsin-Madison	5
Villanova University	2
Virginia Tech	3
Wake Forest University	2
Western Conn. State Univ.	1
William and Mary	1
Worcester Polytechnic Inst.	1
Xavier University	1
Yale University	2

Enrollment Projections Update

November 16, 2026

Introduction

- Projection Comparison
- Update of Enrollment Drivers
- Update of Enrollment Trends
- Enrollment Projection Update
- Appendix A- Low & High Districtwide Projections

Projections Comparison

Medium Projected 2026-27																		
Comparison	**K**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**K-2**	**3-5**	**6-8**	**9-12**	**K-12**
Actual 2026-27	134	134	111	154	133	145	157	171	139	142	173	165	161	379	432	467	641	1,919
Medium Projected 2026-27	134	140	117	157	137	142	159	170	136	139	170	164	165	391	436	465	638	1,930
Difference	0	-6	-6	-3	-4	3	-2	1	3	3	3	1	-4	-12	-4	2	3	-11
% Difference	0.0%	-4.3%	-5.1%	-1.9%	-2.9%	2.1%	-1.3%	0.6%	2.2%	2.2%	1.8%	0.6%	-2.4%	-3.1%	-0.9%	0.4%	0.5%	-0.6%

Source : WPS 10/1/2026, District Enrollment Report including outplacements.

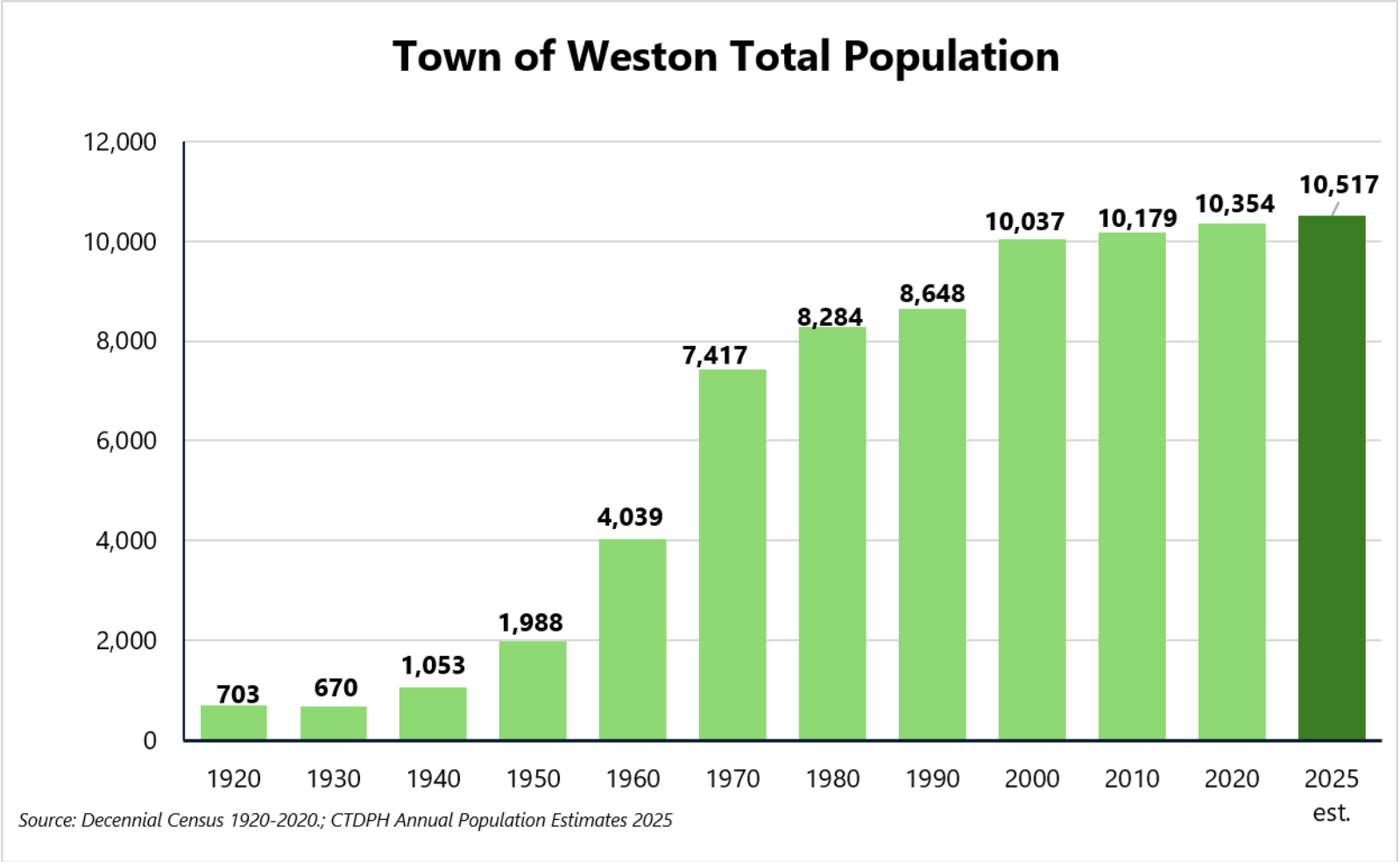
- Overall projections performed well with total K-12 enrollment within 11 students of Medium Projection Model.
- K-2 enrollment was 12 students below the projections, with K enrollment in line with the projections. 1st and 2nd grade were roughly a half dozen students below the projection driven by lower in-migration due to continued stagnant housing market.
- Intermediate enrollment was 4 students below the projections, while middle school enrollment was 2 students higher than the projections.
- High school enrollment was 3 students greater than projected.
- Lower housing sales and turnover have impacted in-migration at 1-5 grades.

Enrollment Projection Update

Update of Enrollment Drivers

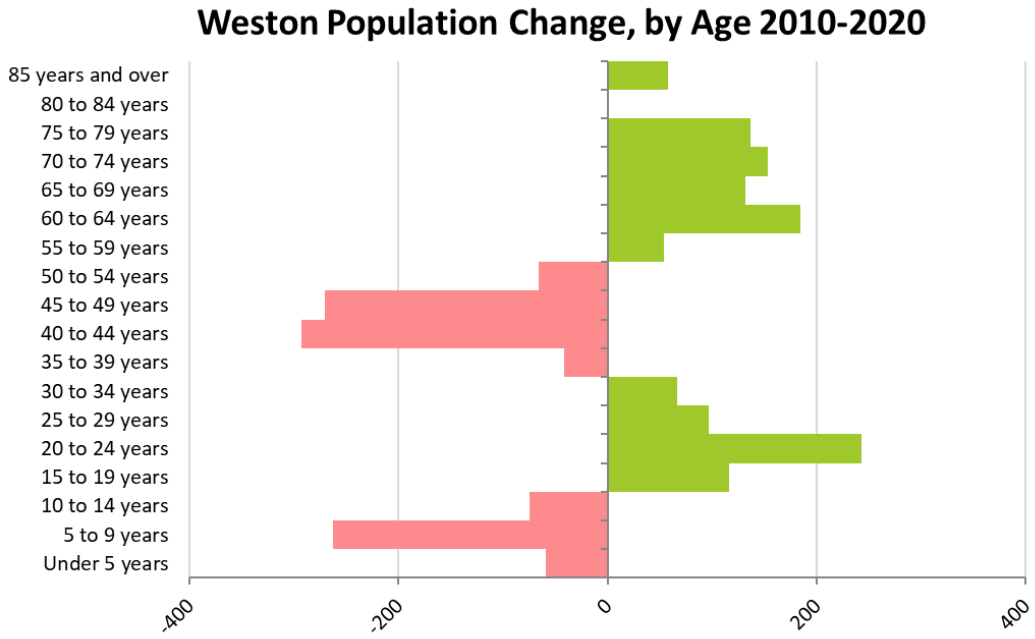
Total Population

- According to the 2020 US Census, Weston' population was 10,354, a growth of 1.7% from 2010.
- CTDPH Population Estimates for 2025 estimate Weston's population at 10,517, roughly 1.6% growth since 2020.

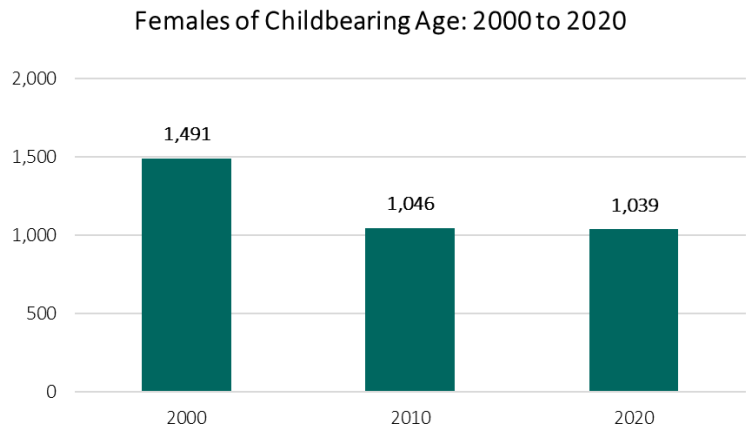


Population Change

- According to Census, there have been age shifts within the population between 2010 and 2020
- Weston is an aging community. From 2010 to 2020, Median age increased from 42.0 to 47.6
- Notable growth in the young adult (20 to 34) and older adult (55+) age groups, corresponding with the large millennial and baby boomer cohorts.
- Notable decrease in the 40- to 49-year-old age cohort, who are likely to have older school-aged children
- Based on Census data, Females of Child Bearing Age declined by less than 1%, with growth in cohorts less than 34 years old.



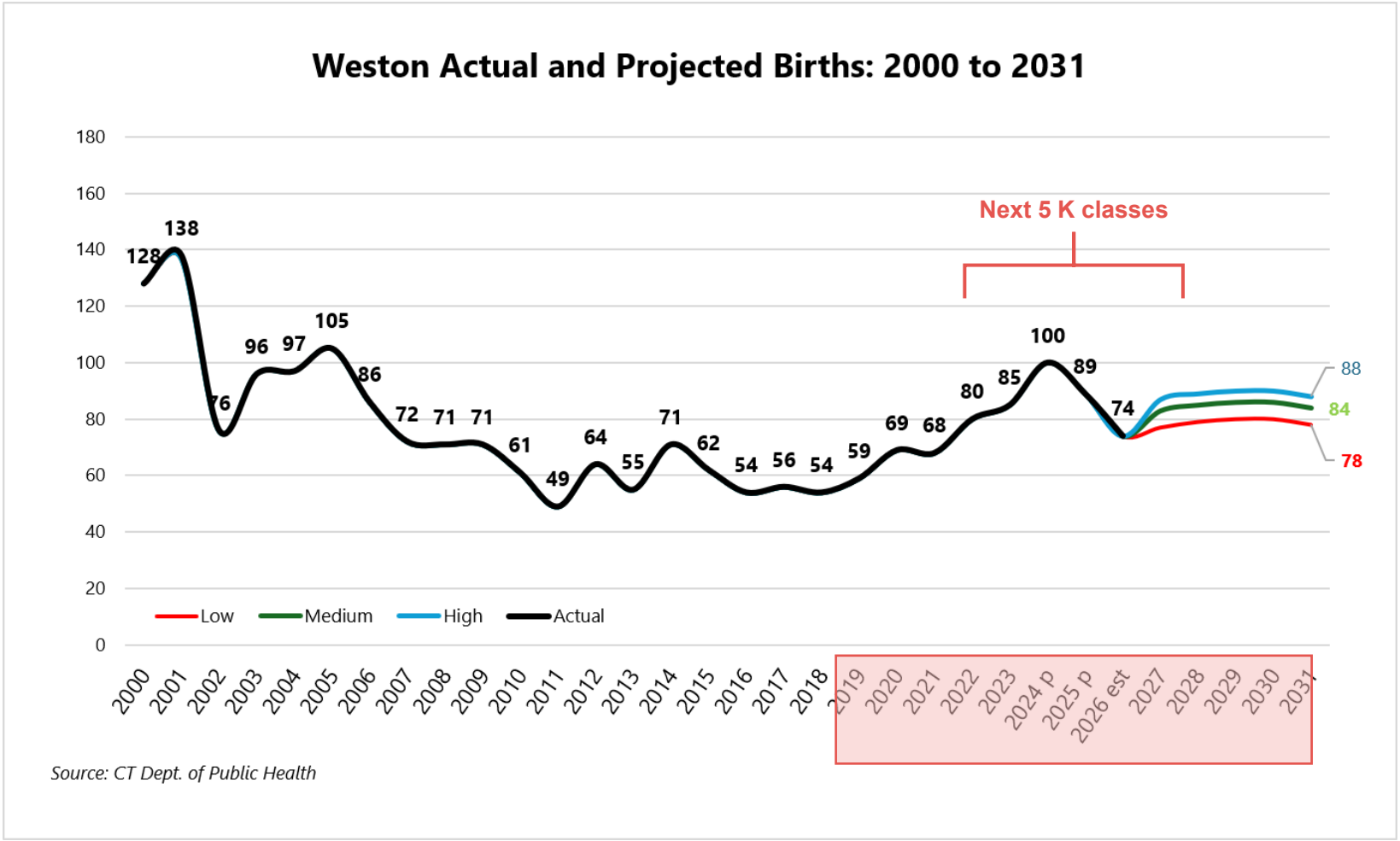
Source: Census 2010, 2020



Source US Census Bureau. Females of chidlbearing age 20-44

Weston Actual & Projected Births

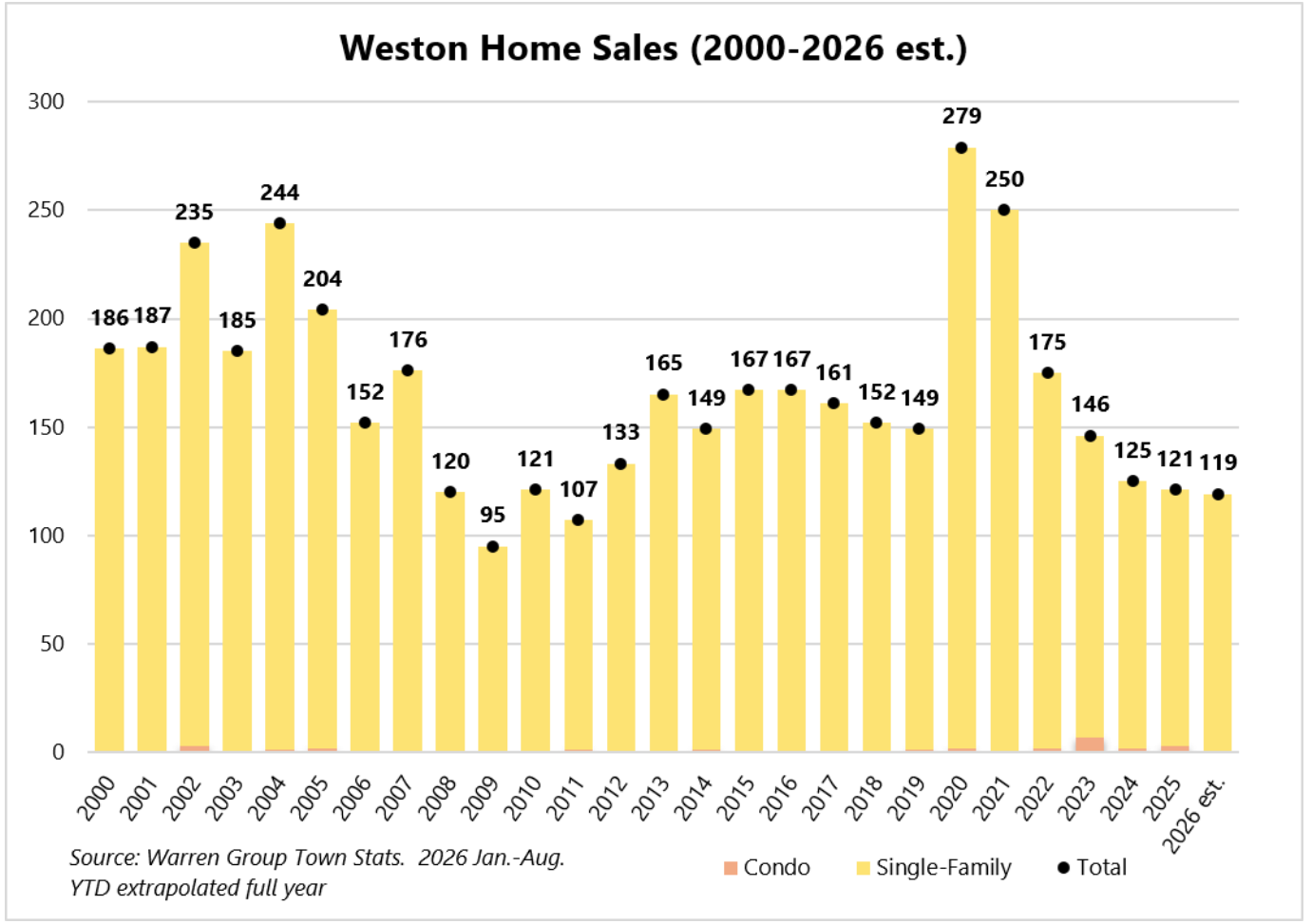
- Note that beginning in 2019, birth tabulations and projections switch from calendar year to September-August to align with new kindergarten entry age requirements last year.
- Births last peaked in 2001 at 137 births and declined over the last two decades
- Since 2018, which saw 54 births, births have increased significantly reaching 100 in 2024, an increase of 85%.
- Over the last 2-years births have declined when compared to the recent high, however, are still elevated when compared to pre-pandemic levels.
- Birth projections show a trajectory matching the recent trends.
    - Low Model – avg. 79
    - Medium Model – avg. 85
    - High Model – avg. 89



Note change from calendar year to Sept-Aug births starting in 2019 to align with new state entry age requirements

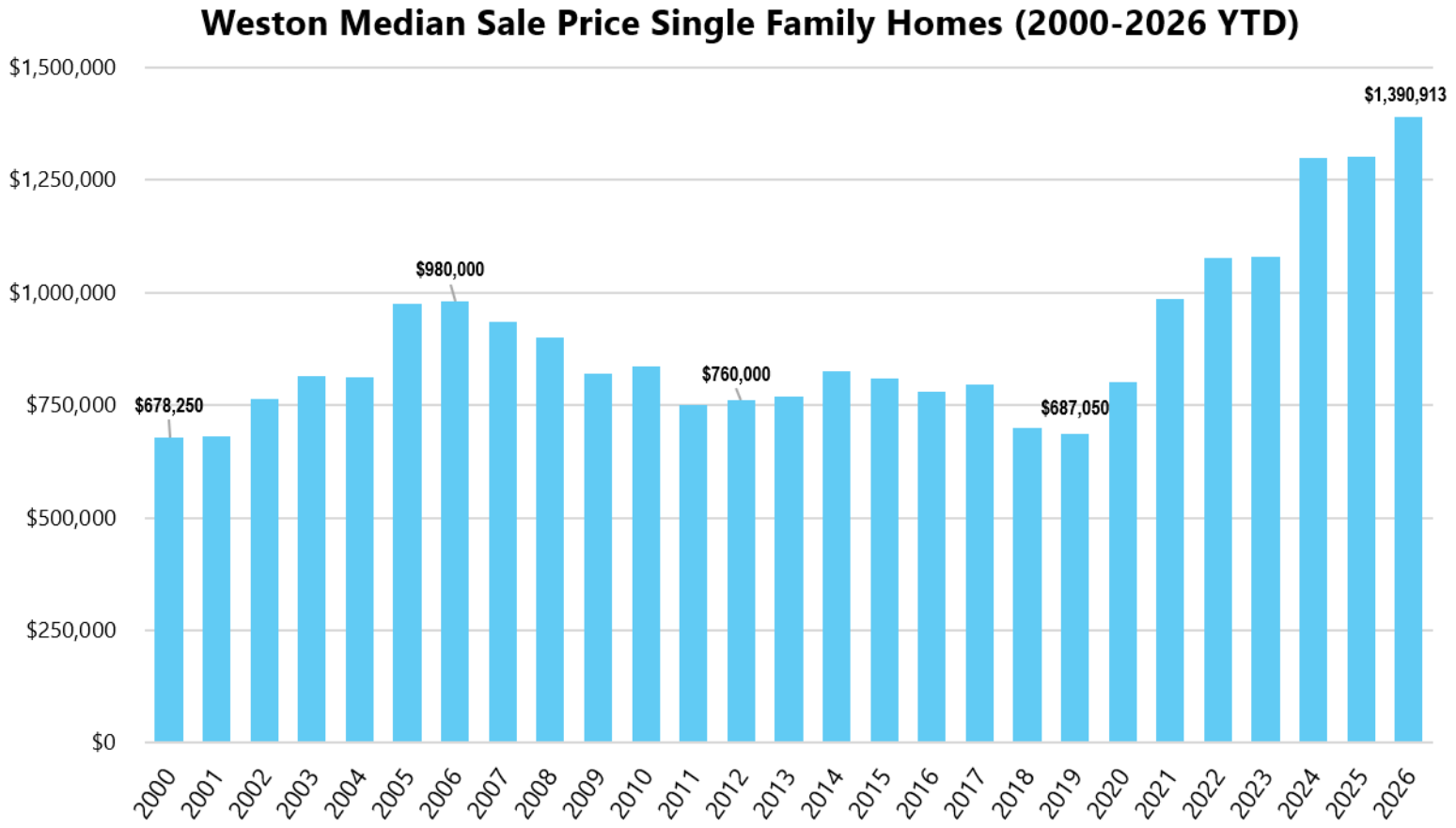
Home Sales

- In the years prior to the pandemic, Weston had stable home sales, averaging about 160 annually between 2013 and 2019.
- Single Family Home Sales peaked in 2020 at nearly 280 sales, followed by 250 sales in 2021.
- Sales have been declining since 2021, with full year sales in 2025 dropping to 121 ,which is 50% reduction since 2021.
- YTD sales for 2026 are trending on par with 2024 & 2025 levels with an estimated 119 sales for the full year.
- Historically, Weston sees few condo sales annually, averaging less than 2 per year over the last decade.
- Low inventory, high prices, and limited new construction are all impacting the housing market.



