

**Northwestern Regional School District No. 7
Superintendent's Proposed
2026-2027 Budget**

February 25, 2026

The Pride of the Northwest Corner



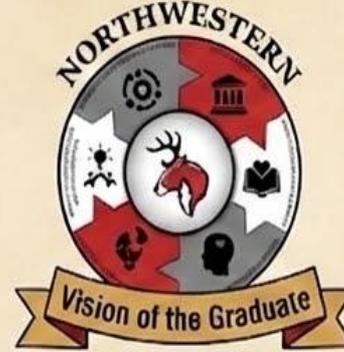
Budgeting Commitments:



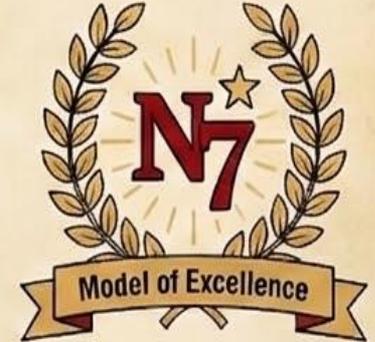
To remain transparent and conscientious in our approach to budget development



To request only those resources we believe essential to providing high quality educational programs and services



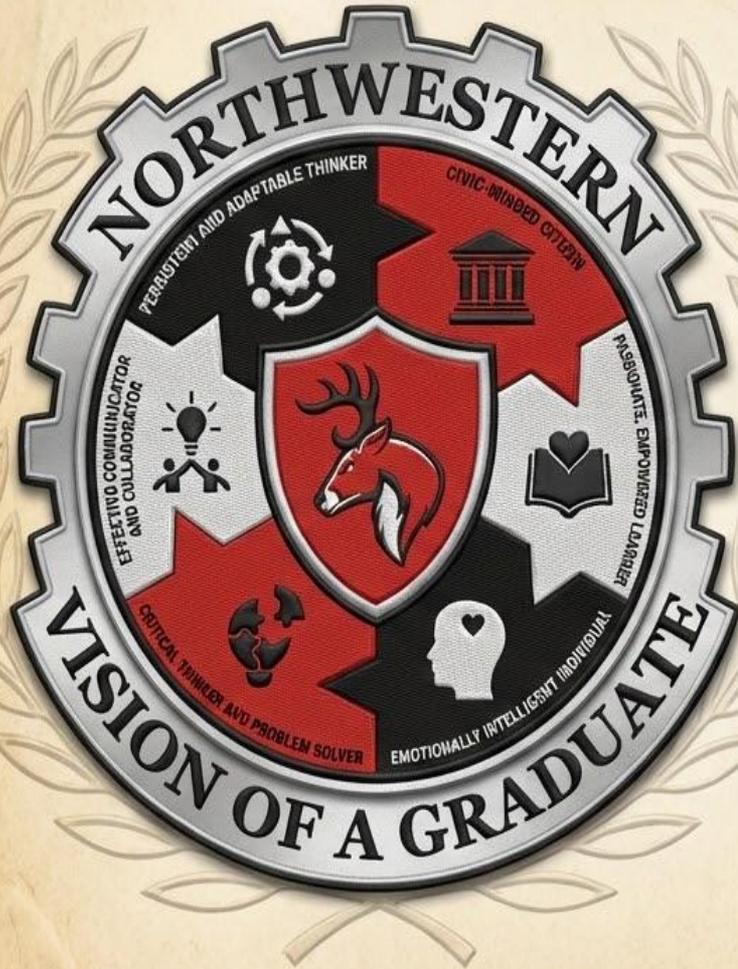
To model our Vision of the Graduate attributes in budget development and district leadership actions



To ensure that Northwestern Regional School District No. 7 remains a model of excellence



Northwestern Vision of the Graduate



A Northwestern Regional High School graduate will be a(n):

Effective Communicator and Collaborator

Graduates will demonstrate effective verbal and written communication, as well as other methods of relaying information, that gets a point across, as well as the capability to work with someone to produce or create a product.

Critical Thinker and Problem Solver

Graduates will be able to objectively analyze and evaluate issues in order to arrive at an informed position and/or conclusion.

Emotionally Intelligent Individual

Graduates will have the capacity to be aware of, control, and express one's emotions, and to be skilled in handling interpersonal relationships judiciously and with kindness and empathy.

Civic-Minded Citizen:

Graduates will understand the idea that one's identity transcends geography or political borders and that as positive leaders, recognize that responsibilities are derived from membership in the broader class of humanity.

Passionate, Empowered Learner

Graduates will possess an intense desire or enthusiasm for learning, with an emphasis on academic integrity and honesty.

Persistent and Adaptable Thinker

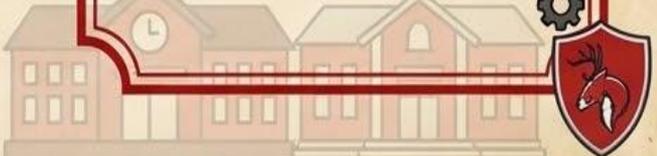
Graduates will persist in desing something despite difficulty, obstacles, or delay in achieving success, and have the ability to adjust to new conditions.

Board's Proposed Budget: Historical Overview

Year	Budget	Assessment
2020-2021	2.53%	2.49%
2021-2022	1.33%	0.38%
2022-2023	2.45%	1.97%
2023-2024	2.42%	2.79%
2024-2025	3.47%	3.78%
2025-2026	2.29%	3.31%
2026-2027	2.10%	2.12%

Averages

- Prior 5-Year Average Budget Increase: 2.55%
- Prior 5-Year Average Assessment: 2.79%
- 10-Year Average Budget Increase: 2.10%
- 10-Year Average Assessment: 2.17%





BUDGET DRIVERS: SEEKING THE RIGHT BALANCE

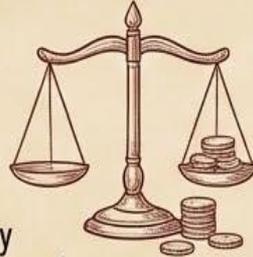
Significant Needs/Limited Resources



Special Education Programming



Outplacement tuition and transportation costs are currently favorable, but can change quickly and significantly impact the budget.



