

# State of the Schools – 2026-27

BERLIN-BOYLSTON REGIONAL SCHOOL DISTRICT

- DR. BRENT CONWAY, SUPERINTENDENT

# Outline of Presentation

- Leadership status
- Demographics
- What's Happening in District
- Student Achievement & Growth
- Accolades & Distinctions
- Facilities & Capital  Improvements
- Historical Budget Trends
- Lingering Questions
- Challenges Ahead

# Leadership Structure

- New Superintendent – Dr. Brent Conway
- New Director of Finance & Operations – Ellen Whittemore
- Director of Curriculum and Grants – Lisa Sequeira
- Director of PPS – Jannel Fitzpatrick
- Director of Technology – Joe Sposato
- Director of Facilities – Dan Ayala
- Executive Assistant to the Superintendent – Jennifer Fortune
- Tahanto Principal – Rich Cameron
- New Berlin Memorial Principal – Chris Terzigni
- Boylston Elementary Principal – Rob Pelczarski

# A Look at the District Numbers

**ENROLLMENT: 1,110**
NUMBER OF SCHOOLS: 3
GRADES SERVED: PK - 12

**BMS:** 227
**BES:** 350
**TAHANTO:** 533

**STAFFING**

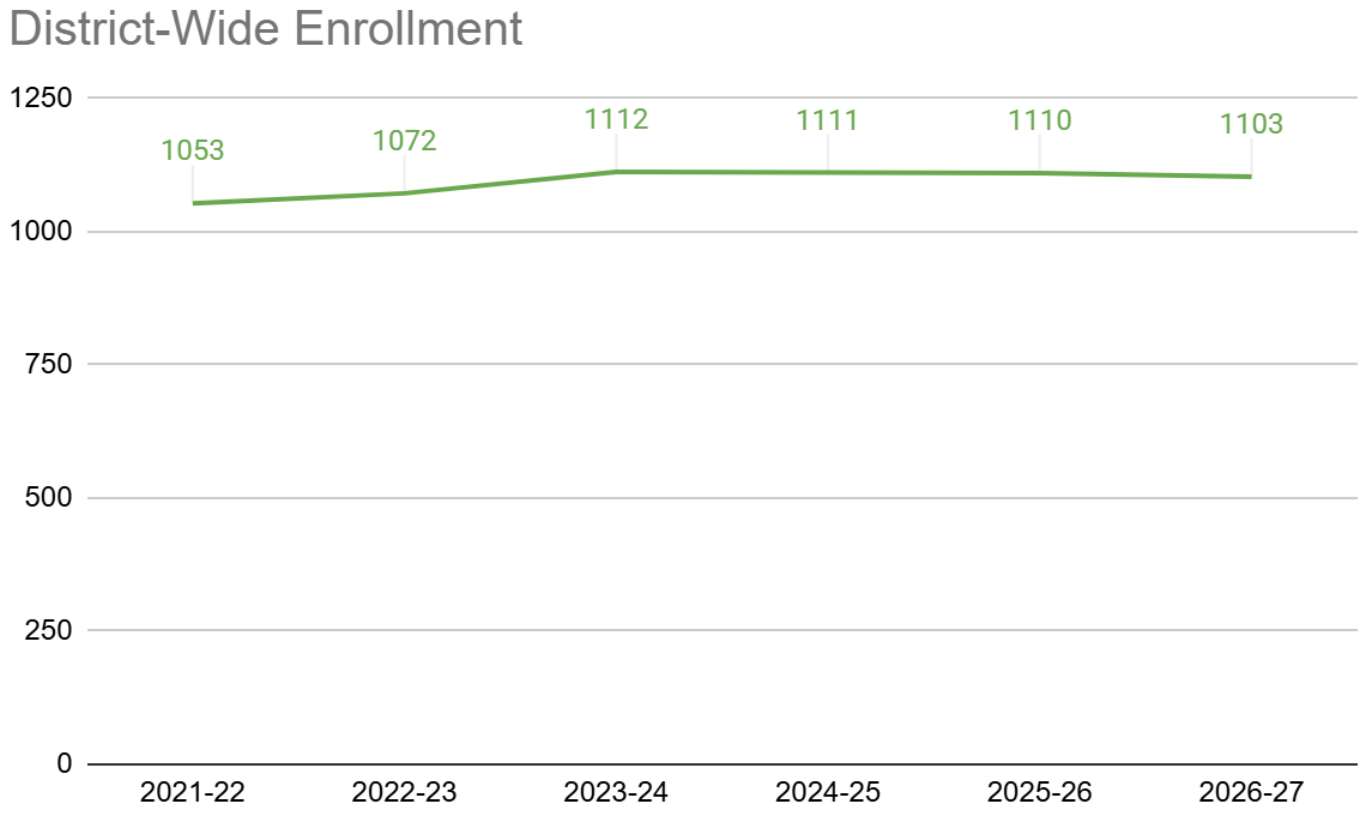
| | |
|---|---|
| Teachers Licensed FTE | 91.4 |
| Student/Teacher Ratio | 12.1 to 1 |
| Total Staff | 222 |

| Grade Level | Enrollment |
|---|---|
| PK | 43 |
| K | 80 |
| 1 | 86 |
| 2 | 92 |
| 3 | 98 |
| 4 | 97 |
| 5 | 82 |
| 6 | 92 |
| 7 | 78 |
| 8 | 89 |
| 9 | 63 |
| 10 | 73 |
| 11 | 68 |
| 12 | 70 |

# Enrollment by Town and Trends

| Enrollment Total – District Wide 2026-27 | | |
|---|---|---|
| Berlin | 386 | 35.45% |
| Boylston | 638 | 58.59% |
| Choice/Non resident | 65 | 5.98% |
| Out of District | 14 | |