Median Housing Price

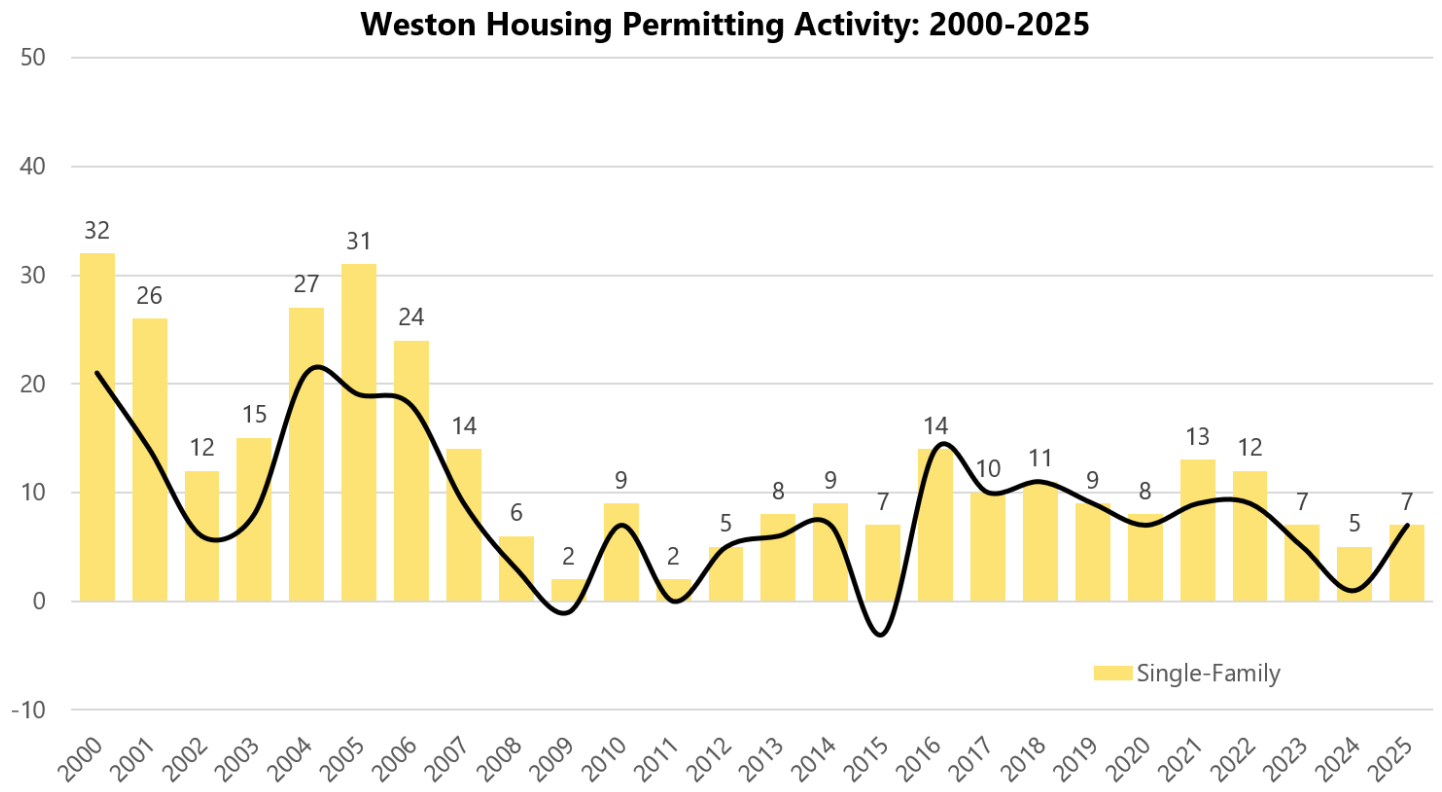
- 2026 YTD median single-family sale price has climbed to nearly $1.4 million, which is double the median sale price in 2019.
- Limited inventory and high prices are contributing to lower housing turnover and churn.



Source: Warren Group Town Stats, 2000-2026; 2026 Jan.-Aug. YTD

Housing Starts & Land Use

- Permits for new housing construction average 10 units annually over the last 10-years. When factoring demolitions, net gains averaged 8 units per year.
- Permits and construction activity is largely infill development on existing lots.
- New subdivision activity is constrained by limited availability of land.
- A small number of accessory dwelling units (ADUs) are permitted annually (2-3/yr).
- Village District Regulations went into effect as of October 2021; in 2025 regulations underwent amendments to better align with development interests.
- A review of PZC meeting minutes indicate no developments of scale have been proposed and approved over the last 12 months.



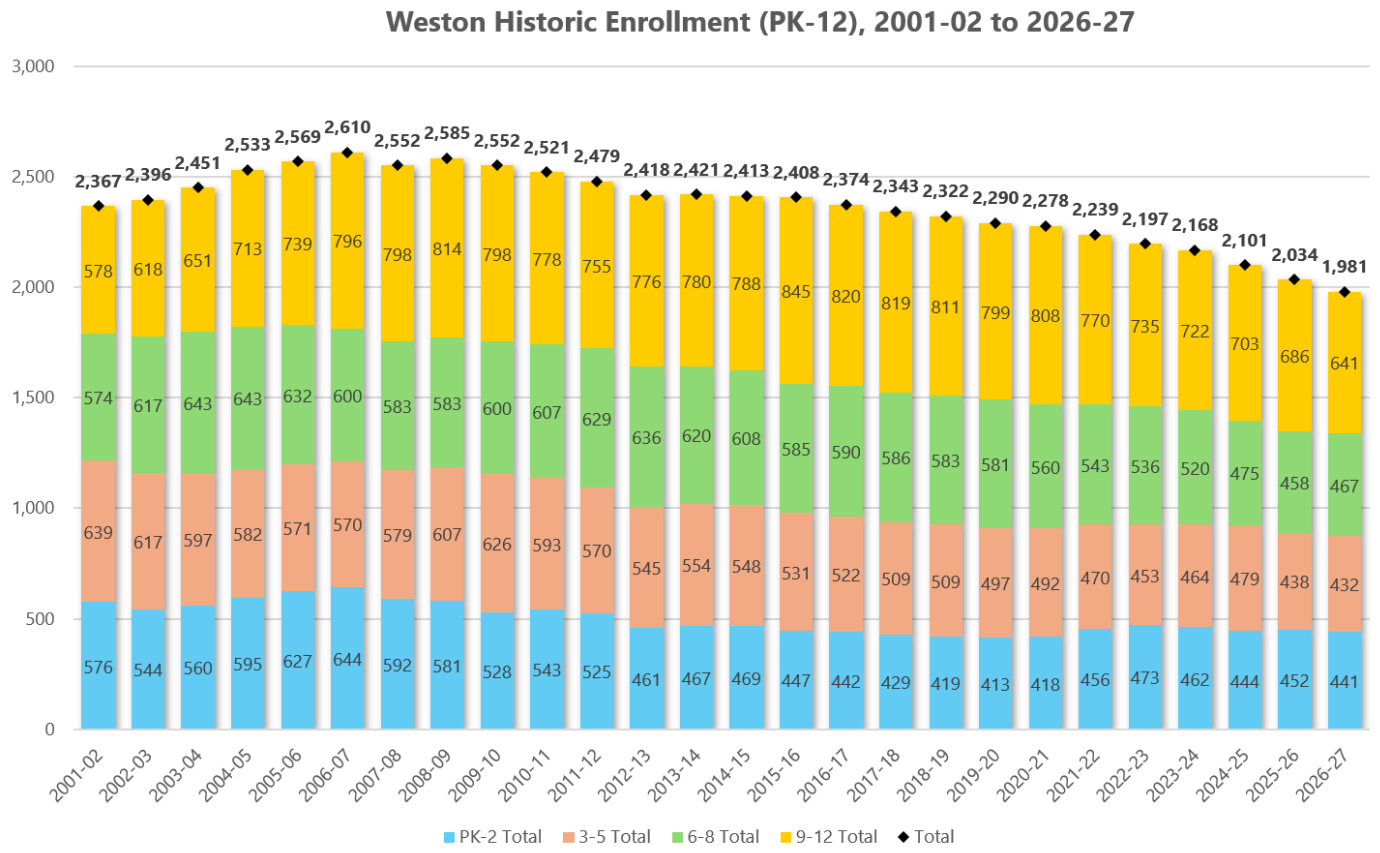
Source: CT DECD Building Permits 2000-2024, US Census 2025.

Enrollment Projection Update

Update of Enrollment Trends

Historic Enrollment

- Over the past year, PK-12 enrollment declined by 53 students (-2.6%), dipping below 2,000 students for the first time in recent memory.
  - The largest decline in the last year was seen in grades 9-12 (-45 students),
  - PK-2 and 3-5 declined by 11 and 6 students, respectively
  - 6th-8th saw an increase of 9 students
- Over the last 5-years, PK-12 enrollment declined by 11% or -246 students with trends varying by grade groupings:
  - PK-2 declined by 15 students (-3%)
  - 3rd-5th declined by 38 students (-8%)
  - 6th-8th declined by 76 students (-14%)
  - 9th-12th declined by 129 students (-17%)

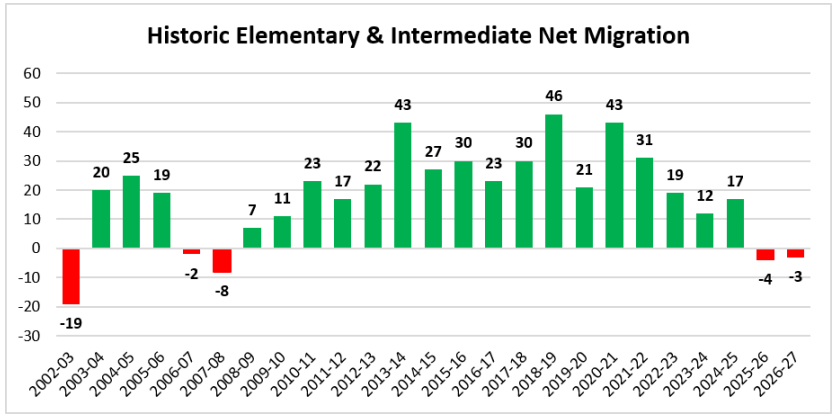


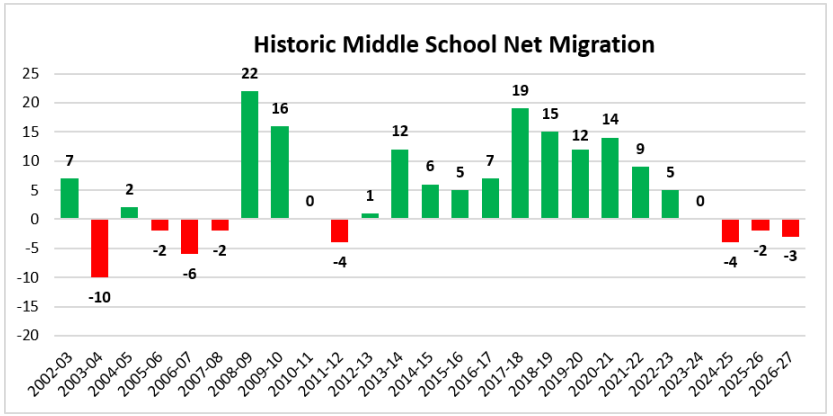
Historic Enrollment

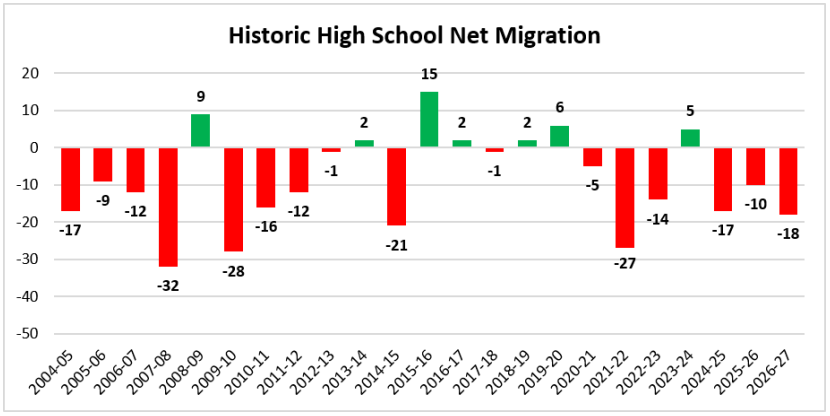
Weston Public School Enrollment History Kindergarten through 12th Grade															
School Year	**Birth Year**	**Births**	**K**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**PK**
2001-02	1996	114	158	210	193	201	226	212	217	181	176	176	135	129	138	15
2002-03	1997	114	159	170	194	193	201	223	221	209	187	173	175	137	133	21
2003-04	1998	146	187	163	181	194	195	208	218	215	210	180	167	173	131	29
2004-05	1999	129	184	204	176	184	201	197	211	226	206	206	169	167	171	31
2005-06	2000	128	182	194	213	174	191	206	199	201	232	212	201	163	163	38
2006-07	2001	137	210	194	200	210	174	186	208	191	201	225	207	197	167	40
2007-08	2002	76	146	220	191	196	213	170	188	203	192	197	219	197	185	35
2008-09	2003	96	166	159	220	202	194	211	183	190	210	196	206	214	198	36
2009-10	2004	97	158	171	160	214	203	209	217	181	202	208	191	193	206	39
2010-11	2005	105	159	166	178	170	216	207	211	215	181	195	205	186	192	40
2011-12	2006	86	162	156	177	180	173	217	211	207	211	170	193	203	189	30
2012-13	2007	72	115	157	163	180	186	179	221	208	207	210	173	188	205	26
2013-14	2008	71	136	135	175	174	183	197	190	215	215	214	209	171	186	21
2014-15	2009	71	140	150	146	185	177	186	206	188	214	202	208	206	172	33
2015-16	2010	61	124	141	157	161	186	184	190	209	186	218	208	206	213	25
2016-17	2011	49	128	143	146	164	173	185	188	194	208	189	216	207	208	25
2017-18	2012	64	113	142	147	154	175	180	196	192	198	212	185	214	208	27
2018-19	2013	55	109	128	155	163	165	181	187	201	195	203	209	186	213	27
2019-20	2014	71	129	117	135	160	168	169	191	186	204	195	207	207	190	32
2020-21	2015	62	122	141	131	145	176	171	173	190	197	200	192	208	208	24
2021-22	2016	54	126	146	154	140	151	179	178	174	191	185	189	184	212	30
2022-23	2017	56	128	137	157	158	142	153	183	184	169	181	185	182	187	51
2023-24	2018	54	147	128	142	160	163	141	152	186	182	171	183	184	184	45
2024-25	2019	59	113	154	131	146	165	168	142	150	183	171	168	174	190	46
2025-26	2020	69	133	113	154	135	144	159	172	139	147	174	172	166	174	52
2026-27	2021	68	134	134	111	154	133	145	157	171	139	142	173	165	161	62

EdSight 2001-2025-26; WPS October 2026-27 including outplaced students

Net Migration



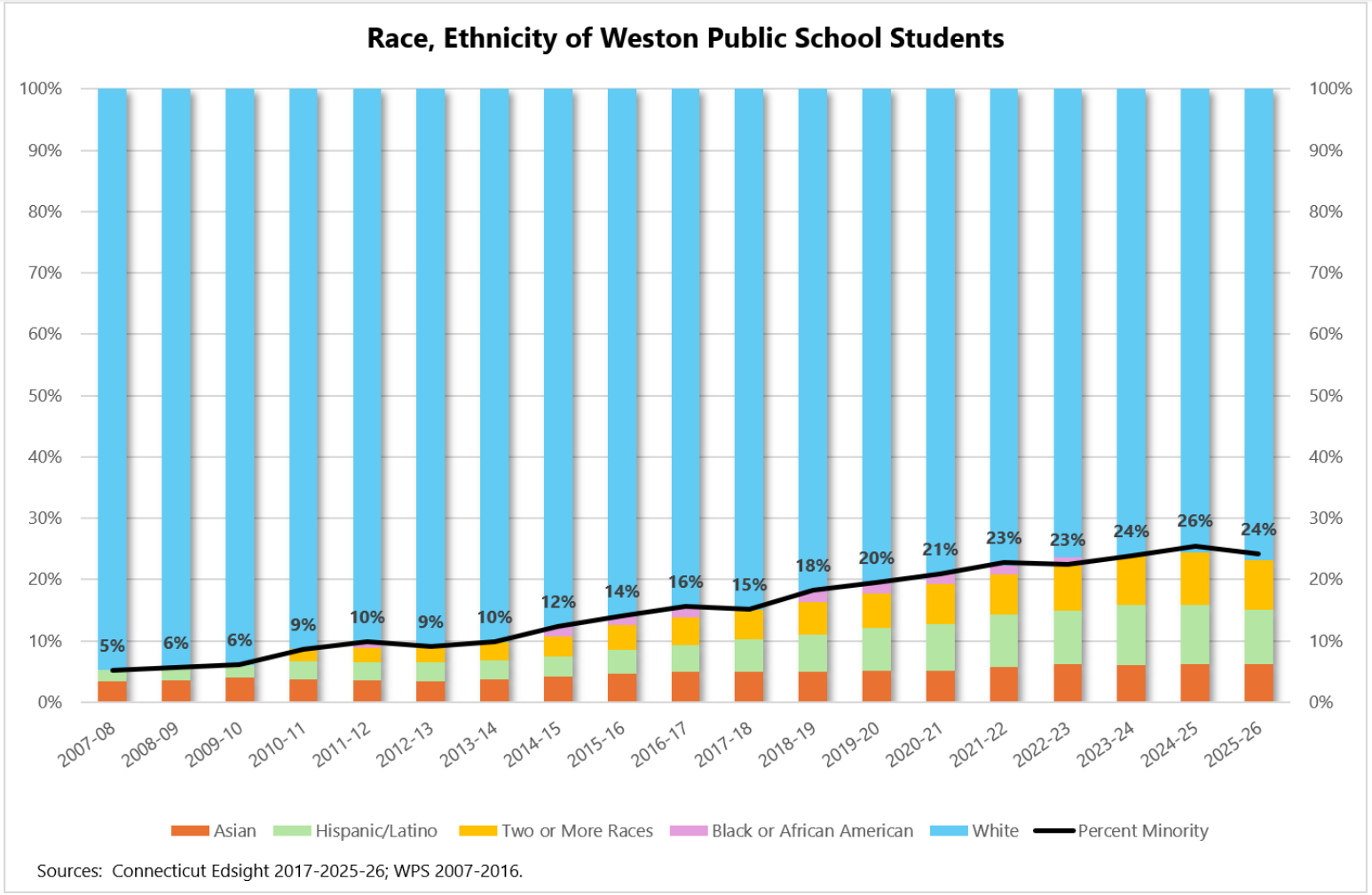




- Elementary & intermediate schools averaged a net migration of +21 students annually over the last decade with recent peaks of +46 and +43 students in 2018-19 and 2020-21, respectively. However, over the last 2-years these grade groupings have seen net out-migration, which hasn't happened since the Great Recession.
- Middle school net migration has trended down since hitting a recent peak of +19 in 2017-18. The past 3-years saw net out-migration. Over the last decade net migration has averaged +7 students annually.
- High school has experienced an average annual net out-migration of -8 students over the last decade. Over the last 3-years, there has been an average net out-migration of -18 students.

