



**Monomoy Regional School District - Monomoy Regional School Committee
Meeting Agenda for Thursday, September 25, 2025 at 6:30 PM
Monomoy Regional High School Library, 75 Oak Street, Harwich, MA 02645**

This meeting will be broadcast to Channel 22 as well as live-streamed/recorded to the [MRSC YOUTUBE CHANNEL](#)

AGENDA

- A. Call to Order**
- B. Approval of Meeting Minutes**
 - i. September 4 Workshop
 - ii. September 11, 2025
- C. MRHS Student Representative**
- D. Public Comment:** Speakers are limited to three minutes; additional time is at the discretion of the Chairperson
- E. Reports and Discussions**
 - i. School Committee Goals (second read) VOTE REQUIRED
 - ii. First Reading Policy Files: ADDA - Fingerprint Policy
 - iii. Updated Subcommittee assignments
 - iv. MASC Superintendent Search Consulting Proposal VOTE REQUIRED
 - v. Prior Year Encumbrance
 - vi. FY27 Budget Dates
- F. Subcommittee, Representative, Liaison Reports**
 - i. Policy Subcommittee update
 - ii. Superintendent Search Committee update
 - iii. Superintendent Goals update
- G. Superintendent's Report**
 - i. Recognitions
 - ii. Equity Audit Update
 - iii. School Safety Forum, Monday, September 29, 6:30 PM in the High School Library
- H. Action Items -Vote Required**
 - i. School Committee Goals (second read)
 - ii. MASC Superintendent Search Consulting Proposal
 - iii. Prior Year Encumbrance
- I. Presentation of the Warrants**
- J. Adjournment**

Authorized Posting Officer

Roberta Simmons
September 23, 2025



**Monomoy Regional School District - Monomoy Regional School Committee
Annual MRSC Workshop Minutes
Thursday, September 4, 2025, 6:30 p.m.
Monomoy Regional High School Library, 75 Oak Street, Harwich, MA 02645**

Members present: Meredith Henderson, Brad Schiff, Steve Davol, Jackie Zibrat-Long, Bre Rose (departed at 8:20 p.m.), Betty Gray, Ryan Edwards

Members not present: Ryan Clarke

Administrators present: Scott Carpenter, Robin Millen, Joy Jordan

Guests present: Charles Gruszka, Cindy Gushee, Ann Marie Varella

A. Call to Order

The meeting was called to order at 6:33 p.m. by Meredith Henderson

B. Discussion of the Superintendent Search process and whether the subcommittee should focus on using the MASC recommendations. It was noted that using the MASC consultant was very helpful in the previous search process. The subcommittee has a list of some firms that do this work and will begin with contacting those firms. In prior years, superintendent jobs began to be posted in November. The first step is to determine the timeline for the search process and then fill in the items that need to be done.

C. Regional Agreement Review – should the review focus on major content changes and/or smaller typographical changes? What will the SC Goal focus on? Members still would value an understanding of the why behind requested changes. The SC can speak to the schedule of when they will revisit the regional agreement even without the why. Should the goal be simply to review the regional agreement? And/or note that it's at the request of one town? Goal: Review the regional agreement based on the request from the Town of Harwich. Action steps would include SC liaisons to continue meeting with Select Board liaisons, invite select board members to SC meetings (especially budget workshop), SC members attend select board meetings. Noted that all SC meetings are broadcast live and videos are available after the fact. Discussion of specific language for this goal. Request from a community member for the SC to consider recording the budget workshop for later reference.

D. Nuts and Bolts

- i. Attendance Procedures - Reminder that members who are unable to attend meetings should email both the Chair and the Clerk to ensure that all parties are aware and a quorum can be met
- ii. Subcommittee Procedures - discussion of taking of minutes for subcommittee meetings and how to streamline, potentially create a Google doc that is shared with SC Clerk, shared calendar to help track who will be able to attend meetings



iii. Digital Packets - discussion of possible use of technology to move to less paper being used at meetings. There are FOIA considerations in terms of devices used. There were mixed levels of interest from the members. The Chair will talk to the Director of Technology to learn more about options.

E. Review 2024-2025 Goals - what worked and what can be revisited

- i. Goal 3: Discussion of increasing promotion of the district, possible PR campaign
- ii. Goal 2: There was planned equity audit that had been paused under new administration, the consulting firm was able to regain funding and contacted MRSD to possibly resume some of the work

F. Determining 2025-2025 School Committee Goals

- i. The chair recorded the specific wording of the goals the committee had consensus on:
 1. Superintendent Search
 2. Regional Agreement
 3. Diversity/Equity Audit
 4. Strengthen Employee Engagement
 5. Explore Universal Preschool
- ii. Goals will be reviewed by the committee quarterly

G. Presentation of Warrants

Presentation of the Warrants Accounts Payable and Payroll Warrants were presented for MRSC member signatures

H. Adjournment

MOTION: Meeting adjourned at 8:37 p.m.



**Monomoy Regional School District - Monomoy Regional School Committee
Meeting Agenda for Thursday, September 11, 2025 at 6:30 PM
Monomoy Regional High School Library, 75 Oak Street, Harwich, MA 02645**

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Members present: Meredith Henderson, Brad Schiff, Stephen Davol, Ryan Clark, Bre Rose, Betty Gray, Ryan Edwards

Members not present: Jackie Zibrat-Long

Administrators present: Dr. Scott Carpenter, Robin Millen, Michael MacMillan, Joy Jordon, Paul Donlon

AGENDA

A. Call to Order

The meeting was called to order at 6:30 PM by Meredith Henderson

B. Approval of Meeting Minutes

- i. July 10, 2025

MOTION: Betty Gray moved to approve the minutes from July 10, 2025, seconded by Ryan Clark.

UNANIMOUS: the motion passes

- ii. August 14, 2025

MOTION: Betty Gray moved to approve the minutes from August 14, 2025, seconded by Brad Schiff.

UNANIMOUS: the motion passes

- iii. September 4, 2025 Workshop

Copy not included in packet, will move to next meeting for vote.

C. MRHS Student Representative

None

D. Public Comment: Speakers are limited to three minutes; additional time is at the discretion of the Chairperson

None

E. Reports and Discussions

- i. Voting Items from August 14th MRSD Agenda
 1. July 24, 2025 Workshop Minutes

MOTION: Betty Gray moved to approve the minutes from the July 24, 2025 Workshop, seconded by Brad Schiff

UNANIMOUS: the motion passes

2. Second Reading Policy Files: ACAB - Harassment Policy, BBBC - School Committee Member Resignation, BBBE - School Committee Vacancy

MOTION: Brad Schiff moved to approve the Policy Files ACAB, BBBC and BBBE as presented in the agenda packet for approval, seconded by Betty Gray.

UNANIMOUS: the motion passes.

3. Prior year encumbrances

MOTION: Ryan Edwards moved to approve the prior year encumbrances payment in the amount of one thousand, three hundred and fifty four dollars and ninety cents in FY25 invoices not previously encumbered, as presented to the School Committee, seconded by Betty Gray.

UNANIMOUS: the motion passes.

- ii. Approval of MRHS Washington DC Trip

MRHS teacher John Dixon presented the committee with the itinerary for the third annual Washington DC trip that will be offered to two sections of AP Government, about 35 students. The trip will be three days this year and will include a tour to the International Monetary Fund and a visit to Senator Markey's office on Capital Hill. Mr. Dixon asked the committee to vote on the trip at this meeting instead of waiting for the next meeting so he can start buying

MOTION: Stephen Davol moved to approve the MRHS Washington DC trip on November 16, 17 and 18 2025, seconded by Ryan Clark.

UNANIMOUS: the motion passes

iii. Donation to the Children's Alopecia Project

MOTION: Betty Gray moved to approve the donation of \$482 from the Monomoy Regional Middle School Lighthouse Account to the Children's Alopecia Project, seconded by Ryan Clark

UNANIMOUS: the motion passes

iv. School Committee Goals (first read)

The committee agreed on the goals set forth during the workshop and will have a second read at the next meeting.

v. Prior Year Encumbrances

MOTION: Betty Gray moved to approve the payment of one thousand, and eight dollars and seventeen cents in FY25 invoices not previously encumbered, as presented to the School Committee, seconded by Brad Schiff.

UNANIMOUS: the motion passes

vi. FY25 End of Year Report and Budget Transfers

MOTION: Brad Schiff moved to approve the FY25 quarter four budget transfers as listed in the memorandum provided to the School Committee, seconded by Ryan Clark.

UNANIMOUS: the motion passes

vii. MRMS Construction Project Borrowing

The committee discussed the financing of the Monomoy Regional Middle School construction project. The school business manager outlined plans for borrowing funds to cover costs associated with the project, emphasizing the use of short-term loans to manage cash flow until more precise project costs can be determined.

MOTION: Ryan Edwards moved to approve the various votes prepared by Bond Counsel for the District and presented to the meeting, which votes approve the sale of five million dollars of General Obligation Bond Anticipation Notes to the successful bidder, establish the terms of the notes and make other determinations as required by the General Laws, federal tax law and federal securities law, seconded by Betty Gray.

UNANIMOUS: the motion passes

viii. District Treasurer Recruitment

The District's Treasurer, Paul Donlon, will be retiring this fall and the recruitment process is now underway. Business Manager Michael MacMillan is seeking School Committee members to be on the interview panel. Stephen Davol, Betty Gray and Ryan Edwards volunteered to be on the interview panel.

ix. News and updates on awarded grants

Updates were provided regarding various grants received by the district aimed at enhancing educational programs. These included a planning grant for career pathways in partnership with local businesses and a PRISM grant focusing on early literacy, which will support both the school and community providers in improving literacy education.

F. Subcommittee, Representative, Liaison Reports

None

G. Superintendent's Report

i. Equity Audit Process

Dr. Carpenter shared the following recognitions with the School Committee:

The MRHS SHORE Food Pantry now has local seafood available, thanks to a generous community donor! Holly Buddensee of the Cape Cod Commercial Fishermen's Alliance in Chatham recently delivered the first weekly donation of clam shoulder,addock shoulder, and fish steaks to the pantry. The food pantry is now being stocked by the

“Students Have Opportunities for Recreation and Employment” (SHORE) program, which provides vocational training and transitional services to young adults with autism or intellectual disabilities. The students oversee the day-to-day operation of the pantry, which serves daily snacks for 100 students and helps provide food boxes for more than 30 Harwich families each week. Many thanks to the Cape Cod Commercial Fishermen’s Alliance for their support of this important program.

Yesterday at the high school, as they do each year, the entire school paused for a 9/11 remembrance, with remarks over the loudspeaker from teacher John Dickson and a performance of America the Beautiful by the school’s Select Choir.

Congratulations to Amanda Newcomb, Digital Arts teacher at Monomoy Regional High School. She has been awarded a \$5000 grant from the Mass Cultural Council for the 2025-2026 school year.

H. Action Items -Vote Required

i. Voting Items from the August 14th MRSD Agenda

1. July 24, 2025 Workshop Minutes

MOTION: Betty Gray moved to approve the minutes from the July 24, 2025 Workshop, seconded by Brad Schiff

UNANIMOUS: the motion passes

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UNANIMOUS: the motion passes

I. **Presentation of the Warrants**

Presentation of the Warrants Accounts Payable and Payroll Warrants were presented for MRSC member signatures.

J. **Adjournment**

MOTION: Betty Gray moved to adjourn the meeting, seconded by Brad Schiff.

UNANIMOUS: the meeting adjourns at 7:34 PM

Respectfully Submitted
Roberta Simmons
Recording Secretary

MRSC 2025-2026 Goals

Goal #1: The MRSC will engage in a Superintendent Search

Action Steps:

1. Create a Sub Committee for the Superintendent Search
2. Develop a Timeline for the Search
3. Complete all phases of the search to hire a Superintendent to start by July 2026 and allow adequate time for transition.

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

Action Step:

1. Continue to support the Administration in the process of 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 work toward strengthening Employee engagement based on the results of the Staff survey

Action Steps:

1. Identify areas of opportunity to improve staff engagement
2. With the Administration, MRSC will analyze the impact of each opportunity and develop a plan

Goal #4: The MRSC will review the Regional Agreement based on the request from the Town of Harwich

Action Steps:

1. MRSC will continue ongoing meetings with Select Board Liaisons
2. Invite the Select Board members from both towns to meetings where critical budget information and the regional agreement are discussed
3. Inform the process of any amendment to the Regional Agreement to the Community
4. Provide feedback for any proposals from either town.