## Stable Enrollment



# Demographics

| Enrollment by Race/Ethnicity (2025-26) | | |
|---|---|---|
| **Race** | **% of District** | **% of State** |
| American Indian or Alaska Native | 0.2 | 0.2 |
| Asian | 4.5 | 7.6 |
| Black or African American | 1.4 | 10.4 |
| Hispanic or Latino | 10.5 | 26.2 |
| Multi-Race, Not Hispanic or Latino | 4.3 | 4.8 |
| Native Hawaiian or Other Pacific Islander | 0.1 | 0.1 |
| White | 78.9 | 50.8 |

| Title | % of District | % of State |
|---|---|---|
| High Needs | 29.7 | 55.4 |
| English Learners | 3.5 | 13.4 |
| First Language Not English | 15.0 | 27.3 |
| Low Income | 14.4 | 41.1 |
| Students with Disabilities | 16.8 | 21.1 |

# What is happening in the district?

SOME EXCITING INITIATIVES AND PROGRESS

# Strategic Plan: 2026-2031

A well articulated roadmap for the communities, school committee and entire district to focus on improving student outcomes while enhancing students' sense of belonging.

1) **Teaching & Learning** – Boost student success and career readiness
2) **Communications** – Increase engagement with clear and open communication
3) **Student Support** – Supporting the whole student through a tiered approach with the resources needed to thrive
4) **Facilities, Finance and Human Capital** – Invest in staff, facilities and tools for learning

# Grant Funding

- $148,000 PRISM Grant to address and fund Early Literacy training and curriculum adoption
- $15,000 Innovation Pathways Planning Grant – to prepare for Career and in-demand Industry focused high programming
- $7000 – MyCAP – Guidance and College and Career Planning
- $100,000 in state Fair Share earmark money for Tahanto parking
- $2,800,000 MSBA Funding for Boylston Elementary Roof Repair

# Teaching & Learning

- Implemented a revised early literacy screener in K-5 (MClass – DIBELS 8)
- Adopted and Implementing a new Math Curriculum/Program at K-5 (Ready Math)
- Curriculum renewal process underway for K-5 Literacy
- MOU with S. New Hampshire University for Dual Enrollment Classes at Tahanto in 27-28
- Reading Interventionist added at Tahanto
- Literacy Coach (part-time) at Berlin Memorial

# Student Achievement & Growth

MCAS, ACCOUNTABILITY & ADVANCED PLACEMENT SCORES

# How does the district rank?

## ELA

**Comparison Districts:**

Clinton
Hudson
Marlborough
Nashoba
Northborough/ Southborough
Shrewsbury
Wachusett
Westborough
Worcester

| ELA - All Grades based on % of Students Meeting or Exceeding | | | |
|---|---|---|---|
| Year | Selected Districts | All Districts | Percentile Rank |
| 2022 | 4 of 11 | 74 of 394 | 81st |
| 2023 | 2 of 11 | 46 of 393 | 88th |
| 2024 | 2 of 11 | 62 of 391 | 84th |
| 2025 | 2 of 11 | 69 of 389 | 82nd |
| 2026 | 3 of 11 | 63 of 389 | 84th |

# How does the district rank?
# Math

**Comparison Districts:**

Clinton
Hudson
Marlborough
Nashoba
Northborough/
Southborough
Shrewsbury
Wachusett
Westborough
Worcester

| Math - All Grades based on % of Students Meeting or Exceeding | | | |
|---|---|---|---|
| Year | Selected Districts | All Districts | Percentile Rank |
| 2022 | 3 of 11 | 48 of 393 | 88th |
| 2023 | 3 of 11 | 58 of 393 | 85th |
| 2024 | 3 of 11 | 52 of 391 | 87th |
| 2025 | 3 of 11 | 56 of 389 | 86th |
| 2026 | 4 of 11 | 71 of 390 | 82nd |

# How does the district rank?
# Science

**Comparison Districts:**

Clinton
Hudson
Marlborough
Nashoba
Northborough/
Southborough
Shrewsbury
Wachusett
Westborough
Worcester

| Science - All Grades based on % of Students Meeting or Exceeding | | | |
|---|---|---|---|
| Year | Selected Districts | All Districts | Percentile Rank |
| 2022 | 2 of 11 | 50 of 389 | 87th |
| 2023 | 2 of 11 | 39 of 387 | 90th |
| 2024 | 1 of 11 | 26 of 383 | 93rd |
| 2025 | 4 of 11 | 81 of 385 | 79th |
| 2026 | 2 of 11 | 39 of 384 | 90th |

# Elementary - District Wide 2026
# ELA

| | Meeting or Exceeding Expectations % | State Avg | +/- | Avg. SGP (40-60 typical growth) |
|---|---|---|---|---|
| Grade 3 | 66% | 43% | +23 | N/A |
| Grade 4 | 53% | 37% | +16 | 57 |
| Grade 5 | 51% | 38% | +13 | 49 |

# Elementary - District Wide 2026
# Math

| | Meeting or Exceeding Expectations % | State Avg | +/- | Avg. SGP (40-60 typical growth) |
|---|---|---|---|---|
| Grade 3 | 65% | 42% | +23 | N/A |
| Grade 4 | 49% | 43% | +6 | 35 |
| Grade 5 | 31% | 39% | -8 | 36 |

# Elementary - District Wide 2026
# Science

| | Meeting or Exceeding Expectations % | State Avg | +/- | Avg. SGP (40-60 typical growth) |
|---|---|---|---|---|
| Grade 5 | 60% | 43% | +17 | N/A |