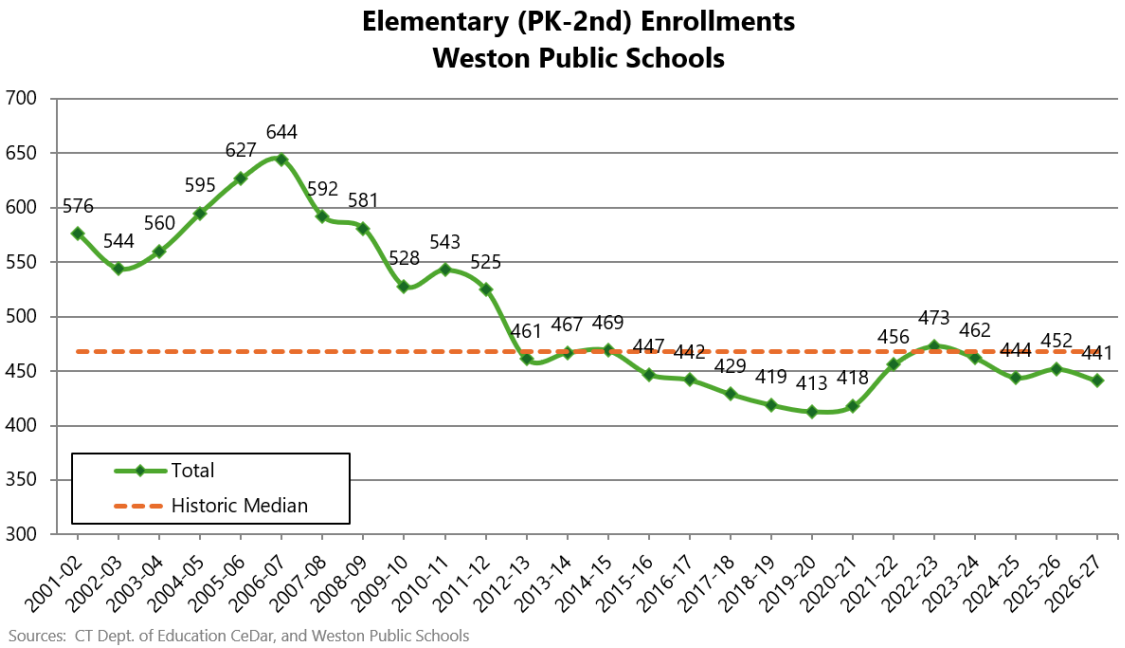
Historic Enrollment Composition

- Weston's student body has become more diverse over the last decade.
- Based on 2025-26 data, WPS is at 24% students of color, compared to just 14% in 2015-16.
- Over the last decade, the largest growth in Hispanic/Latino (~92%) & two or more races (~71%), & to a lesser extent Asian students (10%)
- Official 2026-27 racial balance data from the State Department of Education is not yet available

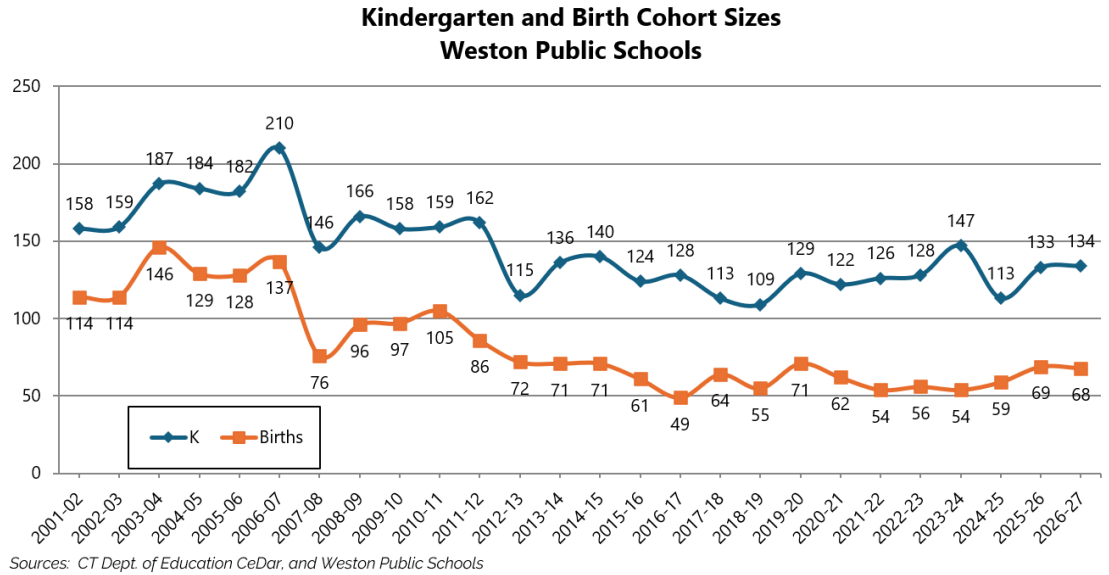


Sources: Connecticut Edsight 2017-2025-26; WPS 2007-2016.

Historic Enrollment



Sources: CT Dept. of Education CeDar, and Weston Public Schools

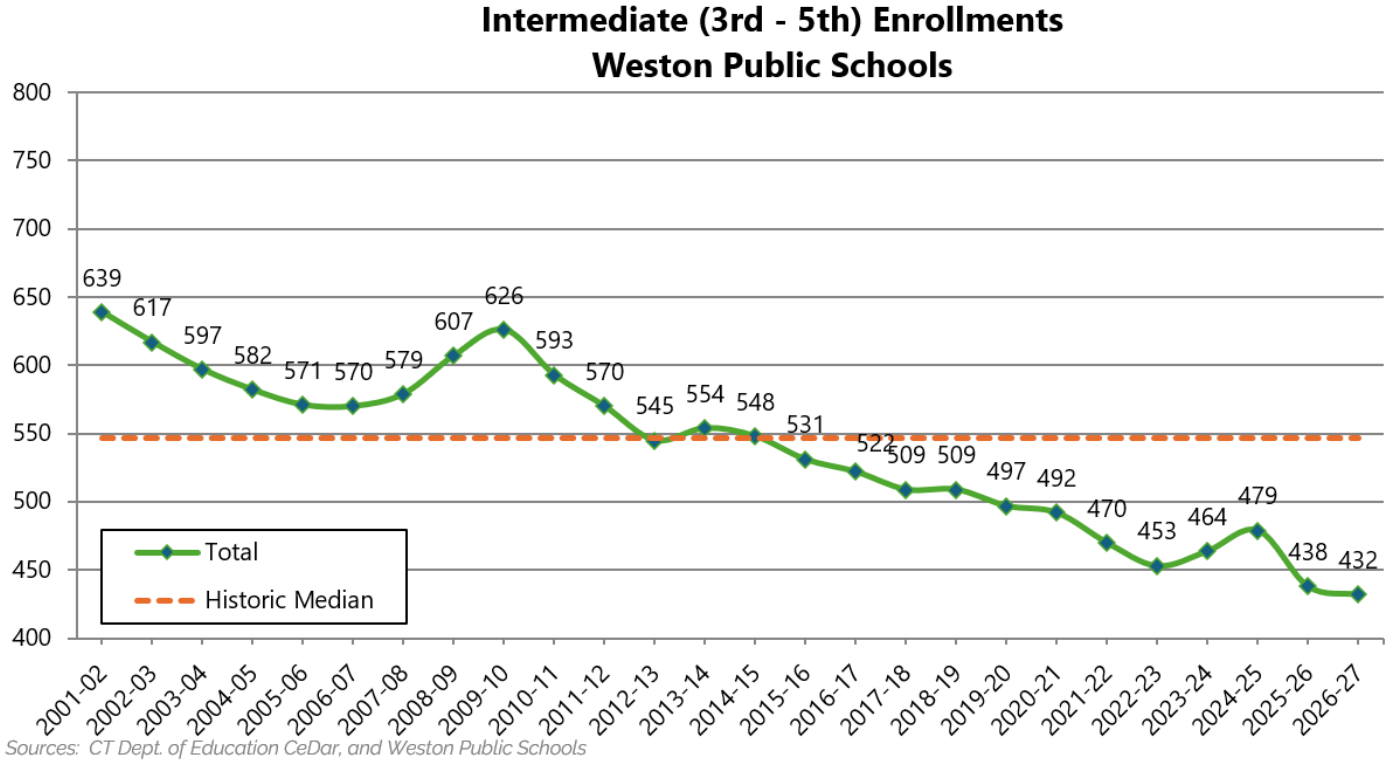


Sources: CT Dept. of Education CeDar, and Weston Public Schools

- For 2026-27, PK-2nd enrollment is 441 students, including 62 PK students.
- After an historically small K cohort in 2024-25 (this year's 2nd grade class), K Cohorts over the last 2-years were 133 and 134 students. Over the last decade, K has averaged 125 students while births averaged 61 annually.
- Over the last 5-years, enrollment at Hurlbutt averaged 454 students.

Historic Enrollment

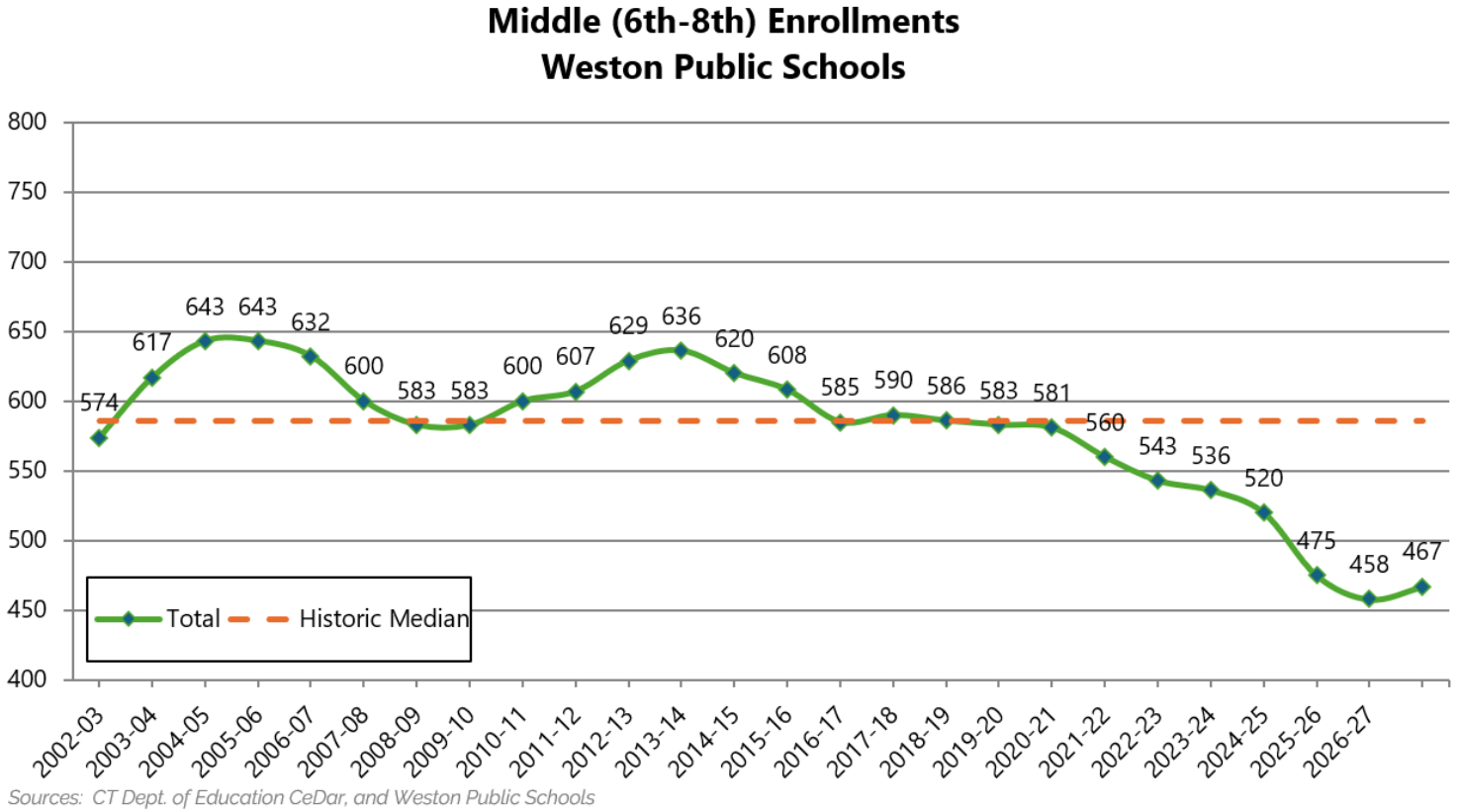
- For 2026-27, 3rd-5th enrollment at Weston Intermediate School (WIS) is 432 students, which is a decrease of just 6 students from last year.
- WIS enrollment begin falling in 2010-11 and continued this downward trend through 2022-23.
- After a recent uptick in 2023-24 and 2024-25, the last two years saw lower enrollment due to smaller cohorts moving up.



Sources: CT Dept. of Education CeDar, and Weston Public Schools

Historic Enrollment

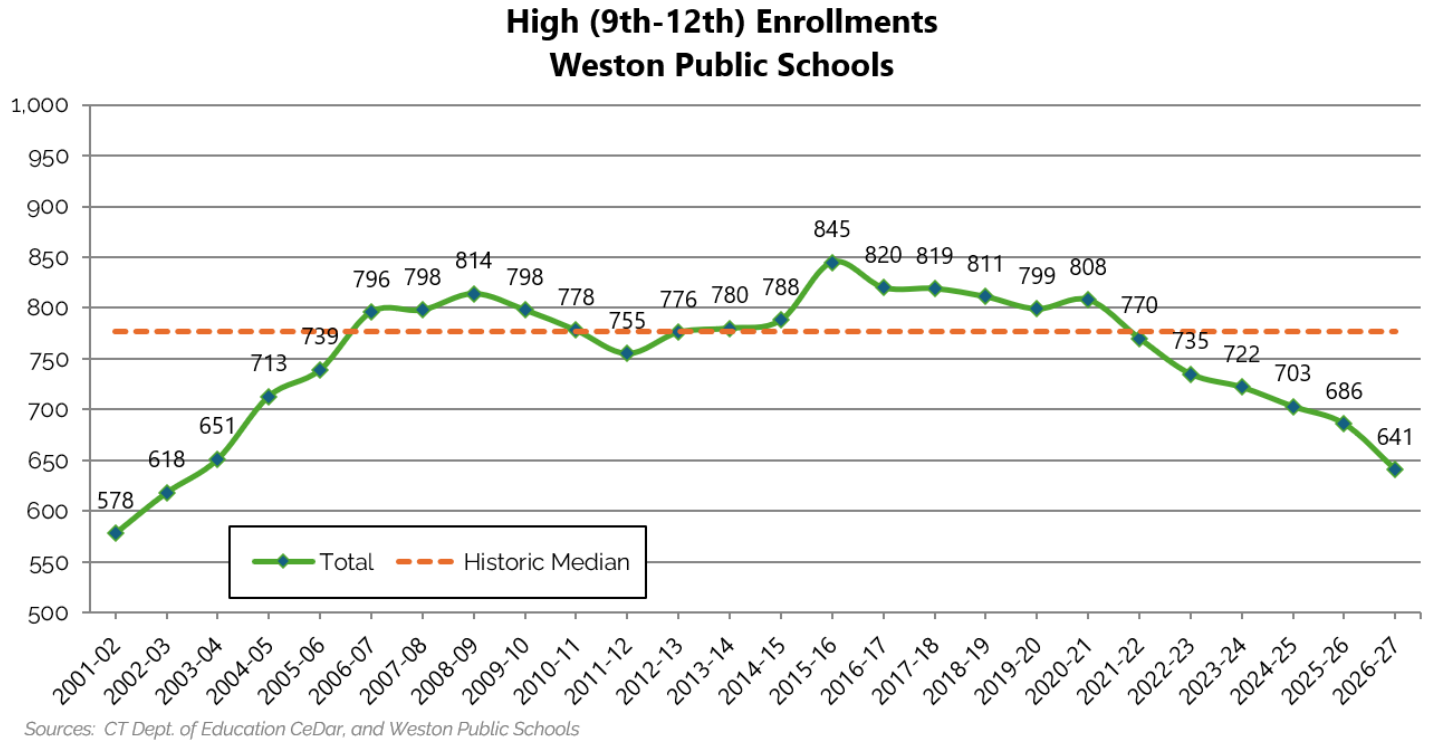
- For 2026-27, 6th-8th enrollment at Weston Middle School (WMS) is 467 students, an increase of 9 students from last year.
- After several years of enrollment decline, enrollment stabilized averaging 467 students over the last 3-years.
- For 2026-27, the average cohort size is 156 students compared to 194 students in 2019-20, however, individual cohorts range from roughly 140 – 170 students.



Sources: CT Dept. of Education CeDar, and Weston Public Schools

Historic Enrollment

- High school enrollment for 2026-27 is 641 students, which is the lowest levels since the early 2000's.
- This year's 9th grade cohort is below 150 students for the first time in recent memory.
- Enrollment declined slowly since peak, as smaller incoming 9th grade classes replace larger graduating classes.
- For 2026- 27, the average cohort size is 160 students, compared to 200 students in 2019-20.



