



**Monomoy Regional School District - Monomoy Regional School Committee
Meeting Agenda for Thursday, December 11, 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. November 20, 2025 Minutes
- C. Public Comment:** Speakers are limited to three minutes; additional time is at the discretion of the Chairperson
- D. Reports and Discussions**
 - i. Superintendent Search Finalists, Schedule, and Interview Questions **VOTE REQUIRED**
 - ii. MRMS roof submission to the Massachusetts School Building Authority **VOTE REQUIRED**
 - iii. Q&A on Principal's Budget Requests
 - iv. Draft Budget Presentation
 - v. Sabbatical Request **VOTE REQUIRED**
 - vi. MRHS/STEM Field Trip to London **VOTE REQUIRED**
 - vii. MRHS Donation to Cape Cod Healthcare from Spirit Club **VOTE REQUIRED**
 - viii. MRHS Donation to Independence House from the Animal Welfare Club **VOTE REQUIRED**
 - ix. Cancellation of School Committee meeting December 18, 2025
 - x. First Reading Policy Files: File CBD - Superintendent's Contract, File CE - Administrative Councils, Cabinets, and Committees, File CF - School Building Administration, File CH - Policy Implementation, File CHA/CHC - Development of Procedures, File CHB (also BGD)- School Committee Review of Procedures, File CHD - Administration in Policy Absence
 - xi. Second Reading Policy Files: File BGE - Policy Dissemination, File BGF -Suspension of Policies, File BHC - School Committee-Staff Communications, File BIA - New School Committee Member Orientation, File BIBA - School Committee Conferences, Conventions and Workshops, File CA - Administration Goals (Responsibilities), File CB - School Superintendent **VOTE REQUIRED**
 - xii. Approval of Prior Year Encumbrance **VOTE REQUIRED**
- E. Subcommittee, Representative, Liaison Reports**
 - i. Finance Subcommittee
 - ii. Superintendent Search Subcommittee
- F. Superintendent's Report**
 - i. Recognitions
- G. Action Items -Vote Required**
 - i. Superintendent Candidate Finalists
 - ii. MRMS roof submission to the Massachusetts School Building Authority
 - iii. Sabbatical Request
 - iii. MRHS/STEM Field Trip to London
 - iv. MRHS Donation to Cape Cod Healthcare from Spirit Club
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 - vii. Approval of Prior Year Encumbrance
- H. Presentation of the Warrants**
- I. Adjournment**

Authorized Posting Officer

Roberta Simmons



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Members present: Meredith Henderson, Brad Schiff, Stephen Davol, Ryan Clarke, Jackie Zibrat-Long, Ryan Edwards

Members not present: Betty Gray, Bre Rose

Administrators present: Dr. Scott Carpenter, Robin Millen, Michael MacMillen, Joy Jordon, Kristen Callahan

AGENDA

A. Call to Order

Meredith Henderson called the meeting to order at 6:30 PM

B. Approval of Meeting Minutes

i. November 6, 2025 Minutes

MOTION: Ryan Edwards motioned to approve the November 6, 2025 minutes, seconded by Brad Schiff.

The motion passes with 5 ayes and Jackie Zibrat-Long abstaining from the vote.

ii. November 13, 2025 Budget Workshop Minutes

Since there was not a quorum at the Budget Workshop it was not considered a meeting and minutes are not necessary.

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

None

D. Reports and Discussions

i. Sabbatical Request

Erin Hofman, MRHS teacher, presented her sabbatical request for a one-year paid leave to pursue a Master's in Reading to the School Committee. She explained that data indicates that a significant portion of students in grades 3-8 are struggling with reading proficiency, with 64% needing tier two or tier three interventions. The decline in reading performance, particularly following the pandemic, raises concerns about the academic readiness of students entering higher grades.

The establishment of a reading specialist role is crucial for designing and implementing targeted interventions to address the reading gaps identified in student performance data. Hoffman believes that her training as a reading specialist would help accelerate reading growth and align literacy practices with effective educational strategies.