# TRMHS - District Wide 2026
# ELA

| | Meeting or Exceeding Expectations % | State Avg | +/- | Avg. SGP (40-60 typical growth) |
|---|---|---|---|---|
| Grade 6 | 65% | 40% | +25 | 49 |
| Grade 7 | 53% | 40% | +13 | 45 |
| Grade 8 | 49% | 42% | +13 | 44 |
| Grade 10 | 83% | 45% | +38 | 63 |

# TRMHS - District Wide 2026
# Math

| | Meeting or Exceeding Expectations % | State Avg | +/- | Avg. SGP (40-60 typical growth) |
|---|---|---|---|---|
| Grade 6 | 68% | 43% | +25 | 66 |
| Grade 7 | 61% | 37% | +24 | 45 |
| Grade 8 | 65% | 42% | +23 | 47 |
| Grade 10 | 73% | 44% | +29 | 58 |

# TRMHS - District Wide 2026
# Science

| | Meeting or Exceeding Expectations % | State Avg | +/- | Avg. SGP (40-60 typical growth) |
|---|---|---|---|---|
| Grade 8 | 69% | 39% | +30 | N/A |
| Grade 9 (Biology) | 80% | 41% | +39 | N/A |

# TRMHS - District Wide 2026
# Civics

| | Meeting or Exceeding Expectations % | State Avg | +/- | Avg. SGP (40-60 typical growth) |
|---|---|---|---|---|
| Grade 8 | 74% | 40% | +24 | N/A |

# 2026 Accountability reports
# All 3 Schools - "Not requiring assistance or intervention."

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## Tahanto Regional Middle High School

**94th**

**PERCENTILE**

Met **78%** of their targets
(Meeting/exceeding targets)

## Berlin Memorial School

**77th**

**PERCENTILE**

Met **44%** of their targets
(Moderate progress)

## Boylston Elementary School

**66th**

**PERCENTILE**

Met **46%** of their targets
(Moderate progress)

# Tahanto Regional High School
# AP Exam Results 2026

# 2026 AP Program

## College Credit

## Access

**Over Half of the Graduating Class**

**Earned Potential College Credit**

| 52.7% | 44.4% | 37.8% |
|---|---|---|
| Class of 26 | Class of 27 | Class of 28 |

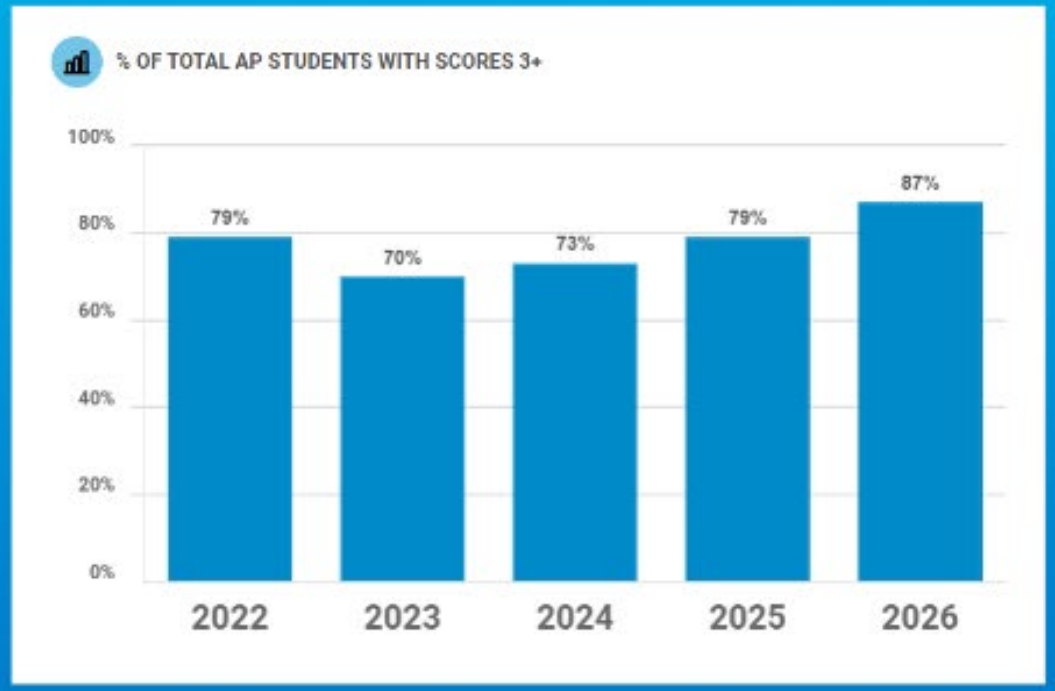
## Tahanto Achieved an 87% Success Rate in 2026

A total of 77 AP students took 137 exams.

Of those students, 67 achieved a score of 3 or higher on at least 1 exam. This resulted in 87.01% of total AP students earning qualifying scores.

