



**Monomoy Regional School District - Monomoy Regional School Committee
Annual MRSC Workshop Agenda
Thursday, September 4, 2025 at 6:30 PM
Monomoy Regional High School Library, 75 Oak Street, Harwich, MA 02645**

AGENDA

- A. Call to Order
- B. Superintendent Search/Transition
 - i. [MASC Superintendent search Brochure](#) (For Reference)
- C. Regional Agreement Review
- D. Nuts and Bolts
 - i. Attendance Procedure
 - ii. Subcommittee Procedures
 - 1. [Possible Subcommittee Procedures](#)
 - iii. [School Committee Handbook](#) (For Reference)
 - iv. Digital Packets
- E. Review [2024-2025 School Committee Goals](#)
- F. Determine MRSC 2025-2026 Goals
- G. Presentation of the Warrants
- H. Adjournment

Authorized Posting Officer

Roberta Simmons
September 2, 2025

Massachusetts Association of School Committees

SUPERINTENDENT SEARCH SERVICE

masc

MASSACHUSETTS ASSOCIATION OF SCHOOL COMMITTEES

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MEMBER: NATIONAL AFFILIATION OF SUPERINTENDENT SEARCHERS

If you are looking for a leader: look to a leader—MASC

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THE
YOU TURN TO
MASC 1

Whether you need advice, counsel, technical assistance, or our complete, comprehensive search service, your MASC team will guide you through all stages of the search process.

“Working with MASC for our recent superintendent was a tremendous help. The real-time support we received from start to finish, including developing our schedule, community engagement, and managing the interview process, was invaluable.”

—Northbridge Public Schools

“The MASC consultant’s professionalism and diplomacy was the difference in keeping divergent opinions focused on the objective at hand—the search for a new superintendent of schools. Her experience and expertise made it possible for the committee to bring this process to a successful conclusion.”

—Methuen Public Schools

If your next move is to a new superintendent, your next call should be to MASC: the team that can help you attract, evaluate, and hire the school leader you seek.

The MASC team that will assist you includes six present and former school committee members who understand a school committee’s concerns when seeking a new school leader. With over 30 years’ successful search consulting experience, the Massachusetts Association of School Committees has provided complete search management and/or technical assistance to more than 200 member school districts across the state. We uphold our commitment to you—our members—by maintaining the highest standards of professionalism, integrity and accountability.

As your Association, MASC is committed to helping you find the best superintendent for *your* district. We are not a placement agency: we find the best superintendent for the position (not the other way around)!

KEY RESPONSIBILITIES OF A SEARCH CONSULTANT

MASC's search consultants are available to assist the school committee through all phases of the search process, either with technical assistance or full search services, by

- HELPING YOU TO PLAN YOUR SEARCH PROCESS.
- ADVISING YOU ON HOW TO WEIGH YOUR ALTERNATIVES.
- ASSISTING YOU IN FINDING AN INTERIM SUPERINTENDENT WHILE YOU SEARCH.
- CONDUCTING FOCUS GROUPS/ONLINE SURVEYS TO DETERMINE WHAT YOU/YOUR COMMUNITY WANT.
 - DEVELOPING PROMOTIONAL MATERIALS FOR YOUR DISTRICT.
 - CRAFTING THE JOB DESCRIPTION THAT MEETS THE NEEDS OF YOUR DISTRICT.
- DESIGNING AND PLACING YOUR ADVERTISEMENTS VIA PRINT, ELECTRONIC AND SOCIAL MEDIA.
- RECRUITING YOUR CANDIDATES. • DEVELOPING YOUR CANDIDATE SCREENING PROCESS.
 - MANAGING THE ADMINISTRATIVE DETAILS OF YOUR SEARCH.
 - SUGGESTING APPROPRIATE INTERVIEW QUESTIONS.
 - MAINTAINING CONTACTS WITH YOUR CANDIDATES.
 - FOLLOWING THROUGH ON REFERENCES.
 - ASSISTING YOU IN PLANNING FOR SITE VISITS.
 - CONDUCTING POST-CONTRACT WORKSHOPS.

"MASC helped the school committee to refine our selection criteria through public input, and then MASC consultant essentially organized the middle-phase of the search: brochures, advertisements, and recruiting and screening candidates. Using the full search services from MASC allowed the committee to focus on identifying the best candidate for our district, and provided the public with confidence in the search outcome."

—Middleborough Public Schools

The MASC consultant offered advice and points of information where and when appropriate, then pulled back from the discussion to allow us to maintain ownership of the process. It's the best money this school district has spent.

—Pentucket Regional School District

WHY MASC.....

MASC prioritizes "customer service" to its members

MASC is your association and represents you, your districts, and your interests

MASC has the **in-house** resources to assist you and help manage expenses

MASC has been conducting successful superintendent searches for more than 25 years

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- You always have fast and direct access to your MASC staff, including evenings and weekends.
 - The search is adapted to meet your requirements and preferences. You get the search services you want—not the search process someone has decided you should have.
 - MASC staff are on-site and available to you at every phase of the search: focus groups, question development, resume screening and deliberations.
 - MASC has extensive resources to assist you at every stage, including analyzing your needs, conducting focus groups, developing the process for determining the credentials, background and candidate profile, questions, screening and site visits.
 - MASC search staff have all served on school committees and understand how your members relate to the search process. While we recruit actively and welcome all candidates for your superintendency, each search generates a fresh and independently recruited group. We do not maintain a "stable" of candidates whom we impose on your committee, nor do we exclude candidates who are outside our circle of contacts.
 - The success of your search relies more on the diligence of your search team than on the money you spend. We know how tight budgets are and we work with you to manage your search costs.
 - The MASC staff is a key part of your search team. They are all veterans in the administrative, procedural, public relations, communications and political aspects of your job and the search process. Our in-house capabilities save you money and time and ensure that you have direct contact and immediate turnaround at all phases of the process.
 - MASC works directly with most of the other states' school committees and superintendents and collaborates with the National School Boards Association and the National Affiliation of Superintendent Searchers.
 - MASC's track record of recruiting superior candidates to meet each district's unique needs is unsurpassed. **We help you find the superintendent you want, not the candidate someone has decided you should have.**



Estimated cost for superintendent search process inclusive

MASC SUPERINTENDENT SEARCH PROCESS

Whereas many consultants charge upwards of \$40,000 to conduct a superintendent search process, MASC districts pay a significantly reduced rate because of their membership in the Association. Superintendent search assistance—customized to the needs of your district—is one of your MASC member benefits. Our goal is to help you find the best superintendent for your community, not to build up search firm revenue.

Your MASC field representative can help you determine the needs for your district and the appropriate costs for meeting those goals.

The cost quoted to the district includes all aspects of the search from discussion of an upcoming search process through post-search, leadership transition workshops. There are no additional charges for any services provided before, during or immediately following the search process.

National Affiliation of Superintendent Searchers

By choosing to work with MASC on finding your next superintendent, your district will also benefit from the national network of superintendent search consultants of which MASC is a member.

The National Affiliation of Superintendent Searchers (NASS), sponsored by the National School Boards Association (NSBA), is comprised of over 100 leading search consultants in more than 40 states who help school board associations throughout the United States identify the best superintendent candidates for their particular district. As a member of NASS, your MASC search consultant can tap into this broad network of experience and resources and collaborate with colleagues to share vital background and reference information on candidates in other states.

Given NASS' extensive work with school boards throughout the country, its team of professionals is uniquely positioned to understand the serious governance challenges facing school districts and the leadership qualities necessary to guide educational institutions through these turbulent times. NASS stands ready -- as the most experienced affiliation of search professionals anywhere -- to undertake a national campaign to find your district's next superintendent.



SUPERINTENDENT SEARCH PROCESS

The search process can be divided into five phases, with the primary responsibilities of the search consultant and the school/search committee clearly delineated. MASC consultants work with the school committee to design as flexible a process as possible while advising the Committee on legal and regulatory consequences. The chart below outlines the responsibilities and progress of a typical superintendent search from start (phase 1) to finish (phase 5). **Remember:** MASC may be the consultant, but the school committee sets the priorities and maintains control throughout the process.

PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
LEADERSHIP PROFILE DEVELOPMENT	CANDIDATE RECRUITMENT	CANDIDATE SCREENING	COMMITTEE EVALUATION OF FINALISTS	APPOINTMENT
Identify success factors, major issues, expectations	Advertise vacancy	Screen candidates against selection criteria	Assist school committee in preparation for finalist stage and schedule interviews	Select next superintendent and announce appointment
Develop job descriptions	Coordinate nominations and applications	Identify semi-finalist candidates	Conduct reference checks on finalists	Inform other finalists
Approve leadership profile	Build candidate files	Inform successful candidates and schedule interviews	Assist committee in preparation for site visits and final interviews	Assist school committee in contract preparation
Conduct focus groups/surveys	Conduct reference checks on applicants	Deliver semi-finalist candidates to screening committee	Conduct site visits	Negotiate contract and announce agreement
Report to school committee		Inform unsuccessful candidates	Conduct finalist interviews	Close search and process materials
Approve selection criteria		Provide orientation and assist search committee		Assist with transition to new leadership
Compile salary and benefit data		Select finalists		
Prepare publicity materials				

Possible Subcommittee Procedures

- Schedule initial meeting
 - Vote on Chair/Vice Chair of Subcommittee
 - Determine meeting dates (As best as possible)
 - Share Information with Roberta Simmons
- Agenda
 - Set by Chair and submitted to Roberta Simmons
- Take Minutes at each meeting
 - Share minutes at next meeting
 - Vote on Minutes
 - Chair submit minutes to Roberta Simmons

MRSC 2024-2025 Goals

Goal #1: The MRSC will advocate for affordable and attainable housing to recruit and sustain high-quality teachers and staff. We will also follow any housing challenges that might affect student enrollment causing families to leave the area.

Action Steps:

1. Create a cross-district task force to discuss and develop a statement of support for attainable housing.
2. Build opportunities for the school committee and town boards to discuss recruitment and sustain high-quality employees.
3. Support the MRHS Career Education Internship program to initiate a conversation with Housing Assistance Corporation.

Goal #2: The MRSC will support a Diversity, Equity, Inclusion audit within our district.

Action Step:

1. Work with the administration to identify and secure funding for the audit.
2. Review the administration's recommendations regarding the scope of the audit.
3. Receive updates on DEI professional development and any opportunities for continuing education.

Goal #3: The MRSC will recognize and highlight Monomoy's decade of success in educational thought leadership and student achievement.

Action Steps:

1. Support the Community Engagement Coordinator in the development of a public relations and local media campaign.
2. Participate in opportunities to engage and include the community.

Goal #4: The MRSC will support discipline improvements at MRHS and MRMS using the restorative justice approach.

Action Steps:

1. Review job descriptions for the two restorative justice positions at MRHS and MRMS.
2. Support implementation of the restorative justice approach at MRHS and MRMS.

Goal #5: The MRSC will review and support the implementation of the strategic plan.

Action Steps:

1. Receive ongoing updates throughout the year that highlight the three key pillars: Portrait of a Graduate, Being and Wellness, Learning and Academics.
2. Review professional development opportunities that are aligned with the strategic plan, including trauma-informed care and mental health support.

**AGREEMENT BETWEEN THE TOWNS OF CHATHAM AND HARWICH WITH
RESPECT TO THE FORMATION OF A REGIONAL SCHOOL DISTRICT**

Whereas the Towns of Chatham and Harwich, towns in the Commonwealth of Massachusetts, hereinafter referred to as "member towns", desire to create a regional school district consistent with the terms of Chapter 71 of the Massachusetts General Laws, as amended, the member towns, in consideration of the mutual promises contained herein, agree as follows:

Section I. MEMBERSHIP OF THE REGIONAL DISTRICT SCHOOL COMMITTEE

A. Name and Composition. During the transition period spoken of in Section XX herein, the District shall be named by the Interim Regional School Committee, utilizing a majority vote consistent with Section I,B below. The Regional District School Committee, hereinafter sometimes referred to as the "Committee", shall consist of eight (8) members, four (4) of whom reside in the Town of Chatham and four (4) of whom reside in the Town of Harwich.

B. Weighted Voting. Because of the disparity in the population of the two towns, each of the four (4) Committee members from Harwich will have one full vote on all matters and each of the four (4) Committee members from Chatham will have 50% of a vote on all matters, for a total of six (6) votes. For a motion which requires a majority vote to pass, a majority (i.e., greater than 50%) of the six (6) votes (which must be no fewer than 3.5 votes) must be cast in the affirmative and at least one Committee member from each of the two towns must vote in the affirmative. For the passage of a motion requiring a two-thirds vote (such as the passage of the annual budget), at least two thirds (i.e., no fewer than 4 votes) of the six (6) total votes must be cast in the affirmative. Should a shift in the respective populations of the member towns, based on the most recent decennial federal census figures, cause an impermissible disparity based on one-person, one-vote principles, the Committee will act to address the disparity via the amendment process.