Regular Education Programming



Medical benefits increased by 12%, continuing a three-year trend of rising costs, though still comparatively low compared with many districts.



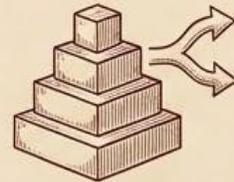
The state's underfunding of the Excess Cost Grant and flaws in its formula continue to strain town budgets.



Salaries and benefits make up 67% of the total budget; statewide contract settlements remain high. Staffing has been reduced thoughtfully over the past three years, with additional reductions planned, though the district is nearing its sustainable staffing level.



Rising per-pupil costs highlight the need for stronger middle and high school intervention programs to reduce special education identification and long-term costs.



Continued investment in tiered academic and behavioral supports is essential, particularly given their strong impact at the middle school level.

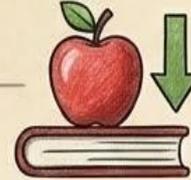
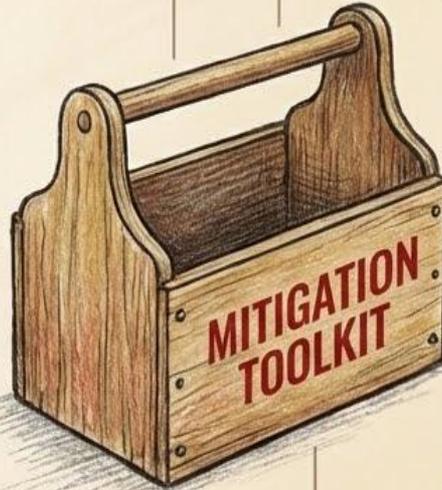


Budget Mitigation Efforts

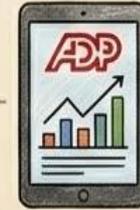
 Increased **Principal/Department Leader** involvement and collaboration to foster transparency and improve efficiency.



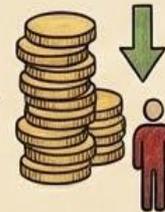
 **Centralized technology lines** to avoid inefficiency and better track resources.



 Filled open positions with high quality educators, at the lowest possible cost.



 Purchased the full suite of ADP Programs to increase efficiency and accuracy in our business and HR processes, ultimately saving the district money.



 **Reduced 5 top-step teacher positions** through a retirement incentive (only 1 being replaced at far lower cost)

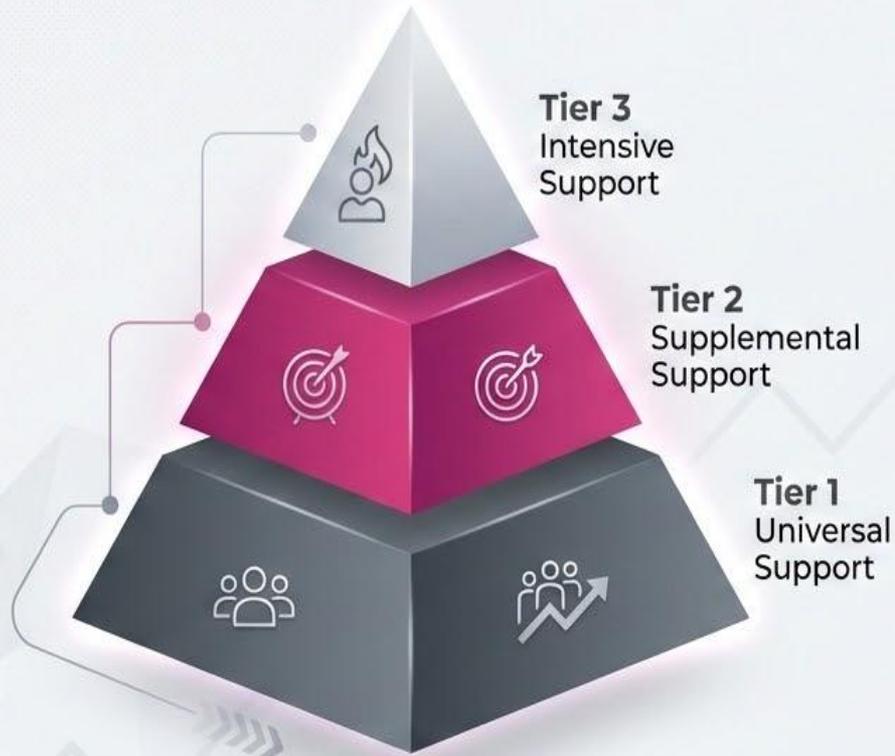




Northwestern Middle School



Addressing Middle School Needs



Multi-Tiered Systems of Support (MTSS)

- Math and ELA MTSS Programs are in place and serving students
- Early data indicates that students enrolled in these programs are demonstrating twice as much growth when compared to peers who have not received specialized instruction.
- These programs are critical to ensure ALL students are prepared for the challenges of high school.
- Both programs will continue to evolve, improve, and expand in reach using existing resources.

Mental Health Needs

- » Student needs relative to mental health support are increasing each year.
- » Social media, increased anxiety and changing societal pressures impact students greatly.
- » Outside services are becoming more difficult to access. The school is often serving students at a greater capacity than typical while coordinating outside services.
- » Our mental health professionals work each day to navigate complex and sensitive situations.



