

Monomoy FY21 DRAFT Budget

2/11/2020 Public Hearing

Dr. Scott Carpenter, Superintendent
Katie Iernio, Business Manager



Celebrating Our Schools

Chatham Elementary

A vibrant learning community that has become a great incubator for ideas like exploring Deeper Learning, with a new community playground (supported by CPC funds).

Harwich Elementary

One of the best elementary schools on Cape Cod (based on DESE's accountability ratings), with a new playground on the horizon (with the support of CPC funds, pending support at Town Meeting).

Monomoy Regional Middle School

The Cape's highest-rated middle school for the past two years based on DESE's accountability rating system; using MAP data to individualize supports and enrichment during the school day and extending the days with many activities both before and after school.

Monomoy Regional High School

An exemplar of positive school culture, using our Jawsome block to support student success, paired with growing Advanced Placement and Global Studies programs, vibrant academic, athletic, and extracurricular programs, and strong supports for struggling learners.

Monomoy FY21 DRAFT Budget

The 30,000-foot view

- This is a level staff budget, but because of declining enrollment at the elementary level and increasing enrollment at the high school level, FTE resources begin to shift to the upper grades.
- This budget maintains all existing services and programs.
- The declining number of children in Chatham, relative to Harwich, continues to shift the minimum required contribution (as calculated by the state) towards Harwich.

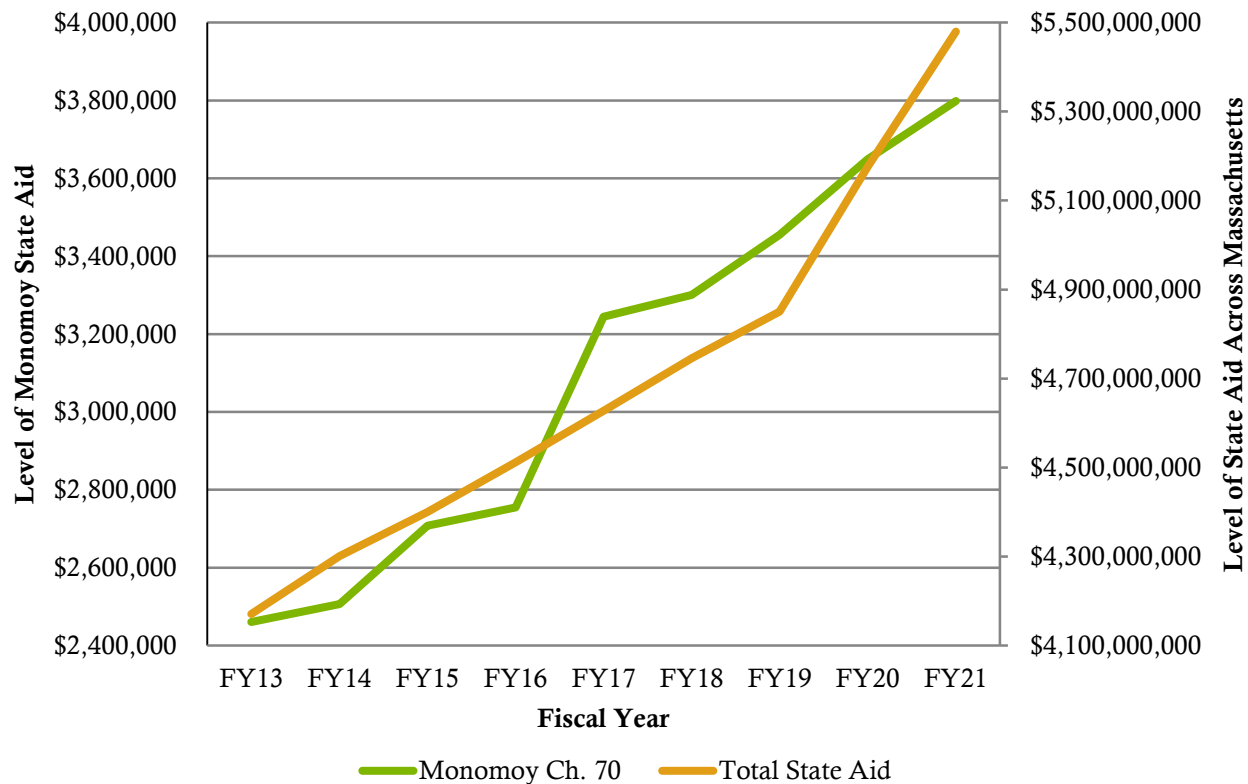
State Aid and Minimum Required Contribution

Chapter 70 Statutory Funding

- ◆ Chapter 70 is the Commonwealth's formula that defines the "foundation budget," the amount which needs to be spent to provide children an adequate education – this can vary based on the demographics and programs offered in districts. The foundation budget is adjusted annually by an "inflation factor."
- ◆ Within this formula is a minimum required contribution, based on a city or town's fiscal ability to provide its children an adequate education. The minimum required contribution is based on a combination of property value and income within the community. The minimum required contribution is adjusted each year by the Municipal Revenue Growth Factor, determined by the State, which is a measure of a community's change in annual revenues.
- ◆ Chapter 70 Aid from the state augments the community's "required minimum contribution" to bring the minimum school funding up to an adequate level (the foundation budget). Many municipalities, like Chatham and Harwich, choose to spend more on schools than their minimum required contribution.
- ◆ Foundation Budget = Minimum Required Contribution + Chapter 70 Aid

State Aid Trends

Trajectory of Chapter 70 State Aid FY13-FY21



Minimum Required Contribution Trends

Minimum Required Contribution came out with the Governor's FY21 Budget January 22.

Chatham's Minimum Required Contribution increased by 1.5%; Harwich's increased 3.2%.

The differential in these increases is due to foundation enrollment trends and ultimately results in a difference in the percent increase in the assessment for our two towns.

Minimum Required Contribution FY13-FY21



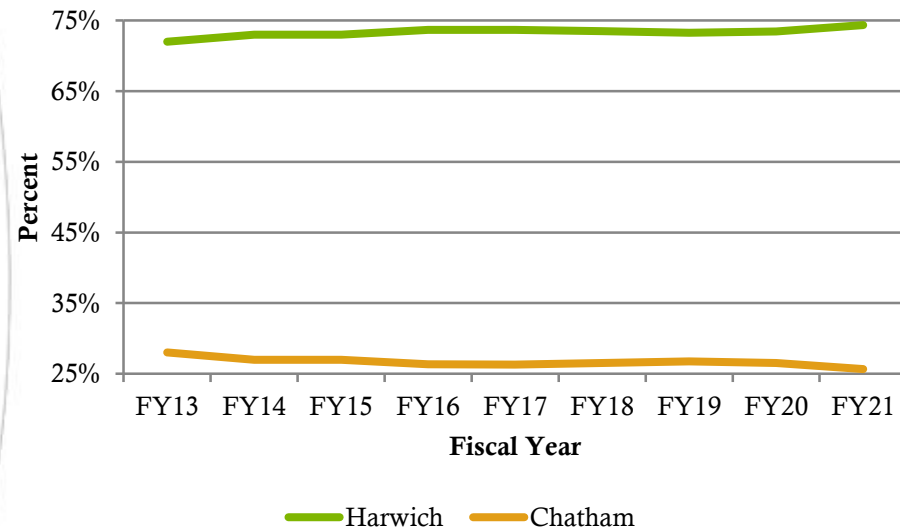
Foundation Enrollment Trends

The three-year rolling average for foundation enrollment is used to calculate the Assessment -- this does not include school choice students coming into the district. Foundation enrollment does include school choice students, attending other districts and charter schools, who live in Chatham and Harwich.