Goal #5: The MRSC will explore Universal Preschool for 4-year-olds in Harwich and Chatham

Action Steps:

1. Administration will explain how universal PreK would be beneficial to our families and to the long-term outcomes for the children to the Town Managers and discuss the high-level logistics. School Committee liaisons would do the same with Select Board members from each town.
2. Administration would conduct a survey of family interest in both towns in collaboration with the Monomoy Family Resource Coordinator.

3. Administration would report back to the full School Committee the results of the survey, conversations with the towns at a November School Committee meeting, and initial feedback on our new PUPS Program at Chatham Elementary.
4. The School Committee would subsequently discuss whether this initiative should be funded in the FY27 budget.

Monomoy Regional School District

Fingerprint-based criminal history record information (CHRI) checks made for non-criminal justice purposes; CORI requirements; DCF Central Registry; Sex Offender Registry Board

I. Requesting CHRI Checks

Fingerprint-based CHRI checks will only be conducted as authorized by M.G.L. c.71, §38R, and 42 U.S.C. § 16962, in accordance with all applicable state and federal rules and regulations, and in compliance with M.G.L. c. 6, §§167-178 and 803 CMR §§ 2.00, et seq. If an applicant or employee is required to submit to a fingerprint-based state and national criminal history record check, he/she shall be informed of this requirement and instructed on how to comply with the law. Such instruction will include information on the procedure for submitting fingerprints. In addition, the applicant or employee will be provided with all information needed to successfully register for a fingerprinting appointment. All new Monomoy staff and bus drivers must have fingerprint-based background checks prior to employment. All current Monomoy staff, substitutes, coaches, club/activity advisors, and home-based tutors must have fingerprint-based background checks prior to September 1, 2016, or sooner as dictated by the DESE. Monomoy Regional Schools will consider the following factors in determining whether to conduct discretionary fingerprint-based background checks for volunteers or subcontractors/laborers who might have direct unmonitored contact with children. Factors might include the likelihood of direct and unmonitored contact, duration of potential contact, and the school's ability to limit potential contact. All volunteers who are likely to have unmonitored contact with students and all chaperones on overnight field trips will need fingerprint-based background checks.

II. Access to CHRI

All CHRI are subject to strict state and federal rules and regulations in addition to Massachusetts CORI laws and regulations. CHRI cannot be shared with any unauthorized entity for any purpose, including subsequent hiring determinations. All receiving entities are subject to audit by the Massachusetts Department of Criminal Justice Information Services (DCJIS) and the FBI, and failure to comply with such rules and regulations could lead to sanctions. Title 28, U.S.C. 534, Pub. L. 92-544 and Title 28 C.F.R. 20.33(b) provide that the exchange of records and information is subject to cancellation if dissemination is made outside the receiving entity or related entities. Furthermore, an entity can be charged criminally for the unauthorized disclosure of CHRI.

III. Storage of CHRI

CHRI shall only be stored for extended periods of time when needed for the integrity and/or utility of an individual's personnel file. Administrative, technical and physical safeguards, which are in compliance with the most recent CJIS Security Policy, have been implemented to ensure the security and confidentiality of CHRI. The CJIS Security Policy can be found here: [Criminal Justice Information Services \(CJIS\) Security Policy](#)

Each individual (Superintendent and Human Resource Coordinator) involved in the handling of CHRI is to familiarize himself/herself with these safeguards.

In addition to the above, each individual (Superintendent and Human Resource Coordinator) involved in the handling of CHRI will strictly adhere to the policy on the storage, retention, and destruction of CHRI.

IV. Retention and Destruction of CHRI

Federal law prohibits the repurposing or dissemination of CHRI beyond its initial requested purpose. Once an individual's CHRI is received, it will be securely retained in internal agency documents under lock and key and separate from personnel files for the following purposes only:

1. Historical reference and/or comparison with future CHRI requests,
2. Dispute of the accuracy of the record,
3. Evidence for any subsequent proceedings based on information contained in the CHRI.

CHRI will be kept for not more than three years for the above purposes in the Central Office of the School Department. When no longer needed, CHRI and any summary of CHRI data must be destroyed by shredding paper copies and/or by deleting all electronic copies from the electronic storage location, including any backup copies or files. The shredding of paper copies of CHRI by an outside vendor must be supervised by an employee of the Monomoy Regional School District.

V. CHRI Training

An informed review of a criminal record requires training. Accordingly, all personnel authorized to receive and/or review (Superintendent and Human Resource Coordinator) CHRI at the Monomoy Regional School District will review and become familiar with the educational and relevant training materials regarding SAFIS and CHRI laws and regulations made available by the appropriate agencies, including the CDJIS.

VI. Determining Suitability

In determining an individual's suitability, the following factors will be considered, but not necessarily be limited to: the nature and gravity of the crime and the underlying conduct, the time that has passed since the offense, conviction and/or completion of the sentence, nature of the position held or sought, age of the individual at the time of the offense, number of offenses, any relevant evidence of rehabilitation or lack thereof.

A record of the suitability determination will be retained. The following information will be included in the determination:

1. The name and date of birth of the employee or applicant;
2. The date on which the school employer received the national criminal history check results; and,

3. The suitability determination (either "suitable" or "unsuitable").

A copy of any individual's suitability determination documentation must be provided to another school employer, or to the individual, upon request of the individual for whom the school employer conducted a suitability determination.

VII. Relying on Previous Suitability Determination.

The Monomoy Regional School District will typically require a new suitability determination when a new hire has previously had the one-time CHRI background check performed by another school employer. However, consistent with 603 CMR 51.06, where the employer will rely on a suitability determination made by another school employer, Monomoy Regional School District may waive the new suitability determination considering the following relevant factors: date of previous suitability determination, type of organization that conducted the previous determination (public school district, private school), state of residence of subject of suitability determination and/or the position sought.

VIII. Adverse Decisions Based on CHRI

If inclined to make an adverse decision based on an individual's CHRI, Monomoy Regional School District will take the following steps prior to making a final adverse determination:

1. Provide the individual with a copy of his/her CHRI used in making the adverse decision;
2. Provide the individual with a copy of this CHRI policy;
3. Provide the individual the opportunity to complete or challenge the accuracy of his/her CHRI; and
4. Provide the individual with information on the process for updating, changing, or correcting CHRI.

A final adverse decision based on an individual's CHRI will not be made until the individual has been afforded a reasonable time depending on the particular circumstances to correct or complete the CHRI, as long as it does not adversely impact the operation of the school district. Decisions shall be in accordance with applicable collective bargaining agreements and/or applicable laws.

IX. Secondary Dissemination of CHRI

If an individual's CHRI is released to another authorized entity, the individual shall be notified prior to that dissemination, and a record of that dissemination must be made in the secondary dissemination log. The secondary dissemination log is subject to audit by the DCJIS (Department of Criminal Justice Information Services) and the FBI.

The following information will be recorded in the log:

1. Subject name;
2. Subject date of birth;
3. Date and time of the dissemination
4. Name of the individual to whom the information was provided;

5. Name of the agency for which the requestor works
6. Contact information for the requestor; and
7. The specific reason for the request.

X. Reporting to the Commission of Elementary and Secondary Education

Pursuant to M.G.L. ch 71, §71R and 603 CMR 51.07, if Monomoy Regional School District dismisses, declines to renew the employment of, obtains the resignation of, or declines to hire a licensed educator or an applicant for a Massachusetts educator license because of information discovered through a state or national criminal record check, Monomoy Regional School District shall report such decision or action to the Commissioner of Elementary and Secondary Education in writing within 30 days of the employer action or educator resignation. The report shall be in a form requested by the Department and shall include the reason for the action or resignation, as well as a copy of the criminal record check results. Monomoy Regional School District shall notify the employee or applicant that it has made a report pursuant to 603 CMR 51.07(1) to the Commissioner.

Monomoy Regional School District Pursuant to M.G.L. ch. 71, §71R and 603 CMR 51.07, if Monomoy Regional School District discovers information from a state or national criminal record check about a licensed educator or an applicant for a Massachusetts educator license that implicates grounds for licensed action pursuant to 603 CMR 7.15(8)(a), Monomoy Regional School District shall report to the Commissioner in writing within 30 days of the discovery, regardless of whether Monomoy Regional School District retains or hires the educator as an employee. The report must include a copy of the criminal record check results. The school employer shall notify the employee or applicant that it has made a report pursuant to 603 CMR 51.07(2) to the Commissioner and shall also send a copy of the criminal record check results to the employee or applicant.

XI. CORI Requirements

It shall be the policy of the Monomoy Regional School District to obtain all available Criminal Offender Record Information (C.O.R.I.) from the Criminal History Systems Board of prospective employee(s) or volunteer(s) of the school department including any individual who regularly provides school related transportation to children, who may have direct and unmonitored contact with children, prior to hiring the employee(s) or to accepting any person as a volunteer. State law requires that school districts obtain C.O.R.I. data for employees of taxicab companies that have contracted with the schools to provide transportation to pupils.

The Superintendent, Principal, or their certified designees shall periodically, but not less than every three years, obtain all available Criminal Offender Record Information from the Criminal History Systems Board on all employees, individuals who regularly provide school related transportation to children, including taxicab employees, and volunteers who may have direct and unmonitored contact with children, during their term of employment or volunteer service.

The Superintendent, Principal or their certified designees may also have access to Criminal Offender Record Information for any subcontractor or laborer who performs work on school grounds, and who may have direct and unmonitored contact with children, and shall notify them of this requirement and comply with the appropriate provisions of this policy.

Pursuant to a Department of Education C.O.R.I. Law Advisory dated February 17, 2003, "Direct and unmonitored contact with children means contact with a child when no other C.O.R.I. cleared employee of the school district is present. A person having only the potential for incidental unsupervised contact with children in commonly used areas of the school grounds, such as hallways, shall not be considered to have the potential for direct and unmonitored contact with children. These excluded areas do not include bathrooms and other isolated areas (not commonly utilized and separated by sight or sound from other staff) that are accessible to students."

In accordance with state law, all current and prospective employees, volunteers, and persons regularly providing school-related transportation to children of the school district shall sign a request form authorizing receipt by the district of all available C.O.R.I. data from the Criminal History Systems Board. In the event that a current employee has questions concerning the signing of the request form, he/she may meet with the Principal or Superintendent; however, failure to sign the C.O.R.I. request form may result in a referral to local counsel for appropriate action. Completed request forms must be kept in secure files. The School Committee, Superintendent, Principals or their designees certified to obtain information under this policy, shall prohibit the dissemination of school information for any purpose other than to further the protection of school children.

Monomoy Regional School District C.O.R.I. is not subject to the public records law and must be kept in a secure location, separate from personnel files and may be retained for not more than three years. C.O.R.I. may be shared with the individual to whom it pertains, upon his or her request, and in the event of an inaccurate report the individual should contact the Criminal History Systems Board.

Access to C.O.R.I. material must be restricted to those individuals certified (Superintendent and Human Resource Coordinator) to receive such information.

In the case of prospective employees or volunteers, C.O.R.I. material should be obtained only where the Superintendent has determined that the applicant is qualified and may forthwith be recommended for employment or volunteer duties.

The hiring authority, subject to applicable law, reserves the exclusive right concerning any employment decision made pursuant to Chapter 385 of the Acts of 2002. The employer may consider the following factors when reviewing C.O.R.I.: the type and nature of the offense; the date of the offense and whether the individual has been subsequently arrested, as well as any other factors the employer deems relevant.

Unless otherwise provided by law, a criminal record will not automatically disqualify an applicant. Rather, determinations of suitability based on C.O.R.I. checks will be made consistent with this policy and any applicable law or regulations.

If a criminal record is received from the Department of Criminal Justice Information Services (DCJIS) the Superintendent will closely compare the record provided by DCJIS with the information on the C.O.R.I. request form and any other identifying information provided by the applicant, to ensure the record relates to the applicant.

If the district is inclined to make an adverse decision based on the results of the C.O.R.I. check, the applicant will be notified immediately. The applicant shall be provided with a copy of the criminal record and the district's C.O.R.I. policy, advised of the part(s) of the record that make the individual unsuitable for the position or license, and given an opportunity to dispute the accuracy and relevance of the C.O.R.I. record.

The Superintendent shall notify the candidate that as a condition of employment or volunteer service the school district is required by law to obtain Criminal Offender Record Information for any employee, individual who regularly provides school-related transportation, or volunteer who may have direct and unmonitored contact with children. Current employees, persons regularly providing school-related transportation, and volunteers shall also be informed in writing by the Superintendent prior to the periodic obtaining of their Criminal Offender Record Information.