# AP Performance Report

## Five-Year Student Success Rates Show Steady Increase in Scoring



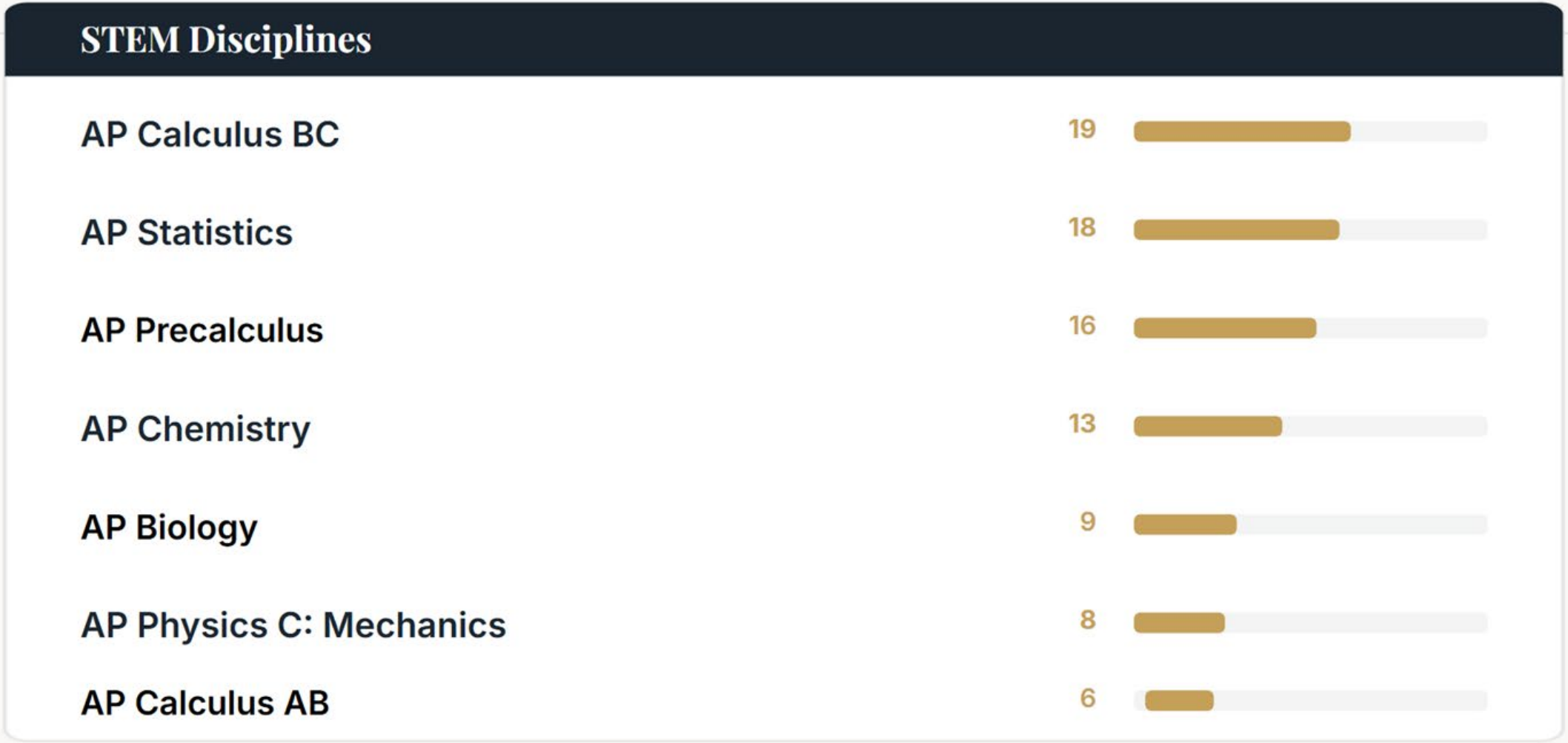

SCHOOL SUMMARY

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| Total AP Students | 63 | 77 | 79 | 70 | 77 |
| Number of Exams | 137 | 144 | 144 | 128 | 137 |
| AP Students with Scores 3+ | 50 | 54 | 58 | 55 | 67 |
| % of Total AP Students with Scores 3+ | 79.37 | 70.13 | 73.42 | 78.57 | 87.01 |

2026-2027 ACADEMIC ENROLLMENT

# Expanded Offerings in STEM : Allowing for Increased Opportunities

AP Physics and AP Biology show strong enrollment; AP Calc BC and AP Stats consistently provide opportunities post high school.




Highlighted Gold: Major Enrollment Increases

# Distinctions & Accolades

**Tahanto Achievement**
August 2025-July 2026
Total SAT takers:88

| Scores: Mean Total | Reading/Writing | Math |
|---|---|---|
| 1163 | 593 | 570 |

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Since 2025 Tahanto has awarded 10 students the Massachusetts State Seal of Biliteracy.

National Honor Society had 26 members inducted in 2026

- 61 current members of NHS
- 21 current members of NJHS

**Tahanto Regional High School**

Boylston, MA

Berlin-Boylston

U.S. News & World Report

#858 in National Rankings - 94th Percentile

**Tahanto Students in 2026**

- 7 Students designated National Rural and Small Town Award recipients from College Board
- 2 Students received the School Recognition Award from College Board
- 2 Students received the First-Generation Recognition Award from College Board
- Awarded 26 different book awards, including Harvard Prize Book

**Recent Team and Student Activity Awards and Distinctions**

- Tahanto Leos Club awarded the 2025-26 Leo Club of The Year
- Student Council - 2026 & 2024 Silver Council of Excellence Award
- Student Council - 2025 Gold Council of Excellence Award
- Student Council - 2025 Top Ten Project Award MSAA
- State Champion Football Team - Co-Op with West Boylston HS - 2025 & 2024
- Vex Robotics - 2024 Champions, 2025 Finalist/Runner up, 2026 Undefeated
- WPI Water Rocket Competition - Engineering Club: 2023, 2025, 2026: Sweep of 1st, 2nd, 3rd place
- 2025 Theater at the Mount's annual TAMY awards in 2025: Rising Star & Not Your Average Chorus Member Awarded