C. Election of Members. Each member must reside in the town which she or he represents. Each member must be elected consistent with the process for the election of town officials in said town and will be elected to open seats during the annual election or special election in said town. The term of each elected member will begin on the first business day after his or her election and after being sworn in by the respective Town Clerk. A member who has not otherwise vacated his or her seat will continue to serve until his or her successor is elected and sworn.

At every annual election, except at the initial election of the Regional School District Committee when the procedure specified below in subsection E (Initial Staggering of Terms) will be applied, there shall be elected one or two members of the Committee from the Town of Chatham and one or two members of the Committee from the Town of Harwich as is necessary to maintain the membership of the Committee in accordance with subsection A (Name and Composition) above.

D. Length of Terms. With the sole exception of the initial election of the Regional School District Committee by the procedure specified below in subsection E (Initial Staggering of

Terms), the term of office of each elected member shall be three years, and a member will serve until his/her successor is elected and sworn in by the respective Town Clerk.

E. Initial Staggering of Terms. For the purpose of staggering the terms of the initial Regional School District Committee only, the following procedure will apply:

In regard to each of the member towns, the two (2) candidates receiving the highest and second-highest number of votes will be elected to three (3) year terms; the candidate receiving the third highest number of votes will be elected to a two (2) year term; and the candidate receiving the fourth highest number of votes will be elected to a one (1) year term.

F. Vacancies. Any vacancy occurring on the Regional District School Committee for any cause shall be filled by the local Board of Selectmen and the remaining Regional District School Committee members from the town where the vacancy occurs. The members of the Board of Selectmen shall meet in joint session with the remaining members of the Regional School District Committee from the town where the vacancy occurs. A majority vote of the members of this joint session shall be required to fill the vacant position. Such replacement shall serve until the next annual town election. At that next annual election, a person will be elected to serve the balance of the unexpired term, if any, which had become vacant.

G. Organization. At the first scheduled meeting of the Regional District School Committee after the annual election of all member towns, the Regional District School Committee shall organize in accordance with Massachusetts General Laws, Chapter 71, Section 16A, known as "Regional School Committee, Organization". In addition, the Regional District School Committee shall fix the times and place for its regular meetings for the new term, provide for the calling of special meetings upon written or electronic notice to all its members, and appoint appropriate sub-committees and other officers.

Section II. POWERS OF THE COMMITTEE

The Committee shall possess all of the powers conferred by law upon regional school district committees via G.L. Chapter 71, section 16 and otherwise, including but not limited to the power to acquire property and/or to enter into leases for land and/or buildings. During the period July 1, 2012 to June 30, 2013, the Committee shall have the power to perform all of the end of the year reporting functions that normally would have been performed by the Chatham School Committee and the Harwich School Committee.

Section III. QUORUMS, VOTES AND GOVERNANCE

- A. A quorum to conduct business shall consist of five (5) members, with no fewer than two members being present from each of the member towns. A number less than the majority may vote to adjourn, but shall not take any other action.
- B. On all issues requiring a vote of the Regional District School Committee, a simple majority vote (i.e., no fewer than 3.5 of the six (6) votes as spoken to in Section I, subsection B) shall

be required to pass all motions, except as specified elsewhere in this Agreement, or as required by statute and/or regulation.

- C. The Regional District School Committee shall annually elect officers at the first regularly scheduled meeting held after the last of the elections in the member towns. Such officers shall exercise the powers expressed and implied in G.L. Chapter 71, section 16A.
- D. A Chairperson and a Vice-Chairperson shall be elected from among the Regional District School Committee's membership. The Committee will have as standard practice that the position of Chairperson will rotate annually between the member towns. For example, in the first year that the District is in existence, the Chairperson will be elected without regard to where he/she resides. In year two, however, the Chairperson shall be elected from members who reside in the other town. This rotation sequence will then be maintained in future years. By a two-thirds (2/3) vote, and with at least one Committee member from each of the member towns voting in the affirmative, the Regional District School Committee may in any given year deviate from this standard practice. The Vice-Chairperson in any given year shall be drawn from the members who reside in the member town different from that of the Chairperson.
- E. The Regional District School Committee shall elect a Secretary who may or may not be a member of the Regional District School Committee's membership.
- F. The Regional District School Committee shall appoint a Treasurer who shall not be a member of the Regional District School Committee.
- G. Any action voted by the Regional District School Committee which directly and specifically affects the elementary school(s) in only one town will require that three of the four members of the Regional District School Committee from the town in which the affected elementary school(s) is/are located vote in support of that action.

Section IV. TYPE OF SCHOOL DISTRICT AND TRANSFER OF ASSETS

- A. The Regional School District shall provide educational programs for public school students who reside in the member towns and who are attending grades pre-kindergarten through and including grade 12. The Regional School District Committee, as established consistent with Section I (Membership of the Regional School District School Committee) above, is authorized in its discretion to establish and maintain other educational programs, including, but not limited to, vocational-technical educational programs consistent with G.L Chapter 74, and is authorized in its discretion to join or form educational collaboratives consistent with G.L. Chapter 40, s. 4E.
- B. The Regional School District may, at the Committee's discretion, include pre-kindergarten, and shall include all grades from K-12.
- C. The elementary schools shall serve students in grades K-4, and, at the Committee's discretion, pre-kindergarten.

D. The middle school(s)/high school(s) shall serve students in grades 5-12.

E. Where the term "preschool" is mentioned in this Agreement, it is done in order to permit the Regional District School Committee, at some future date, the discretion to provide "universal" preschool classes.

F. The Committee may in its discretion alter the elementary/secondary grade configuration spoken to above.

G. At the time of the creation of the District, any and all money held in so-called "revolving funds," in gift accounts, in grant accounts, or in student activity accounts/funds that are held by the member towns for the benefit of their respective school departments will be conveyed to the District to be utilized for educational and/or extracurricular purposes consistent with the purposes for which the revolving funds or accounts were created. Additionally, school-related equipment, material, and supplies that are owned by the school departments of the member towns at the time of the creation of the District will be conveyed to the District.

Section V. LOCATION AND OWNERSHIP OF SCHOOLS

A. All Regional District schools shall be located within the geographical limits of the District. The Regional District school buildings shall be located on sites owned by, or leased to, the District.

B. It is the intent of the member towns to seek to build a new high school and to renovate a middle school with all due alacrity.

C. There shall be no less than one elementary school in each member town. Students in the elementary grades shall attend schools in their towns of residence, except in special cases as defined by the Regional District School Committee.

D. Each member town shall retain ownership of its elementary school buildings and grounds that are in existence at the time of the formation of the District and shall lease the same to the District for the sum of one dollar per year. Each lease shall be for a term of up to twenty (20) years, with said term to be established by the District School Committee. The term shall commence on the date when the Regional District School Committee completes the transition period spoken to in Section XX and comes into full existence. The leases shall contain provisions for an extension of up to 20 years at the option of the Regional District School Committee. The leases shall contain provisions authorizing the District to repair, improve, alter, remodel and maintain the buildings or any part thereof, at the District's expense. Said leases shall not prevent the use of the buildings or premises by the respective owner towns, upon approval of the Regional School District Committee; such approval shall not be unreasonably withheld. Each lease involving a member town may include such other terms as may be agreed upon by the Selectmen of that member town and by the Regional District School Committee, who shall execute the lease for the member towns and the District, respectively.

E. The Town of Chatham shall lease to the Regional District School Committee the land and buildings (at the option of the Committee) presently known as the Elementary School, as well as the land and/or the buildings (at the option of the Committee) comprising the combined Middle School/ High School. The terms expressed in paragraph V, D shall apply equally to this paragraph.

F. The Town of Harwich, shall lease to the Regional District School Committee the land and/or buildings (at the option of the Committee) presently known as the Elementary School, as well as the land and/or the buildings (at the option of the Committee) presently known as the Middle School, and the land and/or the buildings (at the option of the Committee) presently known as the High School. The terms expressed in paragraph V,D shall apply equally to this paragraph.

G. The leases of all of the above-referenced school buildings should be signed by the date the District Committee completes the transition period spoken to in Section XX and comes into full existence.

H. At whatever point in time that land and/or buildings that are leased by a member town to the Regional District School Committee ceases to be needed by the District, the District School Committee shall vote to declare said land and/or buildings as surplus, and the custody and control of said land and/or buildings shall revert to the owner town.

I. Payments from future leases of Regional property shall be paid to the Regional School District.

Section VI. TRANSPORTATION

The Regional District School Committee shall set District transportation policy. School transportation shall be provided by the Regional School District, and the cost thereof shall be apportioned among the member towns as defined in Section IX.

Section VII. BUDGET

A. The Committee shall prepare an annual operating and maintenance budget using accounts itemized in conformance with the chart of accounts utilized and required by the Massachusetts Department of Elementary and Secondary Education or its successor.

B. The Regional School District's budgetary process, and the timing of and method of appropriation of funds in regard thereto, shall be governed by the provisions of G. L. c. 71 §16(m) and c. 71 §16B and other applicable provisions of G. L. c. 71 and any special laws or regulations relating thereto.

C. The Regional District School Committee shall prepare a budget on a fiscal year basis for the District in the following manner:

1. The Regional District budget process shall be initiated annually on or about October 1 and shall provide opportunity for the Selectman and Finance Committee of each

member town to have input into its preparation. On or about January 15th, the Regional District School Committee shall complete its proposed budget for the ensuing year. The Regional District School Committee shall have a Budget/Finance Subcommittee charged with, among other things, to develop a proposed budget. The Budget/Finance Subcommittee shall have four (4) members, two of which shall be from each member town. The Budget/Finance Subcommittee shall vote to approve a proposed budget by a majority vote with at least one member from each member town voting in the affirmative. Said proposed budget is subject to the approval by majority vote of the Regional District School Committee. Said proposed budget shall be posted in the Town Hall of each member town, shall be provided to each member town's public library, and shall be submitted to the Selectmen and Finance Committee members of each member town.

2. Said proposed budget shall contain a notice stating when and where a public hearing will be held. The public hearing shall be held in any District school building. The notice of the public hearing shall be posted in all member towns and published consistent with G.L. chapter 71, section 38N in a newspaper having general circulation in the region. Upon request of the Finance Committee and/or the Board of Selectmen of any member town, the Regional District School Committee shall arrange to meet with such Finance Committee and/or Board of Selectmen for the purpose of discussing the proposed budget. Said proposed budget shall be in reasonable detail, itemized at least as follows: central administration, expenses of instruction, transportation, operation of school plant, maintenance of school plant, capital outlay, and debt and interest charges. All non-recurring expenditures shall be itemized. Enrollment, staffing, total expenditures and assessments for the past five (5) years shall be included. The Finance Committee or the Board of Selectmen of a member town may request further information.
3. Consistent with G.L. chapter 71, section 16B the Regional District School Committee shall adopt by a two-thirds (2/3) vote of all its members a budget with such changes as may have resulted from conferences and/or the public hearing. Within thirty (30) days from the date on which the budget is adopted, the Treasurer of the District shall certify to the Treasurer of each member town that town's assessed share of such budget.
4. The budget and assessments shall be so constructed as to show debt service, transportation, operating, and capital costs. It shall also list all sources of revenue used to reduce operating costs as described in Section IX.
5. The process and the requirements for the approval or disapproval of the budget by the member towns will be consistent with the terms and conditions of chapter 71, section 16B, as well as 603 CMR section 41, et seq. as those terms and conditions may be amended.
6. The budget will be prepared net of School Choice revenue. School Choice revenue will be allocated to reduce each school's portion of the budget. The amount of school

choice revenue to be allocated to each school's portion of the budget will be calculated as follows:

- a. Using enrollment data reported to DESE on October 1st, the school's percentage share of the total number of students attending the district will be calculated for each of the previous three years.
- b. The average of these three percentages will be calculated.
- c. The estimate of the total school choice revenue for the budget year will be multiplied by each school's three year average to determine the amount of school choice revenue to be allocated to that school.

Section VIII. BUDGETARY DEFINITIONS

The budget for the operation of the District's Schools, including payments of principal and interest on bonds and other evidence of indebtedness issued by the District, shall be apportioned to the member towns via the method set out in Section IX and subject to the following definitions:

A. Budget

As defined by this document, the budget is the amount of money voted by the Regional District School Committee to finance the District schools and which will be assessed to the member towns.

