

WINDSOR LOCKS PUBLIC SCHOOLS



BOARD OF EDUCATION MEETING

Regular Meeting

December 11, 2025

6:00 p.m

Windsor Locks High School Library Media Center

[Click Here for Zoom Registration](#)

Windsor Locks Board of Education

Alba Osorio, Chairwoman
Greg Guyette, Vice Chairman
Dennis Gragnolati
Lindsay Cutler
Amber Mortensen-Hurdle

Superintendent of Schools
Shawn Parkhurst

DISTRICT (3) THREE YEAR VISION

All students will meet or exceed grade-level standards because we want all students to feel a sense of accomplishment to pursue their passion.

**Board of Education
Town of Windsor Locks
Regular Meeting - Agenda**

December 11, 2025 6:00 pm

Windsor Locks High School Library Media Center

[Click Here for Zoom Registration](#)

- I. Call to Order
 - A. Roll Call
 - B. Pledge of Allegiance
- II. Board of Education and Superintendent Communications
- III. Student Board of Education Representative Report
- IV. Public Audience (only on Agenda Items)
 - A. *In Accordance with BOE Policy 1100 - The Windsor Locks Board of Education (Board) Chairperson shall recognize speakers, request proper identification and maintain proper order. The Board shall hear only concerns, views, and opinions on topics within the jurisdiction of the Board. The appropriateness of the subject being presented, the suitability of the time for such presentation, the number of speakers, and the time to be allowed for public comment will be determined by the Chairperson. The public is advised that any discussion of specific employees will not be allowed at meetings and should be addressed to the employee's immediate supervisor or the Superintendent.*
- V. Student Recognition p. 4 Exhibit I
 - A. WLMS Student Writer Recognition: Young Writers Short Story Contest
 - Zoe Davis - "The Message"
 - Melissa Ortega Diaz - "Dead Inside"
 - Nihira Patel - "The Stranger"
 - Deven Buckle - "Gotcha"
 - Layann Ismael - "Another Driver Lost"
- VI. Approval of Minutes: **Vote Needed** p. 5 Exhibit II
 - November 18, 2025 Special Meeting
 - December 3, 2025 Special Meeting
- VII. FY27 Capital Budget Update p. 12 Exhibit III
- VIII. 25-26 School Calendar Adjustment: **Vote Possible** p. 13 Exhibit IV
- IX. Field & Track Project FY27 Capital Request: **Vote Possible** p. 14 Exhibit V
- X. Finance
 - A. SubCommittee Report p. 17 Exhibit VI A
 - B. Finance Report p. 18 Exhibit VI B
- XI. Staff Exit Survey Presentation p. 21 Exhibit VII
- XII. Strategic Planning First Draft Presentation p. 26 Exhibit VIII

XIII. Old Business

- A. Human Resources Report – Update on Adjustment p. 29 Exhibit IX
To Daily Substitute Rate
- B. Pay to Participate
- C. WLHS Track and Field Status

XIV. Upcoming Meetings

- A. December 17, 2025 Staff Budget Forums
 - a. WLMS/WLHS/PMA/RISE 1:45 pm
 - b. SES/NSS 3:15 pm
- B. January 10, 2026 9:00 am Board Budget Workshop - Two-Way Communication
- C. January 14, 2026 4:45 pm Board Finance Subcommittee
- D. January 15, 2026 6:30 pm North Street School Forum on Budget - Two-Way Communication
- E. January 22, 2026 6:00 pm Community Forum on Budget - Two-Way Communication
- F. January 22, 2026 7:00 pm Board of Education Meeting

XV. Executive Session: To adjourn the meeting to Executive Session as permitted by Connecticut General Statutes Section 1-225(a) for the following purposes as allowed by Section 1-200(6), that is:

- A. Discussion of Employees Bargaining Unit Negotiations for:
 - Para Educators
 - Nurses
 - Food Service
 - Administrative Assistants

That attendance in the Executive Session shall be limited to:

- Members of the Board of Education
- Superintendent
- Director of Human Resources

XVI. Action, if any, on Executive Session Items: **Vote Possible**

XVII. Adjourn Meeting

For the Chairperson of the Board of Education
Shawn L. Parkhurst - Superintendent of Schools

Copy: Town Clerk - Please Post

MEMORANDUM TO: MEMBERS OF THE BOARD OF EDUCATION
FROM: SHAWN L. PARKHURST, SUPERINTENDENT
DATE: DECEMBER 11, 2025
RE: STUDENT RECOGNITION

Recently, over 50 Windsor Locks Middle School students participated in the **Young Writers Short Story Contest: Stranger Saga**, a 100-word short story contest.

Middle School staff judged the entries, and the winners are awaiting the results of the national contest.

The winners are:

- Zoe Davis - "The Message"
- Melissa Ortega Diaz - "Dead Inside"
- Nihira Patel - "The Stranger"
- Deven Buckle - "Gotcha"
- Layann Ismael - "Another Driver Lost"

Exhibit II

MEMORANDUM TO: MEMBERS OF THE BOARD OF EDUCATION

FROM: SHAWN L. PARKHURST, SUPERINTENDENT

DATE: DECEMBER 11, 2025

RE: APPROVAL OF MINUTES

- November 18, 2025 Special Meeting
- December 3, 2025 Special Meeting

Board Motion: “**Move** that the Board of Education approve the minutes of the November 18, 2025 Special Meeting and the December 3, 2025 Special Meeting.”

WINDSOR LOCKS PUBLIC SCHOOLS



BOARD OF EDUCATION MEETING SPECIAL MEETING MINUTES NOVEMBER 18, 2025

These minutes are not official until approved at a subsequent meeting

Members Present: Alba Osorio, Greg Guyette, Lindsay Cutler, Amber Mortensen-Hurdle

Member(s) Absent: Dennis Gragnolati

Others Present: Superintendent Parkhurst, Executive Director Bissonnette and various Administrators and Staff

Student Representatives: Abby Guyette & Ayla Roman

Call to Order

- In the absence of a Chairperson, Superintendent Parkhurst called the meeting to order at 6:01 pm.

Roll Call

- Four board members were present for voting; Board member Dennis Gragnolati was absent.