An applicant for employment with a sealed record on file with the commissioner of probation may answer "no record" to an inquiry herein relative to prior arrests or criminal court appearances. In addition, any applicant for employment may answer "no record" with respect to any inquiry relative to prior arrests, court appearances and adjudications in all cases of delinquency or as a child in need of service which did not result in a complaint transferred to the superior court for criminal prosecution."

Records sealed pursuant to law shall not operate to disqualify a person in any examination, appointment or application for public service on behalf of the Commonwealth or any political subdivision thereof.

The Superintendent shall review contracts with special education schools and other providers to make sure that the provider has met all the legal requirements of the state where it is located relative to Monomoy Regional School District criminal background checks for employees and others having direct and unmonitored contact with children.

As soon as possible after the district obtains the certification from the criminal history systems board to receive C.O.R.I data, the Superintendent shall obtain data for any person then providing volunteer service, as a condition of continued service.

XII. Department of Children and Family (DCF) Requirements

It shall be the policy of the Monomoy Regional School District to obtain all available information from the DCF Central Registry of current and prospective employee(s) or volunteer(s) of the school department including any individual who regularly provides school-related transportation to children, who may have direct and unmonitored contact with children, prior to hiring the employee(s) or to accepting any person as a volunteer.

All current and prospective employees, volunteer(s) of the school department including any individual who regularly provides school-related transportation to children, who may have direct and unmonitored contact with children of the Monomoy Regional School District will be required to consent through an additional check of the current MA Department of Children and Families database of supported findings of abuse or neglect. To facilitate this process, all employees, current and

prospective, must consent to this check through completion of the Department Central Registry Record Requests

The DCF background checks are a critical part of maintaining a safe educational environment by ensuring that everyone who works with children has been thoroughly vetted. The district will re-run the Department Central Registry Record Request every three years.

Addressing sexual abuse of minors is a critical issue that requires clear policies to protect children. The district will review all allegations. The district considers an upheld, finding of sexual abuse to be conduct unbecoming and just cause for termination. The district may choose to delay employment action due to the appeals process. Any disciplinary action shall be in accordance with applicable collective bargaining agreements and/or applicable laws.

Per this policy, MRSD reserves the exclusive right to make adverse employment decisions as a result of a Supported Finding from DCF regarding abuse of a minor (physical or sexual). Unsupported findings or findings that have been overturned through standard DCF appeal processes included but not limited to Fair Hearings and/or subsequent appeals through the Court system will not result in adverse employment decisions. Supported findings of neglect will not be used to make adverse employment decisions. This does not limit the District's ability to make adverse employment decisions in cases where this fact pattern exists but where other evidence is sufficient to make an adverse employment decision.

Factors influencing whether an adverse employment decision may be made may include, but are not limited to:

- the type of finding;
- the nature of the finding;
- whether the finding was accompanied by criminal charges;
- the date of the offense;
- whether the individual has had subsequent other supported findings

The District will consider unique factors such as the school environment, the student population, health and safety needs, and other relevant district policies and procedures when making decisions based on the Department Central Registry Record Request.

- If the district is inclined to make an adverse decision based on the results of the Central Registry Record Request, the applicant will be notified. The applicant shall be provided with a copy of the Supported Report(s), a copy of this policy, advised of the part(s) of the report(s) that make the individual unsuitable for the position or license, and given an opportunity to dispute the accuracy and relevance of the report(s) with appropriate union representation.

XIII. Sex Offender Registry Board

It shall be the policy of the Monomoy Regional School District to obtain all available information from the Sex Offender Registry Board of current and prospective employee(s) or volunteer(s) of the school department including any individual who regularly provides school-related transportation to children,

who may have direct and unmonitored contact with children, prior to hiring the employee(s) or to accepting any person as a volunteer.

All current and prospective employees, volunteer(s) of the school department including any individual who regularly provides school-related transportation to children, who may have direct and unmonitored contact with children of the Monomoy Regional School District will be required to consent through an additional check of the current Sex Offender Registry Board of a published offender. To facilitate this process, all employees, current and prospective, must consent to this check through completion of the CORI Form.

Pursuant to M.G.L. c. 6, § 178K(1), the Board is required to publish guidelines for determining each sex offender's level of risk of reoffense and degree of dangerousness posed to the public, or for relief from the obligation of registration. Pursuant to M.G.L. c. 6, § 178K(1) and (2), these guidelines shall provide for three levels of notification based on a sex offender's risk of reoffense and degree of dangerousness. The offender's final classification level determines the amount of information that can be disseminated about him or her to the public through the notification procedures, pursuant to M.G.L. c. 6, §§ 178C through 178Q.

Legal references:

M.G.L.6:167-178; 15D:7-8; 71:38R, 151B, 276:100A

P.L. 92-544; Title 28 U.S.C. § 534; Title 28 C.F.R. 20.33(b)

42 U.S.C. § 16962

603 CMR 51.00

803 CMR 1.00 & 2.00

803 CMR 3.05 (Chapter 149 of the Acts of 2004)

FBI Criminal Justice Information Services Security Policy

Procedure for correcting a criminal record

FAQ - Background Checks

Adopted by the Monomoy Regional School Committee October 8, 2014

Revised:2/28/2025



**Monomoy Regional School Committee
2025-2026
Subcommittee, Representative and Liaison Assignments**

<p align="center">Subcommittees</p> <p>Small group of the school committee (less than a quorum) tasked with bringing recommendations for committee action (* Chair)</p>	<p align="center">Representatives</p> <p>A school committee member who is a member of a larger committee requiring school committee representation (i.e. Cape Cod Collaborative; Wellness Committee; etc.)</p>	<p align="center">Liaisons</p> <p>A school committee member who is responsible for being the communication link between the MRSC and another group or committee</p>
<p align="center">Superintendent Evaluation</p> <ol style="list-style-type: none"> 1. Jackie Zibrat-Long 2. Betty Gray 3. Ryan Edwards 4. Bre Rose 	<p align="center">Westgate Foundation</p> <ol style="list-style-type: none"> 1. Stephen Davol 	<p align="center">Special Education PAC</p> <ol style="list-style-type: none"> 1. Meredith Henderson
<p align="center">Finance</p> <ol style="list-style-type: none"> 1. Jackie Zibrat-Long 2. Brad Schiff 3. Ryan Edwards 4. Meredith Henderson 	<p align="center">Sick Bank</p> <ol style="list-style-type: none"> 1. Betty Gray 	<p align="center">Select Board & Finance Committees</p> <p align="center">(2) Chatham:</p> <ol style="list-style-type: none"> 1. Jackie Zibrat-Long 2. Brad Schiff <p align="center">(2) Harwich:</p> <ol style="list-style-type: none"> 1. Meredith Henderson 2. Ryan Clarke
<p align="center">Superintendent Search</p> <ol style="list-style-type: none"> 1. Betty Gray 2. Brad Schiff 3. Meredith Henderson 4. Ryan Edwards 	<p align="center">Cape Cod Collaborative</p> <ol style="list-style-type: none"> 1. Brad Schiff 	<p align="center">Regional Agreement Working Group</p> <ol style="list-style-type: none"> 1. Brad Schiff 2. Stephen Davol 3. Ryan Edwards 4. Ryan Clarke
<p align="center">Warrant and Payroll</p> <ol style="list-style-type: none"> 1. Jackie Zibrat-Long 2. Brad Schiff 	<p align="center">District Wellness Committee</p> <ol style="list-style-type: none"> 1. Bre Rose 	<p align="center">Legislation</p> <ol style="list-style-type: none"> 1. Meredith Henderson
<p align="center">Policy Subcommittee</p> <ol style="list-style-type: none"> 1. Betty Gray 2. Stephen Davol 5. Ryan Edwards 4. Bre Rose 		



September 11, 2025

Dear Members of the Monomoy Regional School Committee:

The Massachusetts Association of School Committees (MASC) is pleased to respond to the Committee's request for a proposal for consulting services for the district's upcoming superintendent search.

Hiring your next Superintendent of Schools is one of the most important decisions that your Committee will make. The individual you select to lead the district will shape the learning environment for years to come. The ability to meet your district's high standards, improve student achievement, serve every student effectively, recruit-and retain-outstanding personnel, build for the future, support positive relationships with the community, and ensure a continued favorable reputation for the district will depend on the superintendent you choose. The process leading up to that selection will involve many factors, which, with experienced assistance, can have a successful outcome.

MASC is uniquely positioned to assist in this process, from the initial planning stages, through recruitment, interviews, and final selection. Our purpose is to help you review your situation, explore your options, plan your course of action, and implement the logistics necessary to go forward in a positive, transparent manner in which the Committee maintains control throughout the process.

Our track record speaks for itself. Since 1989, MASC has provided full search consulting services for more than 175 urban, suburban, regional, rural and technical districts across the state, as well as technical assistance to well over 100 others. As your Association, our goal is to help you identify the attributes the district expects in its next Superintendent and bring the most qualified candidates to the interview table for your consideration. We have no agenda other than that which the Committee defines. Our experienced team understands your unique concerns and needs. Our staff have the skills and sensitivity to bring together the Committee and the instructional leader who matches your criteria and reflects the community's goals for its children.

We emphasize that it is the district's search from start to finish. Our team will coordinate all aspects of the search process, including conducting focus groups, assisting with goal setting, advertising, recruitment, interview preparation and will attend all interviews and other sessions related to the search. I have attached a more detailed outline of the specific services MASC will provide the Committee; a cost proposal which is determined based on the level of services the Committee requests; and capsule resumes of the MASC superintendent search team. As the MASC Field Representative to the Monomoy Regional School Committee, I will work directly with you, but also have the resources and expertise of my colleagues to help ensure a complete, competent, and successful search.

I look forward to the opportunity of working with you on this search. Please let me know if you have other questions about our services or any aspect of the superintendent search process.

Sincerely,

A handwritten signature in black ink that reads "Sean Costello". The signature is stylized and cursive.

Sean Costello

MASC Field Director

STEPS IN THE SUPERINTENDENT SEARCH PROCESS

Following is a general outline of the components of the superintendent search process as facilitated by MASC.

STEP 1 GENERAL CONSULTATION: TIMELINE/ANNOUNCEMENT/QUALIFICATIONS AND SALARY

During the initial visit with the School Committee or designated sub-committee, the MASC consultant will discuss options with the Committee. This is your search, and you will set the parameters. Decisions concerning the scope of the search, the process, the qualifications for your new superintendent, and your vision for how this individual will move the district forward are driven by you. Items that will be discussed and decided in early meetings include:

- Assessment of the search environment;
- Analysis of the district's needs and goals;
- Setting a timeline for the search;
- Defining the scope of the search, superintendent qualifications, and community and staff involvement, including the use of a preliminary screening committee;
- Decision whether to engage in community/school district focus groups and/or electronic survey to elicit community feedback;
- Review of the requirements of the public records and open meeting statutes;
- Contractual details and other concerns the Committee may wish to address.

STEP 2 COMMUNITY ENGAGEMENT: FOCUS GROUPS AND ONLINE SURVEY

If the Committee elects to hold focus groups and/or conduct an online survey, the MASC consultant will oversee the posting of the survey and act as interviewer and facilitator at the various focus groups. The intent of the survey and focus groups is to gather perceptions of district administration and staff personnel as well as students, parents and other members of the community regarding the current state of the district, hopes for the future, and the characteristics and skills to be sought in a new superintendent. The number of focus groups, times, and locations will be determined in consultation with the School Committee to ensure that all stakeholder groups are provided the opportunity to voice opinions in this important decision. The online survey provides an additional opportunity for all stakeholders to provide input. The consultant will provide a report to the Committee summarizing the findings from the focus group sessions as well as the online survey. The Committee can use this information to develop a comprehensive "profile" of its next superintendent and identify the specific qualifications and professional attributes that applicants should possess.

STEP 3 ANNOUNCEMENT OF VACANCY

MASC is in an excellent position to announce the vacancy nationwide in accordance with the timeline established by the Committee. The network of organizations and services MASC will contact via first class mail/email/social media and other online postings include:

- More than 900 sitting superintendents and assistant superintendents on our distribution list;
- All state school board associations and state superintendent associations;
- National Affiliation of Superintendent Searchers (NASS);
- Placement offices at colleges and universities that offer advanced degree programs in school administration;
- Posting on the MASC and Massachusetts Association of School Superintendents (MASS) websites.

In addition, the Committee may wish to advertise in Education Week, a national biweekly publication devoted entirely to education, and/or in other local and regional newspapers. The costs of doing so vary considerably, with Education Week ads averaging \$3500. Your MASC consultant will work with the Committee to develop the language of the vacancy notice regardless of whether it will be a print or an online announcement.