# Facilities & Capital Updates

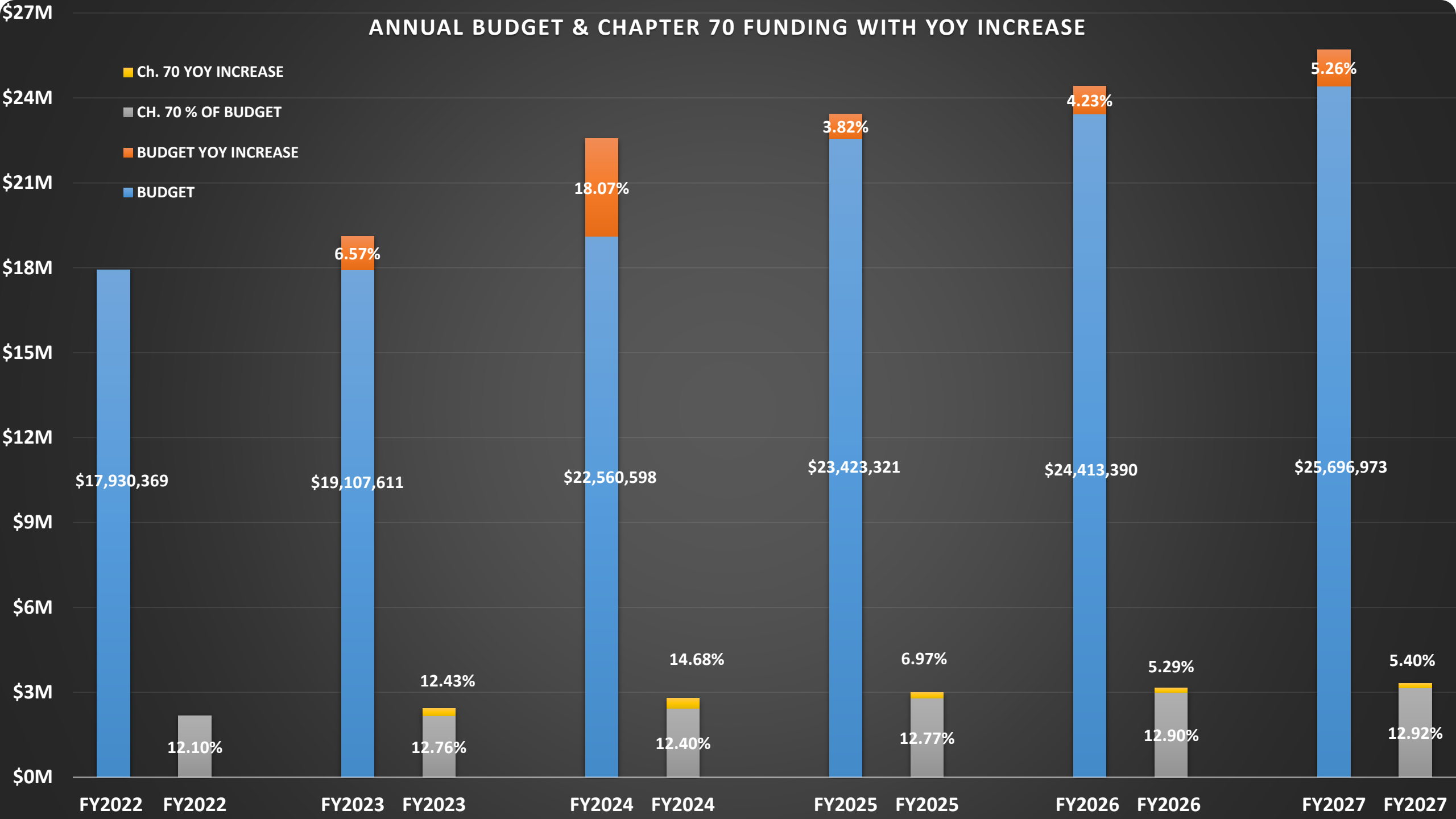
SAFE AND RELIABLE LEARNING SPACES AND RESOURCES