Pledge of Allegiance

- Everyone stood and pledged Allegiance to the Flag

Election of Officers

- In accordance with WLPS Bylaws of Board 9120 - Organization, Superintendent Parkhurst asked for nominations for Board Chairperson. Greg Guyette nominated Alba Osorio. Superintendent Parkhurst made a request for any additional nominations; hearing none, Superintendent Parkhurst handed out paper ballots. Superintendent Parkhurst collected the ballots and the ballots were read. The results were 4-0 in favor of Alba Osorio being named Chairperson for the Board of Education. Superintendent Parkhurst congratulated Alba Osorio and she then took over the remainder of the meeting.
- Chairperson Osorio called for nominations for Vice Chairperson. Amber Mortensen Hurdle nominated Greg Guyette. Chairperson Osorio made a request for any additional nominations; hearing none, Chairperson Osorio handed out paper ballots. Chairperson Osorio collected the ballots and the ballots were read. The results were 4-0 in favor of

Greg Guyette being named Vice Chairperson for the Board of Education.

Board of Education and Superintendent Communications

- Lindsay Cutler shared her excitement in attending the upcoming CABE Convention
- Greg Guyette recognized the contributions that Kylee Christianson made to the BOE and thanked her for all her work over the years
- Alba Osorio echoed Greg's words and shared her excitement for the upcoming CABE Convention and Matilda Jr. at WLMS
- Superintendent Parkhurst thanked Kylee Christianson for all her work on the BOE and partnership over the years, congratulated new BOE member Amber Mortensen-Hurdle, congratulated Alba and Greg for their BOE leadership and looks forward to working alongside them; shared thanks and appreciation to Rebecca Bissonnette and Andrew Goodwin for their work on the new WLPS website, shared that the State visited WLMS recently, Senator Kissel will be visiting WLPS Special Ed programs, Matilda JR will be performed this Friday and Saturday at WLMS, plans are in motion for FY27 budget and wished everyone a Happy Thanksgiving next week and urged all to take some time to remember the things they are thankful for.

Student Board of Education Representative Report

- Abby and Ayla gave a report on the events throughout the district.

Public Audience (only on Agenda Items)

- None

Student Recognition

- A. Connecticut Association of Public School Superintendents
Certificates of Excellence
- B. WLHS NCCC All-Conference Awards
- C. WLMS - Lion's Club Art Poster Winners
- D. WLMS Cross Country

- Superintendent Parkhurst recognized several students for celebrations listed above

Brief Recess

- Chairperson called for a brief recess

Approval of Minutes

- October 23, 2025 Regular Meeting
 - Lindsay Cutler made a motion to approve the October 23, 2025 regular meeting minutes as presented; seconded by Greg Guyette; motion passed 3–0, with member Amber Mortesen Hurdle abstaining.

Policy Priority List

Policy Review and Approval: Second Read

E. 5131.601 / 4118.236 / 4218.236 Medical (Palliative) Use of Marijuana

F. 5141.25 Students with Special Health Care Needs

Robert Stacy presented the two policies for a second read. Greg Guyette made a motion to approve the policies as presented; seconded by Lindsay Cutler; passed 4-0.

FY27 Capital Budget Items

- Superintendent Parkhurst presented the three “buckets” of FY27 capital request for review. After discussion, the Board tabled to the December 11, 2025 meeting the Football Field and Track project for further consideration. Lindsay Cutler made a motion to approve the FY27 Capital Items as presented (non technology); seconded by Amber Mortensen Hurdle; passed 4-0. A motion was made by Lindsay Cutler to approve the FY27 Capital Items as presented - technology items; seconded by Greg Guyette; passed 4-0.

Board of Education SubCommittees

- Finance SubCommittee Membership
 - Board Members selected to serve are Lindsay Cutler and Greg Guyette; meetings will be once a month during the middle of the month at 4:45 pm
- School Liaisons
 - Lindsay Cutler - WLMS, Greg Guyette - SES, Alba Osorio - WLHS, Dennis Gragnolati - NSS, Amber Mortensen Hurdle - RISE and PMA
- Track and Football Field Project Board Liaison(s)
 - Greg Guyette and Amber Mortensen Hurdle
- Representative for OPEB
 - Alba Osorio

Finance Office Report

- Superintendent Parkhurst reviewed the financials to date.

Board of Education Member Training

- Superintendent Parkhurst overviewed the 12/9 training; Amber and Alba will attend with Superintendent Parkhurst. Alba will reach out to Dennis about the requirement to attend this training as well.

Old Business

- Pay to Participate
 - Fall invoices are in process
 - Question was asked about the vouchers that were part of the Dollars for Scholars auction; Bjorn is moving that money to the respective accounts
- WLHS Track and Football Field Status
 - Update provided during the capital portion of the meeting; still waiting for approval from the State Bonding Commission

- Strategic Planning Process
 - Student Performance Work Team
 - Culture & Climate Work Team
 - Operations & Facilities Work Team
 - First Drafts will be shared with the BOE at the 12/11 meeting; measurements will not be part of that as this is the first draft

Upcoming Board of Education Meetings

- December 11, 2025 6:00 pm - Regular Board of Education Meeting

Amber Mortensen Hurdle made a motion to adjourn the meeting at 7:17 pm; seconded by Greg Guyette; passed unanimously.

Respectfully submitted,
Shawn Parkhurst
Superintendent of Schools

**Windsor Locks Board of Education
58 South Elm Street
Windsor Locks, CT 06096**

These minutes are not official until approved at a subsequent meeting.

MINUTES OF THE SPECIAL MEETING

December 3, 2025 - 5:00 p.m.

Members Present: Alba Osorio, Greg Guyette, Amber Mortensen-Hurdle

Members Absent: Lindsay Cutler and Dennis Gragnolati

Administrators: Shawn Parkhurst, Rachel March, Josh Robinson

Students: None

Others: None

I. Call to Order

Board Member Alba Osorio called the Special Meeting to Order at 5:07 p.m., in the Windsor Locks Public School's Central Office Meeting Room.

II. Executive Session

It was **MOVED** (Greg Guyette) and **SECONDED** (Amber Mortensen-Hurdle) and **PASSED** (U), that the Board of Education enters into Executive Session to conduct a student expulsion hearing and to preserve the confidentiality of student records, and that the following be invited to attend the executive session to offer testimony: Superintendent of Schools, PMA Principal and Josh Robinson. Mrs. Osorio asked all persons in attendance to identify themselves for the record:

Board of Education Members:

Alba Osorio
Greg Guyette
Amber Mortensen-Hurdle

Others:

Mr. Shawn Parkhurst, Superintendent of Windsor Locks Public Schools, Mr. Joshua Robinson, Director of Pupil Services, and Ms. Rachel March, Coordinator of Pupil Services, Secondary, PMA Principal.