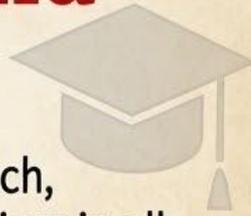
Positive Behavior Interventions and Support Program (PBIS)



HIGHLANDER PRIDE

P PERSEVERANCE	PERSEVERANCE is sticking with something, even when it is hard or takes a long time. It means not giving up when things get tough—whether it's solving a hard problem, learning a new skill, or working through a challenge with a positive attitude.
R RESPECT	RESPECT is howling people, places, and things with care and consideration even if they are different from you. It means listening when others speak, using had words, valving different opinions, taking pare of school property, and treating others the way you want to be treated—in person and online.
I INTEGRITY	INTEGRITY is doing the right thing, even when no one is watching. It means being honest, valing responsibility for your actions, and making good choices—not just to avoid trouble, but because It's the right thing to do.
D DEPENDABILITY	DEPENDABILITY is being reliable—doing what you say you'll do and showing up when you're needed. It means others you count on you to be on diee, follow through on responsibilities, and be prepared—whether it's for class, a group project, or helping a friend.
E EMPATHY	EMPATHY is understanding how someone else feels and showing that you care. It means listening, being kind, and thoking about things from another person's point of how—even if their experience is different from yours.

- This approach helps to explicitly teach, model, and reinforce positive behaviors in all school settings.
- The core values selected by our PBIS committee are applicable to everyone within our school setting and will serve students well throughout the journey.
- The consistency in language and expectations helps ensure we are setting every student up for success.
- We have seen very positive results in part due to implementing this program.





Highlander Proud!



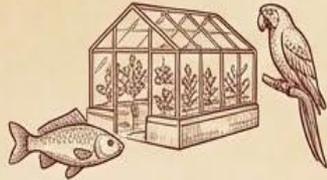


NORTHWESTERN HIGH SCHOOL



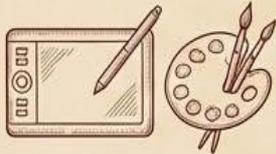
Rigorous and Expanded Opportunities

A Wide Variety of Courses Support The Whole Student and Their Potential Career Pathway
- Pathway Development will be a focal point of our ongoing district improvement efforts.



Agricultural Education

- Aquaculture
- Greenhouse & Nursery Production
- Exotic and Endangered Animal Science



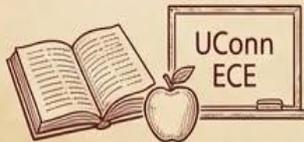
Art

- Digital Design Studio
- Art Classroom Mentorship



Business

- Advanced Personal Finance
- Business Classroom Mentorship



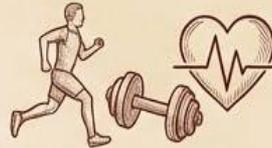
Education

- UConn ECE: If You Love It, Teach It



English

- Journalism II



PE/Wellness

- UConn ECE: Exercise and Wellness for Everyone



Science

- Zoology
- UConn EMT Training
- Astronomy



Social Studies

- History of Rock and Roll

Summary of Northwestern's Advanced Placement Test Performance from 2018-2025

	2018	2019	2020	2021	2022	2023	2024	2025
Number of AP Classes Offered	12	11	11	11	13	13	14	14
Total AP Students	102	115	108	99	106	83	93	98
Number of Exams	164	183	175	161	168	137	166	172
% of Total AP Tests with Score of 3+	88% ↑	90% ↑	90% ↑	83% ↑	86% ↑	84% ↑	84% ↑	84% ↑



9 UConn ECE courses offered this year



87 students currently enrolled in UConn Courses



Hundreds of college credits earned while in high school

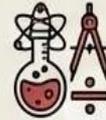


Hundreds of thousands saved in college tuition by families and students.

2025 AP Scores: NWR7 Average at Goal (3+)



AP US History: **100%** 🏆
AP US Gov. and Politics: **100%** 🏆
AP European History: **100%** 🏆
AP Eng. lang and Comp: **100%** 🏆
AP Eng. Lit and Comp: **100%** 🏆



AP Calculus AB: **80%**
AP Calculus BC: **100%** 🏆
AP Environmental: **75%**
AP Biology: **80%**
AP Computer Science: **81%**
AP Statistics: **100%** 🏆
AP Chemistry: **67%**
AP Psychology: **67%**
AP Physics: **100%** 🏆

SAT DATA COMPARATIVE

Class of 2026: Growth and State Comparison

COHORT GROWTH (Class of 2026)



PSAT (11th Grade - Oct 2024)

Mean Score:	1001
Mean ERW Score:	506
Mean Math Score:	495



Cohort
Growth

SAT (Spring 2025)