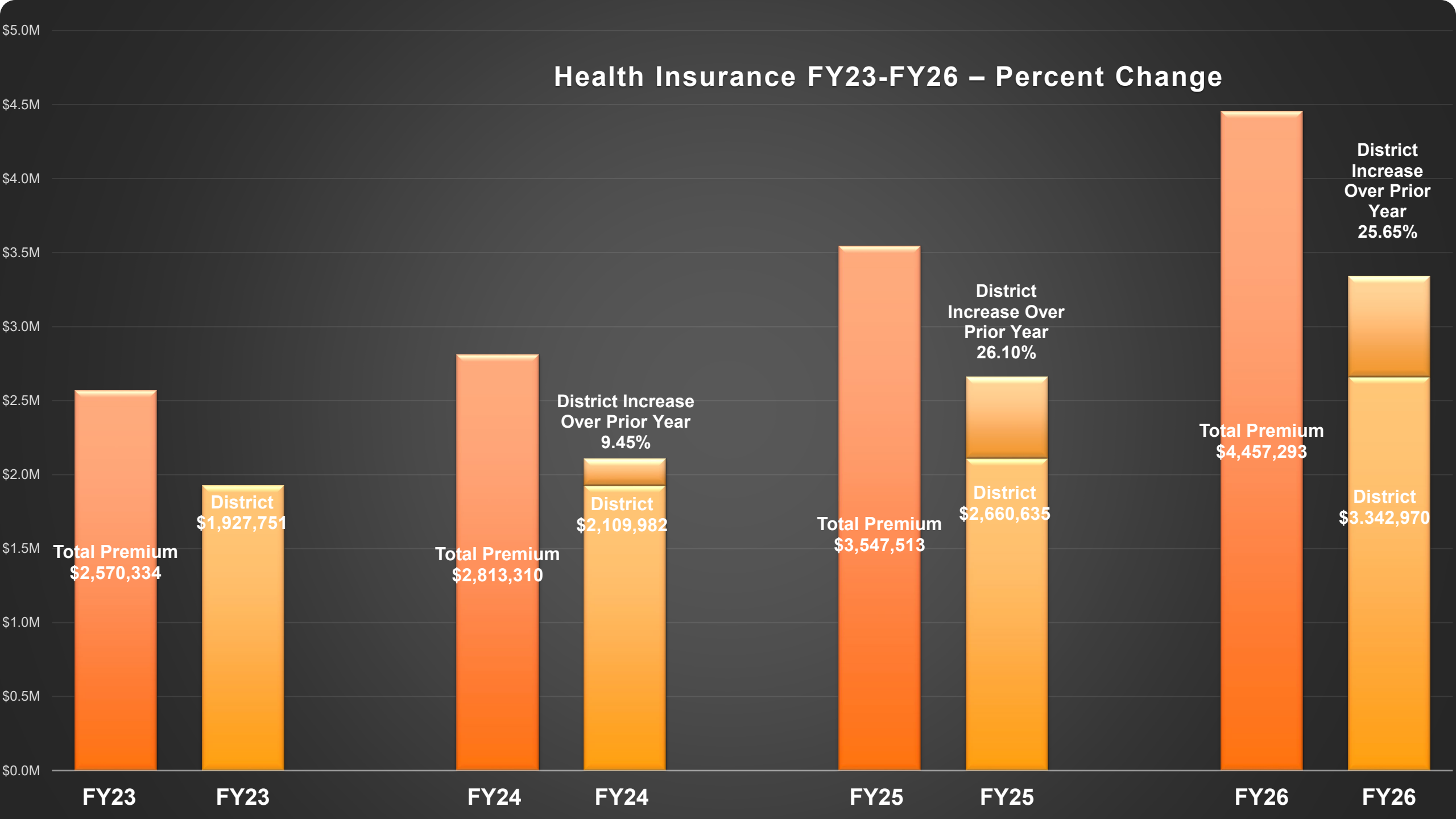
# FY27 Capital Updates

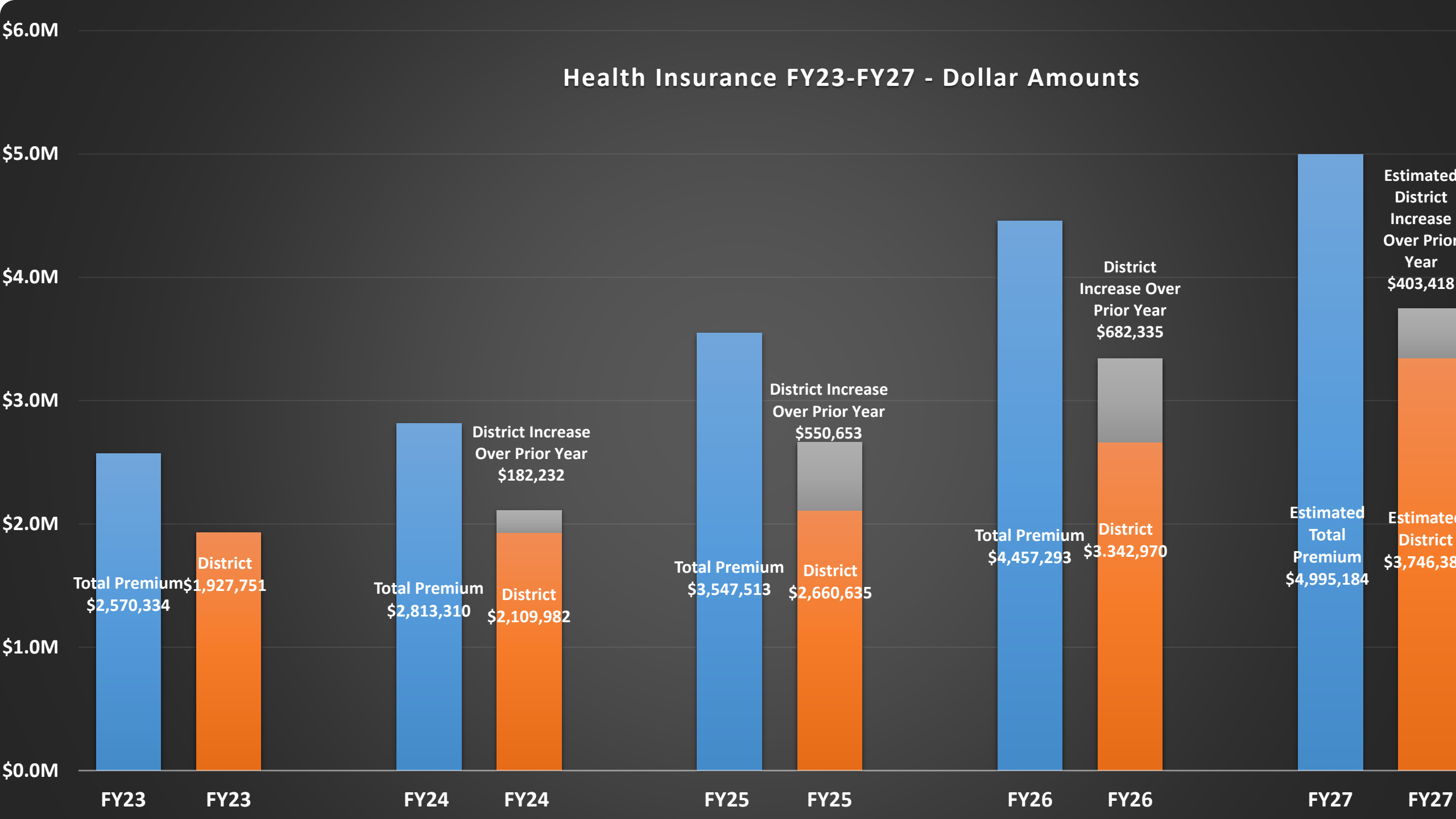
- 15 Passenger activity van to expand community-based learning opportunities for Bridges Program and provide transportation flexibility for athletic programs - reducing dependence on outside transportation services when feasible.
- K-5 Math Program
- BMS – projection boards, device replacements, HVAC repairs, new elevator, security cameras installed
- BES – projection boards, device replacement, bathroom renovations, security cameras installed, roof in summer of ’27
- Tahanto – Robotic mower, lighting and electrical upgrades for gym, Lego robotics, MS Furniture, projection boards, device replacement, Walkie Talkie Upgrade, Wireless Access Points, Theater projector and House Controls for video equipment
- Tahanto – working on parking lot expansion
- Several other capital projects and expenses are complete or underway