STEP 4 DEVELOPMENT AND DISTRIBUTION OF BROCHURE AND APPLICATION MATERIALS

Concurrent with the announcement of the vacancy, the consultant will work with the Committee to develop application materials and a brochure describing the position. MASC will design and produce the brochure and application (with the Committee's approval) and distribute these electronically and via first class mail to the organizations listed above and individuals who express an interest in the position.

STEP 5 COLLECT AND REVIEW APPLICATIONS/SELECTION OF SEMI-FINALISTS

MASC will collect and process all the application materials submitted. This includes following up with applicants to ensure that submissions are complete. When the application deadline has closed, MASC assembles a team to review materials submitted by all applicants in order to identify candidates who meet the School Committee's criteria. The MASC consultant can, if the Committee desires, prepare a list of the applicants who may be the best fit/match for the district and will submit this list and the related application materials to the members of the Screening Committee. If the School Committee has chosen to have the Screening Committee conduct the applicant screening themselves, MASC will deliver all the applications submitted to the Screening Committee immediately following the closing date. Once the Screening Committee has selected the individuals they wish to interview as semi-finalists, MASC will notify those individuals to set up interviews and also notify the unsuccessful

applicants. MASC will also verify references of the selected applicants and perform a limited background inquiry.

STEP 6 INTERVIEW PREPARATION/SEMI-FINALIST INTERVIEWS

In addition to establishing the interview schedule, the MASC consultant will meet with the Screening Committee to orient members regarding their role and responsibilities, and the requirements of the Open Meeting Law and Conflict of Interest Law that apply to the Screening Committee. The consultant will also discuss the interview process and assist in selecting and developing questions. MASC will prepare the interview materials and attend all the interviews. Following the interviews and the selection by the Screening Committee of the finalist candidates, MASC will notify the semi-finalists who were not moved forward, and schedule interview schedules for the finalists. The consultant will ensure that the School Committee receives all the finalists' application materials and MASC will be present when finalists are announced to review the timeline and next steps and answer any questions from the School Committee.

STEP 7 FINALIST SITE VISITS AND INTERVIEWS

As the Committee enters the final phase of the search, the consultant will work with a designated central office staff member to organize candidate site visits to the district, and will coordinate with the candidate and the School Committee to schedule visits to the finalists' districts. Prior to the interviews, the consultant will review the finalist applications with the School Committee, assist with finalist question development and produce those interview materials. The consultant will attend all the finalist interviews and facilitate the selection deliberation session, if asked. When the Committee has finalized their selection of the new superintendent, MASC will notify the successful candidate and those not selected. The Committee will most likely want to involve legal counsel in the subsequent contract discussions, however MASC is available to support the Committee during negotiations for the new contract and to provide resources as needed and appropriate.

STEP 8 FOLLOW-UP

After the Superintendent has had the opportunity to acclimate to the new position, MASC is available to conduct a workshop for the Committee, the Superintendent, and others selected for participation by the School Committee. This session would focus on the roles and responsibilities of the Committee and the administration as well as any other issues the Committee might wish to address. The workshop will be scheduled at the convenience of the Superintendent, the School Committee and other members of the administration. MASC will work with the School Committee and the new superintendent to ensure that an ongoing successful professional culture and relationship. This commitment is ongoing from year to year.

Should the individual retained as superintendent fail to complete two years of service in the district, MASC will assume responsibilities of re-instituting the search process at no additional charge to the School Committee.

MASC SUPERINTENDENT SEARCH COST SUMMARY

As your Association, MASC is very conscious of how tight school district budgets are and we work with you to manage your search costs. It is our experience that the success of your search relies more on the diligence of your search team than on the money you spend. We have many resources in-house to assist the Committee and help minimize outside expenses.

The full search (\$11,500) includes all staff, labor and consulting services. Brochure printing and postage, and print advertising expenses are additional and summarized in the "Additional Expenses" section below.

As condition of the contract, your MASC consultant will:

- Conduct a professional executive search, customized to meet the specific needs of the Wareham School District.
- Be "in the building," present at all interviews and relevant meetings, with the Committee throughout the process from initial planning through induction.
- Assist the Committee in establishing a timeline for the process that works for the needs of the district, not the convenience of the consultant.
- Develop with the Committee an online survey that MASC will post, manage and summarize the findings of for the Committee.
- Facilitate in-district focus sessions with stakeholder groups identified by the Committee and present a summary of the findings to the Committee.
- Assist the School Committee in determining the composition of the Screening Committee.
- Develop a vacancy announcement for print media, online posting and email distribution to MASC's distribution list as well as the other 50 state school board associations, career placement offices of universities that train administrators, and state superintendent associations.
- Assist the School Committee in developing an ideal candidate profile, identifying the qualifications, background and professional attributes the district is seeking.
- Provide guidance on an appropriate compensation package.
- Announce and advertise the vacancy and solicit applicants. MASC does not maintain a "stable" of candidates that we impose on school committees. Each customized search generates a fresh and independently recruited group of applicants.
- Collect applications, verify the qualifications, experience and licensure of all candidates and their willingness to interview for the position.
- Review all applications, select and recommend to the Screening Committee the number of initial candidates that the committee has indicated they wish to consider.
- Orient the Screening Committee on its role in the search and all legal requirements that must be followed, such as the Open Meeting Law.

- Assist both the Screening Committee and School Committee in establishing interview format, developing questions and preparing for (and scheduling) interviews and site visits, as appropriate
- Verify references and conduct limited background inquiries for finalist candidates.
- Identify the key components of employment contracts and assist you in negotiations.

Additional Expenses:

- Brochure printing and postage: If the Committee elects to print and mail the announcement of vacancy brochure, the cost of printing and postage are charged to the Committee at actual cost.
- In order to help you appropriately plan your budget, MASC caps expenses incurred by the consultant and brochure printing and mailing costs at \$2,500.
- Print advertising expenses: The School Committee will reimburse MASC for the cost of any print advertising the Committee chooses to pursue. MASC will design the advertising copy and place the ad as a component of our professional service and bill the Committee only for the direct cost of advertising. Ads in Education Week, the most-read publication for this kind of vacancy, have averaged \$3,500-4000, depending on the size of the ad.
- Site visit expenses: The Committee will be responsible for reimbursing, at its discretion, candidates who are invited to the district for interviews or site visits and for its own travel to site visits of candidates' home districts.

Technical Assistance:

Should the School Committee elect to oversee its own search, MASC will provide technical assistance to the district. This includes assessing your capacity to conduct your own search, identifying the processes and steps involved, assist with timelines and other logistical issues, and advertising of your vacancy on our website and through online distribution. MASC will also provide limited assistance in orienting the Search Committee and School Committee and developing questions for candidates at various phases. The district would be responsible for managing the receipt of applications, reference and background checks and scheduling of interviews.

Monomoy Regional School District

Scott Carpenter, Ed.D.
Superintendent

Michael MacMillan
Business Manager

Melissa Maguire
Director of Student Services



Robin A. Millen, Ed.D.
Assistant Superintendent of Curriculum,
Instruction and Assessment

Paul G. Donlan
Treasurer

To: Monomoy Regional School Committee
From: Michael MacMillan
Date: 9/24/2025
Re: Prior Year Encumbrances – Vote Required

MOTION

To approve the payment of two hundred dollars in FY25 invoices not previously encumbered, as presented to the School Committee.

BACKGROUND

The district's general fund is funded primarily from the assessments to the Towns of Chatham and Harwich and from state educational funding. As these funds are raised for a specific financial year they should be expended within that year.

If the appropriation from the current year's general fund is required to pay for costs relating to the previous year, the School Committee's approval is required.

The district has received an invoice for \$200 from School Health for nursing supplies that were ordered and received in FY2025. This brings the total cost of prior year invoices approved for payment this year to \$4,982.67.

Vendor	Reason for Change	Amount
School Health	No Prior Year Encumbrance	\$200
		\$200

Michael MacMillan.
School Business Manager

Req 61006

SH SCHOOL HEALTH®

We Supply Your Future™

5600 Apollo Drive, Rolling Meadows, Illinois 60008
P(866)323-5465 | F(800)235-1305 | SchoolHealth.com

INVOICE

DATE	INVOICE NO.
6/17/2025	CINV000251140
SALES ORDER NO.	P.O. #
SO000169155	SHCONNCDUFAULT613 2025

Attn: CHERYL DUFAULT
Ship To: MONOMOY REGIONAL HIGH SCHOOL
75 OAK ST
HARWICH, MA 02645-2701
USA

Remit To: School Health Corporation
6764 Eagle Way
Chicago, IL 60678-1067

Bill To: MONOMOY REGIONAL HIGH SCHOOL
75 OAK ST
HARWICH, MA 02645-2701
USA

260938

SHIP POINT	SHIP VIA	PAYMENT TERMS
See line(s) Ship Point	UPS P-U	Net 30 days
CUSTOMER NOTES & INSTRUCTIONS		

LN	ITEM AND DESCRIPTION	ORDERED	BACKORDER	UOM	UNIT PRICE	AMOUNT
1	1047534 SH CONNECT - NEFFY, SINGLE LOCATION, 1YR -DONATION PROG Ship point:	4		EA	50.0000	200.00

Sub Total	200.00
Freight	0.00
Freight	0.00
Total	200.00

1000.22.3200.500 322.005
1445

Monomoy Regional School District
**FY27 Budget Timeline &
Context**

September 25, 2025

Month	Date	Venue	Action
September	23 rd	Monomoy Admin Team	Review FY27 Budget Calendar
	25 th	School Committee	Review FY27 Budget Calendar & Preliminary Budget Discussion
October	6 th	Finance Sub-Committee	Capital Plan Review
	7 th	Monomoy Admin Team	Budget guidance overview
	9 th	District/Town Administrators	Budget priorities and process review
		School Committee	Approve District Capital Plan
	15 th	Town Admin, SB & CPCs	Submit Capital Plan
	23 rd	School Committee	Presentation of proposed PEG funds request.
		School Committee	FY27 Budget – Five Year Forecasts.
	27 th to 31 st	Monomoy Admin Team	Principals' budget review meetings with Superintendent & CO team
November	9 th	Monomoy Admin Team	Submit presentations for presentation to Sch Committee
	13 th	School Committee	Budget Workshop
	25 th	Monomoy Admin Team	Review Draft Budget Request
December	30 th	Monomoy Admin Team	Deadline for all budget detail and requests.
	11 th	School Committee	Draft Budget Presentation
	8 th	Finance Sub-Committee	FY27 Draft Budget - Vote
	15 th	School Committee	FY27 Draft Budget - Vote
	29 th	Town Admin & SBs	Submit Draft Budget to both Towns
	30 th	School Committee	Treasurer's economic and investment outlook report.
		State Budget	Chapter 70 budget expected from DESE
January	11 th	CCMHG	Vote of FY27 Health Insurance Rates.
	12 th	School Committee	Public Hearing
		School Committee	Vote of FY27 budget with updated figures.
February	Feb 16 th to March 6 th	Town SBs and FinComs	Presentation of draft FY26 Budget.
	5 th	Finance Sub-Committee	FY27 Budget Vote
March	12 th	School Committee	FY27 Budget Vote
May	TBD	Town Meetings	Town Meeting votes of Budget and Debt items.

School Committee Meetings

Month	Date	Action
September	25 th	Review FY27 Budget Calendar & Preliminary Budget Discussion
October	7 th	Finance Sub-Committee - Capital Plan Review
	9 th	Approve District Capital Plan
	23 rd	Presentation of proposed PEG funds request. FY27 Budget – Five Year Forecasts.
November	13 th	Budget Workshop
December	11 th	Draft Budget Presentation
January	8 th	Finance Sub-Committee - FY27 Draft Budget - Vote
	15 th	FY27 Draft Budget - Vote
February	29 th	Treasurer's economic and investment outlook report.
	12 th	Public Hearing Vote of FY27 budget with updated figures.
	5 th	Finance Sub-Committee - FY27 Budget Vote
March	12 th	FY27 Budget Vote

Does this plan include enough meetings of the Finance Sub-Committee?

This follows a similar process to previous budget development timelines, are there any changes we should make?