Sources: CT Dept. of Education CeDar, and Weston Public Schools

Note: State reported enrollment from CTSDE includes outplaced students

Enrollment Projection Update

Projections Primer

- Based on Cohort Survival Methodology – Standard method accepted by the Office of Grants Administration (OGA) for school construction projects
- The cohort survival methodology relies on observed data from the recent past in order to project the near future
- Persistency Ratios calculated from historic enrollment data to determine growth or loss in a class as it progresses through the school system
- Persistency Ratio of 1.0 means cohort size remains the same; 1.05 means the cohort size increases by 5%, or a cohort of 100 grows to 105 the following year
- Persistency Ratios account for the various external factors affecting enrollments: housing characteristics, residential development, economic conditions, student transfers in and out of system, and student mobility
- Changes in population, housing stock and tenure, and economic conditions help explain persistency ratios
- Where external factors drive enrollment in a fashion without linear relationships to existing births and/or enrollments, adjustments to the cohort-survival methodology improve projections
- Changes in the kindergarten entry age add uncertainty to the kindergarten projections until trends are established.

Persistency & Net Migration

- Over the last 3-years Birth-K averaged 1.94, compared to the 10-year average of 2.1 indicating reduced in-migration of families with young children 0-4 years old.
- Low 8th – 9th persistency ratio indicates greater out-migration and less in-migration.
- Estimate of migration tracks average migration among the most stable grades (2-8). Historically Weston sees net in-migration with a 10-year average of +2.0%. Over the last two years, there has been a net out-migration of annually of -0.7% and -0.4%.
- Reduced in-migration is linked to reduced housing churn.

Kindergarten through 12th Grade Persistency Ratios by School Year

Year	Birth-K	K-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	10-11	11-12	Est. of Migration
2003-04	1.2808	1.0252	1.0647	1.0000	1.0104	1.0348	0.9776	0.9729	1.0048	0.9626	0.9653	0.9886	0.9562	**-0.08%**
2004-05	1.4264	1.0909	1.0798	1.0166	1.0361	1.0103	1.0144	1.0367	0.9581	0.9810	0.9389	1.0000	0.9884	**1.16%**
2005-06	1.4219	1.0543	1.0441	0.9886	1.0380	1.0249	1.0102	0.9526	1.0265	1.0291	0.9757	0.9645	0.9760	**0.67%**
2006-07	1.5217	1.0659	1.0309	0.9859	1.0000	0.9738	1.0097	0.9598	1.0000	0.9698	0.9764	0.9801	1.0245	**-1.18%**
2007-08	1.9211	1.0476	0.9845	0.9800	1.0143	0.9770	1.0108	0.9760	1.0052	0.9801	0.9733	0.9517	0.9391	**-0.60%**
2008-09	1.7292	1.0890	1.0000	1.0576	0.9898	0.9906	1.0765	1.0106	1.0345	1.0208	1.0457	0.9772	1.0051	**2.50%**
2009-10	1.6289	1.0301	1.0063	0.9727	1.0050	1.0773	1.0284	0.9891	1.0632	0.9905	0.9745	0.9369	0.9626	**2.17%**
2010-11	1.5143	1.0506	1.0409	1.0625	1.0093	1.0197	1.0096	0.9908	1.0000	0.9653	0.9856	0.9738	0.9948	**1.35%**
2011-12	1.8837	0.9811	1.0663	1.0112	1.0176	1.0046	1.0193	0.9810	0.9814	0.9392	0.9897	0.9902	1.0161	**0.17%**
2012-13	1.5972	0.9691	1.0449	1.0169	1.0333	1.0347	1.0184	0.9858	1.0000	0.9953	1.0176	0.9741	1.0099	**1.37%**
2013-14	1.9155	1.1739	1.1146	1.0675	1.0167	1.0591	1.0615	0.9729	1.0337	1.0338	0.9952	0.9884	0.9894	**3.25%**
2014-15	1.9718	1.1029	1.0815	1.0571	1.0172	1.0164	1.0457	0.9895	0.9953	0.9395	0.9720	0.9856	1.0058	**1.94%**
2015-16	2.0328	1.0071	1.0467	1.1027	1.0054	1.0395	1.0215	1.0146	0.9894	1.0187	1.0297	0.9904	1.0340	**2.57%**
2016-17	2.6122	1.1532	1.0355	1.0446	1.0745	0.9946	1.0217	1.0211	0.9952	1.0161	0.9908	0.9952	1.0097	**2.30%**
2017-18	1.7656	1.1094	1.0280	1.0548	1.0671	1.0405	1.0595	1.0213	1.0206	1.0192	0.9788	0.9907	1.0048	**4.29%**
2018-19	1.9818	1.1327	1.0915	1.1088	1.0714	1.0343	1.0389	1.0255	1.0156	1.0253	0.9858	1.0054	0.9953	**4.60%**
2019-20	1.8169	1.0734	1.0547	1.0323	1.0307	1.0242	1.0552	0.9947	1.0149	1.0000	1.0197	0.9904	1.0215	**2.47%**
2020-21	1.9677	1.0930	1.1197	1.0741	1.1000	1.0179	1.0237	0.9948	1.0591	0.9804	0.9846	1.0048	1.0048	**4.26%**
2021-22	2.3333	1.1967	1.0922	1.0687	1.0414	1.0170	1.0409	1.0058	1.0053	0.9391	0.9450	0.9583	1.0192	**2.74%**
2022-23	2.2857	1.0873	1.0753	1.0260	1.0143	1.0132	1.0223	1.0337	0.9713	0.9476	1.0000	0.9630	1.0163	**1.33%**
2023-24	2.7222	1.0000	1.0365	1.0191	1.0316	0.9930	0.9935	1.0164	0.9891	1.0118	1.0110	0.9946	1.0110	**0.72%**
2024-25	1.9153	1.0476	1.0234	1.0282	1.0313	1.0307	1.0071	0.9868	0.9839	0.9396	0.9825	0.9508	1.0326	**1.06%**
2025-26	1.9275	1.0000	1.0000	1.0305	0.9863	0.9636	1.0238	0.9789	0.9800	0.9508	1.0058	0.9881	1.0000	**-0.67%**
2026-27	1.9706	1.0075	0.9823	1.0000	0.9852	1.0069	0.9874	0.9942	1.0000	0.9660	0.9943	0.9593	0.9699	**-0.44%**

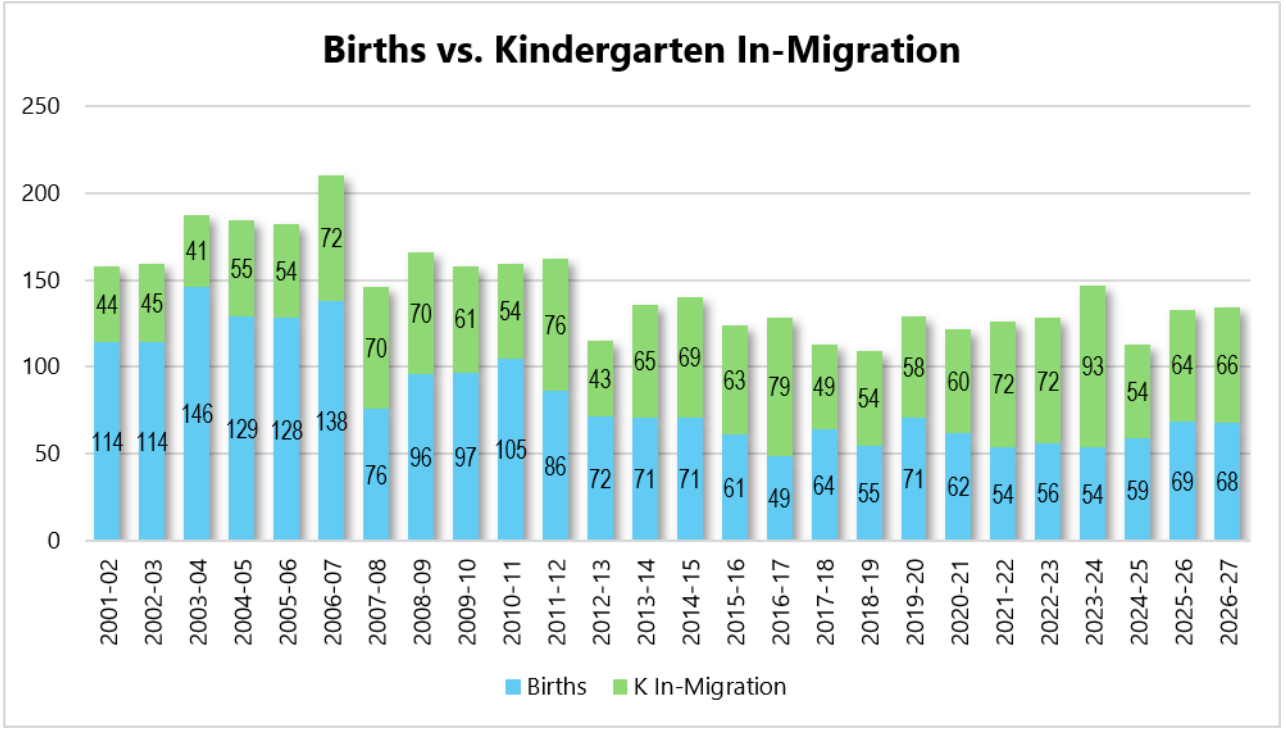
Projections Assumptions

These projections are predicated on the following assumptions:

- Pre-K enrollment will be 62 students over the next decade a continuation of the 2026-27 October enrollment levels.
- Housing market conditions and future birth assumptions at the districtwide level will prove accurate.
- **Despite continued elevated births, overall projections have been revised downwards, with in-migration de-escalated for the next two-years across all models based on housing market conditions**
- **High projections:** Assume high birth projections (average 89 annually) and student in-migration averages approx. 1.6% for the next 10-years; below the 10-year historic average of 2.1%
- **Medium projections:** Assume medium birth projections (average 85 annually) and student in-migration averages approx. 1.1 % over next 10-years; below historic average.
- **Low projections:** Assume low birth projections (average 79 annually) and student in-migration averages approx. 0.6% over next 10-years; well below historic average.

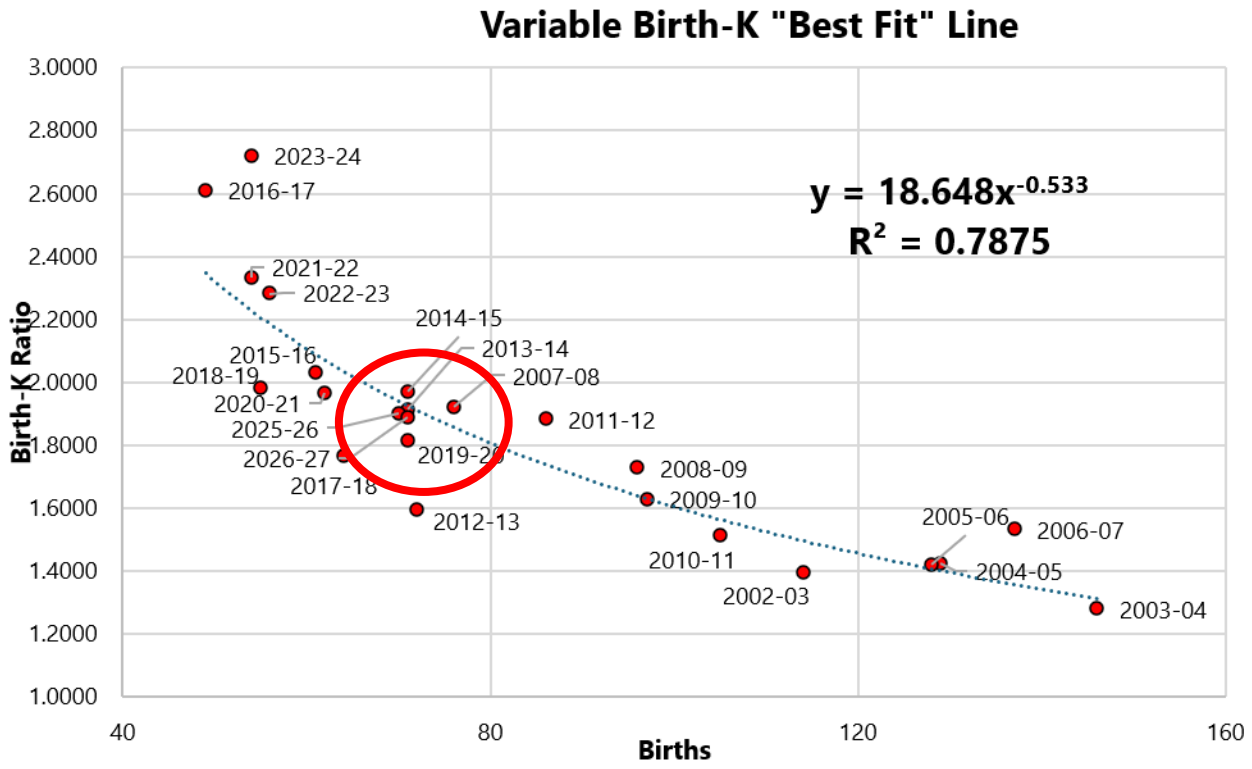
Birth-K Analysis

- For 2026-27, it is estimated that ~50% of the Kindergarteners were born outside of Weston, which is in alignment with the 10-year average.
- Predicting future kindergarten cohorts has been historically challenging in Weston due to low local birthrates and high levels of in-migration of families with children age 0 to 5
- This challenge has been magnified in recent years with the Birth-K ratio ranging from a low of 1.77 to a high of 2.72 over the last decade.



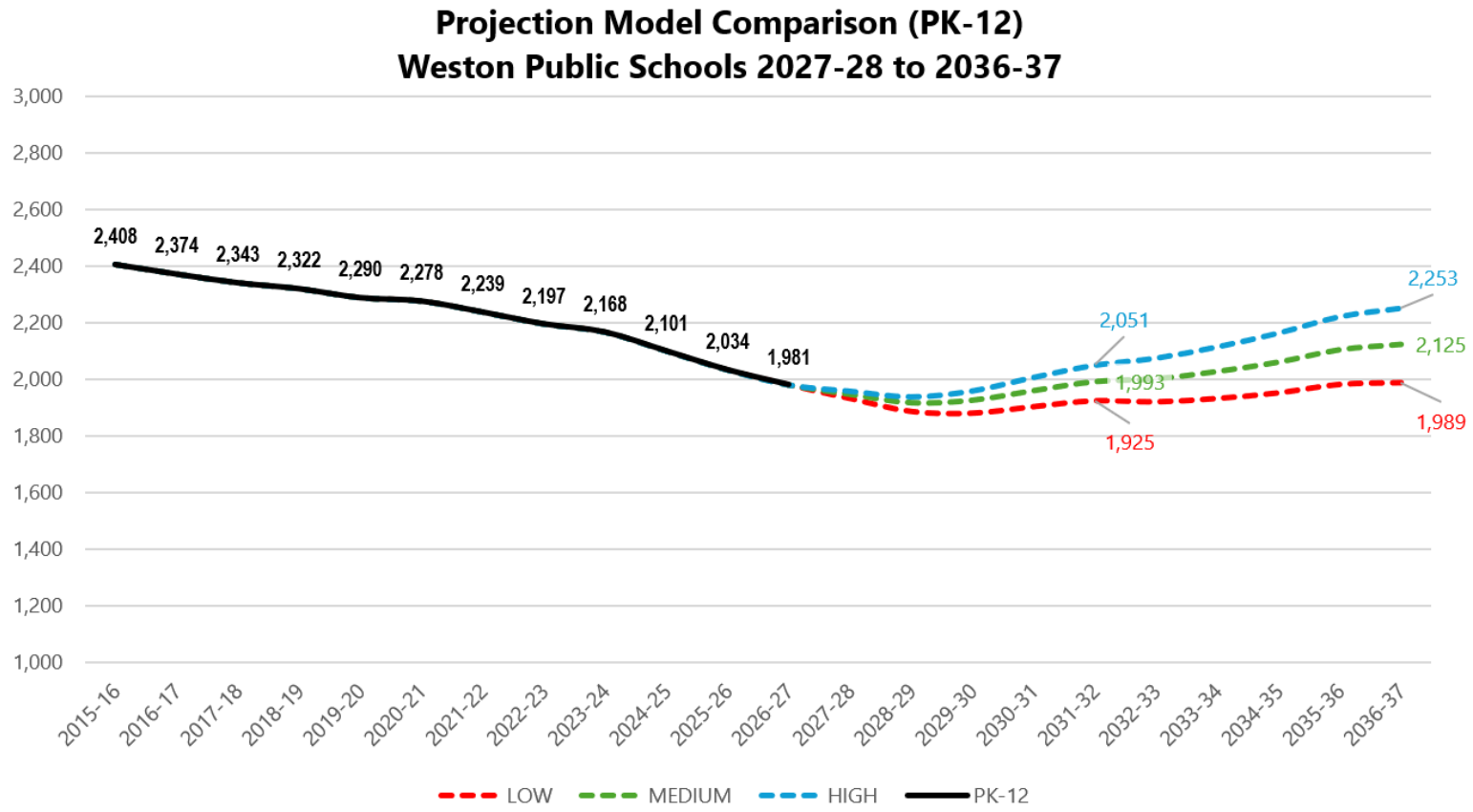
Kindergarten Projections

- Over the last 2-years, the kindergarten projections were developed using the Variable Birth-K model.
  - This method yielded has yielded excellent results for K projections with this year's K within 1 student of projection.
  - Birth-K ratio is adjusted based on the size of the Kindergarten cohort, based on a historic "best fit" line (R2 value of 0.79).
  - 2024-25 data was not included in the best fit line due to the one-time change in entry age.