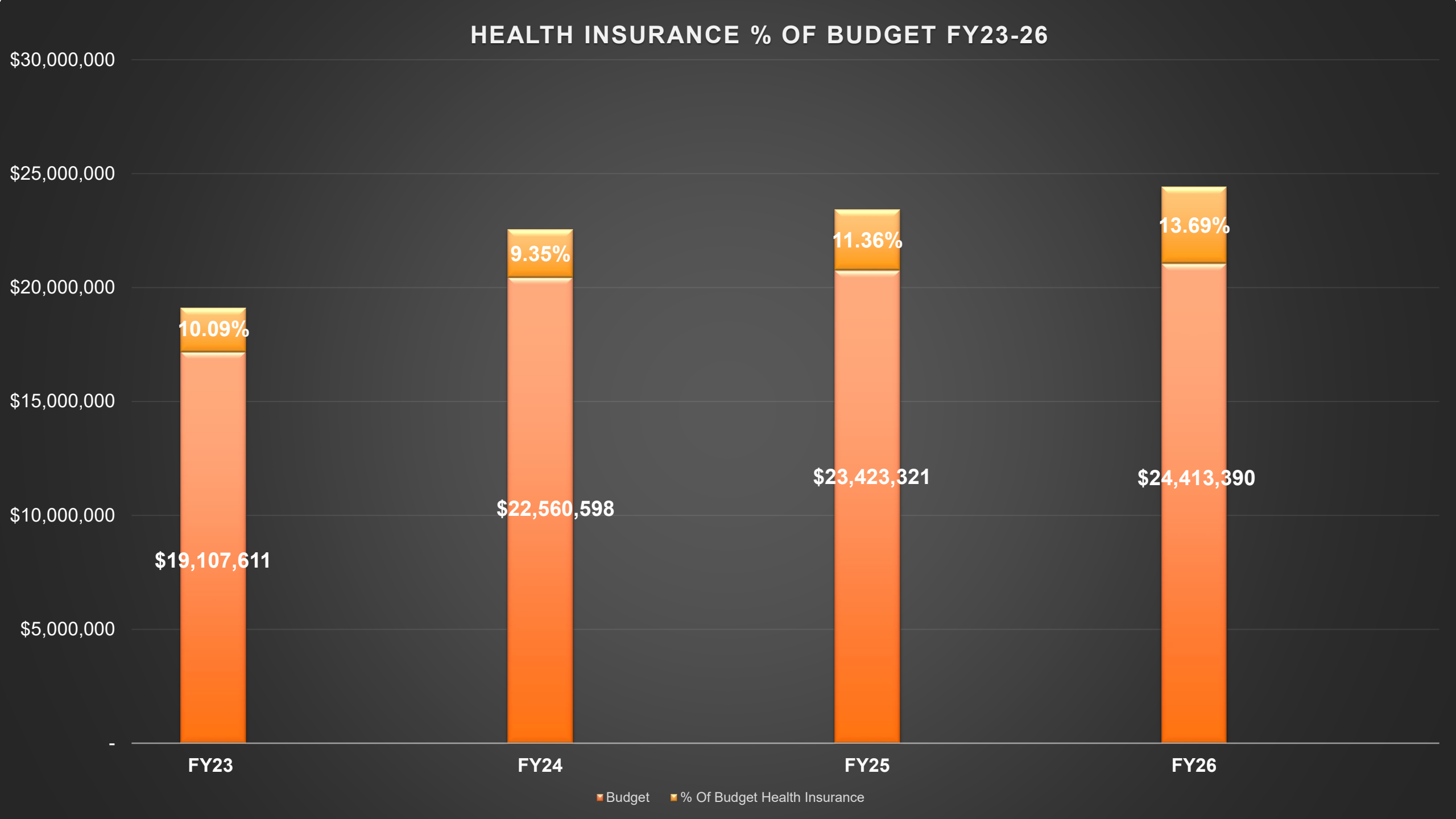
# Historical Budget Trends

ANALYZING PATTERNS TO PREDICT FUTURE NEEDS


ANNUAL BUDGET & CHAPTER 70 FUNDING WITH YOY INCREASE
Ch. 70 YOY INCREASE
CH. 70 % OF BUDGET
BUDGET YOY INCREASE
BUDGET
$27M
$24M
$21M
$18M
$15M
$12M
$9M
$6M
$3M
$0M
$17,930,369
12.10%
6.57%
$19,107,611
12.76%
12.43%
18.07%
$22,560,598
12.40%
14.68%
3.82%
$23,423,321
12.77%
6.97%
4.23%
$24,413,390
12.90%
5.29%
5.26%
$25,696,973
12.92%
5.40%
FY2022
FY2022
FY2023
FY2023
FY2024
FY2024
FY2025
FY2025
FY2026
FY2026
FY2027
FY2027