Ave. Test Score:	1037	+36
ERW Score:	527	+21
Math Score:	510	+15

SAT DATA – CLASS OF 2026 STATE COMPARATIVE



NWR7 Class of 2026

Avg. Test Score:	1037
ERW Score:	527
Math Score:	510

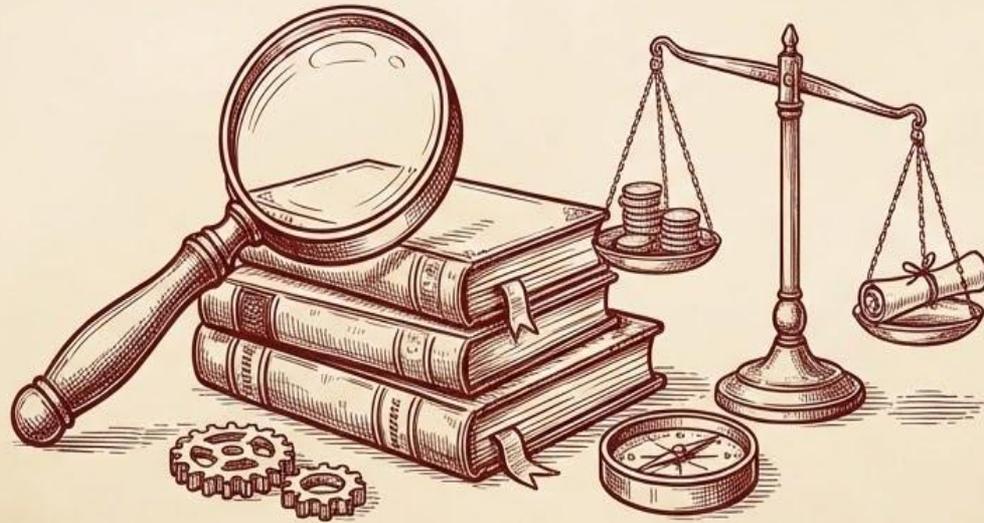


State of CT

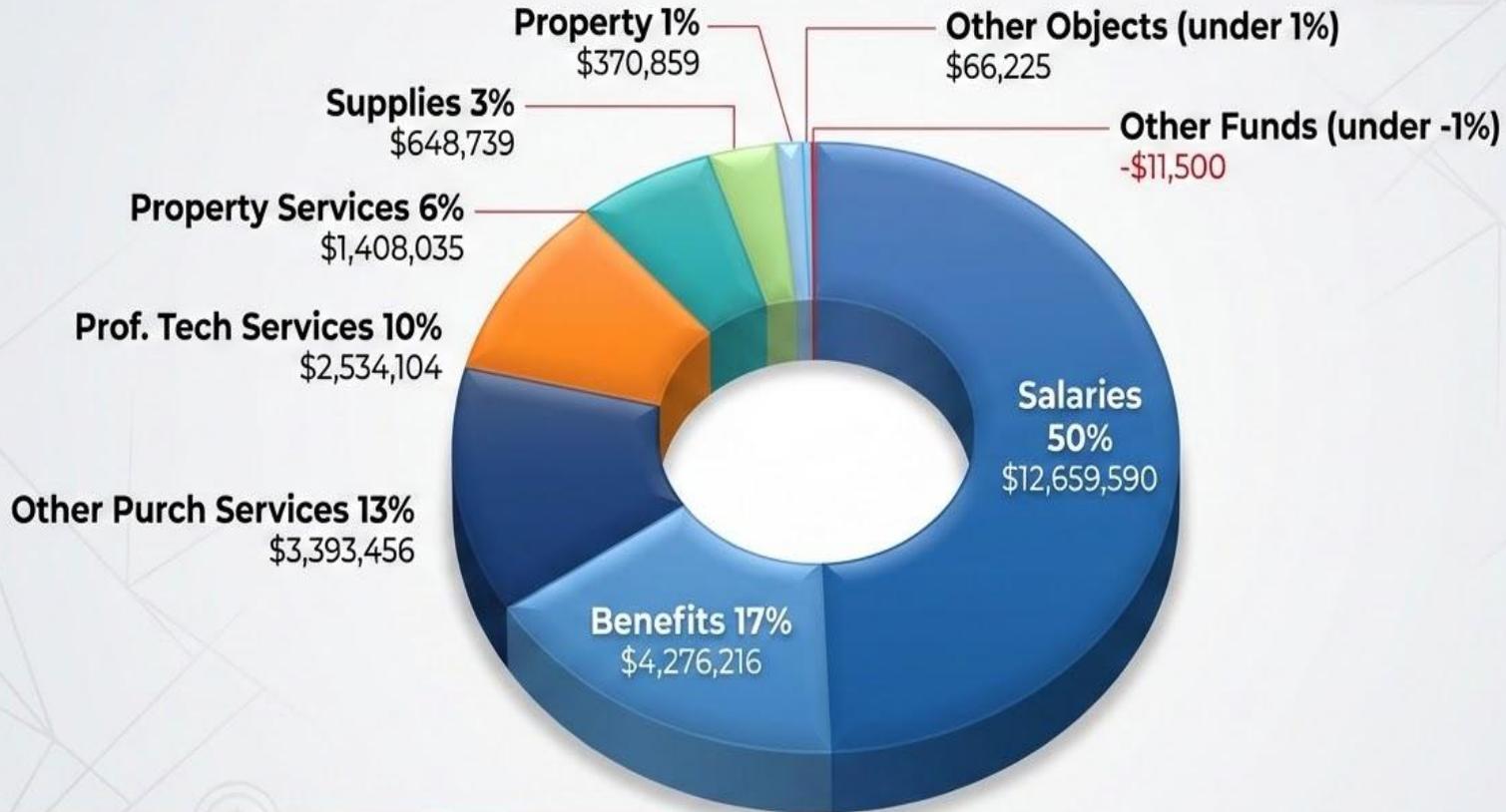
Avg. Test Score:	969
ERW Score:	497
Math Score:	472

Budget Overview

Looking at the big picture, and the finer details.



2026-2027 Budget by Object



Budget Total \$25,345,724

* Values above are rounded to the nearest whole.

100

Salaries

Increase of \$50,856 or .40%

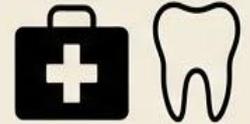


- **Increases:**
 - Contractual Salary Increases (Teachers, Administrators, Education Assistants)
- **Budget Mitigation Factors/Actions:**
 - Reduction of 4 Certified positions (successful retirement incentive)
 - Replace one retiring teacher with a more novice (lower salary) teacher

200

Benefits

Increase of \$368,098 or 9.42%



- **Increases:**
 - Medical Health Insurance Renewal: 12.0% increase for 26/27 (Increased 11.8% in 25/26)
 - Dental 6.97% Increase
 - TSA, SEP, 403b Increase of 4% reflective of Contractual Obligations
- **Budget Mitigation Factors/Actions:**
 - Retirement Incentive Savings
 - Life Insurance Renewal at 0%
 - Unemployment Reduced by 33% (-\$5,000)
 - Workers' Compensation Insurance Reduced 9.47% (-\$8,556)