B. The budget shall be comprised of various costs, each as herein defined as follows:

1. "Operating Costs" include all costs not included in capital costs, transportation costs, or debt service, as defined below, but operating costs include interest and principal on revenue anticipation notes. Operating costs include the net costs of evening, graduate and extension courses or any other types of courses, including vocational education programs, which are offered by the District to persons other than pupils attending a regular district school program in any of the grades K-12, inclusive.
2. "Capital costs" will include all capital outlay appearing in the 7000 DESE function codes and as defined below in Section IX.B.
3. "Transportation costs" include all costs associated with transporting the District's students to and from school.
4. "Debt service" includes all costs that are used for payment of principal and interest on bonds or other obligations issued by the District except revenue anticipation note.

Section IX. METHOD OF ASSESSING COSTS OF THE DISTRICT

A. Operating Costs. The District shall apportion operating costs via the following process:

1. Each member town will be assigned the minimum required local contribution to the District as determined by DESE.
2. Each member town's share of that portion of the District's operating costs that exceeds the total required local contribution for all member towns is allocated via the following series of calculations:
 - a. The District budget will be separated into three parts based on the following cost centers: the Chatham Elementary School cost center, the Harwich Elementary School cost center, and a combination of the Middle School, the High School, and the District cost centers. This final part of the budget will be known collectively as the "Regional" Cost Center. Each part of the budget will be considered net of general fund revenue and state aid apportioned by the district per Section IX, A. 3. Apportionment of Funds/Revenue.
 - b. The District's Foundation Enrollment as published by DESE will be segmented by member town and grade group (PreK-4 and 5-12).
 - c. An above minimum required local contribution for each cost center will be calculated by subtracting the cost center's portion of the minimum required local contribution from the cost center's part of the budget as presented in (a.) above. Each cost center's portion of the minimum local required contribution will be calculated as follows:
 - i. Each elementary school cost center's portion of the minimum required local contribution will be determined by the member town's minimum required local contribution multiplied by the percentage of that member town's foundation enrollment that is in grades prek to four.
 - ii. The Regional cost center's portion of the member town's minimum required local contribution will be determined as follows:
 - Each member town's minimum required local contribution will be multiplied by the percentage of that town's total foundation enrollment that is in grades five through twelve (including special education beyond grade twelve).
 - The sum of these figures for each member town will be the regional cost center's portion of the minimum local contribution.

d. The above minimum required local contribution for each cost center will be apportioned as follows:

i. Each member town will be apportioned 100% of its local elementary school cost center's part of the District budget above minimum required local contribution.

ii. Each member town will be apportioned a share of the Regional costs center's part of the budget above minimum local contribution as follows:

-Using foundation enrollment data, the percentage of the total number of students in grades five through twelve (including special education beyond grade twelve) that reside in that member town will be calculated for each of the previous three years.

-The average of these three percentages will be calculated. The three year average for each member town will be multiplied by the Regional costs center's part of the budget above minimum local contribution to determine that member town's share.

e. Each member town's minimum required local contribution shall be added to its total above minimum required local contribution to determine its Annual Operating Assessment.

3. Apportionment of Funds/Revenue

a. General fund revenues and state aid (excluding Regional Transportation Aid) will be applied to each cost center's part of the budget as follows:

i. The portion of the revenue to be applied to each elementary school cost center's share of the budget will be calculated as follows:

-Using foundation enrollment data, the percentage of the total foundation enrollment for both member towns that is in grades Prek to Grade four in each member town will be calculated for each of the previous three years.

- The average percentage for these three years will be calculated for each member town.

- That average percentage for each member town will be multiplied by the total general fund revenue and state aid to determine the amount to be applied to that member town's elementary school cost center's share of the budget.

ii. The portion of the revenue to be applied to the regional costs center's share of the budget will be calculated as follows:

-Using foundation enrollment data, the percentage of the total foundation enrollment for both member towns that is in grades five through twelve (including special education beyond grade twelve) will be calculated for each of the previous three years.

-The average percentage for these three years will be calculated.

-That average percentage will be multiplied by the total general fund revenue and state aid to determine the amount to be applied to the regional costs center's share of the budget

- b. All grant and all other District funds shall be apportioned to cost centers by the Committee at the Committee's discretion.

B. Capital Costs. Capital costs shall include all expenses in the nature of capital outlay including, but not limited to, the cost of acquiring land, the cost of constructing, reconstructing, or adding to a school building or buildings, the cost of remodeling or making extraordinary repairs to a school building or buildings, the cost of constructing sewerage systems and sewerage treatment and disposal facilities or the cost of the purchase or use of such systems with a municipality, and any other item of capital outlay for which a regional school district may be authorized to borrow, or which could be categorized as a capital expense in conformance with applicable law and regulation, including, without limitation, the cost of original equipment and furnishings for such school buildings or additions, plans, architects' and consultants' fees, grading and other costs incidental to placing school buildings and additions, sewerage systems and sewerage treatment and disposal facilities, and any premises related to the foregoing in operating condition. Capital costs shall also include payment of principal of and interest on bonds, notes and other obligations issued by the District to finance capital costs.

1. Capital costs attributable to the middle and high schools will be assessed to the member towns on the basis of the three-year rolling average of each member town's total foundation enrollment as follows:
 - Using foundation enrollment data, each member town's percentage share of the total foundation enrollment for the district will be calculated for the previous three years.
 - The average percentage for these three years will be calculated.
 - That average percentage for each member town will be multiplied by the total capital costs attributable to the middle and high schools to determine the amount to be assessed to each member town.
2. Capital costs attributable to the District's elementary schools will be assessed to the member town that owns that building.

C. Transportation Costs. Transportation costs will be assessed to the member towns based upon the number of students residing in each member town who attend the District's schools based on

the average of the most recent three years' enrollment figures as reported, **currently on October 1**, to DESE.

D. Debt Service. Notwithstanding the terms of subsection B above, debt service costs will be assessed to the member towns as follows:

1. Debt service costs attributable to the high school and the middle school will be assessed to the member towns using the three year rolling average of each member town's foundation enrollment as described in Section IX, A, 3a ii, above.
 2. All other debt service costs attributable to the elementary school school buildings will be assessed to the member town that owns the building
- E. The payment of the assessed share of costs by each member town, as computed by the Committee according to the methods specified in Section IX, shall be made by each member town's Treasurer by check or electronic transfer payable to the District in equal installments by the first business day of the month as set forth below:

Chatham: August, October, December, February, April, May, June

Harwich: July, September, November, January, March, May, June.

Section X. STABILIZATION FUND.

The Regional District School Committee may, consistent with the terms and conditions of G.L. chapter 71, section 16G½, establish and maintain a stabilization fund.

Section XI. ADMISSION OF ADDITIONAL TOWNS

By an amendment to this agreement adopted by each member town in accordance with Section XVII (Amendments) and in compliance with the provisions therein contained, any other town or towns may be admitted to the Regional School District upon adoption of such amendment, and also upon compliance with any statutory or regulatory requirement as may be applicable.

Section XII. WITHDRAWAL OF MEMBER TOWNS

In the event that a member town decides to seek to withdraw from the District, the following procedures and requirements will apply:

A. Vote Expressing Desire to Withdraw. Any member town seeking to withdraw from the District shall, by vote at an annual or special town meeting, request the Committee to formulate an amendment to this Agreement setting forth the terms under which the town may withdraw from the District. No withdrawal will take effect on other than July 1 of a given year, and the vote spoken of in the preceding sentence, as well as the notification to the District consistent with paragraph B below, as well as the submittal of a long range education plan consistent with paragraph C below, must all occur no less than two (2) years prior to the desired date of withdrawal.

B. Notice. The clerk of the town seeking to withdraw shall, within seven (7) days of the vote, notify the Committee chairperson as well as the District's superintendent in writing that the town has voted to request the Committee to formulate an amendment to the Agreement setting forth the terms for withdrawal. The clerk will provide a certified copy of the vote with the notification.

C. Long Range Education Plan. No less than two (2) full years prior to the desired date of withdrawal, the town seeking to withdraw, in addition to the other requirements spoken to in paragraph A above, will submit to the Commissioner of Elementary and Secondary Education (hereinafter "the Commissioner") and to the District a "Long Range Education Plan" consistent with 603 CMR 41.02(2). The Long Range Plan will address, in addition to any other factor required by the Commissioner, the following: the expected educational benefits of reorganization; the current and projected enrollments; an inventory of all educational facilities under the jurisdiction of the District; the proposed administrative structure; the fiscal ramifications of withdrawal upon the withdrawing town as well as the other member towns in the District; the geographical and physical characteristics of the area; and the effect that withdrawal will have on student transportation.

D. Requirements. In addition to other terms and requirements which the Committee may include in the amendment, the town seeking to withdraw will be responsible for the following: (1) payment of all operating costs for which it is liable as a member of the District; (2) continuing payments beyond the time of withdrawal to the District for the town's share of the indebtedness of the District which is outstanding at the time of such withdrawal, and for interest thereon, to the same extent and in the same manner as though the town had not withdrawn from the District; and (3) for the costs, including legal fees, that accrue to the District as a result of the withdrawal process.

E. Approval of Withdrawal. A request to withdraw shall become effective only if the amendment to the Agreement is approved by vote of the Committee, is approved by the Commissioner, and is approved by majority vote at an annual or special town meeting in the town seeking to withdraw and in each of the other member towns, and the withdrawal can become effective no less than one full year after the completion of these requirements.

F. In no event shall such withdrawal take place prior to ten (10) years from the effective date of this agreement as defined in Section XVIII (Effective Date and Jurisdiction).

Section XIII. ANNUAL REPORT

The Regional District School Committee shall submit to each member town an annual report containing a detailed financial statement and a statement showing methods by which the annual charges assessed against each town were computed, together with such additional information relating to the operation and maintenance of the schools as may be deemed necessary by the Regional District Committee or by the Selectman and/or the Finance Committee of any member town.

Section XIV. TEACHERS

In accordance with G.L. chapter 71, section 42B, teachers serving in the schools of a member town at the time that the District comes into existence and who have professional teacher status shall be employed by the District with that same status. Teachers who are serving in the schools of a member town at the time that the District comes into existence and who do not have professional teacher status shall be employed by the District if there is an available position which such person is certified to fill.

Section XV. INCURRING OF DEBT

The District School Committee may vote to incur debt consistent with the terms and conditions of G.L. chapter 71, section 16(n). At the time of taking action to incur debt, and except for the incurring of temporary debt in anticipation of revenue, the District School Committee may, by a **two-thirds** vote, choose to incur debt using the process that appears in subsection (d) of chapter 71, section 16.

Section XVI. REVIEW OF AGREEMENT

At least every five (5) years, the Committee will undertake a review of the terms of this Agreement. The first review of this Agreement shall occur no later than in the fifth fiscal year of the District's existence. Proposals for amendments to this Agreement will follow the procedure contained in Section XVII (Amendments).

Section XVII. AMENDMENTS

A. Amendments to this Agreement may be initiated by a three-quarters (3/4) vote (i.e., no fewer than 4.5 votes) of the District Committee or by a petition signed by ten percent (10%) of a member town(s) registered voters. Said signatures need to be certified by the Clerk of the respective town who must also certify the fact that the number of signatures represents at least 10% of the registered voters of the town. Such amendments to the agreement must receive a majority vote of approval by each member town at an annual town meeting, and all amendments are subject to the approval of the Commissioner.

B. No such amendment shall be made which shall substantially impair the rights of the holders of any of the District's bonds or notes of the District then outstanding, or the rights of the District to procure the means for payments thereof.

Section XVIII. EFFECTIVE DATE AND JURISDICTION

The full jurisdiction of the Regional District School Committee will commence on July 1, 2012 at the conclusion of the transition period established in Section XX.

Section XIX. SEVERABILITY OF SECTIONS

Consistent with G.L. Chapter 71, section 16I, if any provision of this Regional School District Agreement shall be held invalid in any circumstance, such invalidity shall not affect any other provisions or circumstances.

Section XX. TRANSITION PERIOD

As part of the approval of this Agreement, and of the Regional School District created by this Agreement, the member towns as well as the Commissioner will be taken to have approved a transition period, consistent with 603 CMR 41.03(5) which will extend from the date of voter approval of the District until the end of the fiscal year following the fiscal year in which the vote to approve the District was taken. During this transition period, the existing local school committees will continue in existence and will continue to operate the schools of the member towns subject to the restrictions spoken to in this Section XX (hereinafter "this section"). During this transition period, and prior to the seating of the Regional School Committee on July 1, 2011, an Interim Regional School Committee (hereinafter the "IRSC") will be formed consistent with this section which will exercise the powers expressed in this section. The IRSC will exist until midnight on June 30, 2011, at which time the Regional School Committee will be seated and will serve for the balance of the transition period and thereafter.

