Berlin-Boylston Public Schools

Strategic Plan
2026 - 2031

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Dashboard……Included in Final Version

To Our Berlin-Boylston Public Schools Community

Letter from Super

Albert G. Ganem Jr.
Interim Superintendent

Strategic Planning Committee
Berlin-Boylston Public Schools

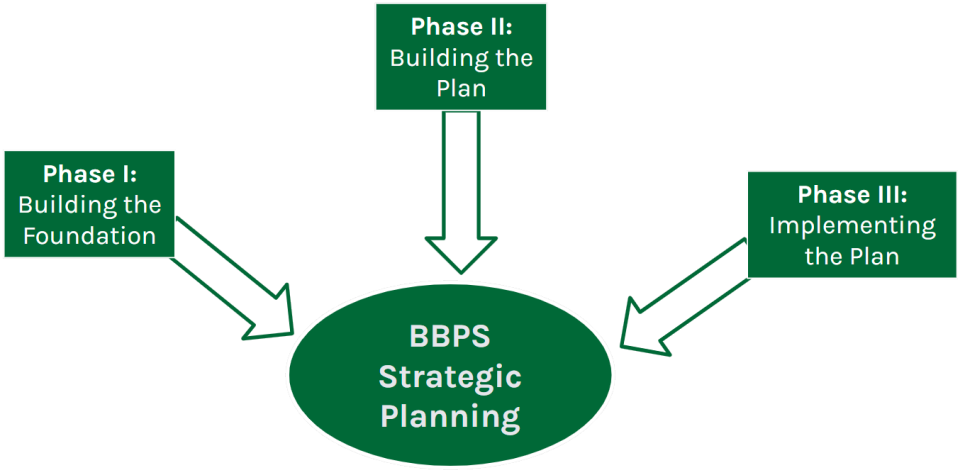
Participants	
Albert Ganem	Interim Superintendent
Jannel Fitzpatrick	Director of Pupil Personnel Services
John Campbell	Principal of BMS / Director of Elementary Curriculum
Lisa Sequeira	Director of Curriculum and Grants
Christina Calvao-Medeiros	Parent from Boylston
Patty Inwood	BES Grade 4 Teacher
Nathen Wheeler	Tahanto MS/HS Math Teacher
Karla Galuska	Tahanto MS Science Teacher
Michael Blain	BES/BMS ML Teacher
Natalia Franjul	Tahanto HS Student
Olivia Carroll	Tahanto HS Student
Kate Valleli	Tahanto parent
Lisa Mair	School Committee Representative

Cheri Cox	Treasurer/Collector Town of Boylston
Bill Filsinger	Selectboard Vice Chair Town of Boylston
Sheena Brien	Fincom Member Town of Berlin
Lisa Wysocki	Selectboard Clerk Town of Berlin

Summary of the Strategic Planning Process

The strategic plan is a powerful tool that can assist a district in staying focused on what it is, what it wants to be, and how it can achieve its goals. It represents "the set of actions an organization chooses to pursue in order to achieve its objectives. These deliberate actions are puzzle pieces that fit together to create a clear picture of how the people, activities, and resources of an organization can work effectively to accomplish a collective purpose." (Curtis & City, 2010, p. 20). The strategic planning process affords the opportunity to seek feedback from constituents that comprise the school district: students, parents/guardians, staff, administrators, school committee, and the community, in order to best serve the educational community in the future.

Beginning in the Fall of 2025, members of the Berlin-Boylston Public Schools and the community came together to develop a strategic plan that would serve as a road map for improvement for the 2026-27 through 2030-31 school year. The following three-step strategic planning process was employed to help guide the planning process:



Phase One represented an important step in beginning the building of a strong foundation in the strategic planning process. In this phase, relevant data representing the performance of the Berlin-Boylston Public Schools was collected and community input and feedback was solicited. A series of forums were conducted with parents/guardians, community leaders, school committee, staff, and district leadership team members. Ex-post facto data about the Berlin-Boylston Public Schools was also collected to be used in Phase Two of the process. This data guided the work of the Strategic Planning Committee in Phase Two of the process.

In Phase Two, a Strategic Planning Committee was established to begin the important work of analyzing internal and external data to guide the work in establishing core values, a vision, and a mission. The current strategic plan was also assessed to inform the development of a new plan. During Phase Two work, members of the Strategic Planning Committee analyzed internal and external data collected in order to identify common themes, referred to in the plan as focus areas. The Strategic Planning Committee established strategic objectives for each focus area, key actions for each objective, and identified outcomes for each strategic initiative. A theory of action was also developed from the Focus Areas and mission.