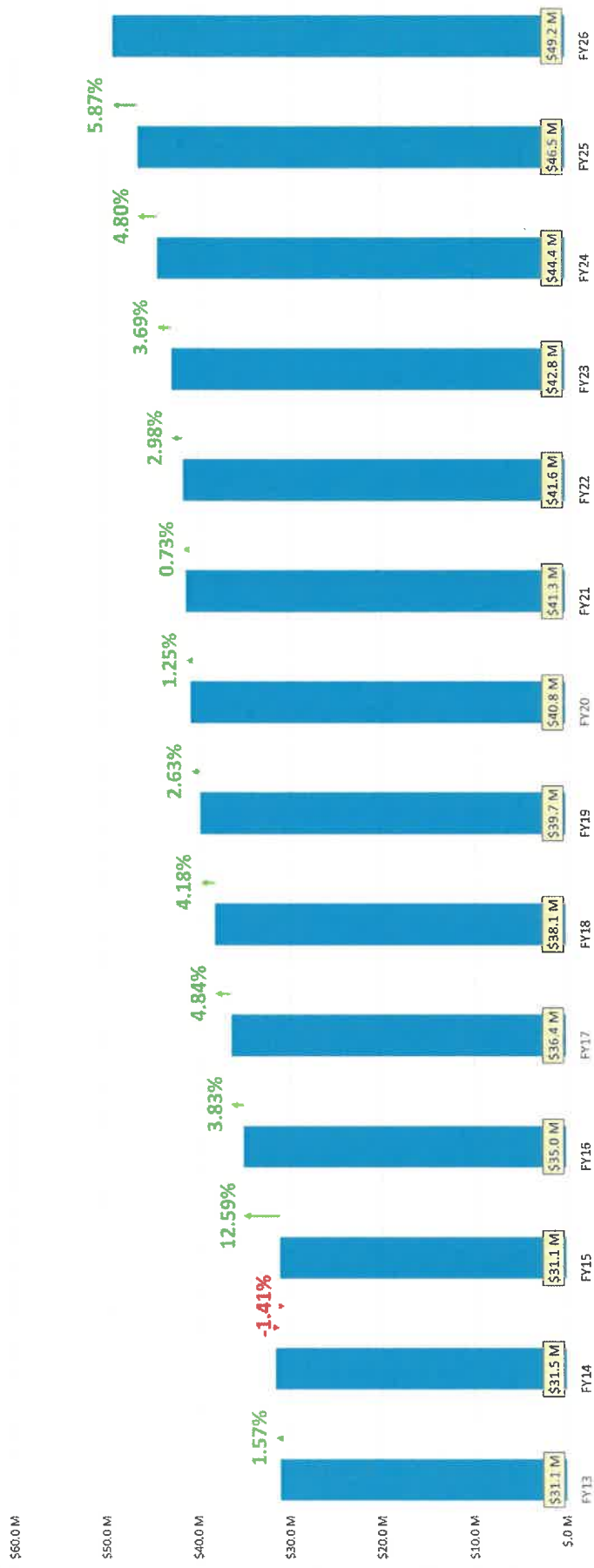
Should there be any changes to the format of the budget workshop?

Town Meetings

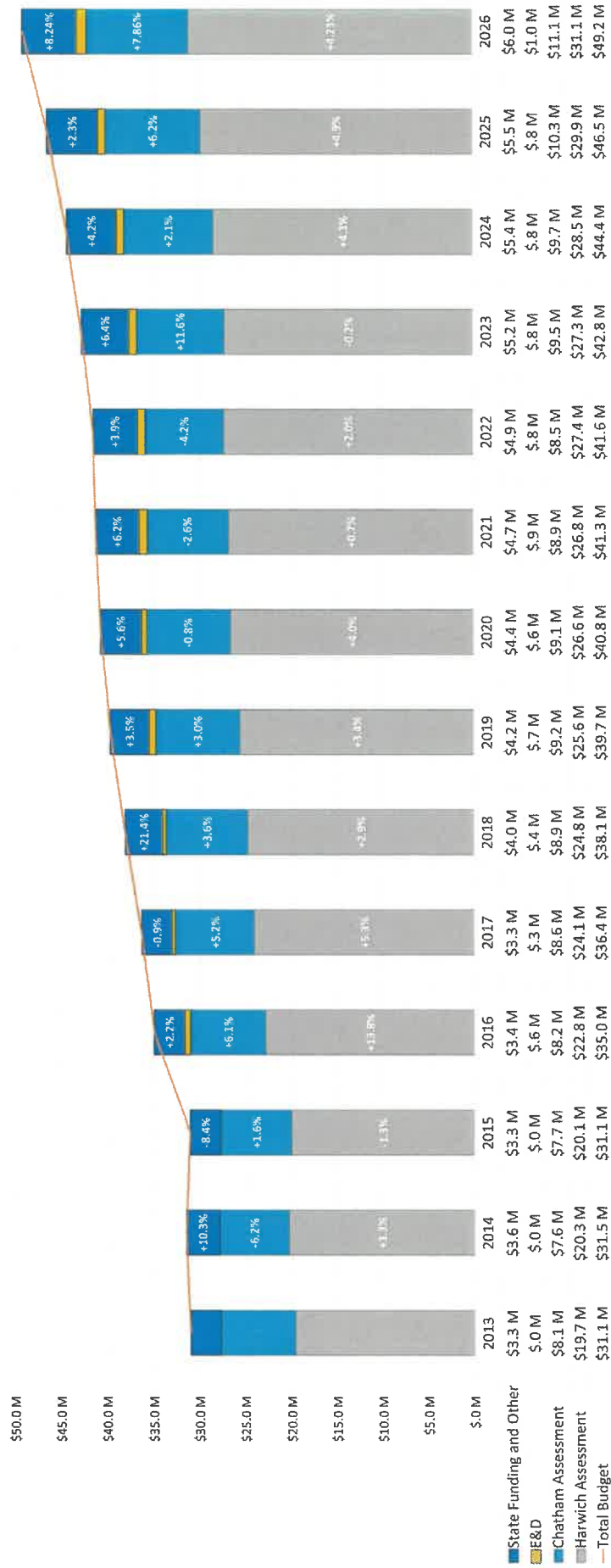
Month	Date	Venue	Action
October	9 th	District/Town Administrators	Budget priorities and process review
	15 th	Town Admin, SB & CPCs	Submit Capital Plan
January	15 th	Town Admin & SBs	Submit Draft Budget to both Towns
February	Feb 16 th to March 6 th	Town SBs and FinComs	Presentation of draft FY26 Budget.
May	TBD	Town Meetings	Town Meeting votes of Budget and Debt items.

Will this provide enough information to the Towns, early enough in their budget processes?

The FY26 Budget process ended with a 5.87% increase in the district budget.



This increase was funded through an increase in the Harwich assessment of 4.2% and in the Chatham assessment of 7.9%.



A number of items were removed from the budget prior this approval.

Priority	School	Cost
Risers with safety back rail	Harwich ES	\$9,142
Belonging and Equity Professional Development	District	\$35,000
Co-Teaching Professional Development	High School	\$50,000
Culture and Climate Team Stipend	Middle School	\$5,000
Audio Visual System for Activity Room	Harwich ES	\$20,000
Kindergarten Decodable books	Harwich ES	\$8,280
World Language Curriculum	High School	\$15,000
Differentiation professional development	District	\$25,000
Math professional development	District	\$30,000
Restorative Justice Professional Development	High School	\$65,000
Art classroom kiln	Harwich ES	\$9,050
Classroom flexible seating/STEAM table.	Harwich ES	\$15,000
Classroom furniture replacement	Chatham ES	\$5,000
Classroom furniture/supplies	Middle School	\$15,000
MIRMS Athletics Stipend	Middle School	\$7,446
Learning Software	Middle School	\$10,800
Strategic Plan - Equity Audit	District	\$20,000
Foundational Skills Toolkit	Harwich ES / Chatham ES	\$20,200
Culinary Program Food Supplies	High School	\$5,000
Literacy Digital Platform and E-Bundles*	Harwich ES	\$19,000
Math Support Software	Harwich ES / Chatham ES	\$11,500
TOTAL		\$400,418

The provisional enrollment figures suggest a small overall shift toward Harwich.

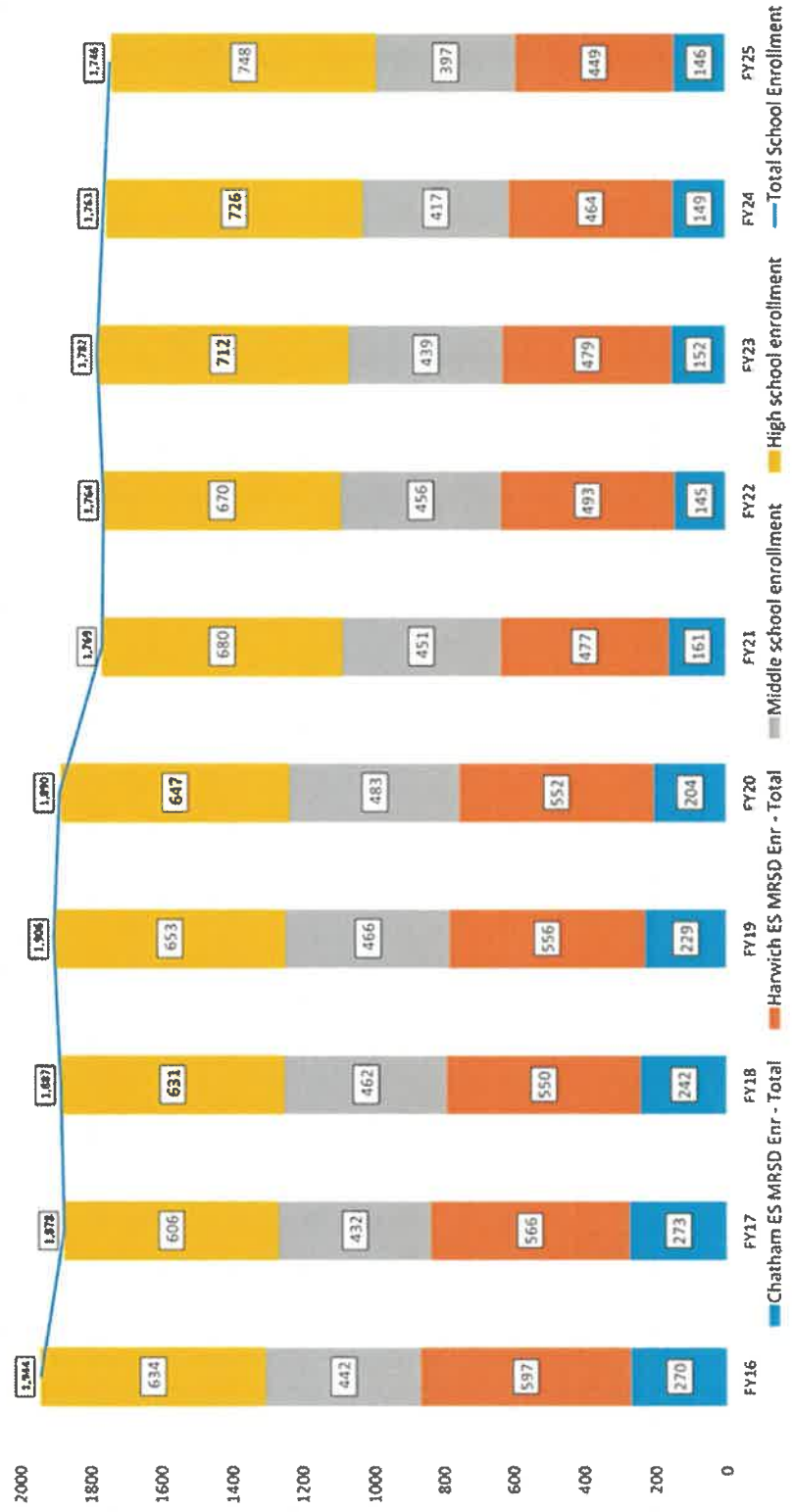
District Enrollment

Budget Yr	Harwich	Chatham	Shift
2020	74.30%	25.70%	
2021	74.80%	25.20%	0.5% to Harwich
2022	75.96%	24.04%	1.16% to Harwich
2023	76.52%	23.48%	0.56% to Harwich
2024	76.46%	23.54%	0.06% to Chatham
2025	76.30%	23.70%	0.17% to Chatham
2026	76.34%	23.66%	0.05% to Harwich
2027	76.53%	23.48%	0.18% to Harwich

Foundation Enrollment

Budget Yr	Harwich	Chatham	Shift
2020	73.45%	26.55%	
2021	74.35%	25.65%	0.9% to Harwich
2022	75.11%	24.89%	0.76% to Harwich
2023	76.27%	23.73%	1.16% to Harwich
2024	76.56%	23.44%	0.29% to Harwich
2025	76.84%	23.16%	0.28% to Harwich
2026	76.81%	23.19%	0.03% to Chatham
2027	77.03%	22.97%	0.22% to Harwich

Enrollment expected to continue to decline.



Key factors that are likely to influence the budget and assessments:

Health Insurance

Reports from health insurance companies suggest a higher in rates for FY2027 than in recent years.