A. Composition of the Interim Regional School Committee. As soon as possible after the approval of this Agreement by the voters, the Interim Regional School Committee will be formed which will consist of eight (8) members, four (4) from each town. Two (2) of such members will be drawn from the members of, and elected by vote of, each of the two (2) local school committees. Each of these local school committees will also appoint two (2) additional citizens who reside in their respective towns and who are not members of the local school committee to serve on the IRSC. The votes of these members will be weighted, and the requirements for an affirmative vote will be the same, as is expressed in Section I, subsection B of this Agreement. During that part of the transition period when the IRSC is in existence, should any member on the IRSC resign from membership on the IRSC or become ineligible for continued membership on the IRSC (e.g., by leaving the membership of the local school committee or by moving from their respective town) the local school committee will vote a replacement. If the vacancy is caused by one of the members of a local school committee leaving the IRSC, then the replacement shall be chosen from among the remaining members of that local school committee. If the vacancy is caused by one of the citizens leaving the IRSC, then the respective local school committee shall appoint another citizen who is not a member of the local committee as the replacement.

B. Quorum. A quorum shall exist when a five (5) of the eight (8) IRSC members are present, with no less than two (2) present from each of the member towns. At a meeting where there is no quorum, the members present may vote to adjourn but shall not take any other action.

C. Election of Officers. The IRSC will elect officers consistent with Section III (Quorums, Votes, and Governance) except that the IRSC officers so chosen will serve throughout that part of the transition period that the IRSC is in existence.

D. Powers of the IRSC and the Regional School Committee During the Transition Period.

During the transition period, the IRSC (until June 30, 2011) and the Regional School Committee (from July 1, 2011 to June 30, 2012) shall possess all powers, subject to the availability of funds necessary for the exercise of such powers, necessary for the planning and implementation of the regional school district, including but not limited to the following:

1. The power to receive funds from the Commonwealth as well as appropriations, grants, and gifts from other sources. This is not intended to alter the fact that during the transition period other funds from the Commonwealth will continue to flow to the member towns and their individual school departments.
2. The power to establish and adopt policies for the regional school district.
3. The power to employ a superintendent, treasurer, chief financial officer, and director of Special education, as well as the power to authorize the superintendent to employ other personnel as needed.
4. The power to contract for and/or purchase goods and services, as well as the power to enter into lease and other agreements with the member towns, collaboratives, vendors, and other agencies and parties, with all the powers being able to be exercised on behalf of the regional school district.
5. The power to adopt budgets for the regional school district, and to assess the member towns for these budgets.
6. The power to negotiate and to enter into collective bargaining agreements, which will take effect no sooner than the inception of the Regional School District.
7. The power to appoint a regional School Building Committee.
8. The power to develop and adopt a strategic plan for the Regional School District.
9. The power to appoint subcommittees.

E. Relationship between the IRSC and the Local School Committees and Between the Regional School Committee and the Local School Committees During the Transition Period. During the transition period, the local school committees of the member towns may not make decisions that will financially obligate or legally encumber the regional School district without ratification by majority vote of the IRSC or, after June 30, 2011, by majority vote of the Regional School Committee. In addition, the local school committees shall comply with the following during the transition period:

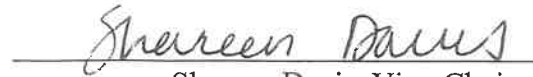
1. No building projects will be undertaken and no building closures will occur unless ratified by majority vote of the IRSC or, after June 30, 2011, by majority vote of the Regional School Committee.
2. Program offerings will remain substantially the same.
3. No school choice openings will be filled except with the approval by majority vote of the IRSC or, after June 30, 2011, by majority vote of the Regional School Committee.
4. The school administration of the local school districts shall cooperate with the Regional Administration in terms of information sharing and in terms of the transfer control during the transition period.
5. During the period July 1, 2011 to June 30, 2012, the Regional School Committee will assume responsibility for the transportation of the regular education students (i.e., not the special education students or the vocational students) who reside in Chatham and Harwich and who are enrolled in the Chatham or Harwich Public Schools. During 2011-2012, the Chatham School Committee and the Harwich School Committee shall pay an assessment to the Regional School Committee of an amount equal to the cost of said transportation for their respective regular students. The Regional School Committee will have the option of designating the Chatham School Department, the Harwich School Department, or both, as its financial agents(s) for purposes of processing invoices and payments for said transportation.


F. Termination of IRSC. The IRSC will exist until midnight on June 30, 2011, at which time the Regional School Committee will assume jurisdiction of the Regional School District for the balance of the transition period and thereafter. The Regional School Committee will be deemed to be the legal successor to the IRSC for purposes of all contracts, collective bargaining agreements, other agreements, and leases that have been entered into by the IRSC.

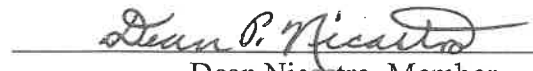
Dated this 25th day of May 2022.


Chatham Select Board


Peter Cocolis, Chair



Shareen Davis, Vice-Chair

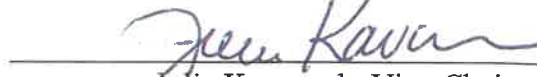

Cory Metters, Clerk

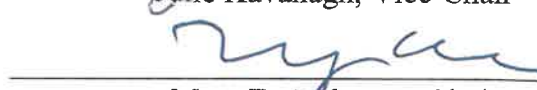

Dean Nicastro, Member


Jeffrey S. Dykens, Member

Harwich Board of Selectmen


Michael D. MacAskill, Chair


Julie Kavanagh, Vice-Chair



Mary E. Anderson, Clerk



Larry G. Ballantine, Member

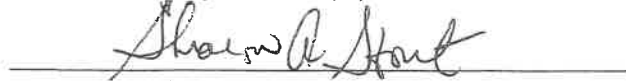

Donald F. Howell, Member


Monomoy Regional School Committee

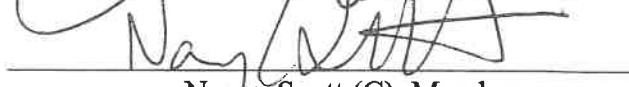

Meredith Henderson (H), Chair



Tina Games (H), Member



Terry Russell (H), Member


Sharon Stout (H), Member


Jackie Zibrat-Long (C), Vice-Chair


Nancy Scott (C), Member


Danielle Tolley (C), Member


Jessica Rogers (C), Member

School Committee Summer Workshop with a Focus on the Regional Agreement

July 24, 2025



Chatham/Harwich, Massachusetts • www.monomoy.edu

Understanding Factors Underlying Our Regional Agreement



MONOMOY 
REGIONAL SCHOOL DISTRICT

What brought the towns together to form Monomoy originally?



MONOMOY
REGIONAL SCHOOL DISTRICT



Harwich needed a new high school and was facing loss of NEASC accreditation if it did not address the state of its high school facilities. (Context: It was not just the high school that needed renovation or replacement – its middle school needed windows and HVAC improvements.)

Chatham needed more children to maintain a viable school system. (Context: Concurrent to Monomoy's regionalization discussions, Provincetown's School Committee voted in 2010 to phase out the high school due to declining enrollment with the Class of 2013 being its final graduating class. Low student enrollment leads to much higher per pupil costs.)

Factors behind Monomoy's assessment calculation



MONOMOY
REGIONAL SCHOOL DISTRICT

Definitions:

Foundation enrollment - a key factor in determining a school district's foundation budget and Chapter 70 state education aid. Foundation enrollment relies on a count of the students that a school district is financially responsible for on October 1st of any given year. Enrollment plays an important role not just because of the total number of pupils, but also because there are differences in the costs associated with various educational programs, grade levels, and student needs. Monomoy is financially responsible for all Chatham and Harwich resident students attending Monomoy's schools, those electing for school choice to another district, and those electing for charter schools - Monomoy is not financially responsible for homeschool students, private or parochial school students, or Cape Tech students living in either Harwich or Chatham.

Chapter 70 formula - the state's program for ensuring adequate and equitable K-12 education funding. It determines an adequate spending level for each school district (the foundation budget). It then uses each community's **local effort capacity** in its property values and residents' incomes to determine how much of the foundation budget should be funded from local property taxes. Chapter 70 state aid pays for the remaining amount.

Foundation budget - the state-set budget for each school district, representing the minimum spending level needed to provide an adequate education. The foundation budget is adjusted each year to reflect changes in the district's foundation enrollment; changes in student demographics (grade levels, economically disadvantaged status, and English language proficiency); inflation; and geographical differences in wage levels.

Factors behind Monomoy's assessment calculation

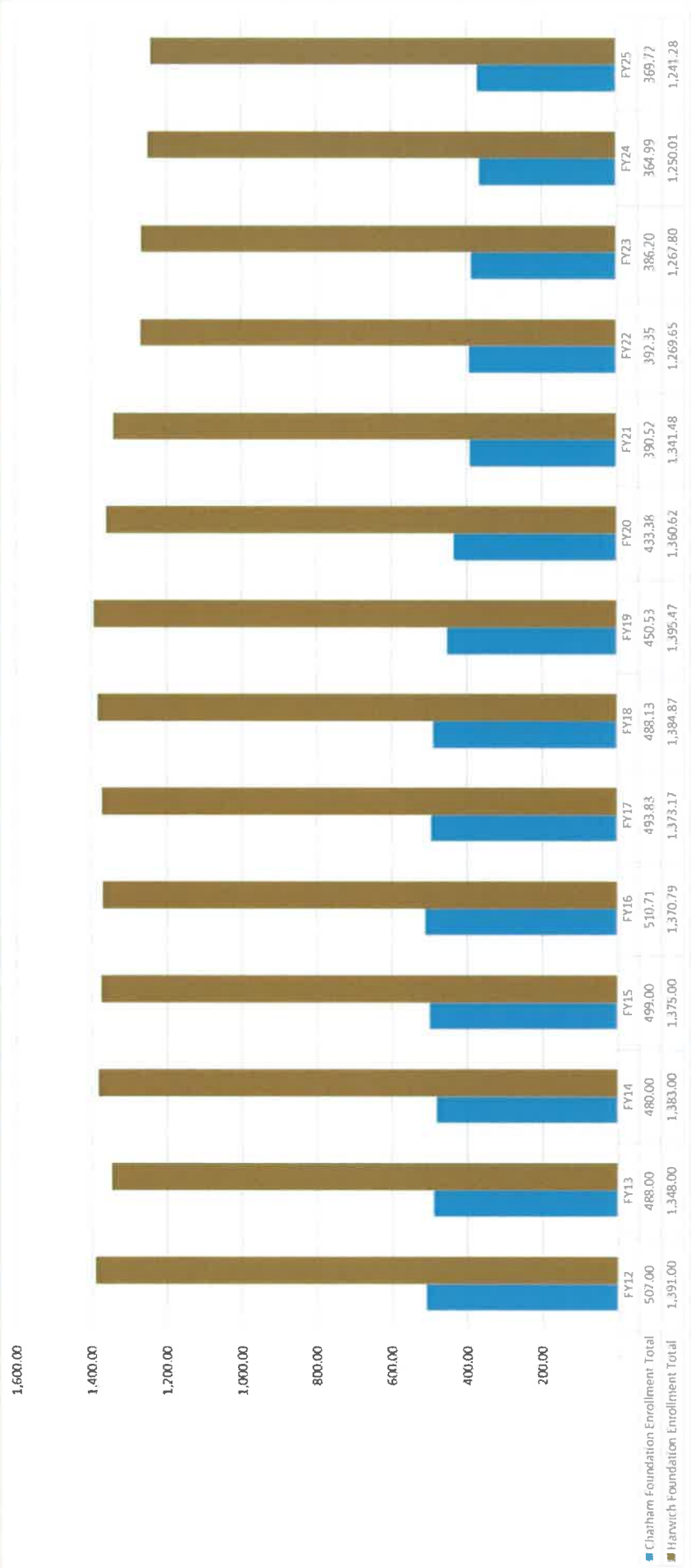


Target local contribution establishes an ideal goal for how much each city and town should contribute toward its foundation budget, based on the municipality's wealth. Two measures of municipal wealth are used: aggregate property values and aggregate personal income, with each given equal weight. The target is recalculated each year based on the most recent income and property valuations. The target calculations assume that local contributions in total should cover 59 percent of the statewide foundation budget (target local share), with state aid covering the remaining 41 percent (target aid share). The target local share and target aid share for any individual town will vary **in proportion** to the municipality's wealth. The target calculation also includes a **maximum local share of 82.5 percent**, thus ensuring that all communities will get some minimum amount of state funding. *[For Chatham and Harwich, the target contribution is the town's maximum local share because the value is always greater than 82.5%.]*

Municipal revenue growth factor - calculated by Massachusetts Department of Revenue (DOR) quantifies the most recent annual percentage change in each community's local revenues (such as the annual increase in the Proposition 2½ levy limit) that should be available for schools.