In the final phase of the strategic planning process, the Strategic Planning Committee discussed how the newly developed contents of the district strategic plan could be implemented both vertically and horizontally in the organization to guide the change process over the next five years. Strategies were highlighted that would be employed to ensure that district improvement would focus on the identified Focus Areas.

The Mission Statement

The **Mission Statement** explains who we are and highlights our fundamental reason for existing. When others read the mission statement, they should understand what our core role is as a regional school district. The mission creates fundamental questions for all organizations to ask:

- What is it that we do?
- Who benefits from our work?
- What are the results of our work?

The Strategic Planning Committee reviewed all collected data from parents/guardians, community members, and staff, and then engaged in a great deal of conversation regarding the aforementioned questions and developed the following mission statement:

Students are our highest priority. In partnership with our communities, we support and empower all to achieve personal success and develop into engaged, responsible members of society.

Core Values

The Berlin-Boylston Public Schools' **Core Values** should remain constant in an ever-changing world. These values provide the foundation for our work and influence how we conduct ourselves and engage with others. The following set of core values were established:

- *We All Belong*
- *Care for Yourself and Others*
- *Do Your Part*
- *Use Your Mind*
- *Embrace Innovation*
- *You Are Enough/Do Your Best*

The Vision Statement

A **Vision Statement** represents an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. It is intended to be our compass – our North Star. The vision statement should be a brief, but concise statement that clearly exemplifies the district's vision for those it serves.

A community where everyone belongs, is supported, and is prepared to thrive.

Theory of Action

An organization's theory of action represents a set of actions that will be implemented in order to improve the organization and help it reach its mission. The theory of action is closely related to the strategic objectives and how their implementation will lead to organizational improvement.

***IF** we:*

- *Prioritize academic excellence*
- *Cultivate holistic student support*
- *Ensure operational excellence*
- *Foster unified community engagement*

***THEN** we:*

Will be a community where everyone belongs, is supported, and is prepared to thrive.

Theme

We All Belong Here: Building a Stronger Tomorrow

Use blue and green to incorporate all schools (do we have color palette?)

Focus Areas and Strategic Objectives
2026 - 2031

After developing core values, a vision, and a mission, the Strategic Planning Committee began the work of developing the focus areas that will serve as the core priorities of district improvement for the next five years. Each Focus Area is highlighted in our action plan that includes multiple strategic objectives, key actions for each initiative, those responsible for actions, and the measures of success by which each initiative will be evaluated. The following four focus areas emerged from the process:

Focus Area #1: Teaching and Learning				
Objective: Enhance student achievement and career preparedness across the district by implementing a data-driven, vertically aligned instructional framework that prioritizes foundational literacy, rigorous core academics, and diverse career pathways.				
Initiative	**Action Steps**	**Timeline**	**Led By**	**Measure of Success**
Professional Development	● Develop a consistent PD calendar year to year and throughout the year. ● Establish a PD committee to identify and commit to PD goals (1 elementary, 1 middle/high) ● Survey staff to inform PD topic / PD process decisions ○ Determine what they are struggling with ○ What areas would they like support? ● Identify and commit to integrated PD Goals ● Develop a rubric to evaluate PD planning ● Complete a yearly PD plan by May 1st of the previous year.	● Ongoing annually ● Survey staff before January 2027 committee meeting ● Committee begins January 2027 ● Committee develops rubric for presenters by June 2027	Superintendent Directors Principals	● Multi-year Professional Development Plan ● Focused, intentional professional development days ● Teacher Retention

Curriculum Review	• Review and revise current curriculum review calendar (will be influenced by subscription starts/renewals) • Review and adopt a curriculum review rubric and process	• June 2027	Curriculum Director	• Consistent curriculum implementation • Updated curriculum mapping/scope and sequence at all levels
Literacy • Whole District • K-5	• Develop a 3 year literacy committee that interprets standards and informs the broader teaching community in order to support clear expectations for teaching staff and support from administration for implementations. • Adopt and implement a standards based Science of Reading based ELA PK - 5 curriculum. • Hire an elementary ELA coach for FY28 to support effective implementation of ELA curriculum. • Promote stronger literacy skills at the middle and high school levels through skilled staff and supportive scheduling	• September 2026 to September 2029 • First budget draft October 2026	Curriculum Director with support of Directors and Principals	• Consistent use of academic language grade to grade in student work • Used to drive educator goals • Enhanced teacher scope of knowledge • By end of 3rd grade 90% of students meet or exceed expectations • Improved Student Scores • Scope and sequence • Multi-year plan
Data Review and Collection	• Identify appropriate assessment tools • Identify time for PLC meetings • Create a common access point for data across grades	• Tools and meetings reviewed annually • Common access - June 2031		• Shared dashboard between grades