Capital needs

The district has a number of projects planned for the coming years that will require the District to borrow funds.

Student Needs

As the District continues to respond to student needs, this will require investment in additional projects, including some of those cut from the FY2026 Budget Request.

State Funding Formula

The Chapter 70 funding formula is based on *current* foundation enrollment and determines almost half of the assessments, it will be available in January.

Utilities

Recent years have seen an increase in electricity and gas rates, this is forecast to continue into FY2027.

School Choice Enrollment

Trends in School choice enrollment both in and out of the district have changed and this could reduce revenue and increase expenditure.

Assumptions

Category	Description	Impact
Health Insurance	10% increase in the Health Insurance Budget	\$710,000 increase in expenditure.
School Choice Tuition – Receiving	Reduction of 10 students.	\$65,000 reduction in revenue.
School Choice Tuition – Sending	Increase of 11 students.	\$66,000 increase in expenditure.
Charter School Tuition	No change in number of students.	No significant impact.
New hires	New Unit A staff will be hired at step 7, Masters column for unit A staff. For all other staff, the new hire will be at the same rate as the outgoing employee.	
Property Insurance	15% increase.	\$123,750 increase in expenditure.
Federal Grant funding	Level Funding	

Monomoy Regional School District

FY27 Budget Report – Supporting Document – 9/22/2025

Budget Development

Timeline

The table below provides a summary of the key steps in the development of the Monomoy Regional School’s Budget for FY27. This will be updated as meeting dates are finalized (where not already known) or added as the project progresses.

Date	Venue	Event	Notes	Deliverables
9/19/2025	Monomoy Admin Team	Review FY27 Budget Calendar		
9/25/2025	School Committee	Review FY27 Budget Calendar & Preliminary Budget Discussion	Review of the budget process, context and key assumptions.	<ul style="list-style-type: none"> - Budget Calendar - Budget outlook.
10/07/2025	Monomoy Admin Team	Budget guidance overview		
10/09/2025	District/Town Administrators Finance Meeting			
10/09/2025	School Committee	Approve District Capital Plan		Capital Plan
10/15/2025	Town Admin, SB & CPCs	Submit Capital Plan		
10/23/2025	School Committee	Presentation of proposed PEG funds request.		
10/23/2025	School Committee	FY27 Budget – Five Year Forecasts.		Five Year Forecast
10/27 – 31/2025	Monomoy Admin Team	The Superintendent will meet with each of the Principals to review their budget requests.	2 hour meetings – review of priority requests & account line needs.	
11/07/2025	Monomoy Admin Team	Submit presentations for presentation to Sch Committee		Workshop Presentations
11/13/2025	School Committee	Budget Workshop		
11/25/2025	Monomoy Admin Team	Review Draft Budget Request		

Date	Venue	Event	Notes	Deliverables
11/30/2025	Monomoy Admin Team	Deadline for all budget detail and requests.		
12/11/2025	School Committee	Draft Budget Presentation		Draft Budget Presentation
01/08/2026	Finance Sub-Committee	FY27 Draft Budget - Vote		
01/15/2026	School Committee	FY27 Draft Budget - Vote		Updated Budget Presentation
01/15/2026	Town Admin & SBs	Submit Draft Budget to both Towns		
01/29/2026	School Committee	Treasurer's economic and investment outlook report.		
01/30/2026	State Budget	Chapter 70 budget expected from DESE		
02/11/2026	CCMHG	Vote of FY27 Health Insurance Rates.		
02/12/2026	School Committee	Public Hearing		Public Hearing Budget Presentation
02/12/2026	School Committee	Vote of FY27 budget with updated figures.		Updated Draft Budget 2
2/16 – 3/6/2026	Town SBs and FinComs	Presentation of draft FY26 Budget.		
03/5/2026	Finance Sub-Committee	FY27 Budget Vote		Final Budget Presentation
03/12/2026	School Committee	FY27 Budget Vote		
May 2026	Town Meetings	Town Meeting votes of Budget and Debt items.		

TABLE 1: FY2027 BUDGET DEVELOPMENT TIMELINE

Budget Development Assumptions

As the District begins to develop the budget, certain information will not be available until later in the process, or possibly after the budget is set. Therefore a number of key assumptions will be made as the budget is prepared. These assumptions will be added to and updated as the process continues.

Category	Description	Impact
Health Insurance	The Health Insurance rates for FY2027 will be finalized in late January/early February. Until then, the District assumes a 10% increase in the Health Insurance Budget from FY2026 to FY2027.	\$710,000 increase in expenditure.
School Choice Tuition – Receiving	The number of students coming into the District through the School Choice has fallen by around 8 students per year since FY2020. For the FY2027 budget, a drop of 10 students is assumed, translating to reduction of around \$65,000 in district revenue.	\$65,000 reduction in revenue.
School Choice Tuition – Sending	The number of resident Chatham or Harwich students attending other school districts fell from FY2018 to FY2024, however, in FY25 it increased by around 11 students. For the FY2027 budget, there is assumed to be an increase in outgoing school choice of 11.	\$66,000 increase in expenditure.
Charter School Tuition	The number of resident Chatham or Harwich students attending Charter Schools has fallen from a high of 76 in FY2019 to 42 in FY2025, however the rate of decline has slowed. For FY2027 it is assumed that the number of students will be 42 again.	No significant impact.
New hires	For budgeting purposes, the district assumes that new hires will be hired at step 7, Masters column for unit A staff. For all other staff, it is assumed that the new hire will be at the same rate as the outgoing employee.	
Property Insurance	Property insurance on Cape Cod has increased significantly in recent years, and seems set to continue to do so. In keeping with recent years, these costs are estimated to increase by 15% for FY2027	\$123,750 increase in expenditure.
Federal Grant funding	There has been significant uncertainty about education related federal grants. The biggest federal grants the district receives are Title 1 and IDEA (240). All these grants supplement rather than supplant the budget, it would be a significant impact to the district's ability to provide the level of service it currently provides if those grants were no longer available. Until further information is available, it is assumed that these grants will remain level for FY2027.	

TABLE 2: FY2027 BUDGET ASSUMPTIONS

Historic Review

Previous Budgets



CHART 1: DISTRICT BUDGETS (FY2013-FY2026)

FY26 Budget: The FY2026 Budget for Monomoy Regional School District is \$49,241,572, this represented a 5.87% increase in the district’s budget from the previous year’s budget. This was the second largest percentage increase for the district since FY2013. The average increase in the previous five years was 3.05%. The major factors driving this increase were: contractual salary increases, Special Education out of district placement costs, staff health insurance costs, additional staffing, and property insurance.

These increases were offset by the following staffing position reductions:

- 2.00FTE special education pre-kindergarten positions due to lower anticipated enrollment in the special education pre-kindergarten program, in part as this allowed the program to be consolidated in Harwich Elementary School,
- 1.00FTE Harwich Elementary School classroom teacher position due to reduced enrollment, and
- 1.00FTE Monomoy Regional Middle School classroom teacher position due to reduced enrollment.

The *initial* budget request for FY2026, before final approval, was for an increase of 6.86% from the previous year. In order to reduce the budget to an increase of 5.87%, the following items were removed from the budget request:

Priority	School	Cost
Risers with safety back rail	Harwich Elementary School	\$9,142
Belonging and Equity Professional Development	District	\$35,000
Co-Teaching Professional Development	Monomoy Regional High School	\$50,000
Culture and Climate Team Stipend	Monomoy Regional Middle School	\$5,000
Audio Visual System for Activity Room	Harwich Elementary School	\$20,000
Kindergarten Decodable books	Harwich Elementary School	\$8,280
World Language Curriculum	High School	\$15,000
Differentiation professional development	District	\$25,000
Math professional development	District	\$30,000
Restorative Justice Professional Development	High School	\$65,000
Art classroom kiln	Harwich Elementary School	\$9,050

Priority	School	Cost
Classroom flexible seating/STEAM table.	Harwich Elementary School	\$15,000
Classroom furniture replacement	Chatham Elementary School	\$5,000
Classroom furniture/supplies	Monomoy Regional Middle School	\$15,000
Athletics Stipend	Monomoy Regional Middle School	\$7,446
Learning Software	Monomoy Regional Middle School	\$10,800
Strategic Plan - Equity Audit	District	\$20,000
Foundational Skills Toolkit	Both Elementary Schools	\$20,200
Culinary Program Food Supplies	Monomoy Regional High School	\$5,000
Literacy Digital Platform and E-Bundles*	Harwich Elementary School	\$19,000
Math Support Software	Both Elementary Schools	\$11,500
TOTAL		\$400,418

TABLE 3: REQUESTS REMOVED FROM FY2026 BUDGET

*With the help of grants and reductions in other areas of the budget the Literacy Digital Platform and E-Bundles have been in purchased in FY2026.

FY2022 – FY2025 Budgets: Increases in the budget from FY2022 to FY2025, included costs related to student needs emerging from the impact of the COVID19 pandemic, including school closures. Although during this time, the district received approximately \$2.2 million in additional federal funding through the Elementary and Secondary School Emergency Relief federal grant programs, this was insufficient to meet all the additional needs of students. In addition, as those funds came to an end the burden to continue to provide the necessary services for students fell on the district’s budget. At the same time, inflation reached an historic high driving up costs for all the district’s purchases. Finally, building maintenance costs increased, particularly in the maintenance and repair of the district’s HVAC systems.

FY2020 – FY2021 Budgets: The budget increases during these years were historically low (1.25% and 0.73%) largely due to the impact of the COVID19 pandemic which led to reduced school activities during this time and a greater level of uncertainty around town funding.

Other notable changes:

FY2016 Budget: In FY2016, the district started payments on the debt related to the construction of the new Monomoy Regional High School, this increased the budget necessary for debt payments by approximately \$1.7million.

FY2015 Budget: The FY2015 budget included a reduction of approximately 15.80FTE due to efficiencies from regionalization, in addition to a greater reliance on School Choice funds to offset the District budget.

Previous Assessments

Chart 2 shows how the funding for the district's budget has changed since 2013.

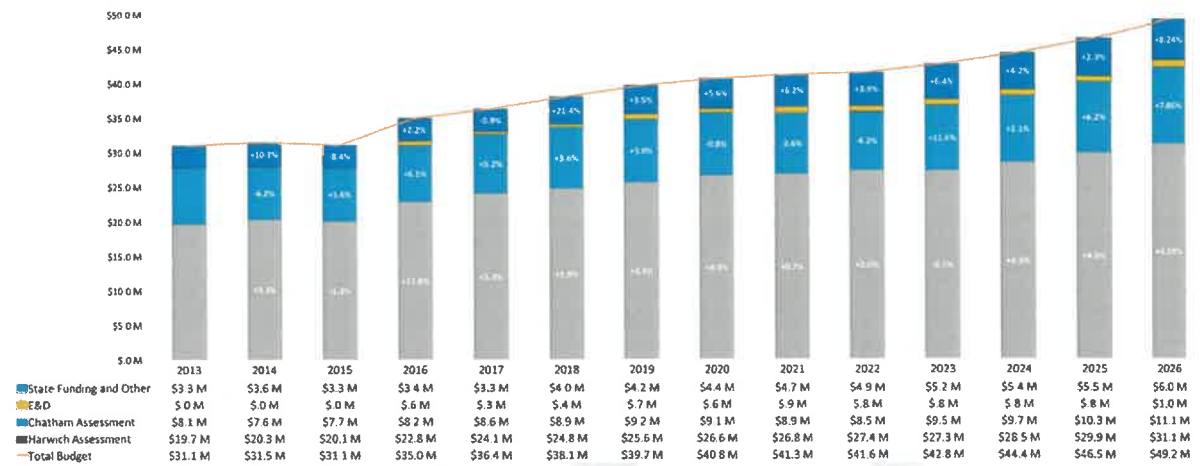


CHART 2: DISTRICT BUDGET FUNDING (FY2013 – FY2026)

FY2026 Funding: In FY2026, the sources that funded the District's budget were:

- Town of Harwich Assessment (63.24% of total budget funding)
- Town of Chatham Assessment (22.58% of total budget funding)
- Chapter 70 State Aid (12.15% of total budget funding)
- District Excess and Deficiency Funds (2.03% of total budget funding)
- Other Revenue, including interest on savings and building use fees (under 1%)

The total combined assessment is primarily determined by the District's overall budget, Chapter 70 Aid, and the extent of Excess and Deficiency available.

In FY2026, the total assessment increased by 5.16%, this was lower than the overall budget increase as the contributions from State and Other Revenue and from Excess and Deficiency were both higher than the budget percentage increase (8.24% and 25.00% respectively).