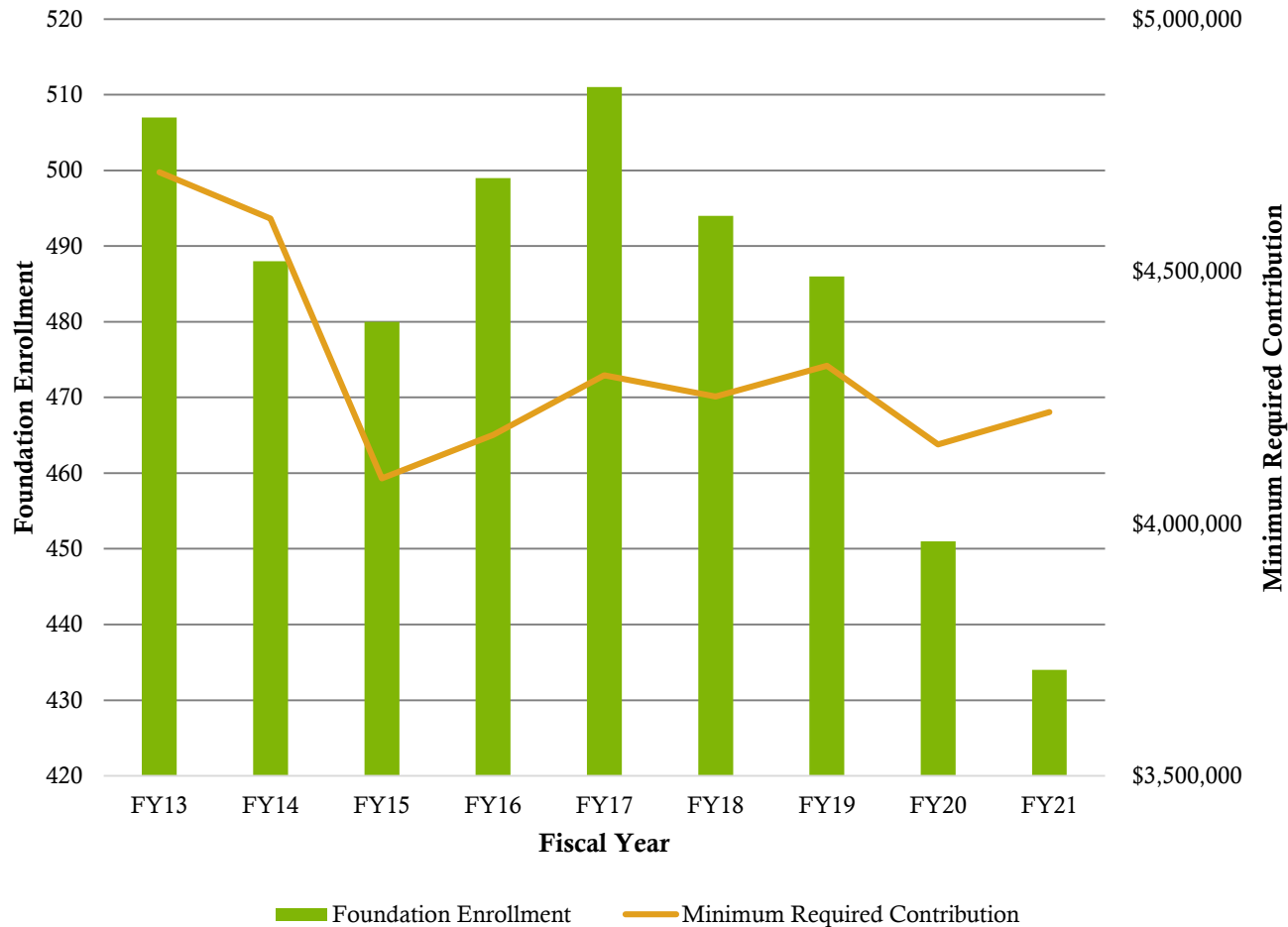
Behind the FY21 Budget is a three-year rolling average enrollment split 74.35% Harwich and 25.65% Chatham. In FY21, the three-year rolling average shifted 0.9% towards Harwich.