300

Professional/Technical Services

Decrease of **-\$203,334** or **-5.65%**



- **Budget Mitigation Factors/Actions:**

-  Reduced high cost Special Education Outplacements

-  Most accounts held to 0% increase

-  Use of \$25,000 in Excess Cost Grant to offset Special Education Transportation

-  Use of \$217,000 in Excess Cost Grant to offset Special Education Outplacements

400

Property Services

Increase of **\$38,777** or **2.83%**



- **Budget Factors:**

-  Most accounts held to 0%

-  Repair Equipment - Computers: Increase of 13.05%

-  Snow Removal/Ice Management Increase of 9.28% (\$5,105)



500 Other Purchased Services

Decrease of -\$203,334 or -5.65%



Increases:

State Tech. Transportation: Increase 33.61% (\$79,761)



Budget Mitigation Factors/Actions:

Transportation – Spec. Ed. Decrease 17.61% (-\$99,570)



Tuition – Special Ed.: Decrease 16.83% (-\$198,492)



Excess Cost Grant Applied: \$242,000



\$25,000 to offset Special Education Transportation

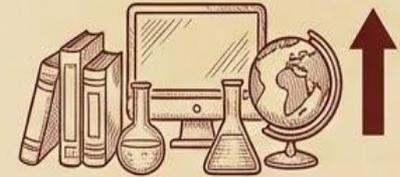


\$217,000 to offset Special Education Outplacements

600

Supplies

Increase of \$35,404 or 5.77%



Increases:

Teaching Supplies – Science: Increase 189.69% (\$16,370)



Teaching Supplies – Computers: Increase 22.55% (\$2,300)



All Teaching Supplies: Net Increase 16.29% (\$20,754)



Grounds, In-house: Increase 66.67% (\$4,000)

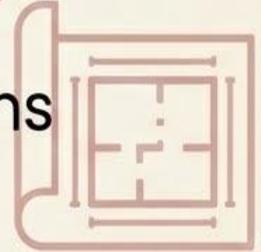


Textbooks, Soc. Studies HS: 66.67% (\$3,000)



700 Property

\$0 Increase/Decrease or 0%



The Capital Outlay account (\$200,000) remains here for future bonding expenses.



800 Other Objects

Increase of \$4,381 or 7.08%



General Increases in Dues and Fees



900 Other Funds

\$0 Increase/Decrease or 0%



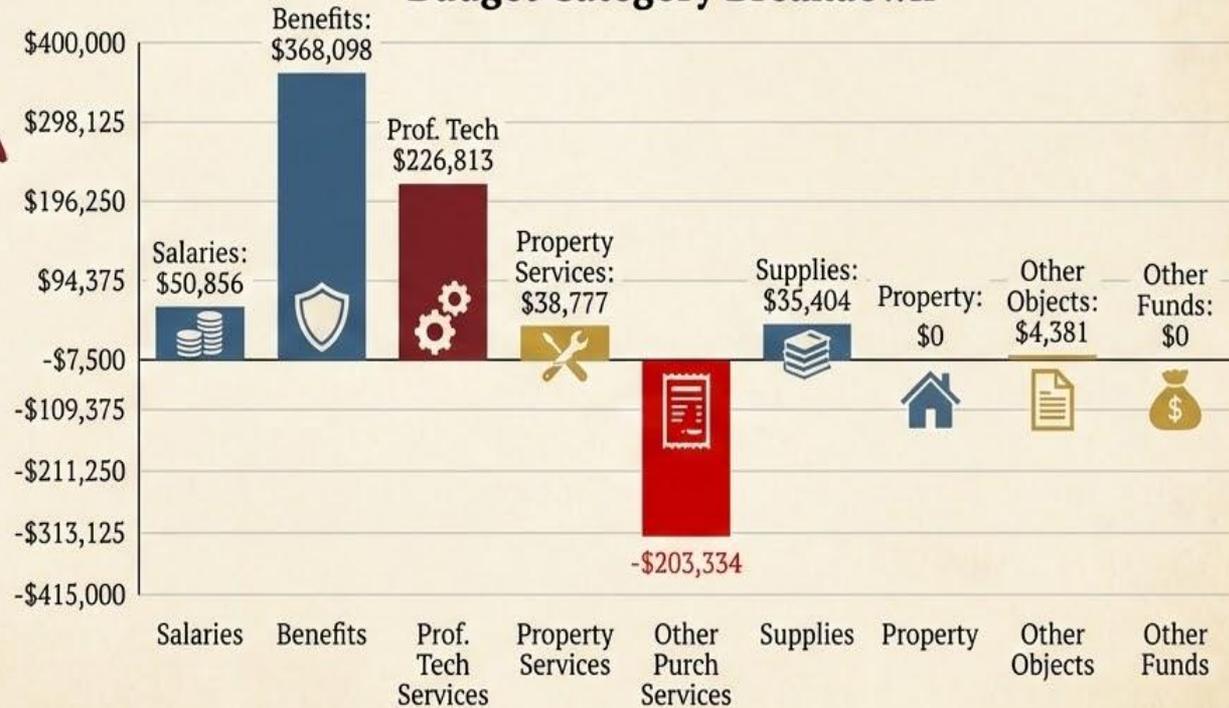
- Level funded – No anticipated change in gate receipts.



2026-2027 Proposed Budget Increase of \$520,995

Salary increases would have been close to \$500,000 if not for the retirement incentive.

Budget Category Breakdown



Excess Cost Expenditure Offset



State Reimbursement Mechanism:

- Reimburses special education costs exceeding 4.5x per-pupil expenditure (\$32,705* next year). District pays full amount until costs surpass \$147,173*.
- ⚠️ • Based on State formula, Northwestern should receive 88%. However, grant consistently underfunded due to flat appropriations and rising costs.
- Budgeted 69% for current year. Proposed 2026-2027 budget projects 70% reimbursement.