The Town of Chatham's assessment increased by 7.86% while the Town of Harwich's assessment increased by 4.23%. This brought the share of the total assessment to 73.69% for Harwich and 26.31% for Chatham.

The Town of Chatham's assessment increased by a higher percentage than that of the Town of Harwich due to the following factors:

- The Chatham Elementary School budget increased by a higher percentage than Harwich Elementary School budget.
- The Town of Chatham's Minimum Local Contribution increased by a higher percentage than that of the Town of Harwich.
- The 3-year average foundation enrollment, based on enrollment in FY2022, FY2023, and FY2024, shifted to the Town of Chatham by 0.02%.

Historic Trends in Assessment

The section that follows provides an overview in the trend in the total assessment, and the trend in the share of the assessment that each Town bears.

Total Assessment

While the budget has increased by 3.66% on average since FY2013, the total combined assessment has increased by on average 3.32% each year. The total assessment increased from \$27,799,366 in FY2013 to \$42,260,842 in FY2026.

Table 3 shows the impact of these year to year changes from FY2013 to FY2026 on the share of the total funding from each source.

	FY2013 Budget	FY2026 Budget
Harwich Assessment	63.37%	63.24%
Chatham Assessment	26.15%	22.58%
E&D	0.00%	2.03%
State Funding	10.48%	12.15%
Other revenue	Less than 0.01%	Less than 0.01%

TABLE 4: SHARE OF FUNDING, FY2013 BUDGET AND FY2026 BUDGET

Town Assessments

During the same period, as the total assessment as a percentage of all budget funding fell slightly, the respective share of the total assessment for each town has changed more significantly.

	FY2013 Budget	FY2026 Budget
Harwich Assessment	70.79%	73.69%
Chatham Assessment	29.21%	26.31%

TABLE 5: SHARE OF TOTAL ASSESSMENT, FY2013 BUDGET AND FY2026 BUDGET

The change in each Town's share of the total assessment from FY2013 and FY2026, is due to changes enrollment, changes in the Minimum Local Contribution (MLC) and revisions to the Assessment formula.

Enrollment Changes

See the Enrollment Data sheet and the Background data sections for detailed enrollment data.

Foundation enrollment is the most significant factor in determining the share of the total assessment. It figures prominently in both the district's assessment formula and the Minimum Local Contribution calculation and while the revisions to the Assessment formula reduced the impact of foundation enrollment it is still the most prominent variable.

Since the inception of the District, foundation enrollment for both towns has been falling, however, the foundation enrollment of Harwich has fallen at a slower rate than that of Chatham's. As a result Harwich has an increased percentage of the total enrollment for both towns.

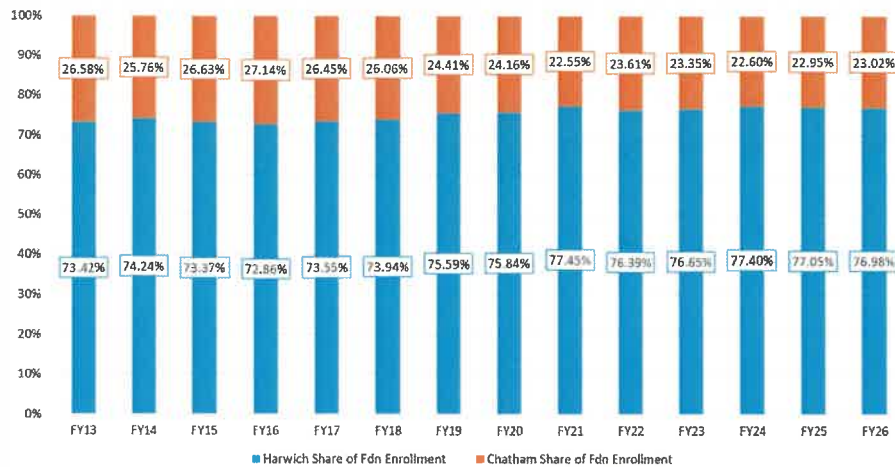


CHART 3: SHARE OF DISTRICT FOUNDATION ENROLLMENT

Minimum Local Contribution

The first step in the District’s assessment formula is to assess to each town their ‘Minimum Local Contribution’. The remaining budget above the Minimum Local Contribution is assessed using the District’s formula. Therefore, the Minimum Local Contribution has an indirect effect on each Town’s assessment as the combined MLC of both Town’s determines what portion of the school budget is based on the MLC formula and how much on the District’s formula, and the split for the MLC portion between the two towns.

The Minimum Local Contribution is set by the State and is based on a complex formula using several variables including foundation enrollment, property values, and local income.

Since 2013, the Minimum Local Contribution has fallen as a percentage of the total budget from 51.98% to 42.30%. However, the Town of Harwich’s share of the total Minimum Local Contribution has increased from 70.91% in FY2013 to 77.05% in FY2026.



CHART 4: MINIMUM LOCAL CONTRIBUTION, BOTH TOWNS, FY2013 TO FY2026

Enrollment Data Sheet

Foundation Enrollment

Used in capital and debt assessments

Calculates each town's percentage share of the total foundation enrollment for the district will be calculated for the previous three years.

Enrollment Yr	Harwich (n)	Harwich	Chatham	Chatham
2016	1,370.0	72.83%	511.0	27.17%
2017	1,373.2	73.55%	493.8	26.45%
2018	1,384.9	73.94%	488.1	26.06%
2019	1,395.5	75.59%	450.5	24.41%
2020	1,360.6	75.84%	433.4	24.16%
2021	1,341.5	77.45%	390.5	22.55%
2022	1,269.7	76.39%	392.3	23.61%
2023	1,267.8	76.65%	386.2	23.35%
2024	1,250.0	77.40%	365.0	22.60%
2025	1,241.3	77.05%	369.7	22.95%
2026				

3 Yr average

Budget Yr	Harwich	Chatham	Shift
2020	73.45%	26.55%	
2021	74.35%	25.65%	0.9% to Harwich
2022	75.11%	24.89%	0.76% to Harwich
2023	76.27%	23.73%	1.16% to Harwich
2024	76.56%	23.44%	0.29% to Harwich
2025	76.84%	23.16%	0.28% to Harwich
2026	76.81%	23.19%	0.03% to Chatham
2027	77.03%	22.97%	0.22% to Harwich
2028			

Source: DESE Chapter 70 Spreadsheets

Text from Regional Agreement:

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 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.

Debt services 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 town's foundation enrollment as described in Section IX, A, 3a ii, above.

[although the section referred is based on G5-12, this follows the same calculation process but for all fdn enrollment.]

District Enrollment

Used in transportation assessment

Calculates the average share of the most recent three year's enrollment for each town.

Enrollment Yr	Harwich (n)	Harwich	Chatham	Chatham
2016	1,261	74.40%	434	25.60%
2017	1,239	74.37%	427	25.63%
2018	1,218	73.86%	431	26.14%
2019	1,232	74.67%	418	25.33%
2020	1,235	75.86%	393	24.14%
2021	1,179	77.11%	350	22.89%
2022	1,159	76.30%	360	23.70%
2023	1,164	75.98%	368	24.02%
2024	1,166	76.61%	356	23.39%
2025	1,158	76.44%	357	23.56%
2026				

3 Yr average

Budget Yr	Harwich	Chatham	Shift
2020	74.30%	25.70%	
2021	74.80%	25.20%	0.5% to Harwich
2022	75.96%	24.04%	1.16% to Harwich
2023	76.52%	23.48%	0.56% to Harwich
2024	76.46%	23.54%	0.06% to Chatham
2025	76.30%	23.70%	0.17% to Chatham
2026	76.34%	23.66%	0.05% to Harwich
2027			

Source: SIMS / District Enrollment Figures

Text from Regional Agreement:

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 school based on the average of the most recent three year's enrollment figures as reported, currently on October 1, to DESE.

School Enrollment

Used to distribute School Choice revenue

Calculates each schools' percentage share of the total number of students attending the district for the previous three years.

Enrollment Yr	Total	MRHS	MRMS	HES	CES
2016	1,931	627	437	597	270
2017	1,864	599	426	566	273
2018	1,866	620	454	550	242
2019	1,892	643	464	556	229
2020	1,876	639	481	552	204
2021	1,763	677	451	477	158
2022	1,763	670	456	492	145
2023	1,769	702	439	477	151
2024	1,746	719	414	464	149
2025	1,728	738	395	449	146
2026					

3 Yr average

Budget Yr	MRHS	MRMS	HES	CES
2020	32.61%	23.27%	30.25%	13.87%
2021	33.12%	23.90%	29.74%	13.24%
2022	33.76%	24.83%	29.43%	11.98%
2023	35.48%	25.25%	28.62%	10.65%
2024	36.82%	25.70%	28.13%	9.35%
2025	38.70%	25.42%	27.31%	8.57%
2026	39.62%	24.80%	27.15%	8.43%
2027	41.19%	23.80%	26.51%	8.51%
2028				

Source: SIMS / District Enrollment Figures

Text from Regional Agreement:

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:

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.

The average of these three percentages will be calculated.

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.

PK-4 Foundation Enrollment - District Share

Used in revenue calculation

Calculates the average share of the total PK-4 foundation enrollment for each town for the previous three years.

Enrollment Yr	Harwich (n)	Harwich (%)	Chatham (n)	Chatham (%)
2016	531.35	28.2%	195.92	10.4%
2017	526.47	28.2%	192.71	10.3%
2018	511.99	27.3%	174.97	9.3%
2019	528.54	28.6%	161.88	8.8%
2020	491.89	27.4%	157.68	8.8%
2021	458.09	26.4%	126.20	7.3%
2022	439.15	26.4%	123.48	7.4%
2023	420.95	25.5%	127.08	7.7%
2024	428.77	26.5%	121.66	7.5%
2025	440.36	27.3%	108.16	6.7%
2026				

3 Yr average

Budget Yr	Harwich (%)	Chatham (%)	Shift
2020	27.93%	10.03%	
2021	28.06%	9.48%	0.13% to Harwich
2022	27.80%	8.97%	-0.51% to Chatham
2023	27.50%	8.28%	-0.69% to Chatham
2024	25.45%	7.68%	-0.6% to Chatham
2025	26.11%	7.47%	0.66% to Harwich
2026	26.14%	7.55%	0.03% to Harwich
2027	26.44%	7.31%	0.3% to Harwich
2028			

Text from Regional Agreement:

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.

5-12 Foundation Enrollment - District Share

Used in revenue calculation

Calculates the average share of the total 5-12 foundation enrollment for each town for the previous three years.

Enrollment Yr	Harwich (n)	Chatham (n)	District (n)	District (%)
2016	839.1	314.7	1,153.7	61.3%
2017	846.3	301.0	1,147.3	61.5%
2018	872.9	313.2	1,186.0	63.3%
2019	866.9	288.7	1,155.6	62.6%
2020	868.7	275.7	1,144.4	63.8%
2021	883.4	264.3	1,147.7	66.3%
2022	830.5	268.9	1,099.4	66.1%
2023	846.9	259.1	1,106.0	66.9%
2024	821.2	243.3	1,064.6	65.9%
2025	800.9	261.6	1,062.5	66.0%
2026				

3 Yr average

Budget Yr	District (%)
2020	62.04%
2021	62.46%
2022	63.24%
2023	64.22%
2024	66.87%
2025	66.43%
2026	66.31%
2027	66.25%
2028	

Text from Regional Agreement:

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.

PK-4 and 5-12 - Foundation Enrollment - Town Share

Used in MLC calculation

Calculates the percentage of each town's foundation enrollment that is in grades PK-4 and grades 5-12(SP)

Enrollment Yr	Harwich (PK-4)	Chatham (PK-4)	Harwich (5-12)	Chatham (5-12)
2016	38.8%	61.2%	38.3%	61.6%
2017	38.3%	61.6%	39.0%	60.9%
2018	37.0%	63.0%	35.8%	64.2%
2019	37.9%	62.1%	35.9%	64.1%
2020	36.2%	63.8%	36.4%	63.6%
2021	34.1%	65.9%	32.3%	67.7%
2022	34.6%	65.4%	31.5%	68.5%
2023	33.2%	66.8%	32.9%	67.1%
2024	34.3%	65.7%	33.3%	66.7%
2025	35.5%	64.5%	29.3%	70.7%
2026				

Text from Regional Agreement:

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.

5-12 Foundation Enrollment - District Share

Used in above MLC assessment

Calculates each town's three year average share of 5-12 for previous three years.