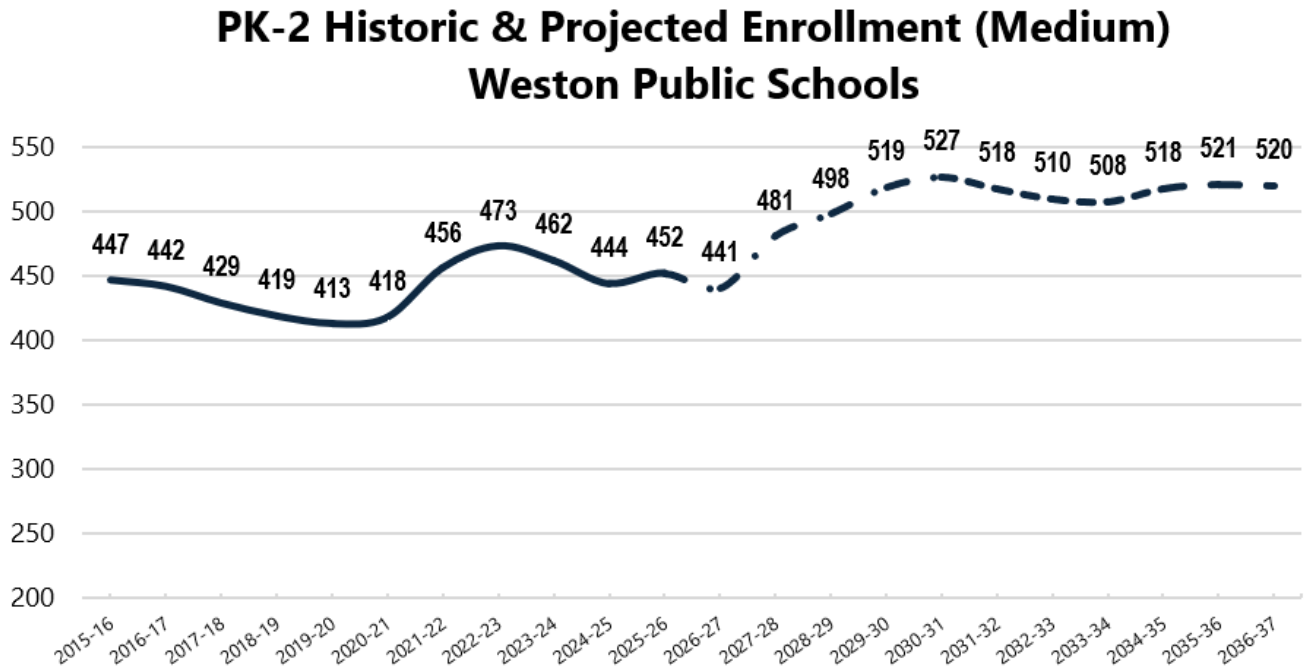
Districtwide Projections

- All three models are yielding a narrow band for the first 5 years, 126 students spread (1,925 – 2,051).
- All models are in general agreement over the 10-year projection horizon ranging from roughly 1,990– 2,250 students by 2036-37.
- All models are in agreement showing a modest uptick after a near term enrollment dip. The extent of the long-term uptick is dependent on which projection assumptions prove most accurate between the low, medium and high models.
- **Based on our analysis, the Medium Projection Model reflects the most likely trajectory for future enrollment.**



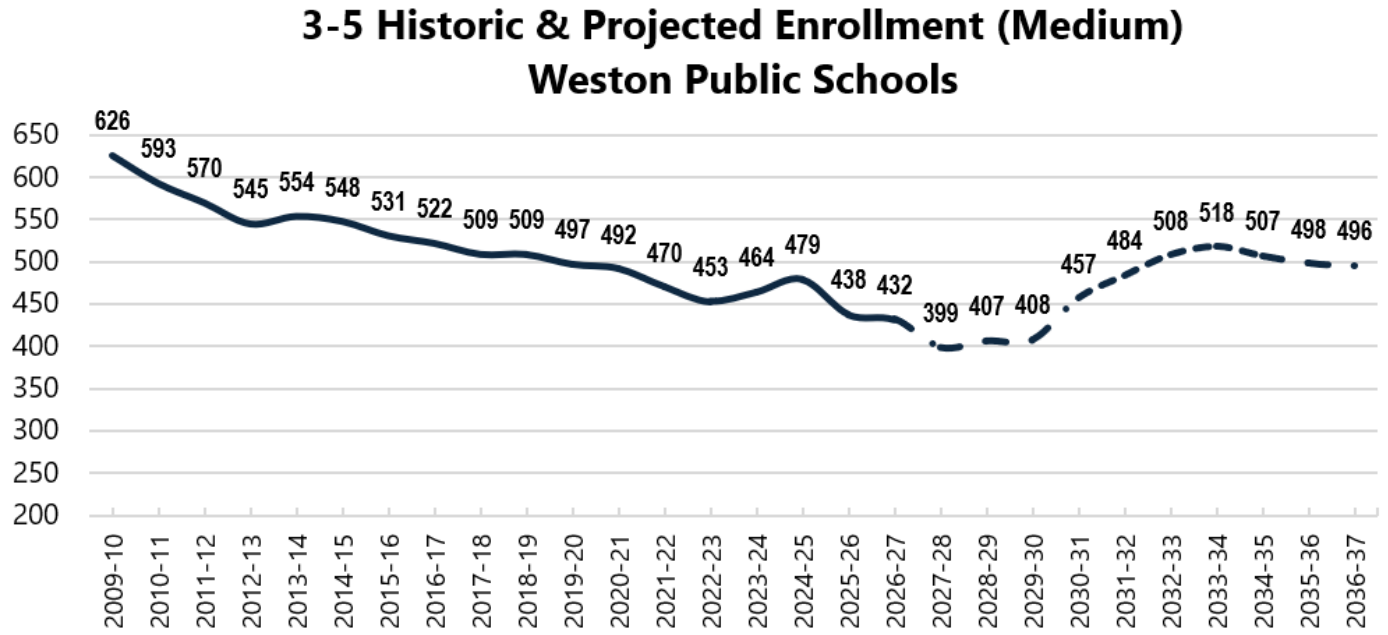
Individual School Projections

- Driven by large birth cohorts entering kindergarten, Hurlbutt is projected to increase over the next 5-years averaging 509 students with a peak in 2030-31 at 527 students.
- This is driven by larger birth cohorts entering kindergarten.
- Over the next decade, Hurlbutt is projected to average 512 students



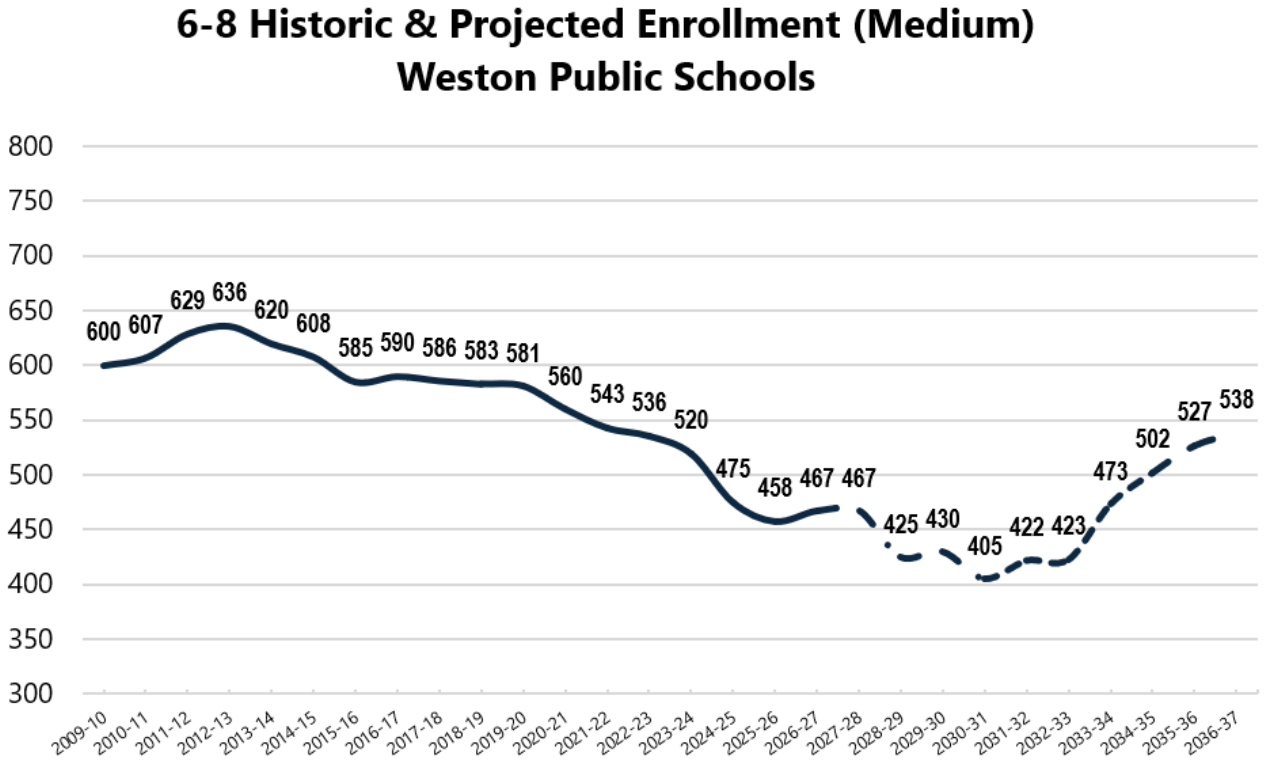
Individual School Projections

- WIS is projected to decrease slightly next year as a small 2nd grade cohort moves up, then stay stable over the next 3-years, averaging 405 students.
- As larger cohorts matriculate from Hurlbutt into WIS, enrollment increases moderately, and averages 505 students over the last 5-years.



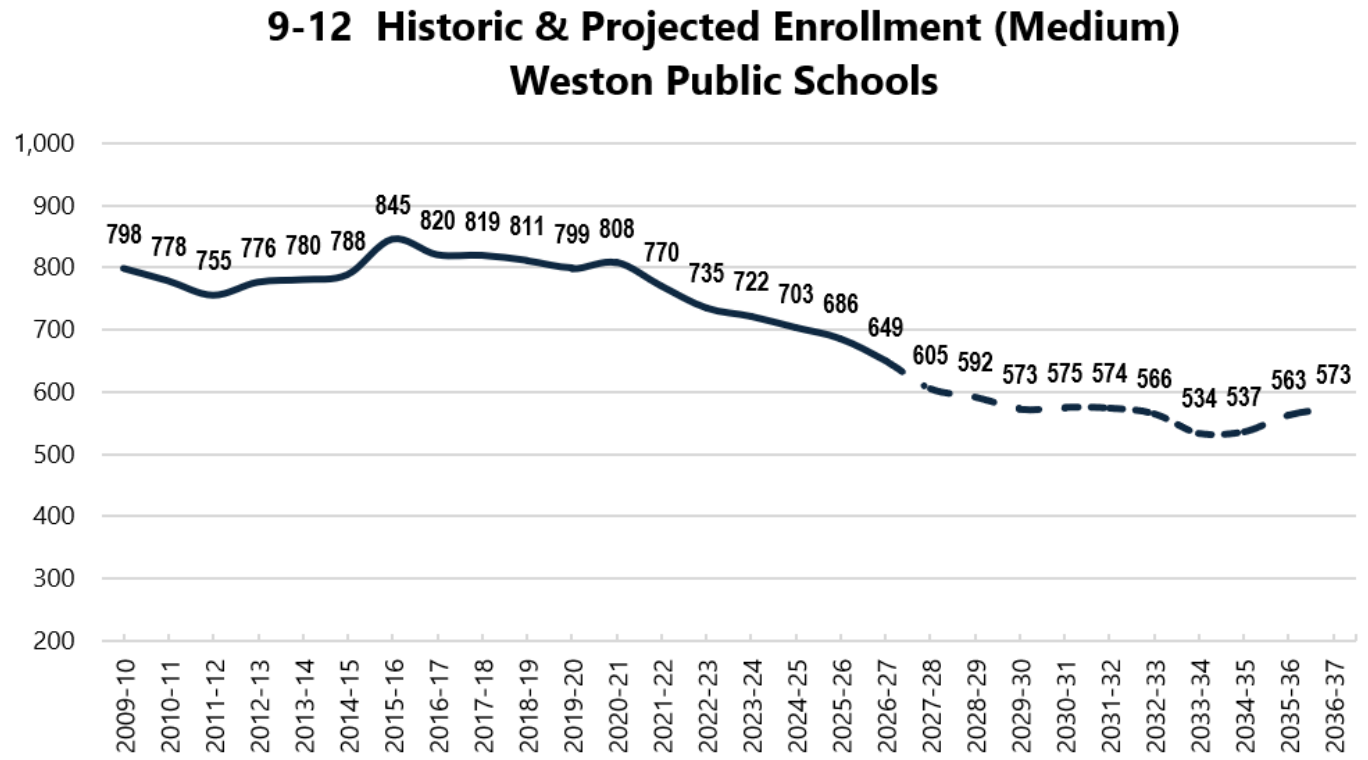
Individual School Projections

- WMS is projected to see enrollment decrease by 10% in the first 5-years averaging 430 students.
- A moderate increase is projected in latter half of the projections as larger cohorts matriculate from WIS with enrollment exceeding 500 students by 2034-35.



Individual School Projections

- WHS is projected to have declining enrollment (-11%) over the next decade, averaging 566 students as smaller cohorts continue to matriculate from WMS.



10-Yr Projections (Medium)

School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK	PK-12 Total	K-12 Total	PK-2 Total	3-5 Total	6-8 Total	9-12 Total
2026-27	2021	68	134	134	111	154	133	145	157	171	139	142	173	165	161	62	1,981	1,919	441	432	467	641
2027-28	2022	80	141	140	138	113	155	131	145	155	167	134	138	166	163	62	1,948	1,886	481	399	467	601
2028-29	2023	85	145	147	144	140	114	153	131	143	151	161	130	133	164	62	1,918	1,856	498	407	425	588
2029-30	2024	100	149	154	154	149	144	115	156	132	142	148	160	128	134	62	1,927	1,865	519	408	430	570
2030-31	2025	89	146	158	161	159	153	145	117	157	131	139	147	157	129	62	1,961	1,899	527	457	405	572
2031-32	2026	74	135	155	166	167	163	154	148	118	156	129	138	144	158	62	1,993	1,931	518	484	422	569
2032-33	2027	83	142	144	162	172	172	164	157	149	117	153	128	136	145	62	2,003	1,941	510	508	423	562
2033-34	2028	85	144	151	151	168	177	173	167	158	148	115	152	126	137	62	2,029	1,967	508	518	473	530
2034-35	2029	86	145	153	158	156	173	178	177	168	157	145	114	149	127	62	2,062	2,000	518	507	502	535
2035-36	2030	86	145	154	160	164	160	174	182	178	167	154	144	112	150	62	2,106	2,044	521	498	527	560
2036-37	2031	84	143	154	161	166	169	161	178	183	177	164	153	141	113	62	2,125	2,063	520	496	538	571

Medium Projections Model Enrollment by Grade Grouping

School Year	PK-12	K-12	PK-2	3-5	6-8	9-12
2026-27	1,981	1,919	441	432	467	641
2027-28	1,948	1,886	481	399	467	601
2028-29	1,918	1,856	498	407	425	588
2029-30	1,927	1,865	519	408	430	570
2030-31	1,961	1,899	527	457	405	572
2031-32	1,993	1,931	518	484	422	569
2032-33	2,003	1,941	510	508	423	562
2033-34	2,029	1,967	508	518	473	530
2034-35	2,062	2,000	518	507	502	535
2035-36	2,106	2,044	521	498	527	560
2036-37	2,125	2,063	520	496	538	571
5-Year Change						
	0.6%	0.6%	17.5%	12.0%	-9.6%	-11.2%
10-Year Change						
	7.3%	7.5%	17.9%	14.8%	15.2%	-10.9%

Takeaways

- The Medium Projection Model still reflects the most likely trajectory for future enrollment. However, with reduced housing activity in last 4-years, in-migration has dropped off with net-out-migration over the last 2-years. Student in-migration in all three models has been adjusted downward for the next two years.
- Birth increases and elevated Birth-K will continue to yield larger K cohorts in the coming years and offset stagnant in-migration at the elementary schools.
- Reduced in-migration will continue to impact the middle and high school.
- Small cohort currently in 2nd grade will impact projections for WIS, WMS, and WHS as they matriculate up.
- For the Medium Projection Model:
  - Overall PK-12 enrollments are projected to be fairly stable over the next 5-years averaging 1,949 students. Modest rebound (+7%) is projected in the last 5-year, with enrollment averaging 2,007 students over the decade.
  - Hurlbutt enrollment is projected to increase (+18%) over the first five years as larger birth cohorts enter kindergarten, then stabilize and average 512 students over the last five projected years.
  - WIS enrollments are projected to decrease in the near term before a rebound driven by larger matriculating cohorts, averaging 431 students over the first 5-years, and 505 students over the last 5-years.
  - WMS is projected to decline by 10% over the next 5-years, averaging 430 students. Enrollment rebounds in the last 5-years, averaging 493 students.
  - WHS is projected to decline by 11% over the next 5-years before stabilizing, with an average enrollment of 566 students over the decade.

Appendix A

Low & High Districtwide Projections

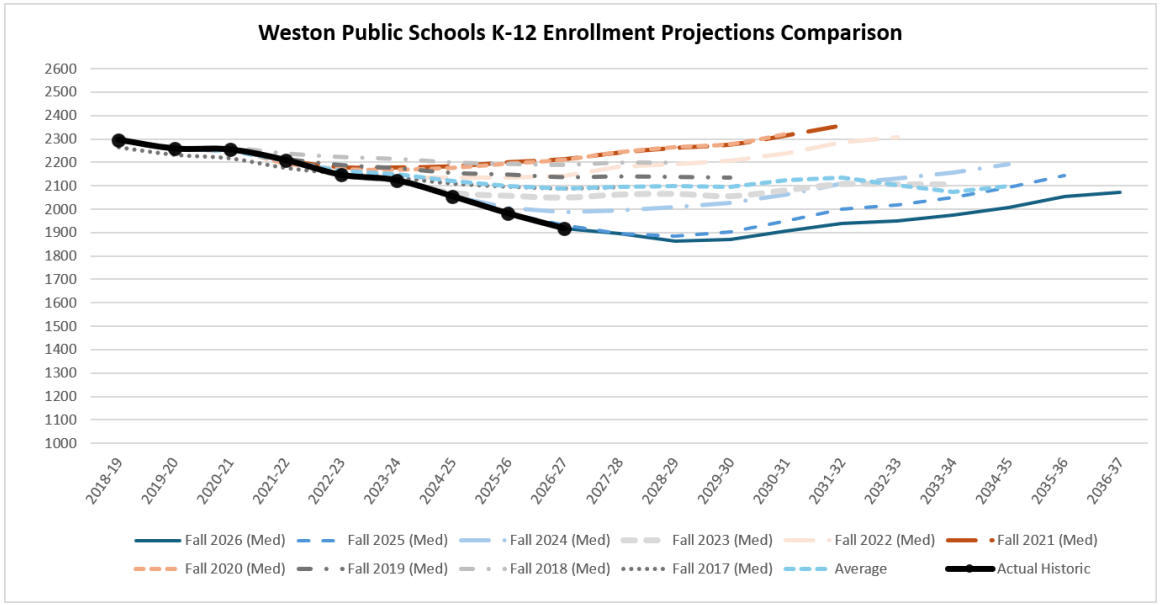
Enrollment Projections (Low) Model

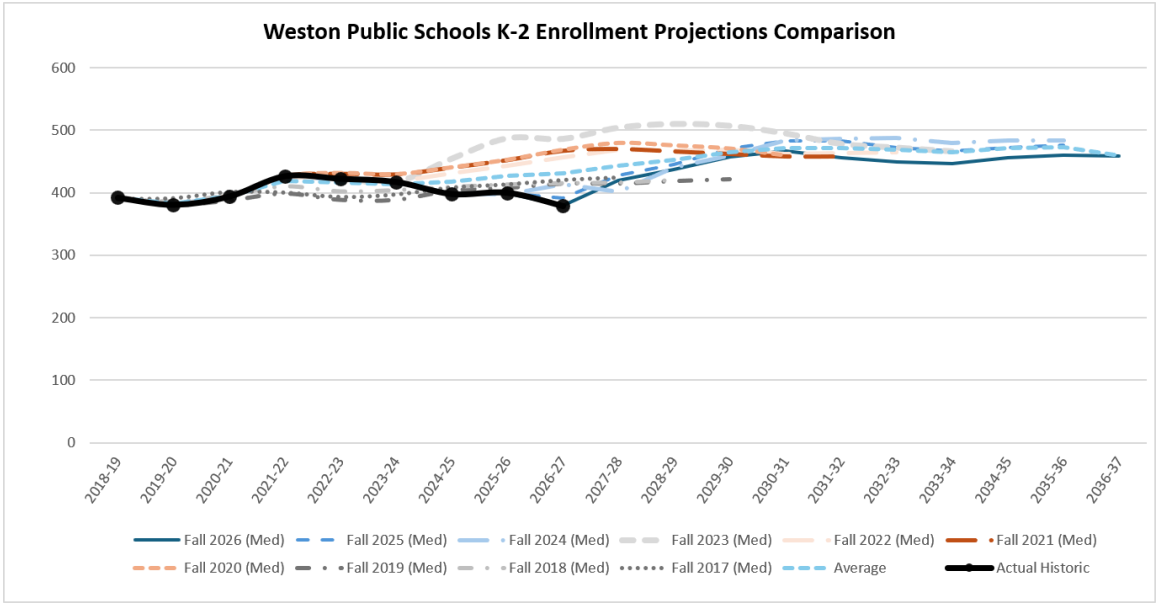
School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK	PK-12 Total	K-12 Total	PK-2 Total	3-5 Total	6-8 Total	9-12 Total
2026-27	2021	68	134	134	111	154	133	145	157	171	139	142	173	165	161	62	1,981	1,919	441	432	467	641
2027-28	2022	80	136	139	137	112	154	131	144	154	166	133	137	166	162	62	1,933	1,871	474	397	464	598
2028-29	2023	85	140	141	142	138	112	151	130	141	149	159	128	131	163	62	1,887	1,825	485	401	420	581
2029-30	2024	100	144	148	147	146	141	112	153	130	140	145	157	125	131	62	1,881	1,819	501	399	423	558
2030-31	2025	89	141	152	154	151	149	141	114	153	129	137	143	153	125	62	1,904	1,842	509	441	396	558
2031-32	2026	74	131	149	159	159	154	149	143	114	151	126	135	140	153	62	1,925	1,863	501	462	408	554
2032-33	2027	77	133	139	155	164	163	155	151	143	113	147	124	132	140	62	1,921	1,859	489	482	407	543
2033-34	2028	79	135	141	145	160	168	164	157	151	142	110	145	121	132	62	1,933	1,871	483	492	450	508
2034-35	2029	80	136	143	147	149	164	169	167	157	149	139	108	142	121	62	1,953	1,891	488	482	473	510
2035-36	2030	80	136	144	149	151	152	165	172	167	155	145	137	106	142	62	1,983	1,921	491	468	494	530
2036-37	2031	78	134	144	150	153	154	153	168	172	165	151	143	134	106	62	1,989	1,927	490	460	505	534