The School Committee members agreed to vote on the request at the next meeting.

ii. MRHS/STEM Field Trip to London

Dr. James Otto, MRHS teacher, gave an overview of the proposed STEM field trip to London:

- **Dates:** Planned for April 16-24, 2027, during spring break.
- **Purpose:** To provide students with hands-on experiences in physics, engineering, and forensics through workshops and cultural exploration.
- **Activities:**
 - Workshops at Bletchley Park and the Royal Observatory.
 - Forensics workshop related to a Jack the Ripper mystery.
 - Visits to Stonehenge, the British Museum, and the London Science Museum.

- Cultural tours including a Thames River cruise and visits to iconic landmarks like Big Ben and the Tower of London.
- **Total Cost:** \$4,719 per student, including airfare, accommodation, meals, and insurance.
- **Payment Plan:** Initial payment of \$95 followed by \$272 monthly for 17 months.
- **Fundraising:** Opportunities available through EF for scholarships and donations from families.
- **Expected Students:** Approximately 18-24 students anticipated.
- **Previous Trips:** The school has conducted similar trips in 2018 and 2021, which were theater-themed; this will be the first science-focused trip.
- **Chaperones:** One chaperone per six students to ensure safety and support.

The School Committee will vote on the proposed London field trip at the December 11, 2025 meeting.

iii. MRHS/Marine Biological Laboratory at Woods Hole Overnight Field Trip

Kristen Callahan, MRSD Curriculum Director, STEM 5-12, gave an overview of the field trip. The Marine Biological Laboratories (MBL) High School Discovery Program will take place from January 7th to 9th at the Woods Hole facility. The AP Biology and AP Environmental Science students will participate in a three-day residential research course with MBL scientists. The program is focused on adaptation and evolution in response to environmental change and is entirely free for students due to a grant.

- Targeted at interested students from two sections of AP Environmental Science and one section of AP Biology.
- A minimum of 10 and a maximum of 18 students can participate; currently, 14 students have shown interest (7 from each AP class).
- Students will stay in campus accommodations for two nights and engage in hands-on research activities.
- Registration forms are due by December 1st; consensus was sought for a vote during the meeting.

MOTION: Ryan Clarke moved to approve the MRHS overnight field trip to Woods Hole, seconded by Brad Schiff
UNANIMOUS: the motion passes

iv. Budget Workshop slides and next steps

Meredith Henderson shared that the recent budget workshop held last week did not have a quorum. The presentation materials from the Principals are included in the meeting packet and School Committee members are encouraged to review them and prepare questions before the next meeting on December 11, 2025. We should aim for an efficient discussion with the opportunity to ask questions of the principals. Select board and finance committee members from both towns have been invited to attend the meeting as well.

v. Treasury Appointment

Vote Required

Michael MacMillen, MRSD Business Manager, introduced Jacob Voelker as the finalist for the MRSD Treasurer position. Jacob has 18 years of experience in municipal finance and his expertise includes payroll, budget forecasting, and bond issuance. He holds a Juris Doctorate and has a strong interest in municipal practice. Approval is requested for Jacob's appointment starting December 1st.

MOTION: Brad Schiff moved to approve the appointment of Jacob Voelker as Monomoy Regional School District Treasurer effective December 1, 2025, seconded by Ryan Clarke.

UNANIMOUS: the motion passes

vi. MRMS Roof MSBA Submission

Michael MacMillen, MRSD Business Manager, provided an overview of the MRMS roof replacement project.