Enrollment Yr	Harwich (n)	Harwich	Chatham	Chatham
2016	839.08	72.7%	314.65	27.3%
2017	846.33	73.8%	300.98	26.2%
2018	872.87	73.6%	313.16	26.4%
2019	866.93	75.0%	288.65	25.0%
2020	868.74	75.9%	275.69	24.1%
2021	883.39	77.0%	264.32	23.0%
2022	830.50	75.5%	268.87	24.5%
2023	846.86	76.6%	259.12	23.4%
2024	821.24	77.1%	243.33	22.9%
2025	800.92	75.4%	261.56	24.6%
2026	-	-	-	-

3 Yr average

Budget Yr	Harwich	Chatham	Shift
2020	73.37%	26.63%	
2021	74.13%	25.87%	0.76% to Harwich
2022	74.84%	25.16%	0.71% to Harwich
2023	75.97%	24.03%	1.12% to Harwich
2024	76.37%	23.63%	0.4% to Harwich
2025	76.36%	23.64%	0.01% to Chatham
2026	76.42%	23.58%	0.06% to Harwich
2027	76.36%	23.64%	0.05% to Chatham
2028			

Text from Regional Agreement:

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.

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.



Background Data

Enrollment

Enrollment is critical in determining the district's expenditure each year, it is also a factor in the level of state funding and in the calculation of the district's regional assessments. There are two types of enrollment that the district relies upon:

- **District Enrollment:** this is the number of students who attend Monomoy RSD schools, including students resident in Chatham or Harwich, and those who are resident in other towns and attend Monomoy RSD schools through the school choice program. This figure is critical in determining the district's expenditure. It is also used, though to a lesser degree than foundation enrollment, in the regional agreement assessment formula
- **Foundation Enrollment:** this is the number of students who are resident in Harwich or Chatham and attend Monomoy Regional School District (including those who are in Special Education placements), Commonwealth Charter Schools, or other public school districts through the school choice program. These are the students for whom the State determines that Monomoy is fiscally responsible. This figure is used in the State funding formula and in the regional agreement assessment formula. Foundation Enrollment does not include students who attend Cape Cod Regional Technical High School or privately run schools or students who are home-schooled.

District Enrollment

There has been a gradual decline in overall District enrollment since FY2016. However, the reduction has not been uniform across all grades. Enrollment has fallen at the elementary schools and Monomoy Regional Middle School, while growing at the Monomoy Regional High School. In FY2025 the high school reached its highest enrollment of 748 in FY2025. From FY2026 on, enrollment at all schools is expected to fall.

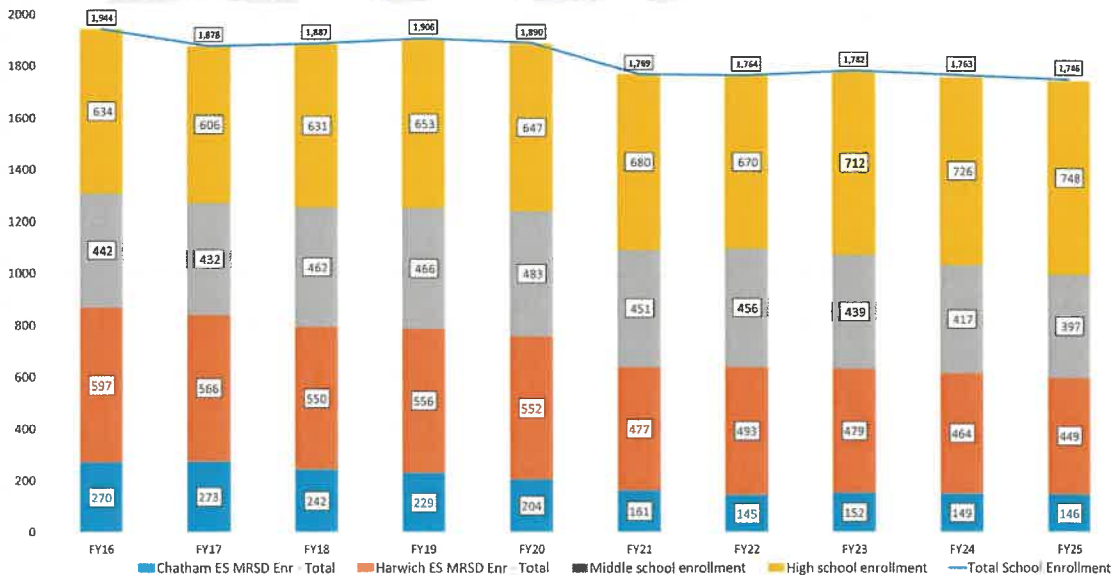


CHART 5: DISTRICT ENROLLMENT BY SCHOOL, FY2016 TO FY2025

By grade

The average enrollment in the elementary schools and Monomoy Regional Middle School are lower than at the Monomoy Regional High School. This suggests that as these grades move through the District, the overall enrollment will fall significantly.

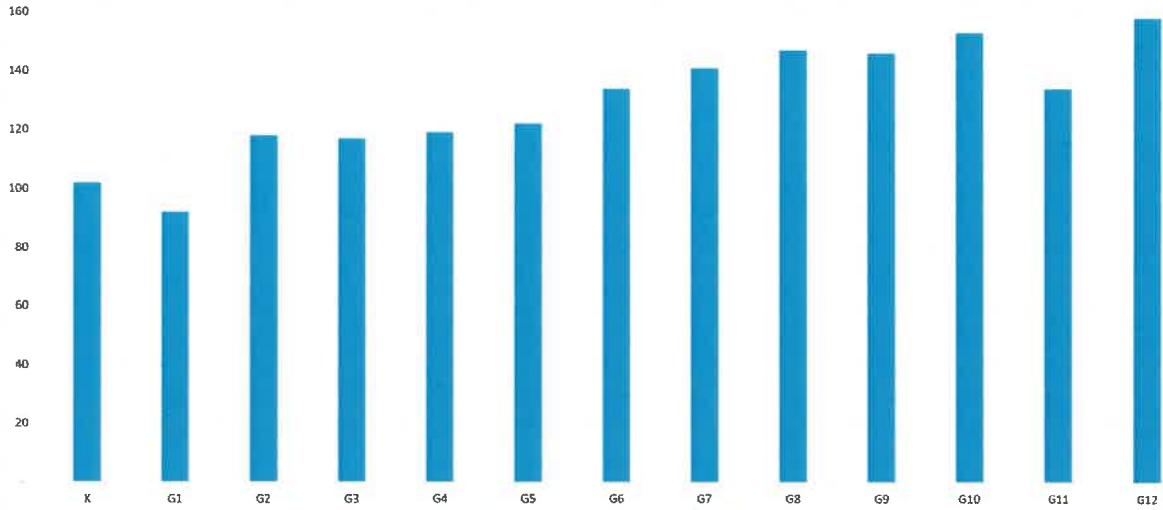


CHART 6: FY2025 ENROLLMENT BY GRADE

Foundation Enrollment

This the number of students who are resident in Harwich or Chatham and attend Monomoy Regional School District (including those who are in Special Education placements), Commonwealth Charter Schools, or other public school districts through the school choice program. These are the students for whom the State determines that Monomoy is fiscally responsible. This figure is used in the State funding formula and in the regional agreement assessment formula. Foundation Enrollment does not include students who attend Cape Cod Regional Technical High School or privately run schools or students who are home-schooled.

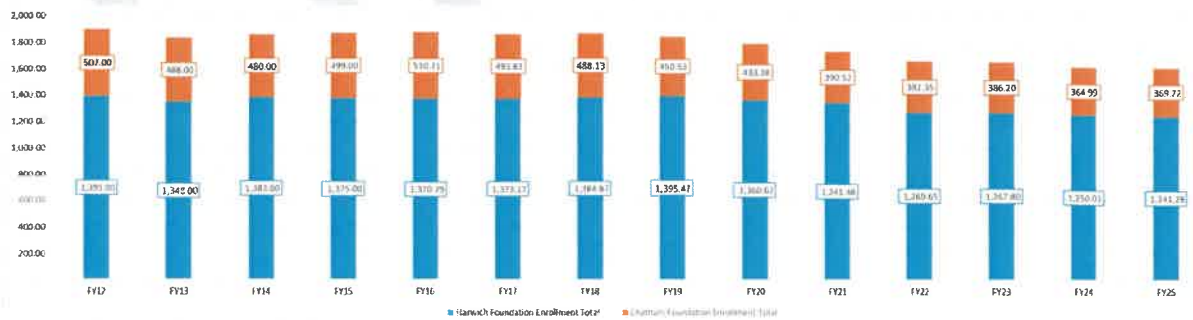


CHART 7: FOUNDATION ENROLLMENT BY TOWN FY2012 TO FY2026

Staffing and Salaries

Although staffing fluctuates from year to year, there were in FY2025 slightly more staff employed in the district than in FY2016.

Scott Carpenter's Goals 2025-2026 Proposals

Professional Practice Goal #1

Take the DESE Sheltered English Immersion endorsement course, aimed at supporting English Language Learners' academic success in schools.

Action steps:

- Take the course (Wednesdays 4:30-7:30, September 17 through December 17)
- Complete all assignments and projects
- Update my licensure paperwork with DESE. Note: Superintendents are not required to have SEI endorsement.

Professional Practice Goal #2

A continuation of last year's goal, now transitioning the Breaking Barriers program to a Y Achievers program. The Superintendent will support a successful launch of the YMCA Cape Cod's Y Achievers program at our high school.

Action Steps:

- With the Community Engagement Coordinator, meet with the YMCA Director of the Y Achievers program
- Stipend and recruit an appropriate advisor from the high school staff to lead this club from the "school-side" during the 2025-2026 school year, and build the stipend into the FY27 Budget
- With the team, recruit new Y Achievers, meet with the student-Achievers, and have a parent meeting with our Y Achievers
- Support the college and career exploration of this club with an outing this Fall and Spring
- Ultimately, hand the new club off to the YMCA Director and the Monomoy Advisor

Student Learning Goal #1

A focused extension of last year's walkthrough goal, based on requested feedback from the Monomoy Administrative Team. The Superintendent will provide mid-year and end-of-year feedback to administrators on their evaluation write-ups to support strong teaching and learning and unified feedback practices across the administrative team.

Action Steps:

- In January and May, review all administrators' evaluation feedback

- Meet individually with each advisor to go over their feedback and to coach them on areas for improvement
- Provide the MAT Team with a summary of this feedback in January and May, along with ways the team can improve and be more unified in their approach.

Student Learning Goal #2

Operationalize the School Committee Goal #5, to explore Universal Preschool for 4-year-olds in Harwich and Chatham.

Action Steps:

- Communicate with town leaders the long-term educational benefits of universal preschool for ALL children.
- Work with the Assistant Superintendent to research other universal preschool approaches in the region.
- With the support of the Monomoy Family Resource Coordinator, conduct a survey of family interest in universal preschool for 4-year-olds in both towns
- Report back to the School Committee the results of the survey, feedback from town leaders, and feedback on our new PUPS Program at Chatham Elementary School (which reflects a potential universal preschool model).

District Improvement Goal #1

A continuation of last year's goal that was paused due to a lack of grant funding. With the temporarily restored funding, move forward the School Committee's Goal #2 of supporting "a Diversity, Equity, and Inclusion audit within our district."

Action Steps:

- With the Community Engagement Coordinator and Assistant Superintendent, work with MAEC in September 2025 on an expedited Equity Audit while grant money is still available
- Develop and provide to MAEC a feasible scope of work and timeline to make the audit happen before the end of September
- Communicate the expedited process to the entire Admin Team and enlist their support
- Communicate about and conduct required surveys
 - Staff Survey
 - Student Survey
 - Parent/Caregiver Survey
- Conduct Building-Level Equity Audits with teams from each school and guide them through the consensus process
- Provide additional data to MAEC as needed

- Continue working with MAEC during the Fall as they analyze the data and produce the Equity Audit Report
- Present the findings to the School Committee and share them with the community
- Develop action steps to implement recommendations from that report

District Improvement Goal #2

Provide for a seamless transition with the next Superintendent of Monomoy Regional Schools.

Action Steps:

- Support the Hiring Subcommittee in its work with the consultant (MASC)
- Meet with the incoming Superintendent
- Have electronic files organized and in place for the incoming Superintendent
- Ensure the incoming Superintendent has a role in the hiring process of staff for the following school year for any position hired prior to July 1, 2025

District Improvement Goal #3

The Superintendent will work with building principals and the administrative team to operationalize the School Committee Goal #3, strengthening Employee engagement based on the results of the Staff survey (Spring 2025).

Action Steps:

- With the administrative team, identify building-level and district-level opportunities to improve staff engagement
- Assess the impact of changes made