Three Year Rolling Average of Foundation Enrollment Percentages FY13-FY21

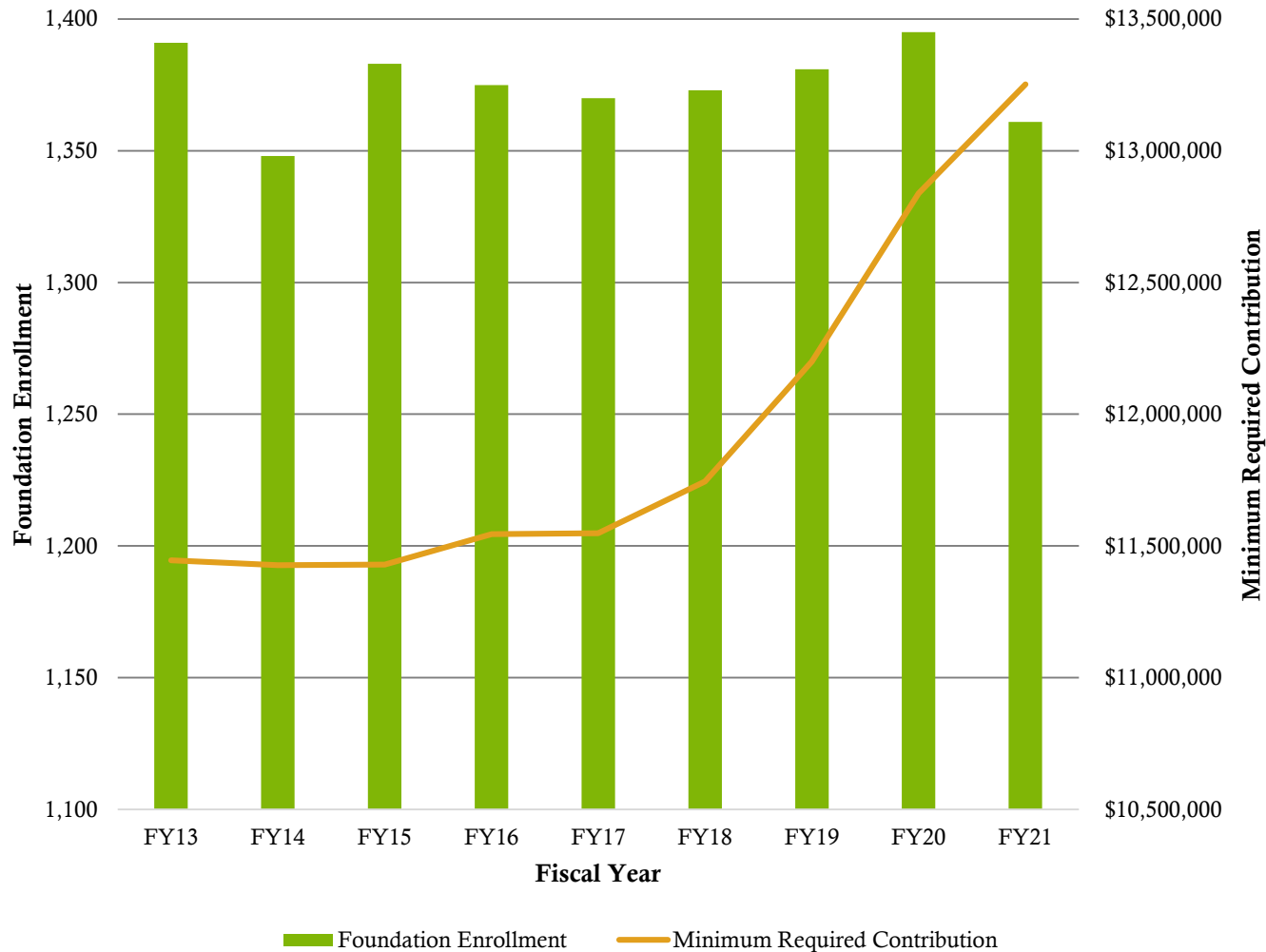
Used in Calculating Assessments



Chatham Foundation Enrollment vs. Minimum Required Contribution FY13-FY21



Harwich Foundation Enrollment vs. Minimum Required Contribution FY13-FY21



Guidelines and Assumptions

Budget Development Guidelines

- ◆ Support the district's Mission Statement
 - ◆ *Monomoy Regional School District is a community of learners of all ages focused on building knowledge, positive character, and resiliency in a safe, supportive, creative, and challenging environment*
- ◆ Support advancement of the district's new 2018-2022 Strategic Plan Objectives
 - ◆ Expand Community Engagement and Partnerships
 - ◆ Strengthen Social and Emotional Well-Being
 - ◆ Close the Achievement Gap
 - ◆ Improve Curriculum, Instruction, and Assessment for All Learners
- ◆ Maintain programs across the grade levels and educationally supportive class size guidelines of 19 ± 2 students per class at the middle & high school level 18 ± 1 at the elementary level
- ◆ Complementary to the budgets and fiscal circumstances of the Towns of Chatham and Harwich.

FY21 Budget Assumptions

This is a Level Staff Budget with Level Services

- ◆ Anticipates level enrollment in our schools, with the high school beginning to grow in population, while the lower grade levels contract
- ◆ No changes to services at the lower grades, but 1.0 FTE of staffing will be reallocated to the high school
- ◆ Advance staff with contractually obligated steps and lanes following ratified contracts with all bargaining units
- ◆ Uses January 22, 2020, FY21 Governor's numbers for Chapter 70 State Aid and Minimum Required Contributions
- ◆ Cape Cod Municipal Health Insurance rates were set on 1/29/2020 with a 0% increase over the prior year's rates
- ◆ Three-year rolling average for Transportation shifts modestly towards Harwich by .50%
 - ◆ 25.20% (C) 74.80% (H)
- ◆ Three-year rolling average for Operations and Debt shifts modestly again towards Harwich by .90%
 - ◆ 25.65% (C) 74.35% (H)
- ◆ District's FY21 OPEB funding is maintained at the same level as FY20 at \$100,000
- ◆ Restores \$50,000 funding toward district's Stabilization account

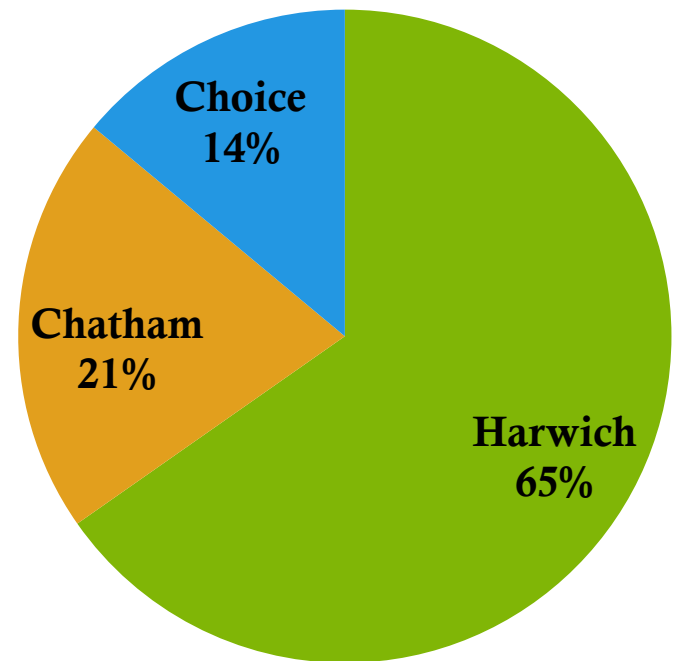
Important Factors Behind School Budgets

- Enrollment
- Class Size
- Staffing
- Out-of-District Placements
- School Choice and Charter School
- Strategic Initiatives

District Enrollment

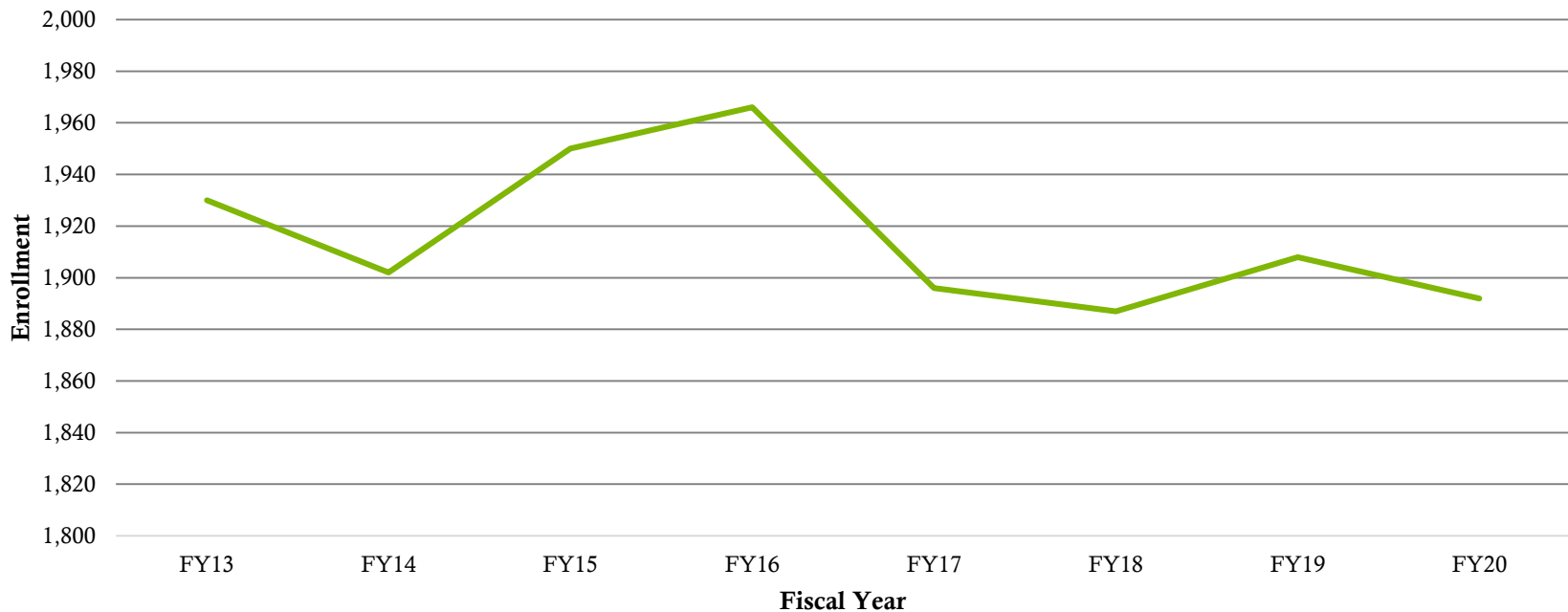
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Monomoy Enrollment 2019-2020



District Enrollment Trend

**Monomoy October 1 Enrollment FY13-FY20
(includes Preschool and SPED 18-22)**



The FY21 Budget presumes level enrollment, with an in-district enrollment equivalent to the present year's 1,892 students.