Enrollment Projections (High) Model

School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK	PK-12 Total	K-12 Total	PK-2 Total	3-5 Total	6-8 Total	9-12 Total
2026-27	2021	68	134	134	111	154	133	145	157	171	139	142	173	165	161	62	1,981	1,919	441	432	467	641
2027-28	2022	80	145	140	138	113	156	132	146	155	168	134	139	167	164	62	1,959	1,897	485	401	469	604
2028-29	2023	85	149	152	144	141	114	155	133	144	152	162	131	134	166	62	1,939	1,877	507	410	429	593
2029-30	2024	100	154	159	160	150	146	116	159	134	144	150	161	129	136	62	1,960	1,898	535	412	437	576
2030-31	2025	89	150	165	167	166	155	148	119	161	134	142	149	159	131	62	2,008	1,946	544	469	414	581
2031-32	2026	74	139	160	174	174	171	157	152	120	161	132	141	147	161	62	2,051	1,989	535	502	433	581
2032-33	2027	87	150	149	169	181	180	173	161	153	120	159	131	139	149	62	2,076	2,014	530	534	434	578
2033-34	2028	89	152	160	157	176	187	182	178	163	153	118	158	129	141	62	2,116	2,054	531	545	494	546
2034-35	2029	90	152	162	169	163	182	189	187	180	163	151	118	156	131	62	2,165	2,103	545	534	530	556
2035-36	2030	90	152	162	171	176	168	184	194	189	180	161	150	116	158	62	2,223	2,161	547	528	563	585
2036-37	2031	88	151	162	171	178	182	170	189	196	189	178	160	148	117	62	2,253	2,191	546	530	574	603

Historic Projection Comparison





- Enrollment projections overall have been performing well in the first 5-years.
- Housing turnover is at great recession levels. Stagnant housing market resulting in reduced turnover has resulted in reduced in-migration and a lower K-12 trajectory.
- In-migration of +3.7% from 2017-18 to 2021-22, compared to 0.2% over last 4-years. Over the last 2-years, WPS has experienced net out-migration in back-to-back years for the first time since the Great Recession.
- Reduced in-migration in elementary grades is partially offset by uptick in reported births.

WESTON PUBLIC SCHOOLS

2027-2028 ACADEMIC CALENDAR (DRAFT)

AUGUST 2027				
M	T	W	TH	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			

SEPTEMBER 2027				
M	T	W	TH	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	

OCTOBER 2027				
M	T	W	TH	F
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

NOVEMBER 2027				
M	T	W	TH	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30			

DECEMBER 2027				
M	T	W	TH	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	31

JANUARY 2028				
M	T	W	TH	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				

FEBRUARY 2028				
M	T	W	TH	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29			

MARCH 2028				
M	T	W	TH	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	31

APRIL 2028				
M	T	W	TH	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28

MAY 2028				
M	T	W	TH	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

JUNE 2028				
M	T	W	TH	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	28	30

Date	Event / Holiday
August 24	Teacher In-Service Day
August 25	Professional Development
August 26	Professional Development
August 27	Convocation/Professional Development
August 30	First Day of School for Students
September 6	Labor Day - No School
October 5	K-12 Early Dismissal/Professional Development
October 11	Columbus/Indigenous Peoples Day/Yom Kippur
November 2	Election Day/Professional Development (No School)
November 3	K-5 Delayed Opening: P/T Conferences
November 4	K-5 Early Dismissal: P/T Conferenece s
November 5	K-5 Early Dismissal: P/T Conferences
November 24-26	Thanksgiving Recess
December 23	K-12 Early Dismissal (Winter Recess)
December 24-31	Winter Recess (No School)
January 1	New Year's Day (No School)
January 17	Martin Luther King Jr. Day (No School)
January 26	K-12 Early Dismissal/Professional Development
February 21	President's Day (No School)
February 22-26	February Recess (No School)
March 15	K-5/9-12 Delayed Opening: P/T Conferences and POG
March 16	K-5/9-12 Delayed Opening: P/T Conferences and POG
March 17	K-5/9-12 Early Dismisal: P/T Conferences and POG
March 29	Professional Development (No School)
April 10-13	April Recess (No School)
April 14	Good Friday (No School)
May 19	K-12 Early Dismissal/Professional Development
May 29	Memorial Day (No School)
June 9	K-12 Early Dismissal: Projected Last Day for Students
June 12	Teacher In-Service Day
June 19	Juneteenth (Observed) - No School (if in session)

Scheduled Delayed Openings and Early Dismissals

HES/WIS Delayed Opening: 10:30 AM
HES/WIS Early Dismissal: 12:35PM
WMS/WHS Delayed Opening: 9:45 AM
WMS/WHS Early Dismissal: 11:45 AM

Last Day of School Early Dismissal

HES/WIS Early Dismissal: 00:00 AM
WMS/WHS Early Dismissal: 00:00 AM

- The Weston Board of Education reserves the right to modify this calendar. Approved by the Board of Education on _____.
- The last day of school is contingent upon unanticipated school closings. Make-up days for unscheduled school closings will be added to the end of the school year through June 16, 2028. If additional days are needed after this, they will be deducted from April break. Refer to the unanticipated closing schedule on the website for specific dates.
- WHS graduation date: TBD

P 3171.1 (NEW)

Non-Lapsing Education Fund

Notwithstanding any provision of the general statutes, municipal charter, home rule ordinance, or other ordinance, the Board may deposit into a nonlapsing account any unexpended funds from the prior fiscal year from the budgeted appropriation, in an amount not to exceed two per cent of the total budgeted appropriation for such prior fiscal year. Each expenditure from the account must be authorized by the Board and shall be made only for educational purposes, in accordance with state law.

Each fiscal year, the Board shall compile and submit to the Connecticut State Department of Education a report regarding the nonlapsing account, including, but not limited to, the total balance of the account, the amount deposited into such account in a fiscal year, and an accounting of the expenditures made from such account.

Legal Reference: Connecticut General Statutes

10-51 (d) (2) Fiscal year. Budget. Payments by member towns; adjustments to payments. Investment of funds. Temporary borrowing. Reserve funds. (as amended by PA 21-2, JSS, Section 363)

10-222 Appropriations and budget

10-248a Unexpended education funds account (as amended by PA 19-117. Section 285)

Policy Adopted: TBD

Weston Public Schools Weston, Connecticut

P 3313.1 Local Purchasing

~~As a public agency the Board of Education is aware of its responsibility to spend its funds so as to obtain the greatest possible educational value for every dollar spent. Therefore, even though the Board will make its purchases locally whenever bids and prices are fully comparable with those of outside bidders. the lowest bid and the lowest price for goods and services will normally be accepted.~~

As a public agency, the Board of Education recognizes its responsibility to use public funds responsibly and obtain the greatest possible educational value for every dollar spent.

The Board supports purchasing goods and services from local vendors whenever bids, pricing, quality, and other relevant considerations are comparable to those offered by outside vendors.

While the lowest responsible bid or price will generally be accepted, the Board reserves the right to select a bid or proposal that is not the lowest when doing so is determined to be in the best interest of the school district, consistent with applicable laws and purchasing requirements.

Policy Adopted: February 5, 1990
Policy Revised: TBD

P 3313.3
Performance Bonds

On all major repairs and equipment requiring installation, a performance bond and a labor and material payment bond shall be obtained from the vendor before a contract is signed. This procedure is required to protect the town from lack of vendor performance and from suit by firms supplying the vendor.

Policy Adopted: February 5, 1990
Policy Reviewed: TBD

P 3320
Purchasing Procedure

The duties of purchasing for the Board of Education shall be directed by the Superintendent of Schools through the school Business Manager who shall conduct all purchase transactions for the district in accordance with the annual budget spending plan.

The Superintendent of Schools shall develop regulations and procedures for the purchasing program of the school system, including ordering, verifying receipt of orders, distribution of materials received, and payment of bills. Every transaction involving the transfer of property shall be by purchase order or formal contract. Purchase orders and other purchase obligations shall be signed by the Superintendent or designee.

Past service of a favorable nature shall be a factor when other considerations are equal. Inadequate or poor past service may ~~shall~~ always be a factor.

Procedure

The procurement function is one of the major business responsibilities of the Board of Education.

~~The duties of purchasing for the Board of Education shall be centralized under a business manager.~~

The business manager shall conduct all purchase transactions for the district. The business manager shall be familiar with and perform all purchasing activities within the limitations prescribed by law, legal opinions, and in accordance with Board of Education policies.

Four fundamental functions for purchasing are as follows:

1. Buy the proper product for the purpose required.
2. Have the product available when needed.
3. Buy the proper amount of the product.
4. Pay the proper price.

Specifications governing materials are a joint responsibility of the educational and business departments.

Legal Reference: Connecticut General Statutes

10-51 Fiscal year. Budget. Payments by member towns; adjustments to payments. Investment of funds. Temporary borrowing. Reserve fund.

10-222 Appropriations and budget. Financial information system.

10-259 Fiscal and school year defined.

(cf. 3324 - Ordering Goods and Services (Purchase Orders) Purchasing Procedures)

Policy adopted: February 5, 1990
Policy revised: TBD

~~The Weston Board of Education recognizes its obligation to deal fairly in its purchasing practices. As stated in 3313, the Board of Education and its employees will not knowingly extend favoritism to any vendor. Each order shall be placed on the basis of quality, price, and delivery. Past service of a favorable nature shall be a factor when other considerations are equal. Inadequate or poor past service shall always be a factor. Competitive bidding shall be practiced wherever feasible and to the advantage of the Weston public school system. Wherever practical, feasible, and to the advantage of the Weston public school system, appropriate advertisements will be placed.~~

~~This policy shall also apply to purchases for extracurricular school activities, and for purchases by each school student body.~~

~~Every transaction involving the transfer of property shall be by purchase order and formal contract where appropriate.~~
~~Purchase orders and other purchase obligations shall be signed by the Superintendent or designee.~~

~~Specifications governing materials to be purchased are the joint responsibility of instructional and business personnel.~~

R 3320 (SUNSET)
Purchasing Procedure

REQUEST TO ERRADICATE THIS POLICY - Does not currently reflect current process and the policy is more explicit and detailed then the regulation.

No transaction shall be authorized until a purchase order has been issued by the Superintendent of Schools or his/her agent (business manager). A purchase order must originate with the administrators of the various functions of the educational system. The administrator must sign the purchase order to indicate his/her approval of said purchase. The purchase order in its entirety is forwarded to the business office where it will be checked for accuracy and for proper completion prior to the signature of the business manager indicating his/her approval of the purchase.

Regulation approved: February 5, 1990
Regulation sunset: TBD

R 3324 (SUNSET)
Ordering Goods and Services - Purchase Orders

REQUEST TO ERRADICATE - not current practice and most of this information is either represented in policy 2230 or 3323 soliciting prices (bids and quotations)

Following the approval of the business manager, the purchase order is distributed in the following manner: white sheet sent to the vendor, yellow sheet filed in the Business Office, pink, blue and green sheets returned to the administrator. The pink sheet will be the receiving slip once the items listed on the purchase order have been received in their entirety. The receiver of the shipment will enter on the pink sheet the date the shipment was received along with his/her signature.

In those instances when a partial shipment has been received, a copy of the pink sheet will be used as the receiving slip and will be completed with the date of receipt and the signature of the receiver. The pink sheet or its copy, along with the packing slip or invoice will be submitted to the business office and will be the authorization to process the payment of the invoice. The Administrator will approve the payment with his/her signature and the signing date in the Approved for Payment section. The blue sheet is the file copy for the administrator. The green sheet is a copy that may be filed by the department which will ultimately receive the shipment.

Any purchase initiated by the business manager must be countersigned by the Superintendent of Schools, and all purchase orders in excess of $25,000.00 must be countersigned by the Superintendent of Schools.

(cf. 3320 - Purchasing Procedures)

Regulation approved: February 5, 1990
Regulation sunset: TBD

P 3326.1
Payroll Procedure and Authorized Signatures

The Superintendent of Schools or designee shall supervise the preparation of all payrolls. They shall certify payments for periods of approved absence in accordance with adopted policies of the Board of Education. The payroll coordinator shall be authorized to make all deductions from each individual's pay as required by local, state, or federal regulations and any other deductions authorized by the individual and approved by the Board of Education. Each payroll and other orders for the payment of expenses on behalf of the Board of Education shall be approved by the Superintendent or the Superintendent's designee.

Legal Reference: Connecticut General Statutes

10-248 Payment of school expenses.

~~The business manager shall supervise the preparation of all payrolls. He/she shall certify payments for periods of approved absence in accordance with adopted policies of the Board of Education. The payroll clerk shall be authorized to make all deductions from each individual's pay as required by local, state or federal regulations, and any other deductions authorized by the individual concerned and approved by the Board of Education. Each payroll shall be signed by the Superintendent or his/her designee, preferably the business manager.~~

~~Legal Reference: Connecticut General Statutes~~
~~10-248 Payment of school expenses~~

Policy adopted: February 5, 1990
Policy revised: TBD

P 3326.3 Approval of Payment Listing

To take advantage of prompt payment discounts and to expedite the purchase-payment process, the business manager, as the agent of the Board of Education and of the Superintendent of Schools, will approve the payment of invoices.

Bills received by the accounting department are to be checked to be certain that proper procedure has been followed, that all extensions and bill totals are correct and that all possible discounts have been taken.

The payment listing shall be approved by the business manager as the agent for the Board of Education and the Superintendent of Schools. Such approval shall be documented by the business manager affixing their ~~his/her~~ signature to the payment listing.

Policy adopted: February 5, 1990
Policy reviewed: TBD

Weston Public Schools Weston, Connecticut

P 3432/3433
Budget & Expense Report - Annual Financial Statement

The Superintendent of Schools or designee shall submit a monthly report of disbursements and budget balances at the regular Board of Education meeting and shall submit an annual report covering the preceding school year.

Beginning with the fiscal year starting July 1, 2019 and each fiscal year thereafter, the Board shall, on a quarterly basis, post the Board's current and projected expenditures and revenues on the district's website. In addition, the Board will submit a copy of such current and projected expenditures and revenues to the town's legislative body, or in a municipality in which the legislative body is a town meeting, to the Board of Selectmen.

Legal Reference: Connecticut General Statutes

10-222 Appropriations and budget.

P.A. 13-247 An Act Implementing Provisions of the State Budget for the Biennium Ending June 30, 2015 Concerning General Government, Section 192.

PA 19-117, Section 290

~~The Superintendent of Schools or his/her designee shall submit to the Superintendent of Schools a bi-monthly report of disbursements, budget balances, and budget forecasts at a regular meeting of the Board of Education, and shall submit an annual report covering the preceding school year.~~

~~Legal Reference: Connecticut General Statutes~~
~~10-222 Appropriations and budget~~

Policy adopted: February 5, 1990
Policy revised: TBD

Weston Public Schools Weston, Connecticut

P 3560
Capital Outlay

A long-range and short-range plan for capital outlay shall be developed by the Superintendent in order to prevent severe fluctuations in the annual capital outlay fund, and to provide an orderly process for acquisition of needed equipment and facilities within budgetary constraints.

Policy adopted: February 5, 1990
Policy reviewed: TBD

P 5118
Students
Non-Resident Students, Tuition Fees

The Weston Board of Education (the "Board") recognizes the potential benefits to the student body and the community of admitting non-resident students to participate in the educational programs of the Weston Public Schools.

The Board authorizes the Superintendent of Schools or designee to accept non-resident students for admission on a tuition basis, subject to the conditions set forth in administrative regulations. Applications for admission shall be submitted in writing to the Superintendent.

Admission of non-resident students shall be at the discretion of the Superintendent or designee and may be granted when space is available in existing classes or programs, and when such admission will not require the employment of additional staff or the expansion of existing programs.

As a condition of enrollment, the parent(s)/guardian(s) of a non-resident student, or the student if of the age of majority, shall enter into a written agreement with the Board establishing the terms and conditions of attendance. Such agreement shall include, among other provisions, that the student's right to attend Weston Public Schools may be terminated at the discretion of the Superintendent or designee for violation of school or district policies.

Parent(s)/guardian(s) shall be responsible for providing transportation to and from school unless otherwise permitted under administrative regulations.

Non-resident students shall be charged the tuition rate established by the Board, in addition to any costs for programs and services provided beyond the general education curriculum, as determined by the Superintendent or designee.

Enrollment of non-resident students shall be for a period not to exceed one (1) school year and shall be subject to annual reapplication, review, and approval.

Participation of a non-resident student, including payment of tuition, shall not be construed as establishing residency within the Town of Weston or eligibility for resident status.

Legal References: Connecticut General Statutes

10-4a Educational interests of state defined.

10 35 Notice of discontinuance of high school service to nonresidents.

10 253 School privileges for children in certain placements, nonresident children and children in temporary shelters.

Policy Adopted: June 15, 2026

Weston Public Schools, Weston CT

R 5118

Students

Non-Resident Attendance and Tuition Fees

General Provisions

The Superintendent of Schools or designee may approve the admission or continued enrollment of non-resident students on a tuition basis, subject to class size, program capacity, and resource availability.

Admission shall be at the sole discretion of the Superintendent.

No additional staff shall be hired to accommodate the enrollment or continued enrollment of non-resident students.

The Superintendent or designee shall determine school placement and class assignment. Admission of non-resident students shall be for one (1) school year or less.

Students must reapply annually. Continued enrollment shall be contingent upon:

- Compliance with Board of Education policies and school rules;
- Satisfactory attendance and academic progress;
- Appropriate conduct; and
- Continued availability of space and resources.

The Superintendent or designee may terminate a non-resident student's enrollment at any time if such enrollment is determined not to be in the best interest of the student or the school system.