Description	2025-2026	2026-2027
Shared Services	\$22,539	\$20,000
Professional/Tech Services	\$25,000	\$25,000
Transportation-Special Education	\$25,000	\$25,000
Tuitions – Special Education (H.S. & M.S.)	\$238,508	\$217,000
TOTAL	(\$311,047)	\$287,000)

*Based on projected figures, subject to change.

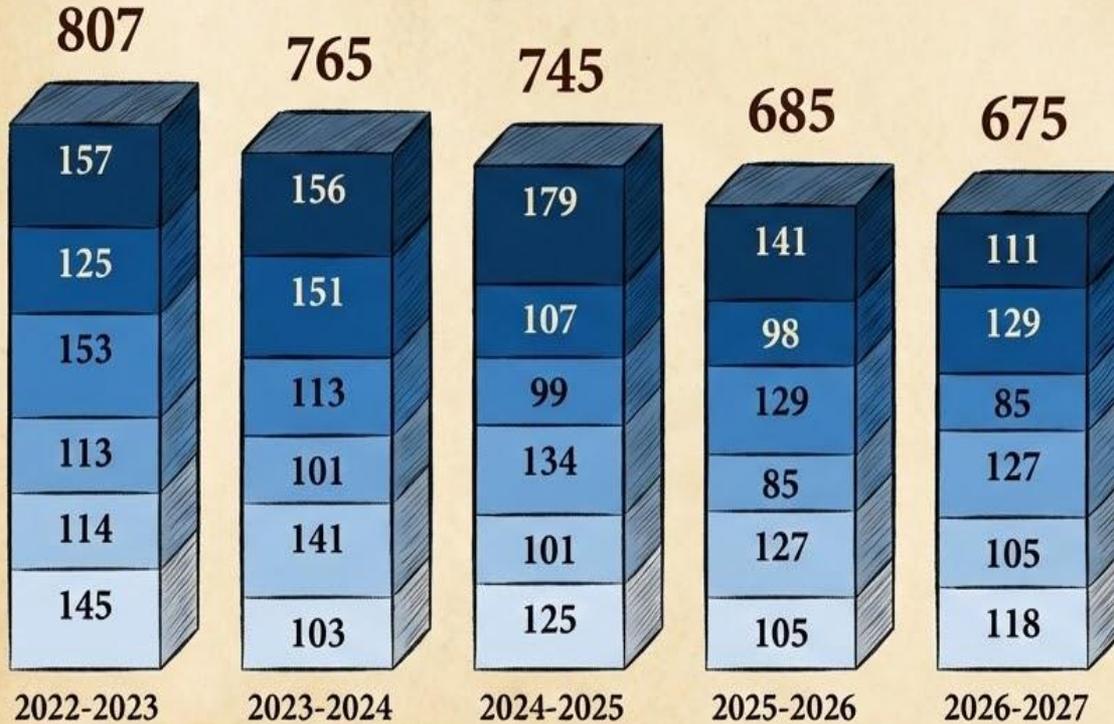


Revenues & Assessments

Description	2025-26 Budget	2026-27 Estimated	Difference
Tuition-Regular 	\$436,185	\$425,165	(\$11,020)
Tuition-Special Ed	\$0	\$0	\$0
Tuition – Ag Ed	\$237,420	\$225,549	(\$11,871)
Rental Income	\$10,500	\$12,500	\$2,000
Interest Income	\$15,000	\$18,000	\$3,000
Ag Ed Grant 	\$752,706	\$762,090	\$9,384
<i>Subtotal Revenues</i>	\$1,451,811	\$1,443,304	(\$8,507)
Budget Variance	\$743,654	\$793,828	\$50,174
<i>Subtotal with Offset</i>	\$2,195,465	\$2,237,132	\$41,667
Budget	\$24,824,729	\$25,345,724	\$520,995
Assessments 	\$22,629,264	\$23,108,592	\$479,328