Required Local Contribution - based on the previous year's required Contribution that is then increased (or decreased) by the town's municipal revenue growth factor. Then there is a nearly unexplainable set of factors that the state employs in its final calculation of the required local contribution *[this is the superintendent's opinion]* - more often than not the required local contribution is the same as the target local contribution for our towns..

Trends in Foundation Enrollment



Chapter 70 Formula and the Calculation of Required Local Contributions for Harwich and Chatham

[Link to spreadsheet provided in the packet.](#)

Note:

There is a significant differential between property wealth (EQV), income wealth, and the combination of these two factors for our towns. This is most easily seen by comparing the CEY% (combined wealth divided by the foundation budget).

Required contributions for our towns are generally 82.5% of the state set Foundation Budget.

No general rhyme or reason between the change in municipal growth factor and the change (increase) in required contributions for our towns year after year.

The required contribution PER PUPIL is never the same between our two towns AND more often than not it is not in Harwich's fiscal favor.

How required
 local
 contribution
 potentially fuels
 tension between
 member towns



MONOMOY
 REGIONAL SCHOOL DISTRICT



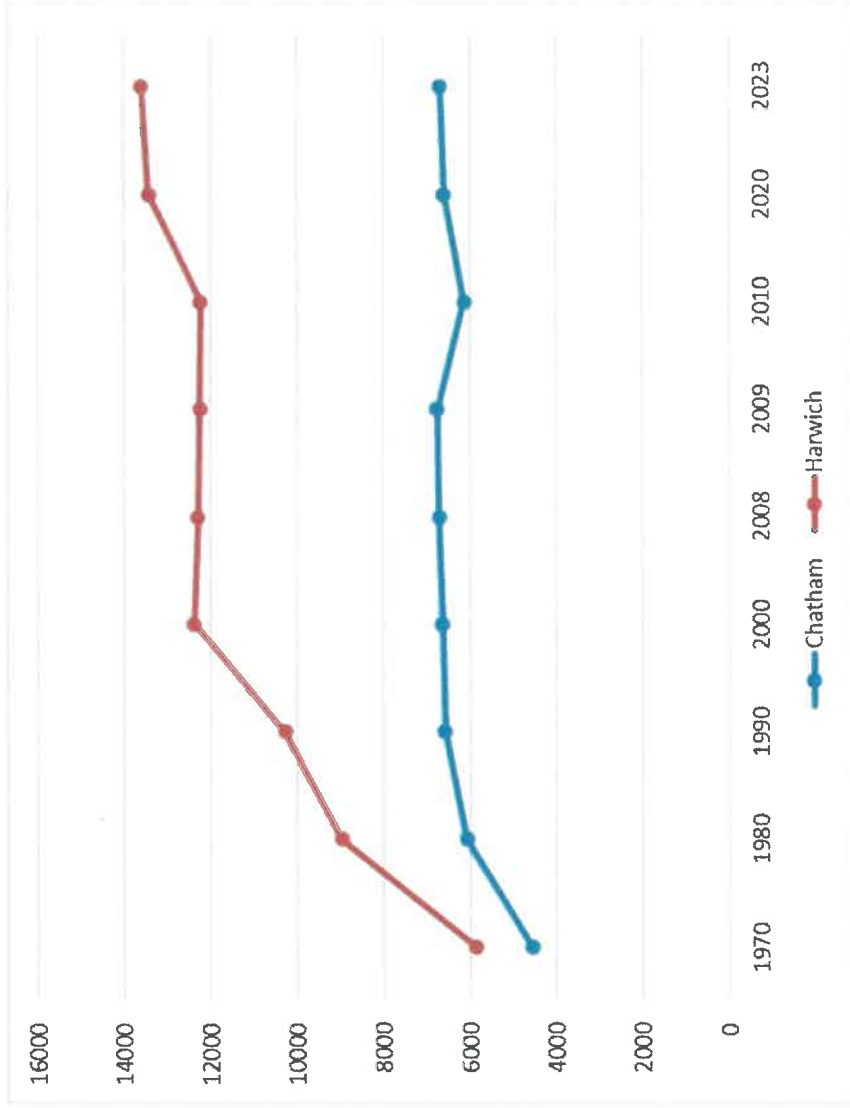
The School Finance: Chapter 70 Program document from DESE in September 2018 states that “the target local share and target aid share for any individual town will vary **in proportion** to the municipality’s wealth.” This doesn’t hold for regions, particularly those with Combined Effort Yield percents over 82.5%.

Rank Out of 351 MA Communities	Town	Combined Effort Yield % (as a percent of the foundation budget)
1	Provincetown	1360.30%
2	Chilmark	1296.00%
4	Chatham	806.60%
5	Truro	670.80%
6	Nantucket	562.20%
9	Orleans	459.20%
10	Wellfleet	453.80%
15	Manchester	337.30%
17	Eastham	312.60%
21	Dennis	282.40%
36	Harwich	213.70%
40	Falmouth	206.60%
41	Brewster	204.00%
42	Otis	203.50%
45	Mashpee	198.60%
60	Duxbury	156.80%
69	Bourne	145.40%
73	Essex	136.70%
77	Barnstable	131.30%
83	Sandwich	127.50%
95	Yarmouth	121.10%
103	Sandisfield	116.80%
147	Williamstown	94.40%
153	Plymouth	93.40%
227	Wareham	70.30%
234	Lanesborough	68.50%
	STATE	82.80%

Note:

Same colored towns are in regions that have tried to approach the assessment calculations in their agreements differently than with the “statutory formula”

Trends in population



Understanding the current and future impacts of Monomy's shifting demographics



	2012	2025
Chatham Elementary (has dropped from 3 classes per grade level to only 1 or 2)	265	146 Down 45%
Harwich Elementary (has dropped from 6 classes per grade level to only 4)	589	449 Down 24%
Middle School	303 H 146 C 449 combined	395 Down 12%
High School (for comparison purposes in 2012 8th graders are included in HS counts: 109 H and 50 C)	422 H <u>224 C</u> 646 combined	739 Up 14%
Total Chatham Public	635	n/a
Total Harwich Public	1314	n/a
Total Enrollment Both Towns Combined	1,949	1,146 H <u>351 C</u> 1,728 combined Down 11%
Total Choice	154 H (only 6 from C) <u>199 C</u> (112 from H) 235 combined (excluding C&H residents)	231 Down only 1.7%

Demographic Trends, Locally and Regionally

from DESE Enrollment by Selected Population Annual Report (District level)

<https://profiles.doe.mass.edu/statereport/selectedpopulations.aspx>

Monomoy (combining Harwich and Chatham data for the years prior to 2013)

Year	Enrollment	% White	% Low Income	% ESL	% ELL	% SPED
2024	1746	73.9	38.7	11.5	4.7	19.4
2014	1869	82.7	22.4	6.2	3.5	15.7
2004	2255	95.0	12	2.8	1.2	14.5
1994	2037	96.4	10.8	0.7	0.0	14.5

Barnstable Public

Year	Enrollment	% White	% Low Income	% ESL	% ELL	% SPED
2024	4817	50.1	53.3	35.7	23.4	17.9
2014	4900	77.7	35.7	12.6	6.5	14.7
2004	5586	85.7	25	6.4	4.2	11.8
1994	6557	89.8	17	2.6	1.3	13.8

Massachusetts

Averages	% White	% Low Income	% ESL	% ELL	% SPED
2024	51.5	42.1	27.2	13.9	20.6

Thought Question: Are demographic trends in Barnstable Public a projection of where Monomoy might be in a decade?

Demographic trends, locally and regionally – 1994 to 2024

Demographic Trends by School

from DESE Enrollment by Selected Population Annual Report and Enrollment Annual Report (School level)

% White		CES		HES	MS	HS	% Low Income		CES	HES	MS	HS
Year	2025	2019	2013	2007	2025	2019	2013	2007	2025	2019	2013	2007
	63.7	71.9	71.1	73.8	41.1	37.9	40.0	35.4				
	79.0	77.3	76.7	80.4	35.8	23.9	25.2	22.9				
	83.8	84.1	83.6 H	83.6 H	20.5	22.4	29.7 H	19.3 H				
			80.9 C	76.6 C			20.2 C	27.7 C				
	91.9	84.5	95.4 H	94.6 H	14.0	19.2	16.8 H	11.1 H				
			87.9 C	93.2 C			20.5 C	12.1 C				

% ESL		CES		HES	MS	HS	% ELL		CES	HES	MS	HS
Year	2025	2019	2013	2007	2025	2019	2013	2007	2025	2019	2013	2007
	11.0	5.3	4.1	4.1	16.4	12.7	13.2	12.5				
	6.1	4.7	3.0	4.0	11.8	8.6	8.8	8.6				
	4.2	4.8	3.1 H	2.8 H	6.2	5.6	5.1 H	5.4 H				
			2.7	0.7			6.4	5.0				
	2.6	0.1	0.0 H	0.0 H	4.4	2.4	2.0 H	2.8 H				
			0.9 C	1.4 C			3.1 C	3.9 C				

% SPED		CES		HES	MS	HS	% High Needs		CES	HES	MS	HS
Year	2025	2019	2013	2007	2025	2019	2013	2007	2025	2019	2013	2007
	22.6	19.4	19.2	15.9	52.7	49.9	50.6	49.5				
	17.5	15.1	15.5	14.2	45.0	38.5	40.3	34.6				
	14.7	15.9	13.8 H	13.3 H	31.7	35.3	36.9 H	30.1 H				
			20.2 C	24.1 C			37.8 C	42.6 C				
	12.2	18.8	16.2 H	13.2 H	n/a	n/a	n/a	n/a				
			12.5 C	10.1 C								

Thought Question: Are demographic trends at our elementary schools a projection of where Monomoy secondary enrollment might be roughly six years later?

FY25 MRSD First Languages Other Than English:

- 16 different languages
- Most frequent home languages other than English are Spanish, Haitian Creole, and Portuguese.
- Additional languages: Arabic, Bulgarian, French, Greek, Gujarati, Macedonian, Mandarin, Polish, Romanian, Russian, Serbian, Tagalog, Vietnamese

Demographic trends within Monomoy by School – 2007 to 2025

The logic behind the change to the Regional Agreement in 2022 and impact to each town

In November 2020, the Superintendent wrote a paper entitled “Inequities in Monomoy’s Elementary Per Pupil Spending and the Challenges with the Loss of Elementary Enrollment” and presented it to the School Committee.

In short, the paper discussed how the economic principle of Economies of Scale was creating an unforeseen inequity in the per pupil spending at the elementary level which was causing Harwich to subsidize the operations of Chatham Elementary under the existing Regional Agreement assessment formula. The Superintendent recommended in that paper that “the simplest and fairest way to deal with the dilemma of inequitable funding at the elementary level would be to have each town pay for its own elementary school.”

The Monomoy Regional School Committee unanimously voted to approve and move forward to the Select Boards in Chatham and Harwich a recommendation to change the Regional Agreement in August 2021. This recommendation was presented to the Select Boards in November 2021 and approved at Town Meetings in May 2022.



Reviewing and amending our Regional Agreement



Section XVI. REVIEW OF AGREEMENT

At least every five years, the Committee will undertake a review of the terms of this Agreement... Proposals for amendments to this Agreement will follow the procedure contained in Section XVII.

Note: *After a lengthy review (that went on for years), the School Committee last voted to proposed an amendment in August 2021. Much of the conversation was to clean up obsolete language involving the regionalization mechanisms, plus an assessment change. The assessment change was viewed by the School Committee as most pressing need and focused this round of amendments on getting the assessment change passed. The obsolete language remains in the Regional Agreement.*

Section XVII. AMENDMENTS

Amendments to this Agreement may be initiated by a three-quarters vote (no fewer than 4.5 votes) of the District Committee or by a petition signed by ten percent of a member town(s) voters... Such amendments to the agreement must receive a majority vote of approval by each member town at an annual town meeting, and all amendments are subject to the approval of the Commissioner.



Phone (508) 430-7513
Fax (508) 432-5039

732 MAIN STREET, HARWICH, MA 02645

OFFICE OF THE SELECT BOARD

Monomoy Regional School Committee
425 Crowell Road, 2nd Floor
Chatham, MA 02633

July 21, 2025

Dear Monomoy Regional School Committee Members,

We hope this letter finds you well. As we approach the five-year mark of the Agreement between the Towns of Chatham and Harwich, we are writing to request that the School Committee initiate a review of the terms at your earliest convenience.

In particular, the Harwich Select Board is keen to focus on the long-term viability of the funding formula and the method of assessing costs within the District. We believe that a thorough review of these aspects is crucial to ensure the continued financial health and sustainability of our regional school district.