Anticipated Average Class Sizes

2020-2021

Chatham Elementary

Kindergarten (2 classes)	17
1st Grade (2 classes)	17
2nd Grade (2 classes)	17
3rd Grade (2 classes)	15.5**
4th Grade (3 classes)	15.3**

Harwich Elementary

Kindergarten (5 classes)	18
1st Grade (5 classes)	18
2nd Grade (5 classes)	17.8*
3rd Grade (6 classes)	19.3
4th Grade (5 classes)	20

Monomoy Regional Middle School (presumes 8 sections/grade)

5th Grade	18.6
6th Grade	20
7th Grade	17

Monomoy Regional High School

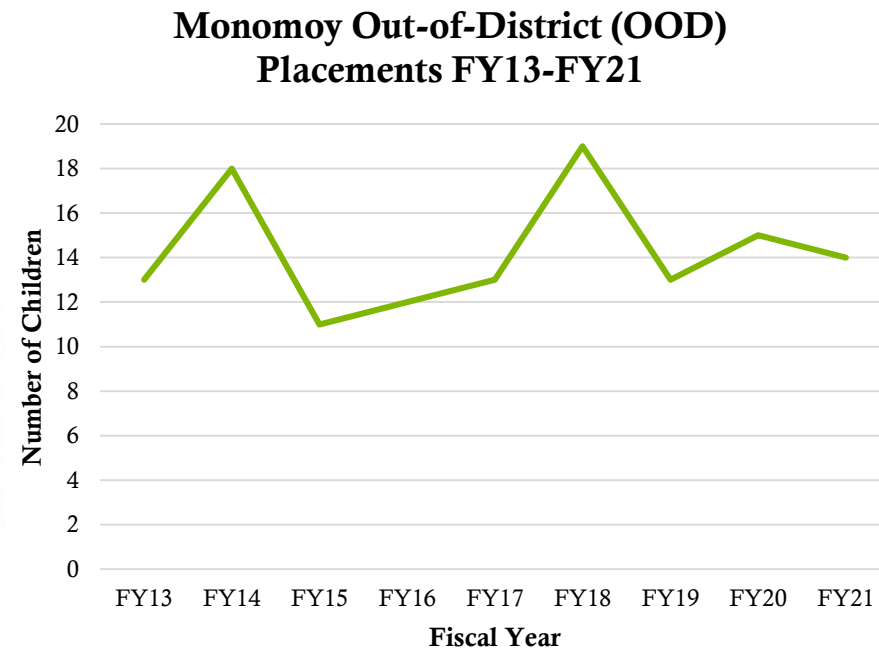
8th Grade Core Academic (presumes 8 sections)	23*
Grades 9-12 Core Academic	15-18

**Indicates resulting class size with FTE reduction of one FTE at Harwich Elementary and adding one FTE at the high school.*

***School choice will be used to help balance 3rd & 4th grade class size inequities, only to fill "empty seats."*

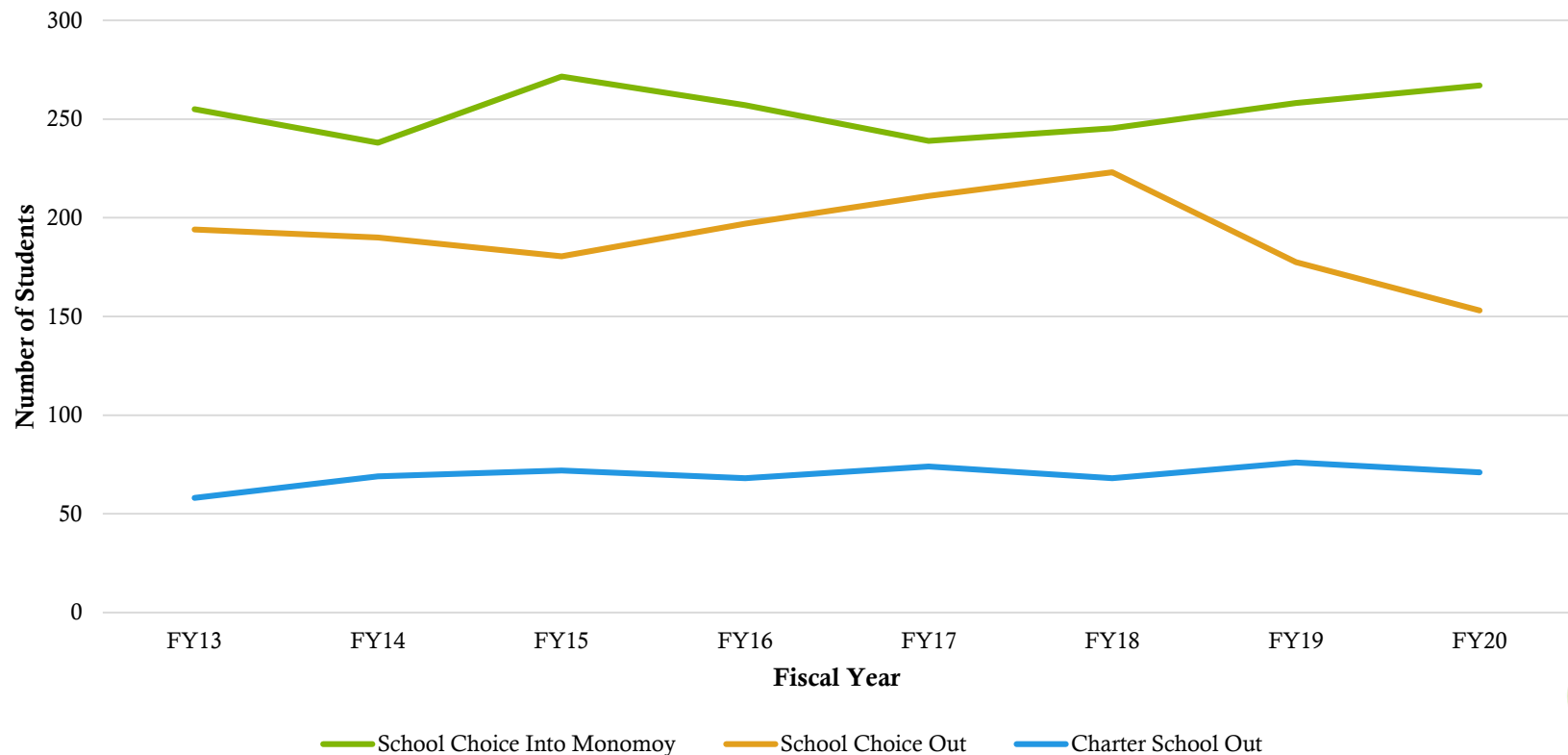
Special Education Out-of-District Trends

Rising out-of-district numbers and associated costs were a concern in FY20. As of January 23, 2020, this may be an area of some fiscal relief in FY21.



School Choice and Charter School Enrollment Trends

School Choice and Charter School Enrollments FY13-FY20



Budget Offsets & Expenses

- Excess & Deficiency
- School Choice
- Circuit Breaker
- School Choice and Charter School Tuitions

Excess and Deficiency

At the end of every fiscal year, any surplus or deficit in the district's general fund are closed out to the Excess & Deficiency fund (E&D). These are certified by the Department of Revenue annually. If the certified balance exceeds 5% of the proposed budget, the regional school committee must use the amount in excess of 5% as a revenue source to offset its proposed budget.

Fiscal Year	E&D	E&D Used	Fiscal Year offset by E&D (2 years later)
FY13	\$514,648		
FY14	\$1,401,630	\$600,000	to support FY16 Budget
FY15	\$967,615	\$331,821	to support FY17 Budget
FY16	\$1,665,707	\$371,326	to support FY18 Budget
FY17	\$1,891,678	\$705,000	to support FY19 Budget
FY18	\$1,592,984	\$550,000	to support FY20 Budget
FY19	\$2,095,281 This is over 5% by \$22,653.	\$550,000 Plus \$120,000 To partly support ELA Strategic Initiative	proposed to support FY21 Budget

School Choice

School Choice	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 Budget	FY21 Projected
School Choice Revenue	\$1,555,378	\$1,507,345	\$1,683,336	\$1,508,000	\$1,359,051	\$1,352,531	\$1,424,309	\$1,352,531	\$1,352,531
School Choice Budget Offset	\$1,817,251	\$1,563,244	\$2,548,062	\$1,474,350	\$1,407,001	\$1,385,274	\$1,159,370	<u>\$1,259,000</u>	\$1,359,000
Projected Balance								\$594,191	

School Choice Revenues are used to offset salaries before calculating the assessments for our towns. \$100,000 more School Choice Revenue is used to offset the FY21 Budget, compared to the prior fiscal year.