Witnesses were sworn in by Mrs. Osorio.

Testimony regarding the offense and penalty phase was given by Mr. Shawn Parkhurst, Mr. Joshua Robinson and Ms. Rachel March followed by questions from the Board of Education Members.

Board Recessed at 5:20 p.m.

The Board Reconvened at 5:21 p.m.

The Board reconvened to Public Session at 5:21 p.m.

It was **MOVED** (Greg Guyette) and **SECONDED** (Amber Mortensen-Hurdle) and **PASSED** (U) that the Board of Education finds that Student B did engage in conduct that violated Board Policy and was seriously disruptive to the educational process. The student has therefore committed an expellable offense.

It was **MOVED** (Greg Guyette) and **SECONDED** (Amber Mortensen-Hurdle) and **PASSED** (U) that the Board of Education reconvenes in Executive Session to conduct a student expulsion hearing and to protect the confidential student records the same persons who were previously invited to attend the Executive Session are invited to attend at 5:22 p.m.

III. **Action Regarding Expulsion**

Testimony regarding the penalty phase of the expulsion was given by Mr. Shawn Parkhurst, Mr. Joshua Robinson and Ms. Rachel March followed by questions from the Board of Education Members.

The Board Recessed at 5:50 p.m.

The Board Reconvened at 5:51 p.m.

The Board reconvened into public session at 5:51 p.m.

It was **MOVED** (Greg Guyette) and **SECONDED** (Amber Mortensen-Hurdle) and **PASSED** (U) that the Windsor Locks Board of Education (1) accepts and adopts the findings and facts discussed and presented in executive session; and finds that Student B is hereby expelled from the Windsor Locks Public Schools, including all school-related activities, curricular or otherwise, for a period of one calendar year beginning December 3, 2025 and ending November 20, 2026, and that as a consequence of said conduct, Student B shall be expelled in accordance with the terms and conditions of the Administrations Recommendations dated December 3, 2025 as presented and amended.

IV. **Adjournment**

It was **MOVED** (Greg Guyette) and **SECONDED** (Amber Mortensen-Hurdle) and **PASSED** (U) that the Board of Education adjourns the December 3, 2025 Special Meeting at 5:52 p.m.

Respectfully Submitted,
Shawn Parkhurst

MEMORANDUM TO: MEMBERS OF THE BOARD OF EDUCATION

FROM: SHAWN L. PARKHURST, SUPERINTENDENT

DATE: DECEMBER 11, 2025

RE: FY27 CAPITAL BUDGET UPDATE

An update from the 12/9/25 Board of Finance meeting will be provided to the BOE regarding any action taken regarding BOE Capital items.

EXHIBIT IV

MEMORANDUM TO: MEMBERS OF THE BOARD OF EDUCATION

FROM: SHAWN L. PARKHURST, SUPERINTENDENT

DATE: DECEMBER 11, 2025

RE: 25-26 SCHOOL CALENDAR ADJUSTMENT

WLHS will be administering mid-term exams in January 2026. As a result of this, as they have done previously, the following dates will move to early release days during the mid-term exam schedule: **January 20, 21, 22, 23, 2026 will dismiss at 12:01 pm for students.**

Possible Board Motion: “**Move** that the Board of Education approve the Windsor Locks High School Calendar changes to January 20-23, 2026 as presented.”

MEMORANDUM TO: MEMBERS OF THE BOARD OF EDUCATION

FROM: SHAWN L. PARKHURST, SUPERINTENDENT

DATE: DECEMBER 11, 2025

RE: FIELD & TRACK PROJECT FY27 CAPITAL REQUEST

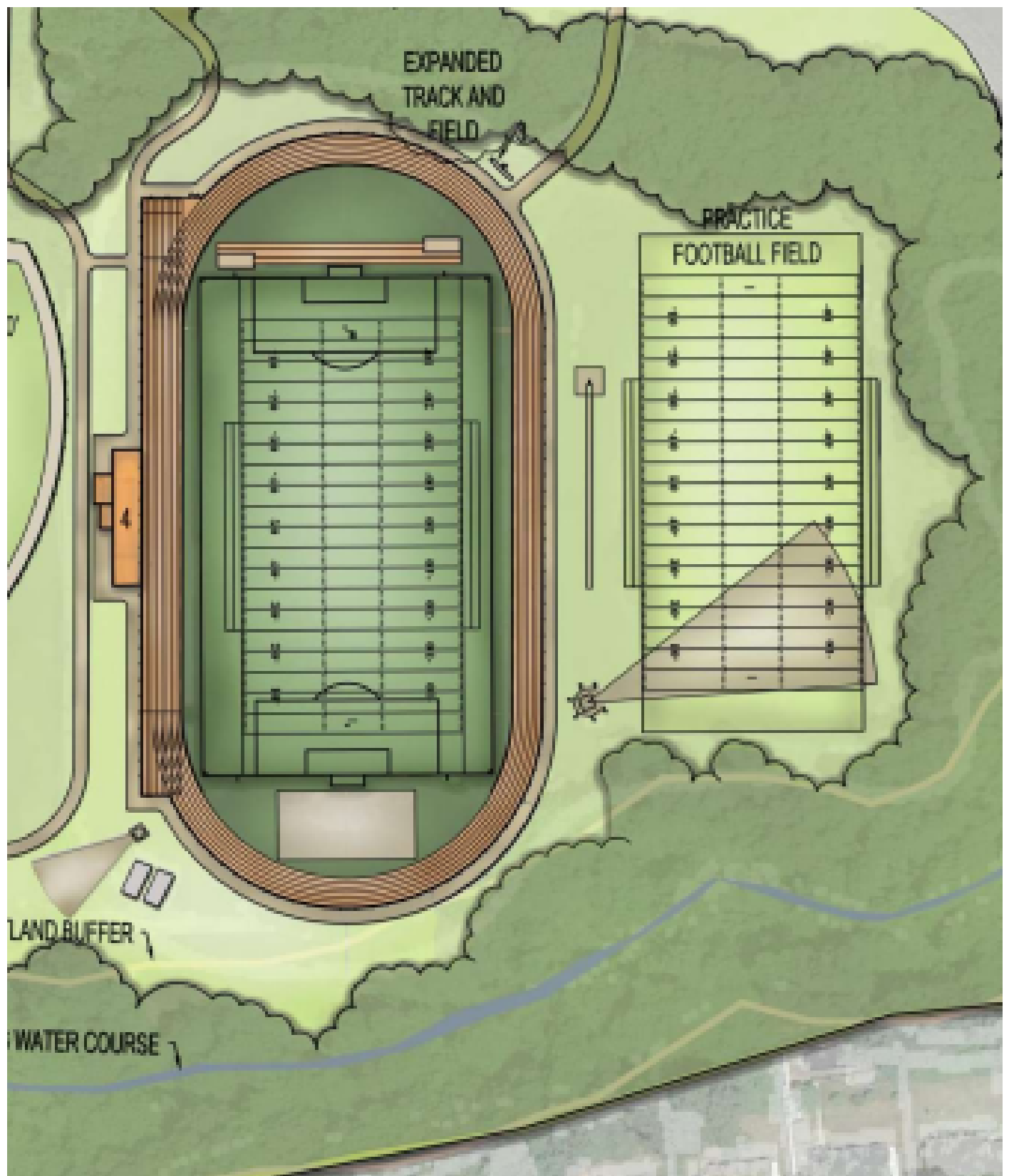
As a follow-up from the last BOE meeting, the Superintendent, BOE Chair, Vice-Chair and BOF Chairperson met to discuss how to approach the request for the Field and Track Project in the FY27 budget process. The decision was made that, pending BOE approval, the Field and Track project will be presented as part of the FY27 capital request to the BOF.