Application for admission and continued enrollment shall be made in writing on forms provided by Weston Public Schools. The Superintendent or designee may require additional information or administrative review, including an interview with school personnel.

No non-resident student shall be permitted to attend school until tuition payment has been received in accordance with this regulation.

Non-resident students shall not be entitled to transportation services.

Non-resident students participating in the Open Choice Program may be admitted in accordance with applicable state law.

Payment of tuition for a non-resident student shall not be construed as establishing residency within the Town of Weston or eligibility for resident status in Weston Public Schools.

Tuition and Fees

Tuition rates shall be established annually by the Board of Education.

Tuition shall be prorated on a per diem basis for students enrolling after the start of the school year or withdrawing prior to its completion, based on a one-hundred-eighty (180) day school year.

Tuition shall be paid as follows:

- One-half (1/2) of the annual tuition shall be due prior to the first day of attendance;
- One-half (1/2) shall be due on or before January 15.

Non-resident students shall not be permitted to attend school until the initial tuition payment is received and shall not be permitted to continue attendance beyond January 15 unless full payment has been made.

In the event of a voluntary or involuntary withdrawal:

- Tuition paid may be refunded on a prorated basis;
- Any unpaid tuition shall remain the obligation of the parent(s)/guardian(s).

Special Education and Additional Services

Enrollment of a non-resident student shall not obligate the Board of Education to provide special education programs or services beyond those available in the regular education program.

Weston Public Schools shall not serve as the responsible local educational agency (LEA) for non-resident students. The student's district of residence shall remain responsible for ensuring compliance with all state and federal requirements, including the provision of a free appropriate public education (FAPE).

If special education or additional services are provided, any additional costs for these services shall be invoiced and payable within thirty (30) days, and overpayments shall be refunded.

Children of Certified and Non-Certified Staff (Non-Residents)

Children of certified and non-certified staff (employees receiving benefits) may be admitted upon written request and the Superintendent's approval.

Tuition for such students shall be assessed at twenty-five percent (25%) of the standard non-resident annual tuition rate.

Payment may be made:

- In accordance with the standard tuition schedule set forth in Tuition and Fees, or
- Installments via payroll deduction: tuition payments will be deducted in twenty (20) equal installments from the employee's paycheck, consistent with the district's payroll deduction schedule. There is no option to pay by check if this installment option is selected.

Children of certified and non-certified staff shall be subject to the same provisions governing special education and additional services as all other non-resident students. In the event such services are required:

- The full cost of special education and/or additional services shall be paid by the parent/guardian in addition to the reduced tuition rate;
- All provisions set forth in the Special Education and Additional Services of this regulation shall apply.

In the event that the certified or non-certified staff member terminates employment with Weston Public Schools, any student of that individual who remains enrolled in the district for the remainder of the school year shall be subject to the full established tuition rate effective as of the date of employment termination.

Children of the Town of Weston Employees (Non-Residents)

Children of the Town of Weston staff (employees receiving benefits) may be admitted upon written request and the Superintendent's approval.

Tuition for such students shall be assessed at fifty (50%) of the standard non-resident annual tuition rate.

Payment may be made in accordance with the standard tuition schedule set forth in Tuition and Fees.

Children of the Town of Weston non-resident staff shall be subject to the same provisions governing special education and additional services as all other non-resident students. In the event such services are required:

- The full cost of special education and/or additional services shall be paid by the parent/guardian in addition to the reduced tuition rate;
- All provisions set forth in the Special Education and Additional Services of this regulation shall apply.

In the event that the Town of Weston non-resident staff member terminates employment with the Town of Weston, any student of that individual who remains enrolled in the district for the remainder of the school year shall be subject to the full established tuition rate effective as of the date of employment termination.

The provision permitting the enrollment of children of Town of Weston non-resident staff members shall remain in effect for a period of two (2) years. Prior to the expiration of that period, the Board shall review relevant enrollment data and determine whether to continue, modify, or discontinue this option.

Priority for Admission When Applications Exceed Available Space

Admission of non-resident tuition students is subject to the availability of space, staffing, programs, services, and other District resources, as determined by the Superintendent or designee.

When the number of qualified applicants exceeds the number of available spaces in a particular school, grade, or program, applications shall be considered in the following priority order:

1. **Returning non-resident tuition students** who are currently enrolled in Weston Public Schools and remain eligible for continued enrollment.
2. **Children of Weston Public Schools employees** who are eligible for enrollment pursuant to Board Policy and Regulation 5118.
3. **Siblings of currently enrolled non-resident tuition students**, provided space is available in the applicable school, grade, and program.
4. **Children of the Town of Weston employees** who are eligible for enrollment pursuant to Board Policy and Regulation 5118.
5. **All other qualified non-resident tuition applicants.**

Within any priority category, if the number of qualified applicants exceeds the number of available spaces, admission shall be determined by lottery or another neutral selection process approved by the Superintendent.

Legal References:

Conn. Gen. Stat. 10-261, Definitions
Conn. Gen. Stat. 10-15, Towns to Maintain Schools
Conn. Gen. Stat. 10-220, Duties of Boards of Education

Policy References

5111, Admission/Placement
5111.12, Change of Resident Status

Administrative Regulation References
5111, Admission/Placement
5111.12, Change of Resident Status
5112, Ages of Attendance

Regulation approved: June 17, 1991
Regulation revised: April 9, 2007

Regulation revised: December 16, 2013
Regulation revised: June 15, 2026
Regulation revised:

Weston Public Schools Weston, Connecticut

WESTON BOARD OF EDUCATION

Weston, CT

Meeting Date: 11/16/26

☐ **Information Only**

☒ **Action Requested**

Agenda Item Subject: Approval of the FY28 Budget Calendar Changes

Submitted by: Phillip Cross

Document Summary/Purpose and/or Recommended Action:

Following is a revised draft copy of the FY28 Budget Calendar. Changes are noted in red. We are recommending approval of the calendar.

Weston Public Schools
Budget Calendar -- FY 2028 - DRAFT

KEY:
Board of Education Meetings are underlined

10/16/2026 (Friday)	Leadership Team receives draft copy of Budget Calendar.
10/16/2026 (Friday)	Board of Education Financial, Facilities & Operations Committee Meeting Review of Budget Calendar
10/19/2026 (Monday)	BOE Monthly Meeting (7:00PM) Board reviews and votes on Budget Calendar
10/21/2026 (Wednesday)	Chief Financial & Operations Officer opens MUNIS budget module to schools and departments.
10/21/2026 - 11/6/2026	Schools and departments work on budgets and meet with the Chief Financial & Operations Officer if necessary.
11/6/2026 (Friday)	School and program budget requests are due to Chief Financial & Operations Officer from administrative staff (to be submitted earlier, if available).
11/9/2026 - 11/13/2026	Schools and Programs meet individually with Superintendent, Asst. Superintendent and Chief Financial & Operations Officer.
11/13/2026 (Friday)	Board of Education Financial, Facilities & Operations Committee Meeting
11/13/2026 (Friday)	Central Office Leadership Team discusses budget **(11:00 AM – 1:00 PM)**
11/16/2026 (Monday)	BOE Monthly Meeting (7:00 PM) - Remote Meeting
11/18/2026 (Wednesday)	Building principals and central office Administrator discuss budget drafts **(12:00 PM - 4:00 PM)**
12/3/2026 (Thursday)	District Leadership Team finalizes budget request and prepares presentation, **(8:45 AM– 9:45 AM)**

1/4/2027 (Monday)	Budget request delivered to Board of Education.
1/6/2027 (Wednesday)	BOE Meeting (7:00 PM) – Remote Meeting Formal Presentation of Requested Operating & Capital Budgets
1/12/2027 (Tuesday)	BOE questions submitted to Superintendent by end-of-day.
1/14/2027 (Thursday)	BOE Workshop to discuss Budget Request (9:00 AM – 12:00 PM) Remote Meeting.
1/15/2027 (Friday)	Board of Education Financial, Facilities & Operations Committee Meeting
1/19/2027 (Tuesday)	BOE Monthly Meeting (7:00 PM.) – Remote or in Person (TBD) Meeting Public Forum #1 with Administration This will include an open forum for parents and the community to share comments and ask questions regarding the requested budget.
1/20/2027 (Wednesday)	Deadline for all written responses to Board of Education questions distributed.
1/25/2027 (Monday)	BOE Workshop to discuss Budget Request (9:00 AM – 1:00 PM) – Remote Meeting
1/25/2027 (Monday)	BOE Meeting – Public Forum #2 with Administration on Budget Request (7:00 PM.) – Remote Meeting This will be an open forum for parents and the community to share comments and ask questions regarding the requested budget.
1/26/27 (Tuesday)	BOE Meeting –(7:00 PM) – Remote Meeting Approval and Adoption of FY 2028 Recommended Operating and Capital Budgets
1/28/27 (Thursday)	BOE Meeting – if necessary (7:00 PM) – Remote Meeting Approval and Adoption of FY 2028 Recommended Operating and Capital Budgets, if Necessary.
1/29/27 (Friday)	Board of Education transmits Operating and Capital Budgets request to the Board of Selectmen (Charter requires by February 3rd).
2/11/26 (Wednesday)	Board of Selectmen reviews Board of Education budget recommendation. 6:00 PM.

2/24/26 (Tuesday)	Board of Selectmen review Proposed Budgets, if needed. Time TBD
2/25/26 (Wednesday)	BOS votes on and transmits First Selectwoman's and Board of Education budgets to Board of Finance. 6:00 PM.
2/27/26 (Friday)	Deliver Budget Books to Board of Finance – if haven't already been delivered.
3/4/26 (Wednesday)	Board of Finance reviews Board of Education budget request 6:00 PM
3/12/26 (Thursday)	Board of Finance reviews Board of Education budget request (if necessary) 6:00 PM.
3/20/26 (Friday)	Publish Notice of Public Hearing on budget (Charter requires 10 days prior to Public Hearing)
3/31/26 (Tuesday)	Board of Finance holds Public Hearing on budget request. (Charter requires at least two weeks prior to Annual Budget Meeting) 6:00 PM.
4/9/26 (Thursday)	Board of Finance Budget Deliberation Meeting 6:00 PM
4/17/26 (Friday)	Publish and Post Notice of Annual Town Budget Meeting (Charter requires at least five days prior to meeting)
4/22/26 (Wednesday)	Annual Town Budget Meeting 8:00 PM. - Weston High School Auditorium
5/2/26 (Saturday)	Proposed Referendum 12:00 PM. to 8:00 PM
Prior to 5/11	Board of Finance meets after Town Meeting to set mill rate.

Copy in Red was changed since last meeting.

Highlighted Dates Determined by Town

WESTON BOARD OF EDUCATION

Weston, CT

Meeting Date: 11/16/26

☐ **Information Only**

☒ **Action Requested**

Agenda Item Subject: Approval of the October 2026 Financial Report

Submitted by: Phillip Cross

Document Summary/Purpose and/or Recommended Action:

Following is the fourth FY27 (October 2026) Financial Report Including Internal Services Fund (for Dental). We are recommending approval of the report.

November 13, 2026

TO: BOE Finance & Operations Committee

FROM: Phillip Cross, Chief Financial & Operations Officer

SUBJECT: Financial Report for Period Ending October 31, 2026

Summary

There are no significant month over month changes.

Category Summary

FY 2026-27 CATEGORY SUMMARY								
Object Series	**Adjusted Budget**	**YTD Actuals**	**Encumbrance**	**Anticipated**	**Total Expenditures**	**Projected Balance**	**Previous Month Balance**	**Month Over Month Change**
Salaries (1000's)	*37,955,495*	*9,705,461*	26,694,164	1,555,869	*37,955,495*	-	-	-
		25.57%	*70.33%*	*4.10%*	*100.00%*	*0.00%*	*0.00%*	*0.00%*
Benefits (2000's)	*12,742,511*	*5,396,895*	*7,640,773*	(295,157)	*12,742,511*	-	-	-
		42.35%	*59.96%*	-2.32%	*100.00%*	*0.00%*	*0.00%*	*0.00%*
Professional Services (3000's)	*1,577,118*	*350,709*	1,068,933	157,476	*1,577,118*	-	-	-
		22.24%	*67.78%*	*9.99%*	*100.00%*	*0.00%*	*0.00%*	*0.00%*
Property Services (4000s)	*2,296,358*	*516,076*	1,411,424	368,858	*2,296,358*	-	-	-
		22.47%	*61.46%*	*16.06%*	*100.00%*	*0.00%*	*0.00%*	*0.00%*
Other Services (5000s)	*5,670,522*	*2,920,276*	2,639,972	110,273	*5,670,522*	-	-	-
		51.50%	*46.56%*	*1.94%*	*100.00%*	*0.00%*	*0.00%*	*0.00%*
Supplies (6000s)	*3,382,057*	*1,089,503*	1,805,702	486,852	*3,382,057*	-	-	-
		32.21%	*53.39%*	*14.40%*	*100.00%*	*0.00%*	*0.00%*	*0.00%*
Equipment (7000s)	*375,863*	*1,461*	374,402	-	*375,863*	-	-	-
		0.39%	*99.61%*	*0.00%*	*100.00%*	*0.00%*	*0.00%*	*0.00%*
Other Objects (8000s)	*144,328*	*73,292*	32,646	38,390	*144,328*	-	-	-
		50.78%	*22.62%*	*26.60%*	*100.00%*	*0.00%*	*0.00%*	*0.00%*
Revenue (9000s)	*(1,172,741)*	*(247,885)*	8,480	(933,336)	*(1,172,741)*	-	-	-
		21.14%	*-0.72%*	*79.59%*	*100.00%*	*0.00%*	*0.00%*	*0.00%*
Total	***$ 62,971,510***	***$19,805,789***	***$ 41,676,496***	***$ 1,489,225***	***$ 62,971,510***	***$ -***	***$ -***	***$ -***
Total %		***31.45%***	***66.18%***	***2.36%***	***100.00%***	***0.00%***	***0.00%***	***0.00%***

Internal Service Fund - Dental

Year to date dental claims are slightly higher than expected.

WESTON PUBLIC SCHOOLS INTERNAL SERVICES FUND FOR HEALTH BENEFITS PROGRAM	
Fiscal Year Ended	2027
STATEMENT OF REVENUES AND EXPENDITURES	
Fund Balance -July 1, 2026	$ 418,466
Revenues:	
General Fund	$ 363,913
Reimbursements	
Total Contributions	$ 363,913
Total Revenues (A)	$ 363,913
Projected Claims:	
Delta Dental:	
Claims	$ 340,529
Administrative Fees	$ 23,384
Total Dental Claims (B)	$ 363,913
Net Change (A-B)	-
Projected Fund balance June 30, 2027	$ 418,466

Dental- Actual Claims & Fees	
Month	**Claims & Fees**
July	38,978
August	35,917
September	28,069
October	32,183
Total	**$135,147**
Actual YTD Spend Rate	37.1%
Theoretical YTD Spend Rate	33.3%
YTD Theoretical variance %	3.8%

WESTON PUBLIC SCHOOLS

FYE 27 FINANCIAL REPORT

As of October 31, 2026

Period: 4 of 12

2023-2024	2024-2025	2025-2026			2026-2027							
Year-End Expense	Year-End Expense	Year-End Expense	Object Code	Description	Adopted Budget	Budget Transfers	Adjusted Budget	YTD Expended	Encumbered	Anticipated	Expended & Encumbered To EOY	Balance Available
				Salaries & Wages (1000s)								
3,375,352	3,487,109	3,517,804	1110	Administrators	3,765,450	-	3,765,450	1,275,870	2,438,440	51,140	3,765,450	-
15,169,704	15,671,065	15,716,617	1111	General Ed. Teachers	16,259,928	120,097	16,380,025	3,787,837	12,384,970	207,218	16,380,025	-
2,359,825	2,584,821	2,720,082	1112	Special Ed. Teachers	3,055,618	-	3,055,618	666,228	2,215,267	174,122	3,055,618	-
948,323	984,850	1,018,653	1113	Guidance	1,051,174	-	1,051,174	234,808	822,648	(6,282)	1,051,174	-
418,788	432,187	468,481	1114	Psychologist	496,418	-	496,418	114,558	381,860	-	496,418	-
410,444	485,393	486,327	1115	Social Worker	504,307	-	504,307	123,256	395,302	(14,251)	504,307	-
510,769	530,574	553,807	1116	Speech & Hearing	582,034	-	582,034	147,645	458,503	(24,113)	582,034	-
1,261,271	1,275,481	1,201,535	1117	Academic Assistants	1,258,103	(120,097)	1,138,006	259,363	835,541	43,102	1,138,006	-
59,724	61,217	-	1118	Talented & Gifted	-	-	-	-	-	-	-	-
455,475	456,095	505,044	1119	Library/Media	521,459	-	521,459	111,103	391,399	18,957	521,459	-
51,774	43,514	93,866	1135	Transition Coordinator	99,762	-	99,762	23,022	76,740	-	99,762	-
877,957	899,825	956,086	1139	Certified Stipends	1,016,774	-	1,016,774	144,813	198,860	673,101	1,016,774	-
969,094	1,015,169	942,598	1140	Academic Leader (CIL's)	989,369	-	989,369	231,915	758,245	(791)	989,369	-
2,571	1,532	2,132	1141	Mentor Teacher	2,420	-	2,420	-	-	2,420	2,420	-
0	78,000.00	160,713.55	1142	Behavioral Analyst	180,400	-	180,400	22,584	75,281	82,534	180,400	-
68,897	66,541	85,742	1145	Multilingual Learner	89,902	-	89,902	27,700	69,921	(7,719)	89,902	-
$ 26,939,968	**$ 28,073,373**	**$ 28,429,487**		**Sub-Total Certified Salaries**	**$ 29,873,118**	**$ -**	**$ 29,873,118**	**$ 7,170,702**	**$ 21,502,977**	**$ 1,199,439**	**$ 29,873,118**	**$ -**
								24.0%	72.0%	4.0%	100.0%	0.0%
				Other Certified Salaries								
25,138	24,735	9,735	1131	Homebound Tutor	20,000	-	20,000	489	-	19,511	20,000	-
-	-	-	1136	Degree Level Change	88,780	-	88,780	132,147	-	(43,367)	88,780	-
216,491	239,946	179,177	1137	Substitute Teacher	178,801	-	178,801	31,346	43,197	104,258	178,801	-
194,739	167,395	170,522	1138	Summer Work -Certified Staff	202,908	-	202,908	102,792	-	100,116	202,908	-
152,490	140,966	175,013	1143	Building Substitutes	203,175	-	203,175	35,280	141,400	26,495	203,175	-
215,245	251,666	264,256	1144	Long term Substitute	118,000	-	118,000	38,999	40,190	38,811	118,000	-
-	-	-	1160	Turnover Savings	(370,000)	-	(370,000)	-	-	(370,000)	(370,000)	-
$ 804,103	**$ 824,707**	**$ 798,702**		**Sub-Total Other Certified Salaries**	**$ 441,664**	**$ -**	**$ 441,664**	**$ 341,053**	**$ 224,787**	**$ (124,176)**	**$ 441,664**	**$ -**
								77.2%	50.9%	-28.1%	100.0%	0.0%