Circuit Breaker

Circuit Breaker	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 Budget	FY21 Projected
Circuit Breaker Revenue	\$454,141	\$525,197	\$492,116	\$348,691	\$359,035	\$186,150	\$324,069*	\$348,466	\$348,466
Circuit Breaker Expenditures	\$420,408	\$598,902	\$463,934	\$323,316	\$276,762	\$241,025	\$291,273	\$340,124	\$290,262
Projected Balance								\$274,933	

\$49,862 less Circuit Breaker Revenue is used to offset the FY21 Budget. This leaves the district with a reserve should an unexpected out-of-district placement occur.

**Monomoy received Extraordinary Relief in FY19 as anticipated because of large increase in out-of-district students/expenses.*

Tuitions Out

General Fund Expenses	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 Budget	FY21 Projected
School Choice Tuitions	\$1,072,669	\$1,062,677	\$1,052,745	\$1,474,350	\$1,287,193	\$1,387,208	\$1,151,244	\$1,216,326	\$1,219,326
Charter School Tuitions	<u>\$707,868</u>	<u>\$996,558</u>	<u>\$1,052,136</u>	<u>\$1,055,982</u>	<u>\$1,218,017</u>	<u>\$1,146,649</u>	<u>\$1,298,471</u>	<u>\$1,218,017</u>	<u>\$1,218,017</u>
Total Out	\$1,780,537	\$2,059,235	\$2,104,881	\$2,530,332	\$2,505,210	\$2,533,857	\$2,449,715	\$2,434,343	\$2,437,343

FY21 Strategic Initiative

- Improving Elementary ELA Curriculum in one effort vs multi-year roll out
- Partly fund using Excess & Deficiency for a “one-time” purchase
- Partly fund using available funds from 0% health insurance increase

ELA Curriculum Resource Adoption

Goal

- ◆ Provide a consistent, equitable learning experience for our elementary aged students across the district that is rigorous, standards-aligned, grounded in quality text and inclusive of diverse perspectives
- ◆ Currently two different primary resources for ELA instruction in Grades 1 through 4 (CES vs. HES)
- ◆ Both the HES and CES ELA curricula do **not** “meet expectations” for alignment to standards and quality text (via Ed Reports)
- ◆ Rolling out ELA curriculum in one effort vs multi-year would be optimal for student learning

Process

- ◆ Spring 2019
 - ◆ Task Force created
 - ◆ Analyzed current “State of the Curriculum”
- ◆ Summer 2019
 - ◆ Deepened knowledge around quality curriculum materials
 - ◆ Identified horizontal and vertical gaps
- ◆ Fall 2019
 - ◆ Joined DESE High Quality Materials Network
 - ◆ Used Ed Reports to elect quality materials for review
- ◆ Winter 2020
 - ◆ In deep review to find “best match” for Monomoy
 - ◆ Winnowed list to two choices to be presented at the February 27, 2020, School Committee meeting.
 - ◆ Decision to implement the “best match” curriculum at the March 12, 2020, School Committee meeting.

The DRAFT FY21 Budget

FY21 DRAFT General Fund Expenditure Budget By Cost Center

		FY21 REVISED DRAFT Budget 2/11/2020
1000	District Leadership & Administration Salaries & Wages	\$741,302
1000	District Leadership & Administration Expenses	\$376,295
2000	Instruction Salaries & Wages	\$19,333,503
2000	Instruction Expenses	\$1,345,514
3000	Other School Services Salaries & Wages	\$1,037,382
3000	Other School Services Expenses	\$1,824,113
4000	Operations & Maintenance Salaries & Wages	\$1,508,169
4000	Operations & Maintenance Expenses	\$1,894,577
5000	Fixed Charges	\$7,742,699
7000	Capital	\$355,000
8000	Debt Retirement & Service	\$2,110,916
9000	Programs With Other School Districts and Transfers Out	<u>\$3,557,153</u>
	Total General Fund	\$41,826,623

Comparative Budgets by Function Code

		FY21 Draft Budget	FY20 Budget	FY19 Budget	FY18 Actual	FY17 Actual	FY16 Actual	FY15 Actual
1000	District Leadership & Administration Salaries & Wages	\$741,302	\$688,653	\$688,653	\$945,064	\$951,887	\$847,951	\$853,512
1000	District Leadership & Administration Expenses	\$376,295	\$415,069	\$410,069	\$382,795	\$346,107	\$284,447	\$409,021
2000	Instruction Salaries & Wages	\$19,333,503	\$18,549,753	\$18,357,563	\$17,494,093	\$16,728,741	\$16,175,914	\$15,046,779
2000	Instruction Expenses	\$1,345,514	\$1,003,365	\$944,610	\$846,312	\$1,020,692	\$865,727	\$884,357
3000	Other School Services Salaries & Wages	\$1,037,382	\$874,710	\$825,456	\$784,806	\$749,295	\$667,226	\$648,333
3000	Other School Services Expenses	\$1,824,113	\$1,988,970	\$1,801,093	\$1,632,453	\$1,583,843	\$1,628,508	\$1,525,209
4000	Operations & Maintenance Salaries & Wages	\$1,508,169	\$1,417,113	\$1,471,297	\$1,153,274	\$1,114,073	\$1,035,728	\$1,072,424
4000	Operations & Maintenance Expenses	\$1,894,577	\$1,880,765	\$1,849,369	\$1,665,347	\$1,663,580	\$1,533,944	\$1,501,620
5000	Fixed Charges	\$7,742,699	\$7,770,608	\$7,471,900	\$6,990,925	\$6,362,336	\$5,827,507	\$5,864,593
9000	Programs With Other School Districts	\$3,557,153	\$3,699,790	\$3,299,567	\$3,147,156	\$3,031,165	\$2,835,637	\$2,561,647
	Total General Fund Operating	\$39,360,707	\$38,289,139	\$37,119,577	\$35,042,225	\$33,556,719	\$31,702,589	\$30,367,495
7000	Capital	\$355,000	\$355,000	\$355,000	\$281,008	\$305,000	\$250,000	\$49,864
8000	Debt Retirement & Service	\$2,110,916	\$2,257,343	\$2,233,776	\$2,324,931	\$2,411,471	\$2,473,481	\$804,423
		\$2,465,916	\$2,538,776	\$2,538,776	\$2,605,939	\$2,716,471	\$2,723,481	\$854,287
	Total General Fund	\$41,826,623	\$40,901,482	\$39,708,353	\$37,648,164	\$36,273,190	\$34,426,070	\$31,221,782

FY21 Capital Plan

Maintenance & Technology

Maintenance

Chatham Elementary School

Carpet/Tile classrooms (2 to 4)	\$ 4,000
HVAC Controls Upgrade	\$20,395
Roof repairs	<u>\$10,000</u>
	\$34,395

Harwich Elementary School

HVAC Controls Upgrade	\$20,395
Roof repairs	<u>\$10,000</u>
	\$30,395

Technology

Chatham Elementary School

Promethean Boards	\$16,864
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Harwich Elementary School

Promethean Boards	\$16,865
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Within the DRAFT FY21 Budget, total combined Maintenance is \$171,187 and Technology is \$183,813 for all four schools. Totaling \$305,000 in addition to \$50,000 Stabilization. Harwich's share would be \$263,943 and Chatham's \$91,057.