Below is a summary of the updated request for discussion and potential approval this evening.

Windsor Locks High School
Track and Field Project
Detailed Costs can be found at [WLPS Field and Track Project](#)

<u>Item Description</u>	<u>Cost</u>
Demolition and Site Preparation	\$288,022.00
Earthwork	\$1,071,062
Drainage and Utilities	\$234,320
Synthetic Turf Field	\$1,452,332.15
Exterior Improvements	\$256,751.25
Athletic Lighting	\$527,500
Running Track and Field Events	\$525,745.75
Throwing Event Upgrades	\$87,500
Field Event Equipment	\$29,500
Lawns and Landscape	\$101,905
Bleacher Replacement	\$370,500
Miscellaneous Upgrades/Items	\$95,500
Non Fixed Track and Field Equipment	\$120,042
New Concession Building	\$1,436,400
Mobilization and Bonding	\$114,365.95
Construction Adm., Layout and Staking	\$91,492.76
Master Plan Phase Design Contingency 10%	\$457,463.82
Construction Contingency 10%	\$457,463.82
Design and Engineering 9%	\$385,795.45
Testing, Permitting, Bidding and Adm. 3%	\$137,239.14
TOTAL	\$8,240,901.09
District Efforts - Non Lapsing Allocation	(\$310,000)
Community Investment Fund Planning Grant	(\$250,000)
REQUESTED CAPITAL	\$7,680,901.09

Possible Board Motion: “**Move** that the Board of Education approve to move the WLHS Field and Track Capital Request in the amount of \$7,680,901.09 to the Board of Finance for FY27 approval.”



MEMORANDUM TO: MEMBERS OF THE BOARD OF EDUCATION
FROM: SHAWN L. PARKHURST, SUPERINTENDENT
DATE: DECEMBER 11, 2025
RE: FINANCE SUBCOMMITTEE REPORT

The BOE Finance Subcommittee members will provide a report on the meeting held on 12/10/25, including an overview of financials.

MEMORANDUM TO: MEMBERS OF THE BOARD OF EDUCATION

FROM: SHAWN L. PARKHURST, SUPERINTENDENT

DATE: DECEMBER 11, 2025

RE: FINANCE REPORT

FY 2025-26 Financials

FY 2025-26 GL BUDGET	\$	34,051,186.07
YTD through November 30, 2025	\$	11,809,707.31
FY 2025-26 Budget Balance	\$	22,241,478.76
FY 2025-26 Budget % Spent (YTD)		34.68%
FY 2025-26 Budget % Encumbered		54.23%