Straight Line ADM - Member Towns

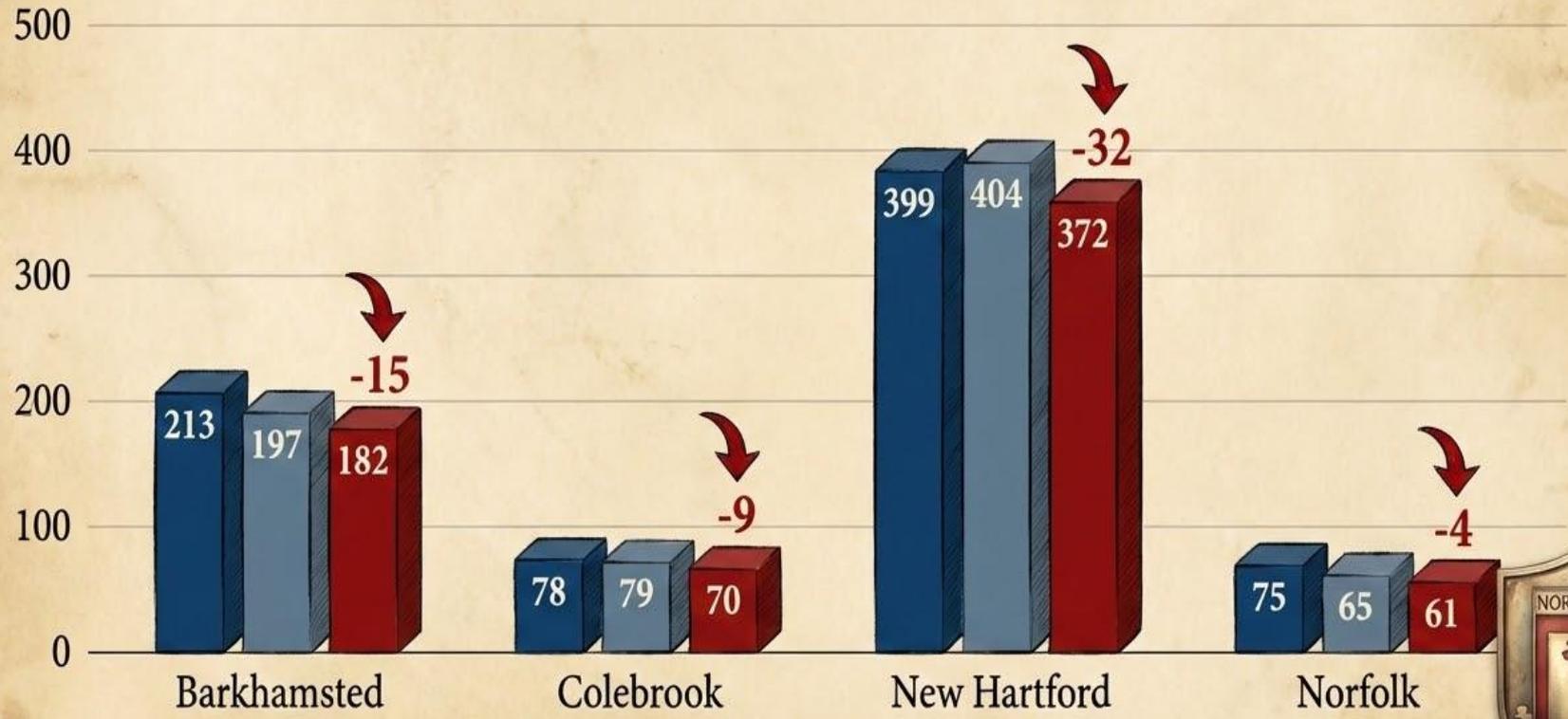


Student enrollment has stabilized and is expected to remain relatively constant for the foreseeable future.



* Based on October 1, 2025

Change in October 1 ADM by Town (2023-2025)



* Based on October 1, 2025 CSDE

Towns



A Look at Total District Enrollment

October 1, 2025

Enrollment by Grade

-  Grade 7: 106
-  Grade 8: 129
-  Grade 9: 111
-  Grade 10: 147
-  Grade 11: 116
-  Grade 12: 144
-  HTA: 18

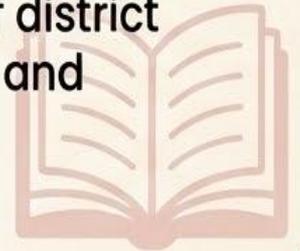
Total: 771



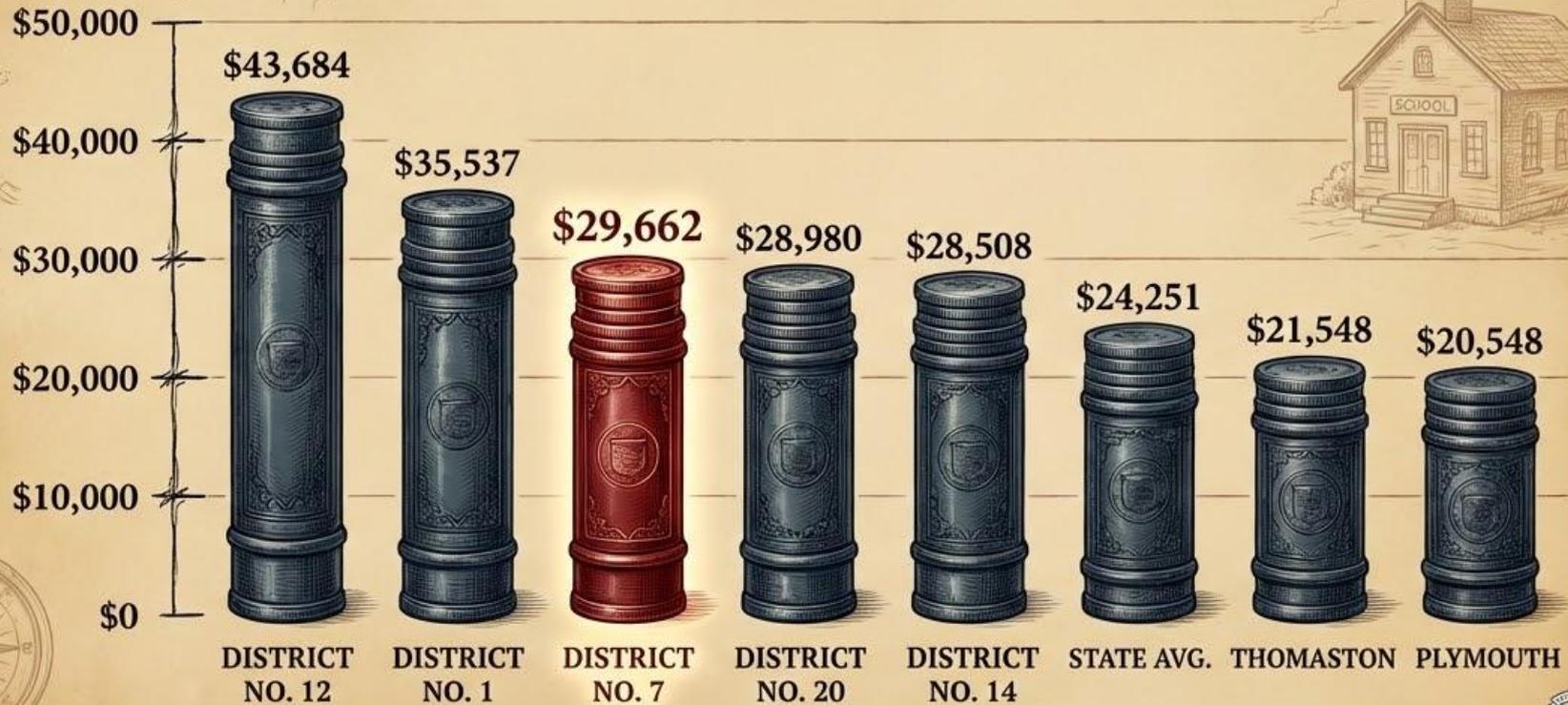
Student Composition & Notes

 Our member town students are joined by Agricultural Education and tuition paying students from: Avon, Canton, Granby, Hartland, Plymouth, Torrington, and Winsted.