Career/Pathway Programming	• Create a partnership with MassHires • Investigate and study the opportunities available within the community • Identify 2-3 viable concentrations to schedule courses and identify staffing • Coordinate community resources to support career connections	• June 2030	High School Principal Guidance Department Chair Director of Curriculum	• Implementation of concentrations and eventually pathways • Indication on Transcript for Seniors • Increased hands-on programming • Implementation of myCap (DESE)
Middle school experience - time on ELA/Math	• Evaluate the time blocked for middle school core subjects • Differentiate expectations for each of the grade levels, reflecting student needs • Focus on non-fiction as students progress	• June 2030	Middle School Assistant Principal MS Team Leads Department Chairs	• Increased time for ELA in grades 6-8 • Multi-Tiered Student Support tracking • Integrate non-fiction in grades 6-8, reflected in scope and sequence

Focus Area #2: Community/Communication

Objective: Strengthen the partnership between the district and the community by establishing a robust, two-way communication framework that ensures K-12 transparency, fosters active engagement, and provides accessible, timely information to all stakeholders.

Initiative	Action Steps	Timeline	Led By	Measure of Success
Comprehensive district communications plan	• Form exploratory group to determine who and how the website can be improved and continuously updated, and budget yearly for it • Consider consolidating Superintendent's, Principals', and school committee weekly newsletters • Form advisory group of parents to be trained on how to maintain positive, engaging, and informative social media accounts for Superintendent, and schools BMS, BES, Tahanto • Investigate hiring a shared communication expert that specializes in school communication • Meet with town managers of Berlin and Boylston to determine how to improve two way communication with residents • Ensure that the SC approved communication plan is on website, emails, in handbooks, and is updated regularly • Encourage open office hours for School Committee, Superintendent, and other local elected officials • Weekly SuperintendentI voice mail, youtube VM • Consistently maintain clear communication about budget, the budget process, and how	2026 -2027 • Develop and adopt plan 2027 2028 • Implement across district 2028-2031 • Maintain and refine	Boylston Rep Berlin Rep Central Office School Committee Rep	• A documented plan and procedure for communications • Stakeholders are aware/informed of the plan • Website is current and easy to navigate • Increased transparency and engagement within the school communities

	money is spent throughout the fiscal year ● Use the Strategic Plan as a communication tool			
Consistent two-way communication between schools/district and families	● Establish regular opportunities for stakeholder feedback (surveys, forums, listening sessions) ● Create consistent structures for two-way communication at the school and district level ● Ensure feedback is reviewed and informs decision-making processes ● Communicate back to stakeholders how input is used ("you said, we did")	2026 - 2028 ● Set up surveys, forums, advisory groups ● Build feedback loops ● Start using them 2027-2031 ● Increase participation ● Improve quality of engagement ● Actually use feedback in decisions ● Refine what works / drop what doesn't	Elementary parents Middle School parents Tech Department Superintendent School Committee	● Conferences redesign ● Enhanced communication between all stakeholders ● Increased stakeholder engagement and feedback.

Focus Area #3: Student Support

Objective: Cultivate a student-centered environment that promotes equity, well-being, and academic growth by institutionalizing comprehensive support systems, diverse instructional models, and expanded opportunities for student agency and extracurricular engagement.

Initiative	Action Steps	Timeline	Led By	Measure of Success
Consistent staffing across buildings	• Personnel audit, including calculation of staff: student ratios • Survey MS/HS students and families for preferred electives • Integrate into the budget process	• Ongoing annually	Superintendent Principals Directors	• Appropriate staffing ratios • Identified electives and budget/hire staff as needed
Transition planning	• Establish consistent transition plans for rising K, rising 6th and rising 9th graders • Embed transitions into the district calendar of transition events • Integrate into the budget process	• January 1, 2027	Principals Directors K teachers 5th / 6th teachers 8th/9th grade teachers	• Improved feedback regarding transition processes between buildings
Multi-Tiered Systems of Support (MTSS)	• Committee review to map resources and needs • Analyze the systems and needs of MTSS • Unify Processes across the district (IST/SST, forms, data collection) • District Curriculum Accommodation Plan (DCAP) PD for staff	• June 2031	Director of PPS Director of Curriculum Principals School Committee	• Increased access to Tier 2 and 3 services • Strengthened documentation to ensure the transfer of information from grade/grade school/school