FY21 Capital Plan

Maintenance & Technology

Maintenance

Monomoy Regional Middle School

HVAC Controls Upgrade	\$20,397
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Roof Repairs	<u>\$10,000</u>
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	\$30,397
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Monomoy Regional High School

Vape Detectors	\$16,000
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Roofing Inspection and Repair as needed	<u>\$10,000</u>
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	\$26,000
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Technology

Monomoy Regional Middle School

Teacher Laptops	\$10,378
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Chromebooks	<u>\$51,225</u>
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	\$61,603
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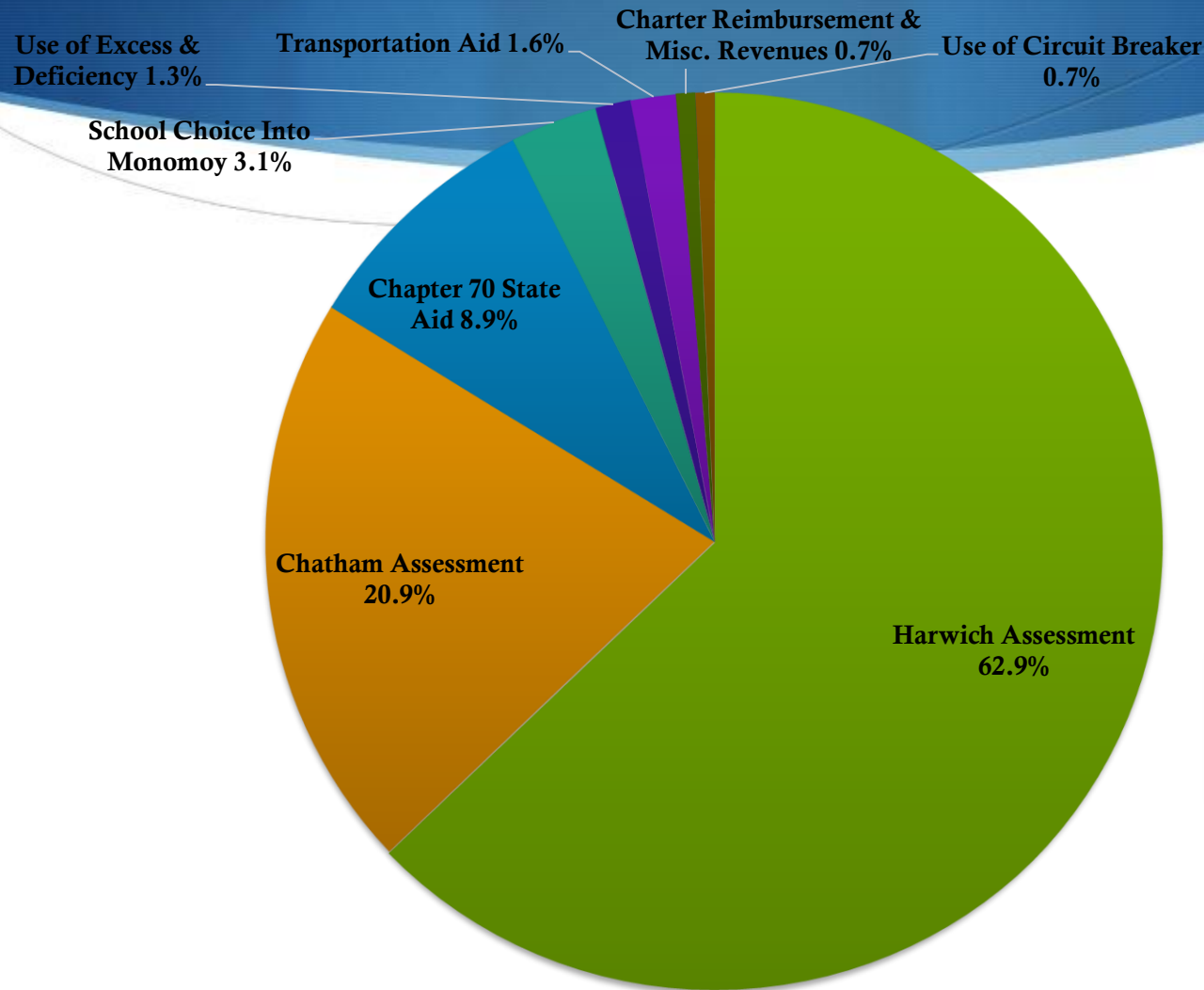
Monomoy Regional High School

MAC Lab, Graphics Lab and Robotics Lab	\$35,853
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Chromebooks	<u>\$52,628</u>
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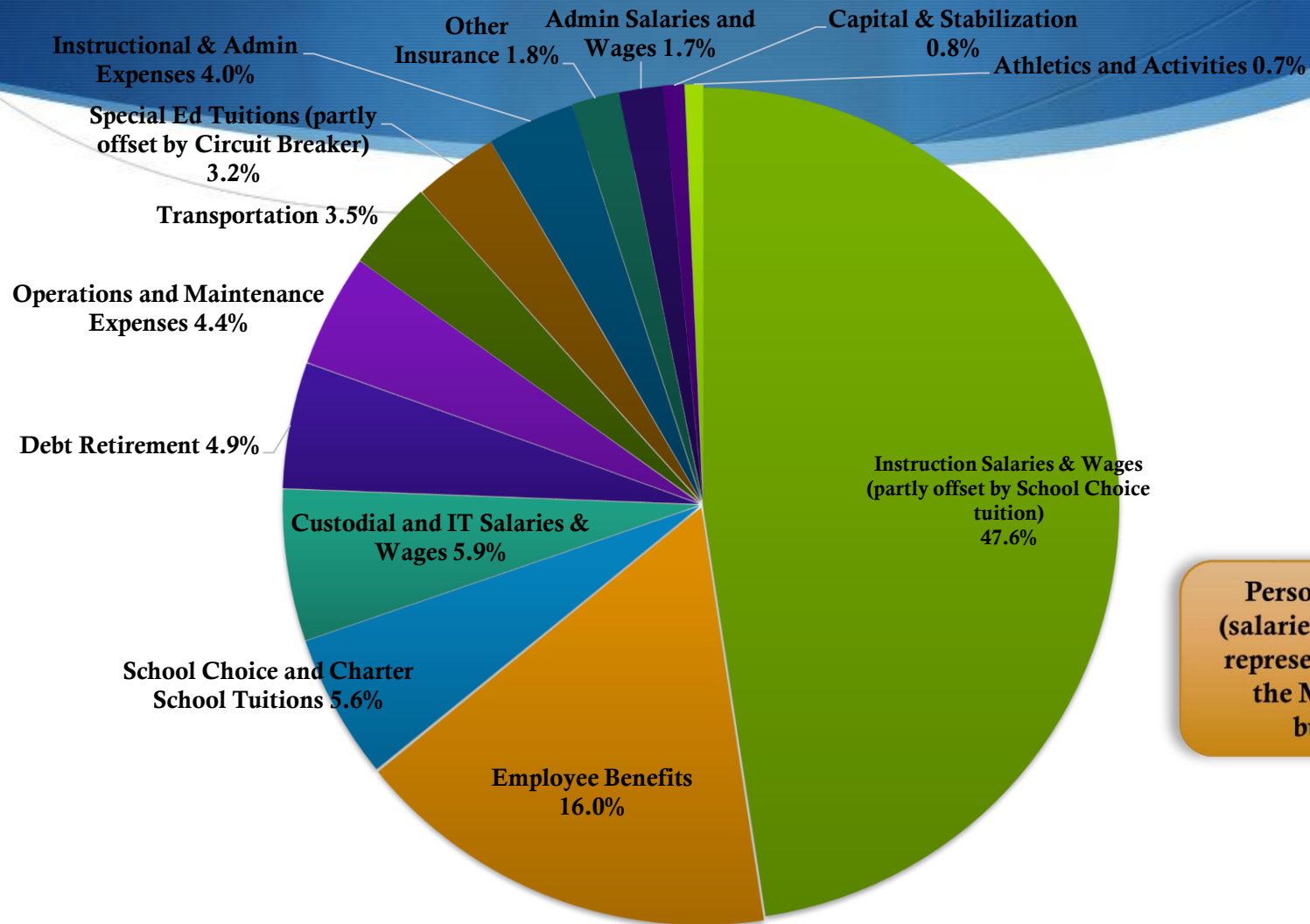
	\$88,481
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How the DRAFT FY21 Budget is funded



Local tax dollars, in the form of the Assessments to the towns, fund 83.8% of the district's budget.