The Harwich Select Board is fully prepared to assist and collaborate in this review process. We hope that the review will include valuable insights from both member towns and the District Administrative staff. We are also open to scheduling a joint meeting to discuss the financial needs and expectations of the Town of Harwich in greater detail.

We look forward to hearing about your progress on this important review and are ready to support the process in any way we can.

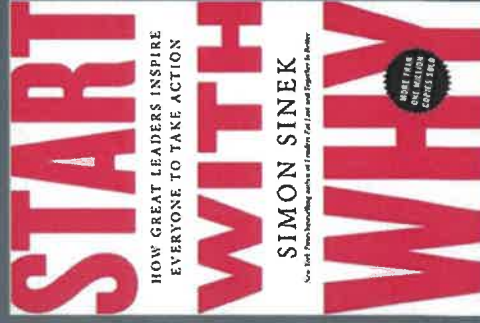
Sincerely,
The Harwich Select Board

Request from the Harwich Select Board regarding the Regional Agreement



MONOMOY
REGIONAL SCHOOL DISTRICT

When we last sought a change to the Regional Agreement, we started with the WHY.



Our reasoning in 2021:

First, there is a great deal of obsolete language in the existing Regional Agreement describing the process of bringing the regional district into existence. The recommended revisions remove obsolete language and, where needed, add wording to clarify the current practice or statute.

Second, the Superintendent has raised a concern of unintended fiscal inequity in how the language in the Regional Agreement handles assessment, where the Town of Harwich ends up subsidizing operational costs of a much smaller Chatham Elementary School. A new approach to assessing costs is recommended, which would find each town paying for its own elementary school; thereby mitigating the unintended elementary fiscal inequity.

What is the WHY today?

Faulting the school spending for being nearly half of the town's spending can't be the WHY.

Neither the School Committee nor the towns can fix the Chapter 70 equation, which has a stated goal of “establishing how much each town should contribute toward its foundation budget, based on the municipality's wealth.”

If the WHY is a perceived inequity with regard to required local contribution amounts, some understanding of the fiscal need and amount/percentage to be shifted to the partner town will be needed to come up with a proposal to change the assessment dictated within the regional agreement.

Remember, ANY CHANGE TO THE REGIONAL AGREEMENT WILL NEED SUPPORT OF THE VOTERS IN BOTH TOWNS.

Appendix B: Municipal general fund spending on education compared to total municipal spending

From DESE Local Contribution Study (December 2020)

<https://www.doe.mass.edu/research/reports/2020/21local-contribution-study.docx>

City/Town	FY07			FY19			Education % Total General Fund Change FY07 to FY19
	Education Spending (\$ millions)	Total General Fund Spending (\$ millions)	Education % Total General Fund	Education Spending (\$ millions)	Total General Fund Spending (\$ millions)	Education % Total General Fund	
Barnstable	\$61.60	\$121.35	50.80%	\$80.93	\$171.07	47.30%	-3.50%
Bourne	\$24.69	\$63.54	46.10%	\$32.02	\$76.99	41.60%	-4.50%
Brewster	\$15.40	\$33.62	45.80%	\$21.05	\$42.79	49.20%	3.40%
Chatham	\$8.49	\$24.61	24.50%	\$9.36	\$43.97	21.30%	-3.20%
Dennis	\$14.70	\$42.13	34.90%	\$18.29	\$59.68	30.70%	-4.20%
Eastham	\$7.38	\$18.00	41.00%	\$9.72	\$31.41	31.00%	-10.00%
Falmouth	\$45.95	\$99.71	46.10%	\$60.62	\$156.96	38.60%	-7.50%
Harwich	\$17.93	\$48.57	36.90%	\$27.78	\$67.46	41.20%	4.30%
Mashpee	\$21.59	\$46.58	46.40%	\$29.06	\$65.58	44.30%	-2.10%
Nantucket	\$21.89	\$68.72	31.80%	\$33.71	\$101.96	33.10%	1.30%
Orleans	\$7.30	\$22.67	32.20%	\$9.96	\$38.68	25.80%	-6.40%
Plymouth	\$82.31	\$167.44	52.30%	\$127.43	\$262.12	48.60%	-3.70%
Provincetown	\$4.79	\$19.91	24.00%	\$6.22	\$38.76	16.10%	-7.90%
Sandwich	\$93.60	\$63.87	52.60%	\$47.77	\$92.23	51.80%	-0.80%
Truro	\$3.95	\$13.03	30.30%	\$6.66	\$20.88	31.90%	1.60%
Wareham	\$30.19	\$53.55	56.40%	\$46.77	\$79.16	59.10%	2.70%
Wellfleet	\$4.24	\$14.32	29.60%	\$6.60	\$22.14	29.80%	0.20%
Yarmouth	\$22.18	\$53.89	41.20%	\$36.38	\$80.44	45.20%	4.00%
State Avg			51.27%			50.05%	-1.23%

Behind the PreK conversation this past year: Is it time to consider Universal Preschool?



MONOMOY
REGIONAL SCHOOL DISTRICT

With the decline in enrollment in both elementary schools, we now have enough free classroom space to accommodate PreK (for at least 4 year olds) following a full-day, full school year model. In future years, we may be able to accommodate 3-year-olds too.

Context: Mashpee was the first town on the Cape to offer Universal PreK. It has a 5 day a week program for 4-year-olds and programs for 3-year-olds that are 2, 3, or 4 days a week. Provincetown and Truro now provide this service for families. Provincetown also has an infant toddler program.

Both Harwich and Chatham currently allocate \$10,000 in preschool vouchers for 4 year olds.

Concerns: Full-day, full-school year programming may not be what families need most – some may need full-day/full-year childcare. Wrap around programming would be needed for these families.

If public schools offer PreK, private or non-profit entities providing childcare or preschool for 3- and 4-year-olds may struggle to stay open.

Secondary Major Capital Needs in the Next 5-10 Years

Project	Estimated Cost	Project start year	Assessment Cost Center
MIRMS Restoration – Phase 1: Windows and siding	\$11,507,030	FY25 / FY26	District
MIRMS Restoration – Phase 2: Roof	\$5,355,000 ^	FY27	District
MIRMS Boiler Replacement	\$5,320,444 ^	FY31	District
MIRMS Classroom Flooring Replacement	\$60,000	FY26	District
MIRMS Classroom Flooring Replacement	\$80,000	FY27	District
MIRMS Generator	\$350,000	FY29	District
Classroom Furniture	TBD		

Project	Estimated Cost	Project start year	Assessment Cost Center
Press Box – Accessibility	\$200,000	TBD	District
MRHS Field and Track	\$1,500,000	FY30	District
District Facilities Truck	\$70,000	FY26	District
Network Switches	\$72,000	FY27-FY31	District
Classroom Furniture	\$200,000	FY28	District / Chatham ES
Classroom Furniture	\$150,000	FY29	District / Chatham ES



MONMOUTH
REGIONAL SCHOOL DISTRICT



Elementary Major Capital Needs in the Next 5-10 Years

Project	Estimated Cost	Project start year	Assessment Cost Center
HES Boiler Replacement	\$6,350,400 ^	FY28 / FY29	Harwich ES
HES Smoke Alarms	\$40,000	FY26	Harwich ES
CES & HES Wireless Access Points	\$80,000	FY27	Chatham ES / Harwich ES
HES Roof Top HVAC Unit	\$65,000	FY27	Harwich ES
HES Roof Top HVAC Unit	\$65,000	FY28	Harwich ES

Project	Estimated Cost	Project start year	Assessment Cost Center
CES Restoration: Siding, roof, and windows.	TBD	FY29 / FY30	Chatham ES
CES Boiler Replacement	\$2,872,390 ^	FY32	Chatham ES
CES Classroom Flooring Replacement	\$40,000	FY26	Chatham ES
CES & HES Wireless Access Points	\$80,000	FY27	Chatham ES / Harwich ES
CES Generator	\$350,000	FY30	Chatham ES
Classroom Furniture	TBD		



Future needs



Item	Expected Useful Life	CES	HES	MRMS	MRHS
Boilers	20 years	28	1 is 22 y.o. 2 are 34 y.o.	28	12
Generators	20 years	29	22	29	12
Roof	20 years	29	22	28	12
Windows	20 years	29	22	28	12
Doors	20 years	29	22	28	12
Elevator	20 years	N/A	22	28	12
Hot water tank	15 years	4	22	7	12
Pumps	20 years	28	22	9, 14 and 7.	12
Auditorium	10 years	N/A	N/A	N/A	12
Turf Field	15-20 years	N/A	N/A	N/A	12
Track	15-20 years	N/A	N/A	N/A	12

Elementary Major Capital Needs in the Next 5-10 Years



Given the enrollment trends, family wants, and capital needs, exploring the educational benefits, potential cost savings, and challenges of theoretical elementary school consolidation

A theoretical discussion weighing educational benefits with costs (and cost avoidance)

**How can we
better engage
the Select
Boards and
voters of our
towns?**

School Committee discussion



Possible Subcommittee Procedures

- Schedule initial meeting
 - Vote on Chair/Vice Chair of Subcommittee
 - Determine meeting dates (As best as possible)
 - Share Information with Roberta Simmons
- Agenda
 - Set by Chair and submitted to Roberta Simmons
- Take Minutes at each meeting
 - Share minutes at next meeting
 - Vote on Minutes
 - Chair submit minutes to Roberta Simmons

Monomoy Regional School District

School Committee Handbook

Adopted: _____

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INTRODUCTION

Thank You for serving on the Monomoy Regional School Committee. In your role as a school committee member, you will work with other members of the committee on issues including setting goals and policy, deciding the budget, negotiating contracts, managing the superintendent, and advocating at the local, state, and federal levels for our students.

Central to your success as a member of the committee is your ability to create and maintain effective working relationships with your fellow committee members, superintendent, other administrators and school staff, municipal leaders and staff, parents, students, and the community at large.

It is expected you will share a commitment with the other committee members to provide an exceptional educational experience for all students, a willingness to become well-versed in public education and the Monomoy Schools, and a sincere desire to be a part of a high-functioning governing body that takes the responsibilities of public service seriously.

You can expect to work with the other school committee members as a part of a team despite any differences. We welcome your commitment and contributions.

MONOMOY REGIONAL SCHOOL DISTRICT 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.

SCHOOL COMMITTEE COMPOSITION

The agreement between the Towns of Chatham and Harwich with respect to the formation of a regional school district creates a Regional District School Committee (Monomoy Regional School Committee) that will consist of eight (8) members, four (4) of whom reside in Chatham and four (4) of whom reside in Harwich.

SCHOOL COMMITTEE MEMBER QUALIFICATIONS/OATH OF OFFICE

In order to serve on the school committee, an individual must be a registered voter in the town from which he/she is elected or appointed and must take an oath of office as required by law.

Each new member will present to the committee secretary official certification of having sworn the oath before an officer duly qualified to administer oaths prior to entering on his/her official duties as a member of the Committee. From the Town Clerk, newly qualified Committee members, by law, receive, and sign a receipt for, a copy of the Massachusetts open meeting law governing the conduct of committee meetings in general and executive sessions in particular.

MRSC OPERATING PROTOCOLS (Adopted by MRSC 10-27-2016)

We will follow these Norms and Protocols in the conduct of our business as school committee members

Who We Represent

- We recognize that we represent the needs and interests of ALL in our district.
- We are elected officials representing the communities of both Chatham and Harwich.
- We are ambassadors of the Monomoy Regional School District; promoting support for public education and spreading the news of our success.

How We Conduct Business

- We will strive to hold efficient, effective meetings by conducting meetings through a set agenda.
- We will create a yearly agenda making our district goals a priority, with the understanding that the agenda will evolve as the year progresses.
- We will request future agenda items through the chair.
- We shall arrive at meetings prepared to discuss the agenda items and respectfully participate in discussions.
- We will base our decisions upon all available information, vote our convictions, and avoid bias.
- We recognize, at times, certain topics will necessitate dedicated public forums.
- We recognize school committee meetings are meetings held in the public, not public meetings. We will seek public input at appropriate times during our meetings.
- We will honor and uphold the confidentiality of all discussions during executive sessions.
- We will support the mission statement and strive to ensure accountability by creating and updating policies, creating and overseeing the Monomoy Regional School District budget, requesting periodic presentations related to the Monomoy Regional schools, and evaluating the superintendent's effectiveness in managing the operations of the district.

How We Treat Each Other

- While we encourage debate and differing points of view, we will debate issues, not each other, keeping an open mind regarding all member's opinions and/or positions.
- We will work to build trust between and among school committee members, the superintendent, the staff, and the community by treating everyone with dignity and respect, even in times of disagreement.
- We endeavor to avoid words and actions that create negative impressions of an individual, the school committee, or the district.