WESTON PUBLIC SCHOOLS

FYE 27 FINANCIAL REPORT

As of October 31, 2026

Period: 4 of 12

2023-2024	2024-2025	2025-2026			2026-2027							
Year-End Expense	Year-End Expense	Year-End Expense	Object Code	Description	Adopted Budget	Budget Transfers	Adjusted Budget	YTD Expended	Encumbered	Anticipated	Expended & Encumbered To EOY	Balance Available
				Non-Certified Salaries								
496,658	497,025	555,172	1210	Non-Cert. Supervisors	578,096	-	578,096	188,193	385,791	4,112	578,096	-
238,317	223,285	212,735	1211	Nurses	250,912	7,070	257,982	67,653	190,329	-	257,982	-
279,358	338,189	304,383	1215	Occupational & Physical Therapists	345,422	-	345,422	78,743	266,430	250	345,422	-
1,328,818	1,361,800	1,361,460	1221	Administrative Support	1,388,117	20,336	1,408,453	442,055	1,026,290	(59,893)	1,408,453	-
1,828,311	1,865,189	1,875,508	1231	Para Educators	1,945,960	20,072	1,966,032	491,064	1,480,399	(5,432)	1,966,032	-
141,394	108,135	89,454	1234	Bus Aides	122,297	-	122,297	19,388	-	102,909	122,297	-
505,325	523,857	516,289	1235	Technicians	467,359	19,618	486,977	163,182	326,296	(2,500)	486,977	-
46,914	69,477	69,545	1237	Vocational Specialist	69,229	1,936	71,165	24,978	50,831	(4,644)	71,165	-
276,448	301,659	314,037	1241	Safety Monitors	316,063	9,947	326,010	86,914	239,096	-	326,010	-
514,241	538,892	580,185	1251	Custodians	570,282	14,026	584,308	179,405	404,903	-	584,308	-
543,741	568,199	584,936	1261	Maintenance Mechanics & Grounds	585,183	20,984	606,167	185,798	420,369	-	606,167	-
103,682	107,218	106,996	1269	Athletic Support Staff	143,719	-	143,719	26,073	50,909	66,737	143,719	-
188,200	199,708	197,996	1280	Non Certified Stipends	204,550	10,126	214,676	44,220	121,577	48,878	214,676	-
$ 6,491,408	**$ 6,702,634**	**$ 6,768,696**		**Sub-Total Non-Certified Salaries**	**$ 6,987,189**	**124,115**	**$ 7,111,304**	**$ 1,997,665**	**$ 4,963,220**	**$ 150,418**	**$ 7,111,304**	**$ -**
								28.1%	69.8%	2.1%	100.0%	0.0%
				Other Non-Citified Salaries								
39,305	34,159	49,355	1233	Non-Certified Substitutes	42,000	-	42,000	7,651	3,180	31,168	42,000	-
230,025	241,665	260,595	1262	Overtime	226,700	-	226,700	87,647	-	139,053	226,700	-
101,739	102,616	113,342	1268	Summer Work-Non-Cert.	120,952	-	120,952	100,742	-	20,210	120,952	-
-	-	-	1270	Salary Differential	263,872	(124,115)	139,757	-	-	139,757	139,757	-
$ 371,069	**$ 378,440**	**$ 423,292**		**Sub-Total Other Salaries**	**$ 653,524**	**$ (124,115)**	**$ 529,409**	**$ 196,041**	**$ 3,180**	**$ 330,188**	**$ 529,409**	**$ -**
								37.0%	0.6%	62.4%	100.0%	0.0%
$ 34,606,548	***$ 35,979,154***	***$ 36,420,177***		**TOTAL SALARIES**	***$ 37,955,495***	**$ -**	***$ 37,955,495***	***$ 9,705,461***	***$ 26,694,164***	***$ 1,555,869***	***$ 37,955,495***	**$ -**
								25.6%	70.3%	4.1%	100.0%	0.0%

WESTON PUBLIC SCHOOLS

FYE 27 FINANCIAL REPORT

As of October 31, 2026

Period: 4 of 12

2023-2024	2024-2025	2025-2026			2026-2027							
Year-End Expense	Year-End Expense	Year-End Expense	Object Code	Description	Adopted Budget	Budget Transfers	Adjusted Budget	YTD Expended	Encumbered	Anticipated	Expended & Encumbered To EOY	Balance Available
				Benefits (2000's)								
8,798,742	9,093,058	10,619,555	2000	Health Insurance	11,913,992	-	11,913,992	5,044,176	7,229,134	(359,318)	11,913,992	-
(1,410,661)	(1,554,889)	(1,943,629)	2022	Premium Cost Share	(2,206,341)	-	(2,206,341)	(709,801)	(1,646,934)	150,394	(2,206,341)	-
1,032,102	1,067,168	1,092,388	2001	Social Security & Medicare	1,199,643	-	1,199,643	303,414	896,229	-	1,199,643	-
180,451	186,333	191,383	2003	Workers Compensation	191,436	-	191,436	196,161	-	(4,725)	191,436	-
2,496	35,171	13,082	2004	Unemployment Compensation	20,000	-	20,000	16,207	-	3,793	20,000	-
1,192,864	1,325,069	1,337,003	2007	Pension Contributions	1,411,325	-	1,411,325	392,709	1,018,616	-	1,411,325	-
101,963	54,001	80,196	2010	Tuition Reimbursement	90,500	-	90,500	-	90,500	-	90,500	-
71,543	72,641	78,861	2011-12	Life & Disability Insurance	76,956	-	76,956	26,233	53,227	(2,504)	76,956	-
22,381	27,148	95,988	2014	Sick Bank	45,000	-	45,000	-	-	45,000	45,000	-
$9,991,881	***$10,305,700***	***$11,564,827***		**TOTAL BENEFITS**	***$ 12,742,511***	***$ -***	***$ 12,742,511***	***$ 5,396,895***	***$ 7,640,773***	***$ (295,157)***	***$ 12,742,511***	***$ -***
								42.4%	60.0%	-2.3%	100.0%	0.00%
				Professional & Technical Services (3000s)								
525,441	174,021	184,909	3210	Contracted Services Educational	198,500	-	198,500	96,244	149,739	(47,483)	198,500	-
176,454	154,137	167,960	3220-21	Consulting Services	184,310	-	184,310	45,801	96,832	41,677	184,310	-
94,342	94,477	83,457	3235	Testing	128,371	-	128,371	33,559	69,275	25,537	128,371	-
260,876	302,332	306,833	3239	Other Pupil Services	300,200	-	300,200	48,331	257,469	(5,600)	300,200	-
34,711	37,221	67,714	3303	Management Services	70,964	-	70,964	29,587	41,009	368	70,964	-
3,145	2,048	5,897	3304	License Fees-Facilities	3,500	-	3,500	1,905	620	975	3,500	-
183,838	339,334	212,374	3306	Legal Fees-SPED	240,000	-	240,000	48,955	191,046	-	240,000	-
162,916	148,456	155,935	3306	Legal Fees- Districtwide	150,000	-	150,000	23,954	126,887	(840)	150,000	-
109,322	118,358	133,802	3308	Police/Fire	122,646	-	122,646	2,418	112,583	7,646	122,646	-
155,452	123,318	91,355	3309	Professional & Technical Services	117,397	-	117,397	19,956	23,475	73,965	117,397	-
41,210	54,136	57,987	3310	Sports Officials	61,231	-	61,231	-	-	61,231	61,231	-
$ 1,747,705	***$ 1,547,836***	***$ 1,468,220***		***TOTAL PROF. & TECH SERVICES***	***$ 1,577,118***	***$ -***	***$ 1,577,118***	***$ 350,709***	***$ 1,068,933***	***$ 157,476***	***$ 1,577,118***	***$ -***
								22.2%	67.8%	10.0%	100.0%	0.0%

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Period: 4 of 12

2023-2024	2024-2025	2025-2026			2026-2027							
Year-End Expense	Year-End Expense	Year-End Expense	Object Code	Description	Adopted Budget	Budget Transfers	Adjusted Budget	YTD Expended	Encumbered	Anticipated	Expended & Encumbered To EOY	Balance Available
				Property Services (4000s)								
969,175	991,847	993,653	4200	Cleaning Services	1,020,762	-	1,020,762	248,413	784,519	(12,171)	1,020,762	-
66,687	65,839	66,605	4202	Rubbish Removal	67,797	-	67,797	12,761	60,336	(5,300)	67,797	-
171,370	181,873	163,376	4302	Equipment Repairs	154,769	-	154,769	8,859	70,270	75,640	154,769	-
189,525	199,670	212,459	4400	Equipment Rental	208,845	-	208,845	73,550	139,441	(4,146)	208,845	-
210,800	224,644	220,118	4500	Repair Allowance	150,000	-	150,000	6,350	31,746	111,904	150,000	-
40,740	49,171	57,394	4514	Fire Alarm System	44,400	-	44,400	33,540	13,860	(3,000)	44,400	-
191,606	169,137	366,999	4518	Sewer System Plant Maintenance	184,795	-	184,795	65,646	120,064	(915)	184,795	-
247,875	187,095	255,205	4520	Service Contracts	194,724	-	194,724	41,859	96,359	56,506	194,724	-
74,982	82,676	69,395	4530	Parks & Recreation	105,226	-	105,226	-	34,000	71,226	105,226	-
31,644	107,951	94,492	4540	Athletic Facilities Repairs	59,500	-	59,500	19,022	35,225	5,253	59,500	-
74,974	111,169	83,161	4541	Contracted Services	102,300	-	102,300	1,396	25,604	75,300	102,300	-
6,377	-	11,624	4604	Snow Plowing	-	-	-	-	-	-	-	-
35,100	5,869	4,158	4701	Security System Monitoring	3,240	-	3,240	4,679	-	(1,439)	3,240	-
$ 2,310,853	***$ 2,376,940***	***$ 2,598,638***		**TOTAL PROPERTY SERVICES**	***$ 2,296,358***	***$ -***	***$ 2,296,358***	***$ 516,076***	***$ 1,411,424***	***$ 368,858***	***$ 2,296,358***	***$ -***
								22.5%	61.5%	16.1%	100.0%	0.0%

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2023-2024	2024-2025	2025-2026			2026-2027							
Year-End Expense	Year-End Expense	Year-End Expense	Object Code	Description	Adopted Budget	Budget Transfers	Adjusted Budget	YTD Expended	Encumbered	Anticipated	Expended & Encumbered To EOY	Balance Available
				Other Services (5000s)								
1,737,496	1,724,934	1,798,316	5100	Regular Transportation	1,852,476	-	1,852,476	1,838,530	13,946	-	1,852,476	-
935,160	869,290	919,613	5101	SPED Transportation	818,844	-	818,844	366,001	528,945	(76,102)	818,844	-
100,391	113,287	140,161	5104	Athletic Transportation	121,600	-	121,600	1,415	88,585	31,600	121,600	-
4,237	4,524	14,071	5105	Extra-Curricular Transportation	11,397	-	11,397	-	1,924	9,473	11,397	-
107,032	107,125	97,402	5112	Diesel & Gasoline	108,165	-	108,165	-	80,485	27,680	108,165	-
136,003	134,609	129,547	5200	General Liability Insurance	142,803	-	142,803	134,830	16,275	(8,302)	142,803	-
15,008	15,008	15,008	5202	Athletic Insurance	15,758	-	15,758	15,008	-	751	15,758	-
106,579	109,196	112,350	5205	Property Insurance	117,967	-	117,967	116,626	-	1,341	117,967	-
89,711	96,937	104,188	5300	Communications	94,106	-	94,106	28,931	77,608	(12,433)	94,106	-
27,030	31,991	27,550	5400	Postage	29,383	-	29,383	11,744	13,189	4,450	29,383	-
1,626	2,417	3,916	5500	Advertising	3,500	-	3,500	1,124	1,505	871	3,500	-
19,046	18,519	18,688	5501	Printing	26,487	-	26,487	9,745	6,669	10,073	26,487	-
2,232,934	2,045,796	1,484,719	5600	Out of District Tuition	1,296,077	-	1,296,077	341,833	1,080,592	(126,349)	1,296,077	-
1,162,396	1,098,685	944,983	5601	Tuition Settlements	951,686	-	951,686	46,660	715,720	189,306	951,686	-
39,352	44,431	46,214	5800	Travel & Conference	63,650	-	63,650	5,091	9,817	48,742	63,650	-
3,282	2,901	7,521	5801	Mileage Reimbursement	9,055	-	9,055	2,000	-	7,055	9,055	-
3,905	12,670	4,671	5900	Other Purchased Services	7,568	-	7,568	738	4,712	2,118	7,568	-
$ 6,721,189	***$ 6,432,319***	***$ 5,868,919***		***TOTAL OTHER SERVICES***	***$ 5,670,522***	***$ -***	***$ 5,670,522***	***$ 2,920,276***	***$ 2,639,972***	***$ 110,273***	***$ 5,670,522***	***$ -***
								51.5%	46.6%	1.9%	100.0%	0.0%
				Supplies & Materials (6000's)								
897,948	532,944	617,761	6110	Materials	632,484	-	632,484	142,770	227,886	261,829	632,484	-
32,940	29,480	43,438	6120	Office Materials	35,859	-	35,859	9,949	21,368	4,543	35,859	-
183,027	192,226	257,078	6130	Maintenance Materials	181,624	-	181,624	36,678	110,863	34,083	181,624	-
98,925	132,842	95,414	6131	Custodial Materials	99,600	-	99,600	15,170	51,411	33,019	99,600	-
43,776	14,895	9,534	6132	Security Materials	26,284	-	26,284	937	3,413	21,934	26,284	-
570,459	642,148	693,113	6140	Software	738,229	-	738,229	591,822	76,608	69,799	738,229	-
104,926	105,727	132,119	6410	Books	103,777	-	103,777	66,097	15,568	22,112	103,777	-
467,063	496,828	519,040	6510	Natural Gas	486,995	-	486,995	27,570	456,228	3,197	486,995	-
644,985	1,085,613	936,562	6520	Electricity	1,074,204	-	1,074,204	197,093	840,774	36,337	1,074,204	-
2,377	2,870	2,410	6530	Propane	3,000	-	3,000	1,417	1,583	-	3,000	-
$ 3,046,427	***$ 3,235,574***	***$ 3,306,471***		***TOTAL SUPPLIES & MATERIALS***	***$ 3,382,057***	***$ -***	***$ 3,382,057***	***$ 1,089,503***	***$ 1,805,702***	***$ 486,852***	***$ 3,382,057***	***$ -***
								32.2%	53.4%	14.4%	100.0%	0.0%

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Period: 4 of 12

2023-2024	2024-2025	2025-2026			2026-2027							
Year-End Expense	Year-End Expense	Year-End Expense	Object Code	Description	Adopted Budget	Budget Transfers	Adjusted Budget	YTD Expended	Encumbered	Anticipated	Expended & Encumbered To EOY	Balance Available
				Equipment (7000's)								
265,378	413,486	530,997	7300	Equipment	375,863	-	375,863	1,461	374,402	-	375,863	-
$ 265,378	***$ 413,486***	***$ 530,997***		***TOTAL EQUIPMENT***	***$ 375,863***	***$ -***	***$ 375,863***	***$ 1,461***	***$ 374,402***	***$ -***	***$ 375,863***	***$ -***
								0.4%	99.6%	0.0%	100.0%	0.0%
				Other Objects (8000's)								
89,475	76,267	102,166	8100	Dues, Fees and Memberships	109,983	-	109,983	57,469	19,407	33,107	109,983	-
39,246	32,768	30,995	8900	Other Objects	34,345	-	34,345	15,823	13,239	5,283	34,345	-
$ 128,721	***$ 109,035***	***$ 133,161***		***TOTAL OTHER OBJECTS***	***$ 144,328***	***$ -***	***$ 144,328***	***$ 73,292***	***$ 32,646***	***$ 38,390***	***$ 144,328***	***$ -***
								50.8%	22.6%	26.6%	100.0%	0.0%
				Revenue Offset (9000's)								
(29,903)	(31,457)	(33,030)	9200	Technology Revenue	(36,725)	-	(36,725)	-	-	(36,725)	(36,725)	-
(78,660)	(75,600)	(76,320)	9201	Participation Fees, Athletics	(70,894)	-	(70,894)	(30,400)	8,480	(48,974)	(70,894)	-
(13,475)	-	(10,176.00)	9202	Gate Receipts, Athletics	(14,000)	-	(14,000)	-	-	(14,000)	(14,000)	-
(25,495)	(22,425)	0	9204	Transportation Credits	-	-	-			-	-	-
(839,156)	(733,726)	(515,713)	9205	Excess Cost Reimbursement	(400,643)	-	(400,643)	-	-	(400,643)	(400,643)	-
(156,288)	(192,195)	(260,844)	9206	Pre School Tuition	(445,296)	-	(445,296)	(173,345)	-	(271,951)	(445,296)	-
(141,162)	(121,752)	(88,359)	9207	Non-Resident Tuition	(42,046)	-	(42,046)	(39,902)	-	(2,144)	(42,046)	-
(42,681)	(35,111)	(72,712)	9208	Parks & Rec Portion of Field Maintenance	(72,712)	-	(72,712)	-	-	(72,712)	(72,712)	-
-	(24,075)	(24,075)	9209	Parking Fees	(21,240)	-	(21,240)	-	-	(21,240)	(21,240)	-
(53,727)	(16,870)	(41,565)	9210	Theater Receipts	(23,625)	-	(23,625)	-	-	(23,625)	(23,625)	-
-	(27,500)	(37,500)	9212	Facility Use Rental	(27,500)	-	(27,500)	-	-	(27,500)	(27,500)	-
(50,764)	(13,513)	(13,272)	9215	Medicaid Revenue	(18,060)	-	(18,060)	(4,238)	-	(13,822)	(18,060)	-
($1,431,311)	***($1,294,225)***	***($1,173,566)***		***Total Revenue Offset***	***$ (1,172,741)***	***$ -***	***$ (1,172,741)***	***$ (247,885)***	***$ 8,480***	***$ (933,336)***	***$ (1,172,741)***	***$ -***
								21.1%	-0.7%	79.6%	100.0%	0.0%
$ 57,387,390	***$ 59,105,820***	***$ 60,717,844***		***GRAND TOTAL***	***$ 62,971,510***	***$ -***	***$ 62,971,510***	***$ 19,805,789***	***$ 41,676,496***	***$ 1,489,225***	***$ 62,971,510***	***$ -***
								31.45%	66.18%	2.36%	100.00%	0.00%

November 13, 2026

TO: BOE Finance & Operations Committee

FROM: Phillip Cross, Chief Financial & Operations Officer

SUBJECT: Recommendation for Middle School Project Communications Consultant

On October 26 we went out to bid for a middle school project communications consultant. The bid was sent to nine consultants directly, posted on our website as well as the state procurement site, and ran in the New Haven Register. We received responses from five consultants, including DDR PR, Syntax, HYA, TMK Communicate and Donovan Group.

Following our review of the proposals, TMK Communicate and Donovan Group are both strong candidates. Both firms offer relevant Connecticut school facilities experience and a familiarity with engaging residents and garnering community participation.

Donovan Group provides the most detailed proposed scope and extensive experience in public-school facilities communications, including current work in East Windsor and Vernon. Additionally, they have reported positive outcomes with several school districts where they were instrumental in achieving referendums passed by margins of 67% and 80%. They will provide a dedicated strategist and production team, supported by a community survey, two captioned videos, and inquiry tracking. Donovan Group's services feature a $60,000 fixed fee for 415-465 staff hours of work.

Separately, they are also partnering with CAPSS (Connecticut Association of Public School Superintendents) to provide statewide crisis and urgent communications support to member school districts.

TMK Communicate offers a strong combination of Connecticut school and municipal experience. Their work includes Mansfield school-building engagement and town/Board of Education planning, along with public meetings and survey work for Hebron's public-works facility. TMK also proposes tools to measure outreach and community feedback. TMK's cost is an estimated $38,500 for an 11 month contract period (308 total hours), January 2027 – November 2027.

As a next step, we recommend meeting with both firms prior to making a final decision.