How school funding is used to support the FY21 DRAFT Budget



Comparative Budgets by Category

	FY21 Draft	FY20 Budget	FY19 Budget	FY18 Actual	FY17 Actual	FY16 Actual	FY15 Actual
Salaries & Wages	\$22,620,356	\$21,530,572	\$21,342,969	\$20,377,237	\$19,543,996	\$18,726,819	\$17,621,048
Expenses	\$5,440,499	\$5,288,169	\$5,005,141	\$4,526,907	\$4,619,222	\$4,312,626	\$4,320,207
Fixed Charges	\$7,742,699	\$7,770,608	\$7,471,900	\$6,990,925	\$6,362,336	\$5,827,507	\$5,864,593
Programs With Other School Districts	<u>\$3,557,153</u>	<u>\$3,699,790</u>	<u>\$3,299,567</u>	<u>\$3,147,156</u>	<u>\$3,031,165</u>	<u>\$2,835,637</u>	<u>\$2,561,647</u>
	\$39,360,707	\$38,727,687	\$37,169,577	\$35,042,225	\$33,556,719	\$31,702,589	\$30,367,495
Capital and Debt Retirement & Service	<u>\$2,465,916</u>	<u>\$2,612,343</u>	<u>\$2,538,776</u>	<u>\$2,605,939</u>	<u>\$2,716,471</u>	<u>\$2,723,481</u>	<u>\$854,287</u>
Total General Fund	\$41,826,623	\$41,340,030	\$39,708,354	\$37,648,164	\$36,273,190	\$34,426,070	\$31,221,782

Comparative Budgets by Percent by Category

Expenditure Budget By Percent	FY21 Draft	FY20 Budget	FY19 Budget	FY18 Actual	FY17 Actual	FY16 Actual	FY15 Actual
Salaries & Wages	54.08%	52.64%	53.75%	54.13%	53.88%	54.40%	56.44%
Expenses	13.01%	12.93%	12.60%	12.02%	12.73%	12.53%	13.84%
Fixed Charges	18.51%	19.00%	18.82%	18.57%	17.54%	16.93%	18.78%
Capital and Debt Retirement & Service	5.90%	6.39%	6.52%	6.92%	7.49%	7.91%	2.74%
Programs With Other School Districts	<u>8.50%</u>	<u>9.05%</u>	<u>8.31%</u>	<u>8.36%</u>	<u>8.36%</u>	<u>8.24%</u>	<u>8.20%</u>
	100%	100%	100%	100%	100%	100%	100%

Budget Increase Over Prior Fiscal Year

FY21 Draft Budget		FY20 Budget	Δ	%
\$39,360,707	Operating	\$38,189,139	\$1,171,568	3.07%
\$355,000	Capital	\$305,000	\$50,000	16.39%
<u>\$2,110,916</u>	MRHS Debt	<u>\$2,257,343</u>	<u>-\$146,427</u>	<u>-6.49%</u>
\$41,826,623		\$40,751,482	\$1,075,141	2.64%

The total FY21 budget increase, including benefits, is 2.64%.

Using the Governor's Jan. 22 numbers, increases in Chapter 70, regional transportation aid, and charter reimbursement is anticipated. Additional school choice funds are used to offset salaries in FY21. These factors position the assessment increase to be less than the budget increase.

Monomoy: Great schools & bargain for taxpayers

Per Pupil Comparisons

Using last DESE reported figures from FY18

Town	Per Pupil Expenditure*
Falmouth	\$ 18,630
Bourne	\$ 15,782
Sandwich	\$ 17,460
Mashpee	\$ 17,643
Barnstable	\$ 15,762
Dennis-Yarmouth	\$ 15,777
Monomoy	\$ 17,503
Brewster	\$ 20,168
Orleans	\$ 22,560
Nauset	\$ 20,710
Eastham	\$ 24,828
Wellfleet	\$ 29,143
Truro	\$ 31,460
Provincetown	\$ 30,903

The average per pupil expenditures for Cape Cod towns is \$21,309. Monomoy's per pupil expenditure is \$3,806 less than the Cape average, and significantly less (\$2,665 to \$8,975) than the per pupil expenditures for the town making up our neighboring Nauset district.

DESE calculates **Per Pupil Expenditure by dividing a district's **Total Expenditures** (all expenditures and funding sources used for in-district programs and out-of-district placements, except capital and debt expenditures) by the **Average Enrollment** across the school year for the towns' resident students enrolled at local schools and those publicly-funded students enrolled through school choice at other districts, at charter schools, or out-of-district special education placements.*

Moving from Budget to Assessment

The district's \$41,826,623 budget does not cost the towns \$41,826,623.

Budget vs. Assessment

- ◆ The Monomoy FY21 Budget is how much it costs to fund the education of children in Harwich and Chatham.
- ◆ The Assessment is how much each town pays to fund the Monomoy Regional School District according to the formula in the district's Regional Agreement.
- ◆ Chapter 70 State Aid is anticipated to offset the cost of funding our schools by almost \$3.65M. The school district also receives funding from the state to defray the cost of bus transportation, expensive Special Education placements (Circuit Breaker), and a small portion of charter school tuitions.
- ◆ Each town also has a “minimum required contribution,” calculated by the State, using the number of school aged children in the town attending public schools and real estate and income wealth within the town.
- ◆ The enrollment of students attending public schools in each town is calculated using three-year rolling average of the enrollments to determine how much each town pays for the Operating, Transportation, Debt, and Capital portions of the Monomoy budget.

FY21 Assessment Drivers

Disproportionately Impacting Harwich

- 💧 A slight increase (.9%) in the three-year rolling average in enrollment for Harwich
- 💧 Harwich's FY21 Assessment percentage increase is significantly more than Chatham's

	FY21 Minimum Required Contribution	FY20 Minimum Required Contribution	Increase
Chatham	\$4,220,991	\$4,156,810	\$64,181
Harwich	\$13,252,174	\$12,839,288	\$412,886

DRAFT FY21 ASSESSMENT

		\$41,826,623
		\$120,000*
Chapter 70 State Aid	(\$3,852,164)	Governor's # 1/22/20
E+D	(\$550,000)	
*E+D used for ELA Curriculum one time purchase	(\$120,000)	
Charter School	(\$117,380)	Governor's # 1/22/20
Medicaid	(\$155,000)	
Interest	(\$7,500)	
Misc. Revenues	(\$13,562)	
		(\$4,815,606)

Non Operating Expenditures

Transportation	(\$1,484,699)	
Capital	(\$355,000)	
Debt	(\$2,110,916)	
		(\$3,950,615)