How We Communicate

- We recognize the importance of proactive communication.
- We agree to make our best effort to convey any questions and/or concerns to the chair and the superintendent in advance of the meeting.
- We recognize the chair as the official voice of the school committee.
- We shall channel all requests for information through the chair and/or superintendent rather than directly to the staff. The chair and superintendent will ensure each member has equal access to information.

How We Will Improve

- We will be open to continued personal growth by participating in training opportunities.
- We shall assign each new member a mentor who shall be responsible for providing guidance and the necessary school committee documents. (*See Policy BIA*)
- We shall review and revise these operating protocols annually following reorganization.

Our Limits of Power

- We will accept the majority vote on school committee decisions once they are made.
- We will recognize the superintendent's responsibility to supervise and manage the day-to-day operations of the Monomoy Regional School District.
- We shall not use our positions for personal, partisan, or political gain.
- We will refer concerns or complaints to the appropriate individual within the district chain of command.

What If Things Go Wrong?

- We will work together to restate and clarify discussions in order to strive for understanding.
- We recognize the importance of our operating protocols and take responsibility for reminding one another when necessary.
- If a school committee member allegedly violates any of these protocols, they will be referred to the chair (or in the case of the chair, referred to the vice chair) for attempted mediation of the dispute.

SCHOOL COMMITTEE OFFICERS

Chair:

The chairperson of the school committee has the same powers as any other member of the committee to vote upon all measures coming before it, to offer resolutions and to discuss questions. He/she will perform those duties that are consistent with his/her office and those required by law, state regulations, and this committee. In carrying out these responsibilities, the chairperson will:

- Sign the instruments, acts, and orders necessary to carry out state requirements and the will of the committee.
- Consult with the superintendent in the planning of the committee's agendas.
- Confer with the superintendent on crucial matters that may occur between committee meetings.
- Appoint subcommittees, subject to committee approval.
- Call special meetings of the committee as found necessary.
- Be public spokesperson for the committee at all times except as this responsibility is specifically delegated to others.
- Be responsible for the orderly conduct of all committee meetings.

As presiding officer at all meetings of the committee, the chairperson will:

- Call the meeting to order at the appointed time.
- Announce the business to come before the committee in its proper order.
- Enforce the committee's policies relating to the order of business and the conduct of meetings.
- Recognize persons who desire to speak and protect the speaker who has the floor from disturbance or interference.

- Explain what the effect of a motion would be if this is not clear to members.
- Restrict discussion to the question when a motion is before the committee.
- Answer all parliamentary inquiries.
- Put motions to a vote, stating definitely and clearly the vote and result thereof.

Vice Chair:

The vice-chairperson of the committee will act in the absence of the chairperson as presiding officer of the committee and will perform such other duties as may be delegated or assigned to him/her.

Secretary:

The committee shall elect a secretary who may or may not be a member of the committee's membership. The secretary will keep or cause to be kept an accurate journal of all committee meetings; will comply with state law and committee policy regarding notification of meetings; and will render such reports as may be required by the state or the town.

SCHOOL COMMITTEE MEMBER AUTHORITY AND DUTIES

Authority:

Because all powers of the school committee derived from state laws are granted in terms of action as a group, members of the school committee have authority only when acting as a committee legally in session. The school committee will not be bound in any way by any statement or action on the part of an individual member except when such statement or action is a result of specific instructions of the committee. No member of the committee, by virtue of his/her office, will exercise any administrative responsibility with respect to the schools or command the services of any school employee. The school committee will function as a body and all policy decisions and other matters, as required by law, will be settled by an official vote of the committee sitting in formal session.

Duties:

The duties and obligations of the individual committee member may be enumerated, in no particular order, as follows:

1. To become familiar with the General Laws of the Commonwealth relating to education and school committee operations, regulations of the Massachusetts Board of Education, policies and procedures of this school committee and school department.
2. To keep abreast of new laws and the latest trends in education.
3. To have a general knowledge of the goals, objectives, and programs of the towns' public schools.
4. To work effectively with other committee members without trying either to dominate the committee or neglect his/her share of the work.
5. To respect the privileged communication that exists in executive sessions by maintaining strict confidentiality on matters discussed in these sessions, except that which becomes part of the public record, once it has been approved for release.
6. To vote and act in committee impartially for the good of the students.
7. To accept the will of the majority vote in all cases, and to remember that he/she is one of a team and must abide by, and carry out, all committee decisions once they are made.
8. To represent the committee and the schools to the public in a way that promotes interest and support.
9. To refer questions and complaints to the proper school authorities.
10. To comply with the accepted code of ethics for school committee members.

NEW SCHOOL COMMITTEE MEMBER ORIENTATION

In accordance with the requirements of Massachusetts General Law Chapter 71, Section 36A as amended on December 24th, 2002, each new school committee member elected to the Monomoy Regional School Committee is required to complete, within one year of their election or appointment, at least eight hours of orientation training. This orientation shall include, but is not limited to, a review of school finance, the Open Meeting Law, Public Records Law, Conflict of Interest Law, Special Education Law, Collective Bargaining, School Leadership Standards and Evaluations, and the Roles and Responsibilities of School Committee Members.

The school committee and superintendent shall assist each new member to understand the committee's functions, policies and procedures of the committee as soon after election as possible. Each new member shall be given the following materials:

- A copy of the school committee policy manual
- A copy of the Open Meeting Law
- A copy of the Conflict of Interest Regulations
- A copy of the district's budget
- Collective bargaining agreements and contracts
- Student and staff handbooks

Each new member shall also receive any other materials the chair and/or the superintendent determine to be necessary.

The chair and/or superintendent shall also clarify policy:

- arranging visits to schools or administrative offices
- requesting information regarding school district operations
- responding to community requests/complaints concerning staff or programs
- handling confidential information

Whether appointed or elected, new members should be advised that they are also members of the Massachusetts Association of School Committees, Inc. and should be encouraged to utilize the services and resources MASC provides by attending meetings or workshops specifically designed for new committee members. Their expenses at these meetings or workshops will be reimbursed in accordance with established school committee policy.

SCHOOL COMMITTEE CONFERENCES, CONVENTIONS, AND WORKSHOPS

In keeping with its stated position on the need for continuing in-service training and development for its members, the committee encourages the participation of all members at appropriate school committee conferences, workshops and conventions. However, in order to control both the investment of time and funds necessary to implement this policy, the committee establishes these principles and procedures for its guidance:

1. A notice of school committee conferences, conventions and workshops shall be given by the committee secretary and/or the Superintendent. The committee will periodically decide which meetings appear to be most promising in terms of producing direct and indirect benefits to the school system. At least annually, the committee will identify those new ideas or procedures and/or cost benefits that can be ascribed to participation at such meetings.

2. Where practicable, funds for participation at such meetings will be budgeted for on an annual basis. The committee will designate which of its members would be the most appropriate to participate at a given meeting by a vote of the committee.
3. Reimbursement to committee members for their travel expenses will be in accordance with the district's travel expense *Policy BID*.
4. When a conference, convention, or workshop is not attended by the full committee, those who do participate will be requested to share information, recommendations, and materials acquired at the meeting.

SCHOOL COMMITTEE POWERS AND DUTIES

The school committee has all the powers conferred upon it by state law and must perform those duties mandated by the state. These include the responsibility and right to determine policies and practices and to employ a staff to implement its directions for the proper education of the children of the community.

The committee takes a broad view of its functions. It sees them as:

- Legislative or policymaking. The committee is responsible for the development of policy as guides for administrative action and for employing a superintendent who will implement its policies.
- Appraisal. The committee is responsible for evaluating the effectiveness of its policies and their implementation.
- Provision of financial resources. The committee is responsible for adoption of a budget that will enable the school system to carry out the committee's policies.
- Public relations. The committee is responsible for providing adequate and direct means for keeping the local citizenry informed about the schools and for keeping itself and the school staff informed about the needs and wishes of the public.
- Educational planning and evaluation. The committee is responsible for establishing educational goals and policies that will guide the committee and staff for the administration and continuing improvement of the educational programs provided by the school district.

SCHOOL COMMITTEE MEMBER ETHICS

The acceptance of a Code of Ethics implies the understanding of the basic organization of school committees under the laws of the Commonwealth of Massachusetts. The Oath of Office of a School Committee member binds that individual member to adherence to those state laws which apply to school committees, which are recognized as agencies of the state.

This Code of Ethics delineates three areas of responsibility for school committee members, in addition to those implied above. Each school committee member, by nature of the elected office, is responsible to: the communities of Chatham and Harwich; the school administration; and fellow committee members.

In regard to the communities of Chatham and Harwich, each school committee member should:

- realize the school committee's primary responsibility is to the children who attend Monomoy Regional School District;
- recognize the basic function of the school committee is as a policy making body;

- remember to abide by and carry out all committee decisions once they are made;
- be well informed regarding the duties of a committee member on both a local and state level;
- remember to represent the entire community at all times; and
- accept the office of a committee member as a means of unselfish service without intent to "play politics," or to benefit personally from committee activities.

In individual interactions with the school district's administration, each school committee member should:

- give the superintendent of schools full responsibility to carry out the professional duties of the position, and hold the superintendent responsible for acceptable results;
- endeavor to establish sound, clearly defined policies which will direct and support the administration;
- recognize and support the administrative chain of command; and refer all complaints to the proper administrative staff for solution,
- with the school committee acting as the source of last appeal in the process, if necessary.

In regard to a good working relationship with fellow school committee members, each member should:

- recognize that action at official meetings is binding and that the member alone cannot bind the committee outside of such meetings;
- realize that one should not make statements or promises of action on how one will vote on matters that will come before the committee;
- uphold the intent of executive session and respect the privileged communications that exist in executive session;
- not withhold pertinent information on school matters or personnel problems, either from members of the school committee or from member of committees who may be seeking help or information on school issues; and
- make decisions only after all of the facts on a question have been presented and discussed.

COMMITTEE MEMBER CONFLICTS OF INTEREST

A committee member shall not have any direct or indirect financial interest in a contract with the school system, nor shall he/she furnish directly any labor, equipment, or supplies to the system. All elected and appointed school committee members are subject to Massachusetts Conflict of Interest Law, Chapter 268 A of the Mass. General Laws. Each committee member will complete the online ethics training provided by the State Ethics Commission, and submit a copy of the certificate of completion to their respective Town Clerk.

In the event a committee member is employed by a corporation or business or has a secondary interest in a corporation or business which furnishes goods or services to the school system, the committee member shall declare his/her secondary interest and refrain from debating or voting upon the question of contracting with the company.

It is not the intent of this policy to prevent the system from contracting with corporations or businesses because a committee member is an employee of the firm. The policy is designed to prevent placing a committee member in a position where his/her interest in the public schools and his/her interest in his/her place of employment (or other indirect interest) might conflict and to avoid appearances of conflict of interest even though such conflict may not exist.

SCHOOL COMMITTEE – SUPERINTENDENT RELATIONSHIP

The committee will leave to the superintendent all matters of decision and administration that come within his/her scope as executive officer or as professional leader of the school system. While the committee reserves to itself the ultimate decision of all matters concerning general policy or expenditures of funds, it will normally proceed in these areas after receiving recommendations from its executive officer. Further:

- The superintendent will have the privilege of asking guidance from the committee with respect to matters of operation whenever appropriate. If it is necessary to make exceptions to an established policy, he/she will submit the matter to the committee for advice and direction.
- The superintendent will assist the committee in reaching sound judgments and establishing policies, and will place before the committee all relevant facts, information, and reports necessary to keep the committee adequately informed of situations or business at hand.

EVALUATION OF THE SUPERINTENDENT

The committee and the superintendent shall develop a plan cooperatively whereby the committee shall evaluate annually the work of the superintendent. The plan shall include annual objectives and general goals.

An evaluation plan shall be undertaken with the view that it is both a means for ensuring good professional service for the school district and a method whereby the superintendent can grow in the position.

The evaluation will include annual objectives set and agreed upon by the superintendent and school committee before the end of September of the year in which the superintendent will be evaluated in accordance with DESE regulations.

SUBCOMMITTEES, LIAISONS, and REPRESENTAIVES

The committee shall appoint members to subcommittees at their annual organizational meeting for a period of one year. These subcommittees may be created for a specific purpose and to make recommendations for committee action.

1. The subcommittee will be established through action of the committee.
2. The committee chairperson, subject to approval by the committee, will appoint the subcommittee chairperson and its members.
3. The subcommittee will be provided with a list of its functions and duties.
4. The subcommittee may make recommendations for committee action, but it may not act for the school committee.
5. All subcommittees of the committee are subject to the provisions of the Open Meeting Law.