 Total includes out of district magnet schools (4) and outplacements (7).



Range of Net Current Expenditures Per Pupil Berkshire League *



Source CSDE 01/2026

* Data for Gilbert unavailable



Budget Highlights Summary

2025-2026 Budget: \$24,824,729

2026-2027 Budget: \$25,345,724

Total increase: \$520,995 (2.10%)



Salary & Benefits

Increases: \$418,954

- \$50,856 Salary
- \$368,098 Benefits

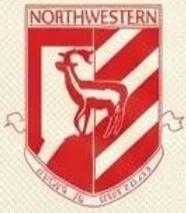


All Other Accounts

Increases: \$102,041

We assess staffing and consolidate where appropriate. The administrative team plans to reduce certified staff through attrition over the next 3 years, prioritizing educational excellence.





**Region 7's proposed budget at 2.1%
is the Lowest in DRG C, and currently
the 3rd lowest in the entire state!**



Historical Perspective on Assessments

	2022-23	2023-24	2024-25	2025-26	2026-27	5 Year Average
Barkhamsted	0.01%	0.65%	-3.66%	-1.89%	2.62%	0.45%
Colebrook	8.37%	2.79%	-0.70%	7.36%	-1.54%	3.26%
New Hartford	1.20%	3.69%	6.55%	7.41%	2.27%	4.22%
Norfolk	6.43%	5.26%	18.95%	-7.97%	4.11%	5.36%
<hr/>						
Total Assessment Increase:	1.97%	2.79%	3.78%	3.31%	2.12%	2.45%
5-Year Average of Total Assessment Increase ~ 2.45%						
Total Expenditure Increase:	2.45%	2.42%	3.47%	2.29%	2.10%	2.55%
5-Year Average of Total Expenditure Increases ~ 2.55%						

Regional School District No. 7

The Pride of the Northwest Corner

Our Core Values & Impact

 **Carefully and Caringly Led:** Regional School District No. 7 is a carefully and caringly led school district.

 **Positive Impact & Well-Rounded Experience:** We strive to make a positive impact in our students' lives by ensuring a high quality, well-rounded educational and extracurricular experience for every student.

 **Supportive & Caring Culture:** Supportive and caring relationships are at the core of our positive Northwestern culture.

 **Learn, Grow, & Develop:** Our programs allow every student to learn, grow, and develop into the young adults they aspire to become.

 **Future-Ready Graduates:** Northwestern graduates are well prepared for whatever opportunity they wish to pursue on their life journey after NWR7.

Student Life & Achievement



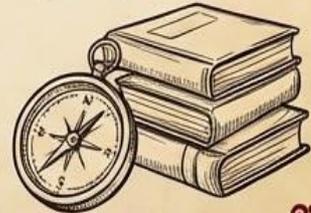
CLASS OF 2026

Celebrating the Successful End of a Memorable Northwestern Regional Journey

Let the next adventure begin!

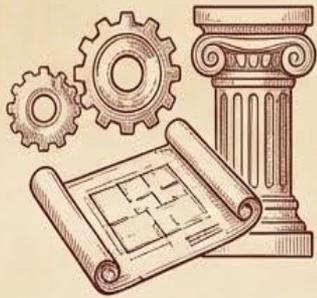


NWR7



PLANNING FOR NORTHWESTERN'S FUTURE

A committee of 16 regional representatives engaged in a comprehensive District Strategic Planning process that ultimately identified 4 priority areas of focus/strategies for our district.



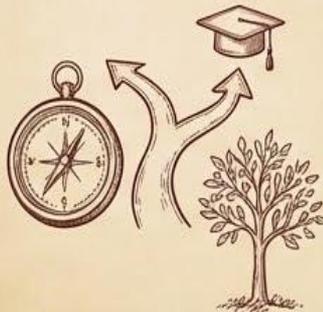
Strategy One:

Develop the organizational capacity and support structures required to coordinate and align the systems improvements called for in this plan.



Strategy Two:

Define durable learning and the concurrent assessment parameters for the Vision of the Graduate.



Strategy Three:

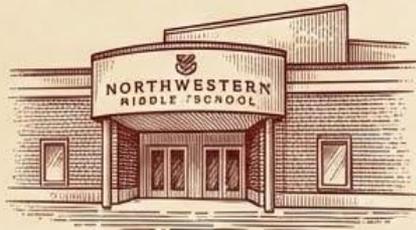
Integrate Vision of a Graduate and Durable Learning into curriculum and instruction improvements systems that support authentic learning pathways.



Strategy Four:

Meaningfully engage the Board and community throughout the process to ensure district-wide coherence and long-term alignment of focus.

NORTHWESTERN REGIONAL SCHOOL DISTRICT NO. 7

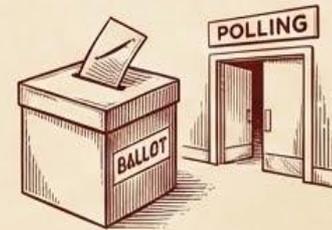


DISTRICT BUDGET MEETING

MAY 4, 2026

Dr. Roberta Ohotnicky Little Theater

7:00 PM



BUDGET REFERENDUM

MAY 5, 2026

Town Polling Locations

Hours may vary by town

For budget details, visit: www.nwr7.com
(Select: Board of Education-Budget)

THANK YOU FOR YOUR SUPPORT!