Total Operating Assessment

		\$33,180,402
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	Harwich	Chatham	Total
Required Minimum Contribution	\$13,252,174	\$4,220,991	\$17,473,165 per DESE1/22/20
	74.35%	25.65%	
Funds Needed to Support District Budget	\$11,678,331	\$4,028,906	\$15,707,237
Operating Assessment Per Member	\$24,930,505	\$8,249,897	\$33,180,402
	Harwich	Chatham	\$1,484,699
	74.80%	25.20%	
Less State Transportation Aid			\$713,287
Transportation Assessment Per Member	\$577,016	\$194,396	\$771,412
			Governor's # 1/22/20 + offset
FY21 Debt	Harwich	Chatham	
	74.35%	25.65%	
MRHS Bond (principal and interest)	\$1,475,197	\$508,928	\$1,984,125
MRHS Final Financing	\$94,269	\$32,522	\$126,791
Debt	\$1,569,465	\$541,450	\$2,110,916

	Harwich	Chatham	
	74.35%	25.65%	
Capital/Stabilization Assessment Per Member	\$263,942.50	\$91,057.50	\$355,000

FY21 Budget	
\$39,360,707	Operating
\$355,000	Capital
<u>\$2,110,916</u>	Debt
\$41,826,623	

FY21 Assessment

DRAFT FY21 ASSESSMENT

	Harwich	Chatham	Total
Operating Budget	\$24,930,505	\$8,249,897	\$33,180,402
Transportation	\$577,016	\$194,396	\$771,412
Capital	<u>\$263,943</u>	<u>\$91,058</u>	<u>\$355,000</u>
	\$25,771,463	\$8,535,351	\$34,306,814
Debt	<u>\$1,569,466</u>	<u>\$541,450</u>	<u>\$2,110,916</u>
TOTAL FY21 DRAFT ASSESSMENT	\$27,340,929	\$9,076,801	\$36,417,730

FY20 ASSESSMENT

Operating Budget	\$24,266,548	\$8,287,426	\$32,553,974
Transportation	\$494,826	\$171,158	\$665,984
Capital	<u>\$224,022.50</u>	<u>\$80,977.50</u>	<u>\$355,000</u>
	\$24,985,397	\$8,593,562	\$32,586,300
Debt	<u>\$1,658,018</u>	<u>\$599,325</u>	<u>\$2,257,343</u>
TOTAL FY20	\$26,643,415	\$9,138,887	\$35,782,301

Δ From FY20 to DRAFT FY21

	Harwich	Chatham	Total
Operating Budget	\$663,957	-\$37,529	\$626,428
Transportation	\$82,190	\$23,238	\$105,428
Capital	<u>\$39,920</u>	<u>\$10,080</u>	<u>\$50,000</u>
	\$786,067	-\$4,211	\$781,856
Debt	<u>-\$88,552</u>	<u>-\$57,875</u>	<u>-\$146,427</u>
	\$697,515	-\$62,086	\$635,429
	2.62%	-0.68%	1.78%

The FY21 Budget is a 2.64% increase over the prior fiscal year, but the assessment increase is only 1.78% over FY20.

FY21 Assessment

Budget Timeline Milestones

ACTIVITY	DATE
Meetings with Town Managers and Finance Directors: Monomoy, Chatham, & Harwich	Monthly and ongoing
Principals and Administrators input FY21 DRAFT Budget information	October 24, 2019
Budget meetings with each Principal and Athletic Director	November 1 through 18, 2019
Meetings with MRSC Budget subcommittee	November 26, 2019 January 22, 2020
First DRAFT Budget to School Committee	December 12, 2019
Budget Discussion at School Committee Meeting	December 13, 2019
Budget Discussion at School Committee Meeting	January 9, 2020
First Draft Budget provided to Towns and placed in Libraries	January 15, 2020
Budget Presentation at School Committee Meeting	January 23, 2020
Presentation to Harwich BOS and Chatham BOS	January 27, 2020
FY21 MRSC Budget Public Hearing	February 11, 2020
FY21 MRSC Budget Vote	March 12, 2020
Submit MRSC approved FY21 budget to both Towns	March 13, 2020
Harwich Town Meeting	May 4, 2020
Chatham Town Meeting	May 11, 2020

Massachusetts Department of Elementary and Secondary Education
Office of School Finance
FY21 Chapter 70 Determination of City and Town Total Required Contribution

126 Harwich

Effort Goal

1) 2018 equalized valuation	5,697,974,900
2) Uniform property percentage	0.3741%
3) Local effort from property wealth	21,316,405
4) 2017 income	485,064,000
5) Uniform income percentage	1.4789%
6) Local effort from income	7,173,649
7) Combined effort yield (3 + 6)	28,490,054
8) FY21 Foundation budget	17,147,367
9) Maximum local contribution (82.5% * 8)	14,146,578
10) Target local contribution (lesser of 7 or 9)	14,146,578
11) Target local share (10 as % of 8)	82.50%
12) Target aid share (100% minus 11)	17.50%

[See a listing of all 351 communities](#)

FY21 Increments Toward Goal

13) FY20 required local contribution	13,818,048
14) Municipal revenue growth factor (DOR)	3.55%
15) FY21 preliminary contribution (13 raised by 14)	14,308,589
16) Preliminary contribution pct of foundation (15 / 8)	83.44%

If preliminary contribution is above the target share:

17) Excess local effort (15 - 10)	162,011
18) 100% reduction toward target (17 x 100%)	162,011
19) FY21 required local contribution (15 - 18), capped at 90% of foundation	14,146,578
20) Contribution as percentage of foundation (19 / 8)	82.50%

If preliminary contribution is below the target share:

21) Shortfall from target local share (10 - 15)	
22) Shortfall percentage (11 - 16)	
23) Added increment toward target (13 x 1% or 2%)*	
<i>*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%</i>	
24) Special increment toward 82.5% target**	
<i>**if combined effort yield > 175% foundation</i>	
Combined effort yield as % of foundation	
25) Shortfall from target after adding increments (10 - 15 - 23 - 24)	
26) FY21 required local contribution (15 + 22 + 23 + 24)	
27) Contribution as percentage of foundation (26 / 8)	

**Massachusetts Department of Elementary and Secondary Education
Office of School Finance
FY21 Chapter 70 Determination of City and Town Total Required Contribution**

55 Chatham

Effort Goal

1) 2018 equalized valuation	7,374,670,100
2) Uniform property percentage	0.3741%
3) Local effort from property wealth	27,589,005
4) 2017 income	359,411,000
5) Uniform income percentage	1.4789%
6) Local effort from income	5,315,357
7) Combined effort yield (3 + 6)	32,904,362
8) FY21 Foundation budget	5,303,271
9) Maximum local contribution (82.5% * 8)	4,375,199
10) Target local contribution (lesser of 7 or 9)	4,375,199
11) Target local share (10 as % of 8)	82.50%
12) Target aid share (100% minus 11)	17.50%

[See a listing of all 351 communities](#)

FY21 Increments Toward Goal

13) FY20 required local contribution	4,312,491
14) Municipal revenue growth factor (DOR)	4.20%
15) FY21 preliminary contribution (13 raised by 14)	4,493,616
16) Preliminary contribution pct of foundation (15 / 8)	84.73%
<i>If preliminary contribution is above the target share:</i>	
17) Excess local effort (15 - 10)	118,417
18) 100% reduction toward target (17 x 100%)	118,417
19) FY21 required local contribution (15 - 18), capped at 90% of foundation	4,375,199
20) Contribution as percentage of foundation (19 / 8)	82.50%
<i>If preliminary contribution is below the target share:</i>	
21) Shortfall from target local share (10 - 15)	
22) Shortfall percentage (11 - 16)	
23) Added increment toward target (13 x 1% or 2%)*	
*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%	
24) Special increment toward 82.5% target**	
**if combined effort yield > 175% foundation	
Combined effort yield as % of foundation	
25) Shortfall from target after adding increments (10 - 15 - 23 - 24)	
26) FY21 required local contribution (15 + 22 + 23 + 24)	
27) Contribution as percentage of foundation (26 / 8)	