Windsor Locks Public Schools

_BOE GF Monthly Expenditures by Acct Area

Fiscal Year: 2025-2026

☐ Subtotal by Collapse Mask

☒ Include pre encumbrance

☐ Print accounts with zero balance

☒ Filter Encumbrance Detail by Date Range

☐ Exclude Inactive Accounts with zero balance

☐ Include All Encumbrances

From Date: 11/1/2025

To Date: 11/30/2025

Account Number	Description	GL Budget	Range To Date	YTD	Balance	Encumbrance	Budget Balance	% Bud
010.00.100.0000.000.000	Balance Sheet	\$611,587.69	\$38,946.12	\$151,106.65	\$460,481.04	\$90,136.58	\$370,344.46	60.55%
	Account Area: Student Activity - 100	\$611,587.69	\$38,946.12	\$151,106.65	\$460,481.04	\$90,136.58	\$370,344.46	60.55%
010.00.110.0000.000.000	Balance Sheet	\$1,492,188.98	\$117,674.96	\$677,325.51	\$814,863.47	\$869,804.97	(\$54,941.50)	-3.68%
	Account Area: Central Administration - 110	\$1,492,188.98	\$117,674.96	\$677,325.51	\$814,863.47	\$869,804.97	(\$54,941.50)	-3.68%
010.00.120.0000.000.000	Balance Sheet	\$16,960.00	\$3,163.88	\$4,638.88	\$12,321.12	\$5,364.00	\$6,957.12	41.02%
	Account Area: Capital Improv & Equip - 120	\$16,960.00	\$3,163.88	\$4,638.88	\$12,321.12	\$5,364.00	\$6,957.12	41.02%
010.00.130.0000.000.000	Balance Sheet	\$234,830.27	\$33,034.11	\$151,759.20	\$83,071.07	\$65,357.72	\$17,713.35	7.54%
	Account Area: Administrative Expenses - 130	\$234,830.27	\$33,034.11	\$151,759.20	\$83,071.07	\$65,357.72	\$17,713.35	7.54%
010.00.140.0000.000.000	Balance Sheet	\$2,166,794.94	\$146,514.57	\$525,818.37	\$1,640,976.57	\$422,326.17	\$1,218,650.40	56.24%
	Account Area: Tuition & Special Services - 140	\$2,166,794.94	\$146,514.57	\$525,818.37	\$1,640,976.57	\$422,326.17	\$1,218,650.40	56.24%
010.00.211.0000.000.000	Balance Sheet	\$975,646.52	\$70,830.10	\$389,849.27	\$585,797.25	\$567,118.60	\$18,678.65	1.91%
	Account Area: Principals - 211	\$975,646.52	\$70,830.10	\$389,849.27	\$585,797.25	\$567,118.60	\$18,678.65	1.91%
010.00.213.0000.000.000	Balance Sheet	\$14,900,195.83	\$1,323,240.92	\$4,613,481.41	\$10,286,714.42	\$10,355,459.46	(\$68,745.04)	-0.46%
	Account Area: Instructional Staff - 213	\$14,900,195.83	\$1,323,240.92	\$4,613,481.41	\$10,286,714.42	\$10,355,459.46	(\$68,745.04)	-0.46%
010.00.214.0000.000.000	Balance Sheet	\$3,185,932.05	\$302,813.66	\$1,014,929.29	\$2,171,002.76	\$2,113,679.00	\$57,323.76	1.80%
	Account Area: Support Staff - 214	\$3,185,932.05	\$302,813.66	\$1,014,929.29	\$2,171,002.76	\$2,113,679.00	\$57,323.76	1.80%
010.00.215.0000.000.000	Balance Sheet	\$482,291.68	\$40,058.30	\$188,688.69	\$293,602.99	\$291,961.45	\$1,641.54	0.34%
	Account Area: Secretarial Staff - 215	\$482,291.68	\$40,058.30	\$188,688.69	\$293,602.99	\$291,961.45	\$1,641.54	0.34%
010.00.220.0000.000.000	Balance Sheet	\$472.00	\$239.70	\$239.70	\$232.30	\$0.00	\$232.30	49.22%
	Account Area: Textbooks - 220	\$472.00	\$239.70	\$239.70	\$232.30	\$0.00	\$232.30	49.22%
010.00.230.0000.000.000	Balance Sheet	\$32,435.27	\$602.53	\$7,656.73	\$24,778.54	\$3,827.53	\$20,951.01	64.59%
	Account Area: Library - 230	\$32,435.27	\$602.53	\$7,656.73	\$24,778.54	\$3,827.53	\$20,951.01	64.59%
010.00.231.0000.000.000	Balance Sheet	\$233,173.64	\$46,000.28	\$154,877.87	\$78,295.77	\$24,085.78	\$54,209.99	23.25%
	Account Area: Technology - 231	\$233,173.64	\$46,000.28	\$154,877.87	\$78,295.77	\$24,085.78	\$54,209.99	23.25%
010.00.240.0000.000.000	Balance Sheet	\$250,915.85	\$2,161.31	\$86,528.48	\$164,387.37	\$50,825.88	\$113,561.49	45.26%
	Account Area: Teaching Supplies - 240	\$250,915.85	\$2,161.31	\$86,528.48	\$164,387.37	\$50,825.88	\$113,561.49	45.26%
010.00.250.0000.000.000	Balance Sheet	\$62,091.75	\$1,455.80	\$19,234.98	\$42,856.77	\$11,089.43	\$31,767.34	51.16%
	Account Area: Instructional Support - 250	\$62,091.75	\$1,455.80	\$19,234.98	\$42,856.77	\$11,089.43	\$31,767.34	51.16%
010.00.300.0000.000.000	Balance Sheet	\$382,383.72	\$37,784.71	\$126,250.51	\$256,133.21	\$245,478.64	\$10,654.57	2.79%
	Account Area: Health Care - 300	\$382,383.72	\$37,784.71	\$126,250.51	\$256,133.21	\$245,478.64	\$10,654.57	2.79%
010.00.520.0000.000.000	Balance Sheet	\$1,888,644.18	\$92,043.49	\$321,516.01	\$1,567,128.17	\$1,454,154.21	\$112,973.96	5.98%
	Account Area: Transportation - 520	\$1,888,644.18	\$92,043.49	\$321,516.01	\$1,567,128.17	\$1,454,154.21	\$112,973.96	5.98%
010.00.610.0000.000.000	Balance Sheet	\$1,438,887.31	\$106,516.06	\$565,743.14	\$873,144.17	\$816,950.66	\$56,193.51	3.91%
	Account Area: Custodial Staff - 610	\$1,438,887.31	\$106,516.06	\$565,743.14	\$873,144.17	\$816,950.66	\$56,193.51	3.91%
010.00.620.0000.000.000	Balance Sheet	\$473,912.72	\$17,712.50	\$74,441.49	\$399,471.23	\$67,746.06	\$331,725.17	70.00%