- The project is in collaboration with the Massachusetts School Building Authority (MSBA), which will reimburse 37% of the costs.
- The design approval is expected to be submitted to the MSBA board by December.
- Significant factors affecting the project include:

- Large square footage driving higher costs.
- Different types of roofing materials complicate the project.
- HVAC equipment requires careful management during the replacement.
- **Solar Preparation:**
 - MSBA requires a minimal solar readiness for the roof, leading to discussions about capacity and cost.
 - Initial discussions suggested more solar readiness; however, structural limitations of the current roof restrict significant solar panel installation.
 - The committee voted to proceed with minimal solar readiness to avoid high costs.
- **Roof Material Choices:**
 - Consideration between asphalt shingles (current material) and metal roofing (recommended for durability).
 - Concerns raised about sound impact and cost-effectiveness.
 - The building committee decided to keep both options open until more research is conducted.
- Estimated total construction cost is \$9.5 million, with a total budget of \$11.4 million.
- The district's anticipated cost is \$7.2 million, with additional costs for the metal roof and solar options under discussion.
- Important upcoming dates include:
 - December 11: Approval request for design submission.
 - February 25: Submission deadline to MSBA.
 - May: Town meeting for funding approval.
 - Construction is projected to start in the summer of the following year

- vii. First Reading Policy Files: File BGE - Policy Dissemination, File BGF -Suspension of Policies, File BHC - School Committee-Staff Communications, File BIA - New School Committee Member Orientation, File BIBA - School Committee Conferences, Conventions and Workshops, File CA - Administration Goals (Responsibilities), File CB - School Superintendent

Ryan Edwards reviewed the policies and highlighted any changes as presented to the committee for the first reading. A brief discussion regarding policy BGE - Policy Dissemination, which was brought back to the Policy Subcommittee for clarification of the language, was positive for the new verbiage. The policies will have a second reading at the next meeting.

E. Subcommittee, Representative, Liaison Reports

i. Superintendent Search Subcommittee

Meredith Henderson shared that the deadline for Superintendent applicants is Friday, November 21st. The Screening Subcommittee will be reviewing the applicant information over the weekend in order to be ready to determine who will be part of the first round of interviews. The Screening Subcommittee will meet on Monday, November 24th. A reminder that two additional meetings were added to the schedule to accommodate the finalist interviews and the vote on December 17th and 18th. A new meeting calendar will be sent out to members.

ii. Building Committee

No new information beyond the roof discussion.

F. Superintendent's Report

i. Recognitions

Dr. Scott Carpenter, MRDS Superintendent, shared the following recognitions:

Community Engagement Coordinator, Joy Jordan, was asked to be a presenter and panelist at a webinar hosted by MEFA, the Massachusetts Educational Financing Authority, on the topic of Using Social Media to Connect with Students and Families. The session was geared toward educating school counselors and other school officials on the effective use of social media as a communications tool.

Yesterday was National Education Support Professionals Day, so I want to publicly recognize the many people who keep our schools running smoothly, from instructional assistants, cafeteria staff, and custodians, to bus drivers, nurses, administrative assistants, and more. They impact every aspect of our students' experiences in our schools and we appreciate their dedication.

Many thanks to Cape Cod Five for the donation of a fiberglass shark head to Monomoy Regional Middle School. Cape Cod Five had displayed the shark in celebration of the Jaws 50th anniversary, and once that passed, offered the piece to Monomoy Middle School, thanks to Mandee Blair, Cape Cod Five exec and Monomoy parent. We would like to take this opportunity to extend our gratitude to Cape Cod 5 for their incredibly generous donation. This symbol of school spirit now proudly hangs in our middle school cafeteria. Thanks again to Cape Cod 5 for bringing this bit of excitement to our students and staff.

Today was the annual Thanksgiving luncheon at Chatham Bars Inn for Chatham Elementary students -- a tradition that began many years ago when CES did not have a kitchen, so the team at CBI wanted students to have one hot lunch a year and hosted them in November. We thank CBI for continuing this wonderful tradition for our students.

Finally, a reminder that next week is a short week in our schools for the Thanksgiving break, with no school Wednesday through Friday -- wishing everyone a happy and restful holiday.

H. Action Items -Vote Required

i. Treasury Appointment

MOTION: Brad Schiff moved to approve the appointment of Jacob Voelker as Monomoy Regional School District Treasurer effective December 1, 2025, seconded by Ryan Clarke.