Standing Subcommittees: A small group of the school committee (less than a quorum) tasked with bringing recommendations for committee action.

- Budget/Finance
- Superintendent Evaluation
- Negotiations
- Policy

Standing Representatives: A school committee member who is a member of a larger committee requiring school committee representation.

- Westgate Foundation
- District Wellness Committee
- Sick Bank
- Cape Cod Collaborative
- Building Committee

Standing Liaison Positions: A school committee member who is responsible for being the communication link between the MRSC and another group or committee.

- Special Education PAC
- Board of Selectmen and Finance Committee
- Legislation

SCHOOL COMMITTEE MEETINGS and AGENDA FORMAT

Regular business meetings of the school committee are usually scheduled for the second and fourth Thursday of each month. Meetings normally commence at 6:30pm in the Monomoy Regional High School Library. If the second or fourth Thursday fall on a holiday or during a school vacation, the meeting will be scheduled at a different time mutually agreed upon by the committee.

Executive sessions will generally take place following regularly scheduled meetings, though they may take place prior to the meeting if necessary.

Full committee workshops are also scheduled on occasion at a time mutually agreed upon by the committee.

The superintendent, conferring with the chairperson of the school committee, will arrange the order of items on meetings agendas so that the committee can accomplish its business as expeditiously as possible. The particular order may vary from meeting to meeting in keeping with the business at hand.

The committee will follow the order of business established by the agenda unless the order is altered by agreement of the members present for the convenience of visitors, individuals appearing before the committee, or to expedite committee business.

Any school committee member, staff member, or citizen may suggest items of business. The inclusion of such items, however, will be at the discretion of the chairperson of the committee. A staff member who wishes to have a topic scheduled on the agenda should submit the request through the superintendent.

The agenda will also provide for time when any citizen who wishes may speak briefly before the school committee.

The agenda, together with supporting materials, will be distributed to school committee members three days prior to the meeting to permit adequate time to prepare for the meeting.

Agendas will be posted 48 hours in advance and will include the topics the chairperson reasonably anticipates will be discussed at the meeting.

EXECUTIVE SESSIONS

All meetings of the school committee are open to attendance by the public and media representatives. However, the committee has the right to convene in a closed executive session when it meets the following procedural conditions imposed by state law:

1. The committee will first convene in an open session for which due notice has been given.
2. The chairperson (or, in his/her absence, the presiding member) will state the purpose for the executive session by stating all subjects that may be revealed without compromising the purpose for which the executive session was called.
3. A majority of the members must vote to enter the executive session, with the vote taken by roll call and recorded in the official minutes.
4. The chairperson or presiding member will state before entering the executive session whether the committee will reconvene in open session after the executive session.

The law puts specific limitations on the purposes for which executive sessions may be convened. The committee may enter executive sessions only to deliberate:

1. The reputation, character, physical condition or mental health, rather than the professional competence, of a single individual, or the discipline or dismissal, including the hearing of charges against, a member of the committee, a school department employee or student, or other individual. The individual has certain rights enumerated in the law including requiring the committee to hold an open session should the individual so request.
2. Strategy with respect to non-union negotiations or to conduct collective bargaining sessions with non-union personnel.
3. Strategy with respect to collective bargaining or litigation, if an open meeting might have a detrimental effect. Collective bargaining may also be conducted.
4. The deployment of security personnel or devices.
5. Allegations of criminal misconduct or to discuss the filing of criminal complaints.
6. Transactions of real estate, if an open meeting might be detrimental to the negotiating position of the committee or another party.
7. To comply with the provisions of any general or specific law of federal grant-in-aid requirements.
8. And to consider and interview applicants for employment by a preliminary screening committee (The only position that the school committee would be involved in that might qualify would be for the position of superintendent.) This exemption only applies if it can be determined that an open meeting will have a detrimental effect in obtaining qualified applicants. This shall not apply to applicants who have passed a prior preliminary screening.
9. To meet or confer with a mediator with respect to any litigation or public business.
10. To discuss trade secrets or confidential competitively-sensitive or other proprietary information conducted by a governmental body as an energy supplier.

(In the first case, an open meeting will be held if the individual involved so requests.)

Accurate records of the proceedings conducted in executive session will be kept and may remain secret only so long as their publication would defeat the purpose of the session.

The school committee chair and the superintendent will review executive session minutes for possible declassification on, at least, a quarterly basis and, if necessary, will consult with legal counsel. The

school committee chair will bring minutes recommended for declassification to the school committee for a vote either as part of a consent agenda or for individual action. In either case, there shall be an announcement of the declassification of minutes. When a specific set of executive session minutes, not yet declassified, is requested by a member of the public, the school committee shall render a decision on declassification at its next meeting or within 30 days after the request, whichever occurs first.

All votes taken in executive session will be recorded roll call votes, and will become part of the minutes of executive sessions.

Established by law and committee policy

RULES OF ORDER

Except as otherwise provided by law, by regulation of the state Dept. of Elementary and Secondary Education, or by special policies of this committee, meetings of the school committee shall be conducted in accordance with *Robert's Rules of Order, Newly Revised*.

PROCEDURES – QUORUM AND VOTING METHOD

Quorum

A quorum to conduct business shall consist of five (5) members, with no fewer than two members being present from each of the member towns. A number less than the majority may vote to adjourn, but shall not take any other action.

Any action voted by the committee which directly and specifically affects the elementary school(s) in only one town will require that three of the four members of the committee from the town in which the affected elementary school(s) is/are located vote in support of that action.

Voting Method

On all issues requiring a vote of the Monomoy Regional District School Committee, a simple majority vote (i.e., no fewer than 3.5 of the six (6) votes as spoken to in Section I, subsection B) shall be required to pass all motions, except as specified elsewhere in this Agreement, or as required by statute.

Because of the disparity in the population of the two towns, each of the four (4) committee members from Harwich will have one full vote, on all matters and each of the four (4) committee members from Chatham will have 50% of a vote on all matters, for a total of six (6) votes. For a motion which requires a majority vote to pass, a majority (i.e., greater than 50%) of the six (6) votes (which must be no fewer than 3.5 votes) must be cast in the affirmative and at least one committee member from each of the two towns must vote in the affirmative. For the passage of a motion requiring a two-thirds vote (such as the passage of the annual budget), at least two thirds (i.e., no fewer than 4 votes) of the six (6) total votes must be cast in the affirmative. Should a shift in the respective populations of the member towns, based on the most recent decennial federal census figures, cause an impermissible disparity based on one-person, one-vote principles, the committee will act to address the disparity via the amendment process.

SCHOOL COMMITTEE – STAFF COMMUNICATIONS

The committee desires to maintain open channels of communication between itself and the staff. The basic line of communication will, however, be through the superintendent.

Staff Communications to the Committee

All communications or reports to the committee, or any member of the Committee from principals, supervisors, teachers, or other staff members shall be submitted through the superintendent. This necessary procedure shall not be construed as denying the right of any employee to appeal to the committee from administrative decisions on important matters, provided that the superintendent shall have been notified of the forthcoming appeal and that it is processed in accordance with the committee's policy on complaints and grievances. Staff members are also reminded that committee meetings are public meetings. As such, they provide an excellent opportunity to observe at first hand the committee's deliberations on problems of staff concern.

Committee Communications to Staff

All official communications, policies, and directives of staff interest and concern will be communicated to staff members through the superintendent, and the superintendent will employ all such media as are appropriate to keep staff fully informed of the committee's problems, concerns and actions.

Visits to Schools

Individual committee members interested in visiting schools or classrooms in their capacity as a school committee member will inform the superintendent of such visits and make arrangements for visitations through the principals of the various schools. Such visits shall be regarded as informal expressions of interest in school affairs and not as "inspections" or visits for supervisory or administrative purposes. Official visits by committee members will be carried on only under committee authorization and with the full knowledge of staff, including the superintendent, principals and other supervisors.

USE OF ELECTRONIC MESSAGING BY SCHOOL COMMITTEE MEMBERS

As elected public officials, school committee members shall exercise caution when communicating between and among themselves via electronic messaging services including, but not limited to, electronic mail (e-mail), Internet web forums, and Internet chat rooms.

Under the Open Meeting Law, deliberation by a quorum of members constitutes a meeting. Deliberation is defined as movement toward a decision including, but not limited to, the sharing of an opinion regarding business over which the committee has supervision, control, or jurisdiction. A quorum may be arrived at sequentially using electronic messaging without knowledge and intent by the author.

School committee members should use electronic messaging between and among members only for housekeeping purposes such as requesting or communicating agenda items, meeting times, or meeting dates. Electronic messaging should not be used to discuss committee matters that require public discussion under the Open Meeting Law.

Under the Public Records Law, electronic messages between public officials may be considered public records. Therefore, in order to ensure compliance, the school committee chairperson, in consultation with the superintendent of schools, shall annually designate a member of the central

office staff who shall be copied on all electronic correspondence between and among members of the school committee.

These copies shall be printed and retained in the central office in the same fashion as any other school committee records. School committee members who do not have a computer or access to these messages shall be provided copies on a timely basis.

HOW TO RESPOND TO CONSTITUENT COMPLAINTS – PUBLIC COMPLAINTS

Although no member of the community will be denied the right to bring their complaints to the committee, they will be referred through the proper administrative channels for solution before investigation or action by the committee. Exceptions will be made when the complaints concern committee actions or committee operations only.

The committee believes that complaints are best handled and resolved as close to their origin as possible, and that the professional staff should be given every opportunity to consider the issues and attempt to resolve the problem prior to involvement by the committee. Therefore, the proper channeling of complaints involving instruction, discipline or learning materials will be as follows:

1. Teacher
2. School building administrator
3. Superintendent
4. School Committee

If a complaint, which was presented to the committee and referred back through the proper channels, is adjusted before it comes back to the school committee, a report of the disposition of the matter will be made to the committee and then placed in the official files.

Matters referred to the superintendent and/or school committee must be in writing and should be specific in terms of the action desired. Complaints about school personnel will be investigated fully and fairly. However, before any such complaint is investigated, the complainant must submit his/her complaint in writing. Anonymous complaints will be disregarded.

The committee expects the professional staff to receive complaints courteously and to make a proper reply to the complainant.

SCHOOL COMMITTEE MEMBER RESIGNATION

If a school committee member wishes to resign from the committee prior to the expiration of that individual's term of office, said resignation must be filed with the Town Clerk in the town he/she represents in written form with a copy to the school committee. Once a school committee member submits a letter of resignation to the Town Clerk of the town he/she represents, said individual's duties as a committee member are terminated, unless a specific date has been stated in the notification for that resignation to take effect.

A school committee term of office shall be deemed vacated should an existing member move out of the Town of Chatham or Harwich prior to the expiration of that term.

OTHER RESOURCES

- Monomoy Regional Agreement https://www.monomoy.edu/cms/lib/MA02212658/Centricity/Domain/116/Regionalization_Agreement_Signed_Document_1.pdf
- Monomoy Regional School Committee Policy Manual <https://www.monomoy.edu/domain/117>
- Budget Information <https://www.monomoy.edu/site/Default.aspx?PageID=362>
- Open Meeting Law <https://www.mass.gov/the-open-meeting-law>

MRSC 2024-2025 Goals

Goal #1: The MRSC will advocate for affordable and attainable housing to recruit and sustain high-quality teachers and staff. We will also follow any housing challenges that might affect student enrollment causing families to leave the area.

Action Steps:

1. Create a cross-district task force to discuss and develop a statement of support for attainable housing.
2. Build opportunities for the school committee and town boards to discuss recruitment and sustain high-quality employees.
3. Support the MRHS Career Education Internship program to initiate a conversation with Housing Assistance Corporation.

Goal #2: The MRSC will support a Diversity, Equity, Inclusion audit within our district.

Action Step:

1. Work with the administration to identify and secure funding for the audit.
2. Review the administration's recommendations regarding the scope of the audit.
3. Receive updates on DEI professional development and any opportunities for continuing education.

Goal #3: The MRSC will recognize and highlight Monomoy's decade of success in educational thought leadership and student achievement.

Action Steps:

1. Support the Community Engagement Coordinator in the development of a public relations and local media campaign.
2. Participate in opportunities to engage and include the community.

Goal #4: The MRSC will support discipline improvements at MRHS and MRMS using the restorative justice approach.

Action Steps:

1. Review job descriptions for the two restorative justice positions at MRHS and MRMS.
2. Support implementation of the restorative justice approach at MRHS and MRMS.

Goal #5: The MRSC will review and support the implementation of the strategic plan.

Action Steps:

1. Receive ongoing updates throughout the year that highlight the three key pillars: Portrait of a Graduate, Being and Wellness, Learning and Academics.
2. Review professional development opportunities that are aligned with the strategic plan, including trauma-informed care and mental health support.