Windsor Locks Public Schools

_BOE GF Monthly Expenditures by Acct Area

Fiscal Year: 2025-2026

☐ Subtotal by Collapse Mask

☒ Include pre encumbrance

☐ Print accounts with zero balance

☒ Filter Encumbrance Detail by Date Range

☐ Exclude Inactive Accounts with zero balance

☐ Include All Encumbrances

From Date: 11/1/2025

To Date: 11/30/2025

Account Number	Description	GL Budget	Range To Date	YTD	Balance	Encumbrance	Budget Balance	% Bud
	Account Area: Contracted Service/Plant Op - 620	\$473,912.72	\$17,712.50	\$74,441.49	\$399,471.23	\$67,746.06	\$331,725.17	70.00%
010.00.640.0000.000.000	Balance Sheet	\$1,251,060.21	\$82,689.29	\$330,996.87	\$920,063.34	\$811,541.64	\$108,521.70	8.67%
	Account Area: Utilities - 640	\$1,251,060.21	\$82,689.29	\$330,996.87	\$920,063.34	\$811,541.64	\$108,521.70	8.67%
010.00.650.0000.000.000	Balance Sheet	\$154,000.00	\$13,051.79	\$23,517.14	\$130,482.86	\$0.00	\$130,482.86	84.73%
	Account Area: Custodial Supplies - 650	\$154,000.00	\$13,051.79	\$23,517.14	\$130,482.86	\$0.00	\$130,482.86	84.73%
010.00.720.0000.000.000	Balance Sheet	\$186,960.00	\$8,482.80	\$52,470.65	\$134,489.35	\$33,252.96	\$101,236.39	54.15%
	Account Area: Building & Grounds Repairs - 720	\$186,960.00	\$8,482.80	\$52,470.65	\$134,489.35	\$33,252.96	\$101,236.39	54.15%
010.00.721.0000.000.000	Balance Sheet	\$135,674.40	\$2,021.00	\$60,235.26	\$75,439.14	\$62,183.27	\$13,255.87	9.77%
	Account Area: Equip Repair & Rental - 721	\$135,674.40	\$2,021.00	\$60,235.26	\$75,439.14	\$62,183.27	\$13,255.87	9.77%
010.00.730.0000.000.000	Balance Sheet	\$12,200.00	\$0.00	\$0.00	\$12,200.00	\$479.95	\$11,720.05	96.07%
	Account Area: Replacement Equipment - 730	\$12,200.00	\$0.00	\$0.00	\$12,200.00	\$479.95	\$11,720.05	96.07%
010.00.810.0000.000.000	Balance Sheet	\$1,607,000.00	\$149,704.70	\$600,110.28	\$1,006,889.72	\$1,227.26	\$1,005,662.46	62.58%
	Account Area: Retire/Social Security - 810	\$1,607,000.00	\$149,704.70	\$600,110.28	\$1,006,889.72	\$1,227.26	\$1,005,662.46	62.58%
010.00.820.0000.000.000	Balance Sheet	\$1,874,947.06	\$501,622.84	\$1,668,290.93	\$206,656.13	\$101,502.26	\$105,153.87	5.61%
	Account Area: Insurance - 820	\$1,874,947.06	\$501,622.84	\$1,668,290.93	\$206,656.13	\$101,502.26	\$105,153.87	5.61%
Grand Total:		\$34,051,186.07	\$3,138,365.42	\$11,809,707.31	\$22,241,478.76	\$18,465,553.48	\$3,775,925.28	11.09%

End of Report

Exhibit VII

MEMORANDUM TO: MEMBERS OF THE BOARD OF EDUCATION

FROM: SHAWN L. PARKHURST, SUPERINTENDENT

DATE: DECEMBER 11, 2025

RE: STAFF EXIT SURVEY PRESENTATION

This evening, the results of the staff exit survey will be presented including trends noted and the next steps for 2025-2026 as a result of the feedback obtained.

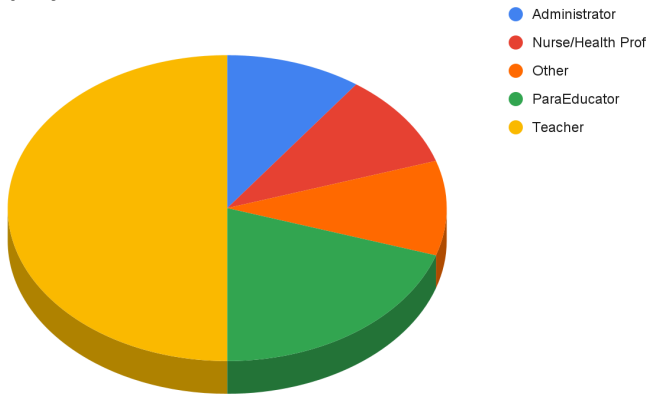
Windsor Locks Public Schools Employee Exit Survey Results

Demographics

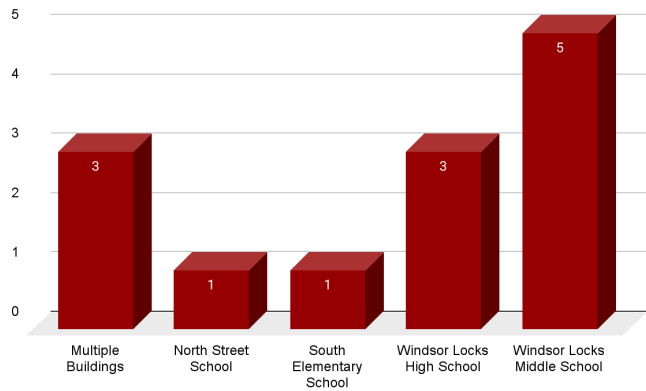
2023 - 2024

Number of Employees Leaving the District: 81
Number of Employees Who Completed Survey: 13
Completion Rate: 16.05%

Employee Role



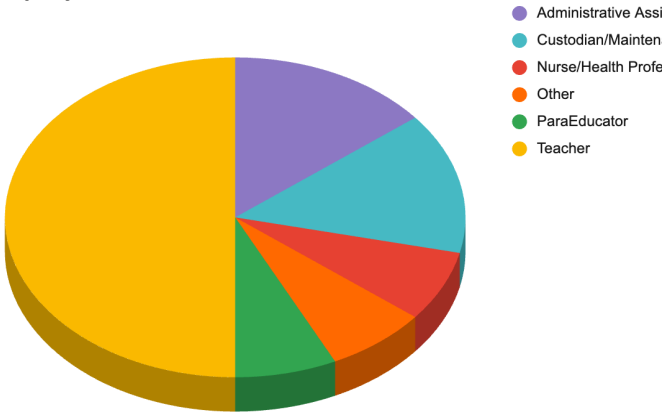
Workplace



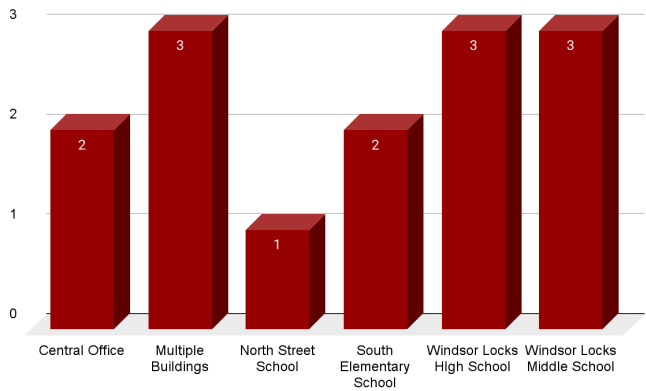
2024 - 2025

Number of Employees Leaving the District: 68
Number of Employees Who Completed Survey: 14
Completion Rate: 20.59%