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: Jackie Zibrat-Long moved to adjourn the meeting, seconded by Brad Schiff.

UNANIMOUS: the motion passes

The meeting was adjourned at 7:30 PM.

Respectfully Submitted,
Roberta Simmons
Recording Secretary

On December 15, 2025, Candidate 1 and Candidate 2 will visit the district in staggered rotation. The visits will include tours of each school, time to speak with each principal as well as time with students and staff. Candidates will also have time to meet with the Superintendent, and have lunch with Central Office/Administrators. After school, there will be meet and greet sessions for each candidate with staff and then with the community. Candidate 3 will follow the same schedule on December 16, with staff and community meet and greets to end the day. The School Committee will hold public interviews on Wednesday, December 17, starting at 5 p.m.

December 15, 2025

8:00 a.m. **Candidate 1** arrives at Central Office

Meet with Superintendent

Tour MRMS, meet with principal and staff

Tour CES, meet with principal, staff, students

MRMS student focus group

Central Office, Lunch with Administration

Tour HES, meet with principal, staff, students

Tour MRHS, meet with principal and staff

HS student focus group

3:30 p.m. Staff Meet and Greet (HES Activity Room)

Candidate dinner/break on their own

6:00 p.m. Community Meet and Greet (MRHS Library)

9:00 a.m. **Candidate 2** arrives at Central Office

Meet with Superintendent

Tour MRMS, meet with principal and staff

Tour CES, meet with principal, staff, students

MRMS student focus group

Central Office, Lunch with Administration

Tour HES, meet with principal, staff, students

Tour MRHS, meet with principal and staff

HS student focus group

4:30 p.m. Staff Meet and Greet (HES Activity Room)

Candidate dinner/break on their own

7:00 p.m. Community Meet and Greet (MRHS Library)

December 16, 2025

9:00 a.m. **Candidate 3** arrives at Central Office

Meet with Superintendent

Tour MRMS, meet with principal and staff

Tour CES, meet with principal, staff, students

MRMS student focus group

Central Office, Lunch with Administration

Tour HES, meet with principal, staff, students

Tour MRHS, meet with principal and staff

HS student focus group

3:30 p.m. Staff Meet and Greet (HES Activity Room)

Candidate dinner/break on their own

6:00 p.m. Community Meet and Greet (MRHS Library)

December 17 – School Committee interviews

5:00 p.m. – 6:15 p.m. Candidate 1

6:30 p.m. – 7:45 p.m. Candidate 2

8:00 p.m. – 9:15 p.m. Candidate 3

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*

Jacob Voelker
Treasurer

To: Monomoy Regional School Committee
From: Michael MacMillan
Date: 9/12/2025
Re: MRMS Roof Project: Schematic Design Submission to the Massachusetts School Building Authority

MOTION

To approve that the District submit a Schematic Design proposal to the Massachusetts School Building Authority for the replacement of the Monomoy Regional Middle School roof.

BACKGROUND

The District was previously accepted into the Massachusetts School Building Authority accelerated repair program for the replacement of the Middle School roof. Since then, the District was assigned an Owners Project Manager (OPM), CSL Consulting, and an architect, Gorman Richardson Lewis Architects, to form the Project Team.

The Project Team is finalizing the schematic design for replacement of the Middle School roof which is to be submitted to the MSBA by December 18, 2025. See the diagram over the page which shows the MSBA's accelerated repair project process.

The base scope for the project includes the following steps:

Demolition & Disconnections

- Demolition of the existing roof systems at flat and sloped areas.
- Temporary disconnection and storing of all mechanical and electrical equipment.
- Disconnect abandoned equipment back to the source.
- Demolish equipment to be replaced.

New Installations

- Installation of new Modified Bitumen roof assembly at all flat locations.
- Installation of fluid-applied recoating at all existing metal roof locations.
- Installation of Metal/Shingle roof assemblies at designated sloped locations.
- Installation of new skylights, roof hatches, expansion joints, and drainage systems
- Installation of new Mechanical/ Electrical/ Plumbing equipment
- Accessibility upgrades.