Social Emotional Programming	• Educate staff on the purpose of STAAG • Expansion/implementation of social/emotional programming • Establish Positive Behavioral Interventions and Supports committee to review (PBIS) Process	• June 2029	Principals Guidance Departments Director of PPS	• Increased awareness of STAAG (BRYT) program for students and staff • Documented PBIS plan
Co-Teaching	• Fall/Winter 2026 program review for co-teaching (special education and EL) • Study and implementation of recommendations • Co-teaching Professional Development • Scheduling committee to ensure co-planning time and fidelity	• June 2030	Director of PPS Principals Special Ed Coordinators	• Increased number of co-taught classes district-wide
Student Voice and Agency	• Determine representation on committees - include one or more students • Communicate consistently to students when there are opportunities to speak/advocate at School Committee or other community meetings	• Fall 2027 and annually thereafter	Superintendent Principals	• Active Advisory Councils • Visible student leaders
Enrichment Programming	• Develop a committee for after-school elementary enrichment activities • Clarify the process of starting a club (embed in handbook, orientations, etc). • Secure grant opportunities for new enrichment activities	• January -June 2028	Principals	• Student interest survey at all levels • Additional opportunities for enrichment • Articulated grade-level extension activities
Co-Op Athletics	• Research options for partnering with other districts	• Annually ongoing	Athletic Director	• Enhanced athletic opportunities for students

Focus Area #4: Facilities, Finance and Human Capital

Objective: Ensure long-term district success by optimizing human resources, facilities, and financial planning to support a high-quality professional workforce and student learning.

Initiative	Action Steps	Timeline	Led By	Measure of Success
Transportation	• Conduct feasibility study ○ Charging for shortfall between state funding and cost of buses • Regional transportation study • Evaluate routing, scheduling, cost structures • Legislative Advocacy	2026-2027 • Study and analysis 2027-2028 • Planning and decision-making 2028-2031 • Implementation and refinement	The Towns Finance Director Superintendent Bus Company Legislators School Committee	• Regional study • Presentation to the public • Advocacy at the state level
Health Care Costs	• Create focus groups • Analyze current and near-term health care cost drivers • Explore cost-sharing or regional options • Negotiate with unions • Assess whether there is a potential to combine with town employee plans	2026-2027 • Analyze costs and develop strategy 2027-2028 • Implement cost management strategies 2028-2031 • Monitor and refine (Teacher contract dependent)	Director of Finance Superintendent School Committee Union Rep School Committee	• Present findings to stakeholders • A plan to address health care costs

Capital Planning	● Update/Create Facilities Assessment ○ Inventory ○ 3yr/5yr schedule ○ Maintenance manuals ● Update/Create ● Preventative maintenance/contracts/service providers	2026-2027 ● Assessment and planning 2027-2028 ● Publish plan 2027-2031 ● Implementation and updates	Business Manager Superintendent Town Capital Committees Town Administrators School Committee	● Publish and share facilities assessment plan ● Publish and share preventative maintenance/contract/ service providers plan
Staff Recruitment, Support, and Retention	● Recruit high quality staff ○ Review recruitment practices ○ Review/new mentorship program ● Completion of a multi-year professional development plan ● Increased staff application of learning in classrooms and roles ● Conduct employment climate surveys ○ Create action plan based on data ● Provide student teaching opportunities ○ College outreach ○ Partnerships with Worcester schools ● Review current staff retention levels ● Conduct an Engagement survey ○ Create action plan based on data ● Exit interviews to collect information and data on why staff leave ● Advocate for compensation for committee work	● Ongoing	Curriculum Dir Superintendent Human Resources School Committee	● Increased staff retention ● Evidence of implementation in classroom and role-based practice, supported by walkthroughs, staff reflection and collaborative planning ● Employment climate survey ● Completed engagement survey ● Mentorship opportunities ● Increased number of student teachers in distinct ● Established and sustained student teacher pipeline that increases placement and supports future recruitment

Human Resource Support	• Analyze current HR needs • Reach out to towns to see how they are conducting HR services • Request For Proposal process for HR vendors • Cost analysis	• Ongoing	Superintendent Human Resources School Committee	• Established HR vendor • Defined HR resources plan • 20% on site presence