Employee Role



Workplace



Responses from staff who worked in the district for less than five years

I feel that:	Year	Average Rating Scale of 1(strongly disagree) - 5(strongly agree)
My workplace was dedicated to diversity and inclusiveness.	23 - 24	3.43
	24 - 25	3.11
The professional development I received helped me be a better employee	23 - 24	3.14
	24 - 25	2.33
The evaluation process was fair and supportive	23 - 24	3.57
	24 - 25	2.22
The salary structure or pay scale for my position was adequate	23 - 24	2.86
	24 - 25	2.11
My supervisor provided positive recognition and feedback	23 - 24	4.14
	24 - 25	2.78
My position was personally and professionally rewarding	23 - 24	3.71
	24 - 25	2.33
My work was valued and appreciated	23 - 24	3.86
	24 - 25	1.89
I received sufficient and specific feedback that helped me to know what was expected of me to perform my duties	23 - 24	3.57
	24 - 25	2.11
My supervisor handled complaints and suggestions fairly	23 - 24	3.86
	24 - 25	2.56
Health and safety issues were properly addressed	23 - 24	3.57
	24 - 25	2.00
I received the support I needed to perform my job duties effectively	23 - 24	3.29
	24 - 25	2.00

I feel that:	Year	Average Rating Scale of 1(strongly disagree) - 5(strongly agree)
There were good opportunities for professional growth and advancement	23 - 24	2.86
	24 - 25	1.67
The workplace did not tolerate bullying or harassment of any kind	23 - 24	3.71
	24 - 25	2.33
The workplace consistently followed policies and practices	23 - 24	3.43
	24 - 25	1.89
Changes in the workplace were always well managed	23 - 24	3.29
	24 - 25	2.11
My supervisor exhibited professionalism, holding her/himself to high expectations and standards as well as all staff for whom they supervised	23 - 24	4.0
	24 - 25	2.78

Responses from staff who worked in the district for five or more years

I feel that:	Year	Average Rating Scale of 1(strongly disagree) - 5(strongly agree)
My workplace was dedicated to diversity and inclusiveness.	23 - 24	3.5
	24 - 25	4.0
The professional development I received helped me be a better employee	23 - 24	3.17
	24 - 25	2.8
The evaluation process was fair and supportive	23 - 24	3.17
	24 - 25	3.2
The salary structure or pay scale for my position was adequate	23 - 24	3.83
	24 - 25	3.6
My supervisor provided positive recognition and feedback	23 - 24	3.0
	24 - 25	3.8
My position was personally and professionally rewarding	23 - 24	4.0
	24 - 25	4.0
My work was valued and appreciated	23 - 24	2.33
	24 - 25	3.2
I received sufficient and specific feedback that helped me to know what was expected of me to perform my duties	23 - 24	3.0
	24 - 25	3.6
My supervisor handled complaints and suggestions fairly	23 - 24	2.5
	24 - 25	3.8
Health and safety issues were properly addressed	23 - 24	3.33
	24 - 25	3.4
I received the support I needed to perform my job duties effectively	23 - 24	3.5
	24 - 25	4.0

I feel that:	Year	Average Rating Scale of 1(strongly disagree) - 5(strongly agree)
There were good opportunities for professional growth and advancement	23 - 24	3.17
	24 - 25	3.2
The workplace did not tolerate bullying or harassment of any kind	23 - 24	2.67
	24 - 25	4.0
The workplace consistently followed policies and practices	23 - 24	2.83
	24 - 25	3.4
Changes in the workplace were always well managed	23 - 24	3.0
	24 - 25	2.8
My supervisor exhibited professionalism, holding her/himself to high expectations and standards as well as all staff for whom they supervised	23 - 24	2.67
	24 - 25	4.0

Trends

- Staff with ***less than 5 years of tenure*** with the district indicated less satisfaction with the district, providing less time for opportunities to be part of the onboarding and growth process
- Staff with ***5 or more years of tenure*** with the district indicated greater satisfaction with the district, providing time for opportunities to be part of the organization and the growth process

Next Steps for 2025-2026

- Ensure that professional development feedback indicates a positive return on the investment (helping staff become better employees as a result of the time and resources)
- Provide in-house and external opportunities, based on grant and budget availability, for professional growth and advancement
- Develop a robust 1-4 year support and development plan for new staff at the district and building level, covering areas noted in the survey:
 - *Policies and Procedures*
 - *Health and Safety*
 - *Professional Development*
 - *Feedback and Support related to specific jobs*
- Through the HR Department, periodically share policies and practices related to staff for awareness and review with leadership for follow-through on daily practices.
- Maintain that health and safety issues are addressed properly, and that building and district safety committees are reporting in a timely fashion any concerns to be addressed.
- Equip and engage all supervisors to provide positive feedback and recognition to employees, especially those within the first five years of employment within our district.

MEMORANDUM TO: MEMBERS OF THE BOARD OF EDUCATION

FROM: SHAWN L. PARKHURST, SUPERINTENDENT

DATE: DECEMBER 11, 2025

RE: STRATEGIC PLANNING FIRST DRAFT PRESENTATION

Earlier this year, we embarked on a year-long process to build a 5-year strategic plan. This timeline set out a robust plan to create a first draft of priority areas with action steps to be presented to the BOE in December, along with an opportunity for staff, community and student feedback in January.

This evening, the work teams in ***Student Performance, Culture and Climate, Facilities and Operations*** will share with you the first draft and the process for obtaining feedback.

Additionally, on December 17, 2025 during the PLC time, staff at all of our schools will have the opportunity to hear from our facilitators and provide feedback to guide further work. Members of our community will be provided with this information from this evening electronically with a digital form for feedback during the month of January. Students at WLHS will be provided the opportunity for discussion and feedback during Town Hall meetings on January 27, 2026 and members of the WLMS Student Council and WLMS National Junior Honor Society will be provided the opportunity for discussion and feedback on January 28, 2026.

This collective feedback will be provided to the work teams, who will then follow the timeline, which was outlined as the start of the process and is provided for your review below:

Monthly	Work Teams meet and continue to review and draft
February	Work Teams review feedback and make revisions
April/May	Final drafts presented and adopted by the Board of Education for Fall 2026 implementation

DRAFT Windsor Locks Public Schools Strategic Plan 2026 - 2031

Goal Area: Student Performance

Vision: Windsor Locks Public Schools will improve student performance by providing high-quality curriculum and personalized experiences at all grade levels, where students will be engaged, empowered, and expected to achieve at the highest levels.