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Jacob Voelker
Treasurer

Tie-ins & Reconnections

- Reconnection of all mechanical and electrical equipment.
- Tie-ins to the façade project at roof edges and rising walls.

Budget and Options

The Project Team prepared four options for the roof replacement to address two issues: 1) Extent of Solar Readiness and (2) Use of Metal for sloped roof instead of asphalt shingles.

- **Solar Readiness:** The MSBA requires roof designs to include some amount of the roof to be prepared to allow for the addition of solar panels at a future date. This does not include the solar panels themselves, just the infrastructure, e.g., electrical conduit, to allow them to be added. The District considered two options – minimal coverage (approximately 4% of the roof) and increased coverage (approximately 20% of the roof).
- **Metal Roofing:** The architect recommended metal roofing for the sloped roofs as this is longer lasting than asphalt shingles, around 50 years and 25 years respectively, and it is more resistant to wind damage.

A summary of the options and estimated budgets are provided in the table below. These options were presented to the School Building Committee which selected Option 3 – include metal roofs and minimal solar readiness.

Option	Description	Construction Cost	Total Project Budget	Estimated District Cost	Notes
1	Mod-Bit flat roof, asphalt sloped roof, minimal solar readiness.	\$9.8M	\$11.6M	\$7.3M	- Min Solar Ready (~4% Coverage w/ no metal roof at solar) - No added Metal Roof- asphalt shingles at sloped roof
2	Mod-Bit flat roof, asphalt sloped roof, one sloped metal roof for minimal solar readiness.	\$9.9M	\$11.7M	\$7.4M	- Metal roof at all sloped roof (4K SF)
3	Mod-Bid flat roof, metal sloped roofs, minimal solar readiness.	\$10.3M	\$12.1M	\$7.6M	- Metal roof at all sloped roof (30K SF)
4	Mod-Bid flat roof, metal sloped roofs, increased solar readiness.	\$11.5M	\$13.3M	\$8.4M	- Add Solar to flat roofs, w/ additional structural support (additional 16% coverage of roof) - ~20% Total Solar Ready Coverage