Health Insurance FY23-FY26 – Percent Change
$5.0M
$4.5M
$4.0M
$3.5M
$3.0M
$2.5M
$2.0M
$1.5M
$1.0M
$0.5M
$0.0M
Total Premium
$2,570,334
District
$1,927,751
Total Premium
$2,813,310
District Increase
Over Prior Year
9.45%
District
$2,109,982
Total Premium
$3,547,513
District Increase Over
Prior Year
26.10%
District
$2,660,635
Total Premium
$4,457,293
District
Increase
Over Prior
Year
25.65%
District
$3.342,970
FY23
FY23
FY24
FY24
FY25
FY25
FY26
FY26


Health Insurance FY23-FY27 - Dollar Amounts
$6.0M
$5.0M
$4.0M
$3.0M
$2.0M
$1.0M
$0.0M
Total Premium $2,570,334
District $1,927,751
Total Premium $2,813,310
District Increase Over Prior Year $182,232
District $2,109,982
Total Premium $3,547,513
District Increase Over Prior Year $550,653
District $2,660,635
Total Premium $4,457,293
District Increase Over Prior Year $682,335
District $3.342,970
Estimated Total Premium $4,995,184
Estimated District Increase Over Prior Year $403,418
Estimated District $3,746,38
FY23
FY23
FY24
FY24
FY25
FY25
FY26
FY26
FY27
FY27


HEALTH INSURANCE % OF BUDGET FY23-26
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
-
10.09%
9.35%
11.36%
13.69%
$19,107,611
$22,560,598
$23,423,321
$24,413,390
FY23
FY24
FY25
FY26
Budget
% Of Budget Health Insurance

# Operating Assessment – 6 years

| Fiscal Year | Budget Amount | % Increase Year Over Year | Dollar Increase Year Over Year | Chapter 70 | Chapter 70 % of Budget | Chapter 70 Increase Year Over Year | Berlin Operating Assessment | Boylston Operating Assessment |
|---|---|---|---|---|---|---|---|---|
| 2022 | $17,930,369 | | | $2,169,034.00 | 12.10% | | $ 6,236,424.00 | $ 9,173,970.00 |
| 2023 | $19,107,611 | 6.57% | $1,177,242.00 | $2,438,707.00 | 12.76% | 12.43% | $ 6,541,323.00 | $ 9,677,442.00 |
| 2024 | $22,560,598 | 18.07% | $3,452,987.00 | $2,796,615.00 | 12.40% | 14.68% | $ 7,520,858.00 | $ 11,201,408.00 |
| 2025 | $23,423,321 | 3.82% | $862,722.63 | $2,991,521.00 | 12.77% | 6.97% | $ 7,800,874.67 | $ 11,872,723.00 |
| 2026 | $24,413,390 | 4.23% | $990,069.37 | $3,149,921.00 | 12.90% | 5.29% | $ 8,361,690.00 | $ 12,389,691.00 |
| 2027 | $25,696,973 | 5.26% | $1,283,583.00 | $3,320,001.00 | 12.92% | 5.40% | $ 9,009,337.00 | $ 13,019,682.00 |

# Lingering Questions

INFORMATION NEEDED

# Use of One-Time funds

- Why are there different stories of how much the district has in “reserve” accounts?
- What should these funds be used for?
- Excess & Deficiency (E&D)
  - FY27 - TBD
  - FY26 - $7,296
  - FY25 - $1,284,743
- School Choice Funds
  - **Projected FY28 - $1,362,381**
  - FY27 starting balance - $2,762,381
  - FY26 starting balance – $3,286,756
  - FY25 starting balance – $2,854,895

| Year | Total Reserves | % of Budget |
|---|---|---|
| FY28 Proj. | $1,362,381 | 5.04% |
| FY27 | $2,762,381 | 10.75% |
| FY26 | $3,294,052 | 13.49% |
| FY25 | $4,139,638 | 17.67% |

# Former Assessments

- FY24 & FY25 Incorrect Assessments for Debt
- Absorbed by District
- Must be addressed on District books for FY27

# Challenges we face

THESE CHALLENGES WON'T GO AWAY ON THEIR OWN

# Shifting operational costs from One–Time funds

- Unsustainable – Creating fiscal cliff
- Technology device replacement
- Health Insurance

# One-time expenses – Capital needs here or coming soon…

- Tahanto Track
- Equipment for maintenance
- Next phase of Tahanto Auditorium updates
- Parking Lot
- HVAC system replacement/update at Tahanto
- HVAC for Berlin Memorial
- Aging Plumbing/Heating at Boylston Elementary

# Facilities – Protecting Assets and Investments

Facilities staff needed for better and more responsive service and maintenance of facility needs.

- $79,000,000 in facilities - The largest facility investment in the towns -
- Nearly 250,000 sq. feet of space
- Over 35 acres

With 1 person beyond custodians to respond to facility needs.

# Equity in Staffing and Programs –

- Band and music education
- Literacy Coaching/Professional Development
- SPED and Supplemental support should go where the need is
- High School Programming that is responsive to new graduation requirements
- Small High School – to offer a breadth of options – both advanced and supportive – is a model that requires flexibly trained, a deep staff but also fluidity with small changes in enrollments.

# Funding Flexibility

- Continued trend of “held harmless” – bare minimum from state
- Health Insurance absorbing more and more of our budget
- Budget development that focuses on addressing needs
- Must make changes to meet future graduation requirements – staffing and programming
- Analyze fees for non essential elements – use to offset existing costs
- Leverage a variety of 1x funds and other funding sources to address 1x needs – not operational needs. (Grants, Earmarks, CPC, etc.)



**The state of the schools are strong – but we need ongoing focus and commitment to make future adjustments**