Priority	Strategic Action(s)
Curriculum & Instruction	• Design, communicate, and implement a continuum of guaranteed learning experiences at every grade level that reflects and supports our Vision of the Graduate. • Ensure coherence among standards, instruction, and assessments across grade levels. • Clearly communicate grading and reporting practices to students, families, and staff consistently throughout the school year. • Provide all students with equitable academic systems and research-based interventions that support and/or accelerate academic, social, behavioral, and executive functioning needs.
Student Engagement	• Use the principles of Restorative Practices to build strong relationships and create a sense of belonging within our schools and community. • Strengthen college and career readiness by increasing opportunities for enrichment, rigorous academic experiences, honors/AP participation, and industry-recognized credentials, with a focus on underrepresented students. • Provide a meaningful, culturally relevant curriculum across all grade levels to allow students to see themselves in the learning. • Develop and implement a graduate survey that provides insight into Windsor Locks' effectiveness in preparing students for success beyond high school.
Personalized Experiences	• Reimagine middle and high school course offerings to personalize learning and expand college, career, and industry-connected opportunities such as internships or work-based learning. • Use systematic data reviews to understand individual student growth patterns and customize plans for gap-closure and acceleration. • Provide ongoing professional learning that equips staff to deliver personalized, student-centered instruction and effectively respond to students' academic and social-emotional needs.

Goal Area: Culture & Climate

Vision: An equitable and safe school culture developed through partnerships and community connections where all are free to be their best selves and pursue their dreams.

Priority	Strategic Action(s)
Health & Safety	• Implement ongoing professional learning that supports the development of healthy relationships and improved school culture. • Assess and enhance staff understanding and implementation of discipline and restorative practices. • Provide students, staff, and families with wellness supports and resources.
Community Connections & Partnerships	• Create a District Community Table • Engage families in their students' social-emotional learning to create consistent messages for students at home and at school.

	Develop mentoring, internships, and shadowing experiences for students with community partners and schools across the district.
Equitable & Inclusive Environment	- Establish district-wide community cultural celebrations on non-PLC Days - Develop ongoing “onboarding” plan for new students, staff and families - Establish professional learning communities across schools with similar interests to develop a personalized learning plan
Goal Area: Facilities & Operations	
Vision: Windsor Locks Public Schools is committed to sustaining a safe, sustainable, and forward-thinking infrastructure and operational system that enables student success in all learning environments—from classrooms and cafeterias to athletic fields and transportation services.	
Priority	Strategic Action(s)
Facility Efficiency	- Reevaluate the mid-2010s architectural space utilization study to inform future transitions of grade-level classrooms, offices, and multi-use spaces, ensuring optimal use of square footage across all four district schools. - Improve the overall campus environment—including classrooms, auditoriums, cafeterias, gymnasiums, and athletic fields—through sustained capital investment requests and a long-term enhancement plan for future project implementation. - Effectively implement outside organizational profiles and access to the IncidentIQ platform for building and grounds utilization. - Further enhance preventative maintenance and inspection frequencies for data collection in order to reduce emergency repair costs and minimize equipment depreciation.
Technological Advancement	- Create and sustain the technology replacement cycle for all district staff and student devices. - Ensure a consistent and efficient update and lifecycle management process for all network and security devices to improve reliability, strengthen cybersecurity, and support long-term system performance. - Continuously research, evaluate, and deploy emerging technologies that enhance efficiency, security, and innovation.
Stakeholder Satisfaction	- Streamline a process for constituents to report facility, technology, food service, or transportation concerns to the appropriate Central Office staff member. - Review and optimize bus routes and stop locations using current enrollment data and household proximity to enhance safety and efficiency in student transportation. - Create and administer staff surveys to evaluate the effectiveness of housekeeping practices and the overall cleanliness of work environments across the district. - Survey staff to evaluate current technology and software use to guide future planning.

MEMORANDUM TO: MEMBERS OF THE BOARD OF EDUCATION

FROM: ROBERT A. STACY, EXECUTIVE DIRECTOR OF OPERATIONS

DATE: DECEMBER 11, 2025

RE: HUMAN RESOURCES REPORT – UPDATE ON ADJUSTMENT TO DAILY SUBSTITUTE RATE

Background:

At the December 12, 2024 Board Meeting the Board of Education approved an increase in the daily substitute rate from \$120 per day to \$150 per day. The Board asked for an update on the impact of this increase on recruitment of candidates to fill vacancies and to improve the fill rate.

Impact

There has continued to be a positive impact on our fill rates at each school, as you can see below.

	# Positions To Fill Daily	2025-2026 Fill Rate	2024-2025 Fill Rate
September	22.4	31.49%	8.04%
October	31.0	23.64%	7.66%
November	28.3	29.42%	8.41%
December			2.24%
January			6.20%
February			11.66%
March			16.62%
April			13.08%
May			17.02%
June			21.80%

Windsor Locks Public Schools

www.wlps.org

Educational Leadership

Shawn Parkhurst

Superintendent of Schools 860-292-5000

sparkhurst@wlps.org

Rebecca Bissonnette

Executive Director of Curriculum, Instruction and Assessment 860-292-5793

rbissonnette@wlps.org

Giovanna Testani, Principal

North Street School 860-292-5027

gtestani@wlps.org

Monica Briggs, Principal

South Elementary School 860-292-5021

mbriggs@wlps.org

Matthew Warner, Principal, Jennifer Leveille, Assistant Principal

Windsor Locks Middle School 860-292-5012

mwarner@wlps.org jleveille@wlps.org

Jeffrey Bernabe, Principal, Kristen Krupa, Assistant Principal

Windsor Locks High School 860-292-5032

jbernabe@wlps.org kkrupa@wlps.org

Central Office

Robert Stacy

Executive Director of Operations 860-292-5744

rstacy@wlps.org

Joshua Robinson

Director of Pupil Services 860-292-5707

jvrobison@wlps.org

Megan Parrette

Coordinator of Pupil Services - Elementary

mparrette@wlps.org

Rachel March

Coordinator of Pupil Services - Secondary

rmarch@wlps.org

Bjorn Burke

Assistant Director of Finance

bburke@wlps.org