Monomoy Regional School District

Scott Carpenter, Ed.D.
Superintendent

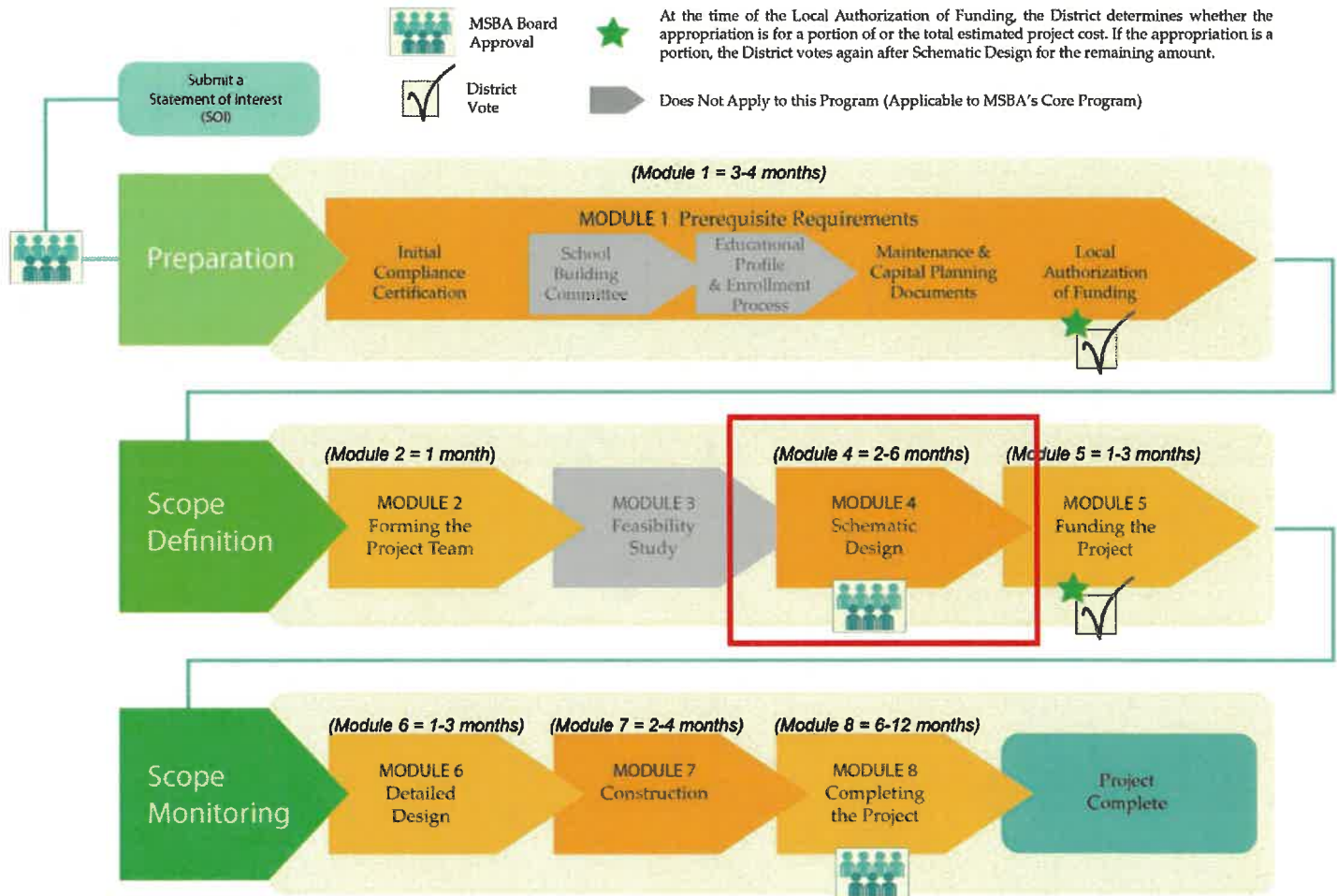
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School Business Manager

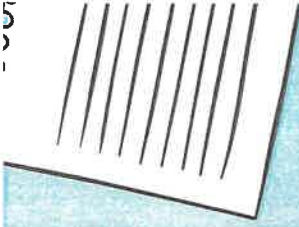
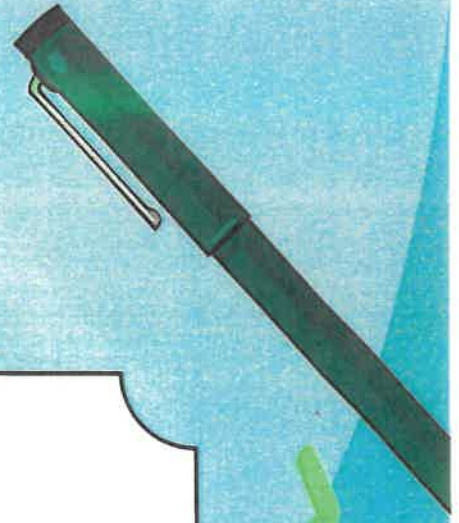
2027

BUDGET

REQUESTS

Chatham Elementary School

November 2025



Chatham Elementary School Improvement Plan

Portrait of Graduate Implementation

To align our SHARK expectations (safety, honesty, acceptance, respect, kindness, success) with the POG indicators, develop curricular connections to each attribute at every grade level, and infuse POG into CES culture. Additionally, to strengthen connections with local organizations and resources.

Being & Wellness

To offer a wide range of opportunities for the expansion and celebration of community interests; and to decrease office referrals and absences, while increasing the mental, emotional, and physical well-being of students through consistent language, protocols, and data analysis.



Academics and Learning

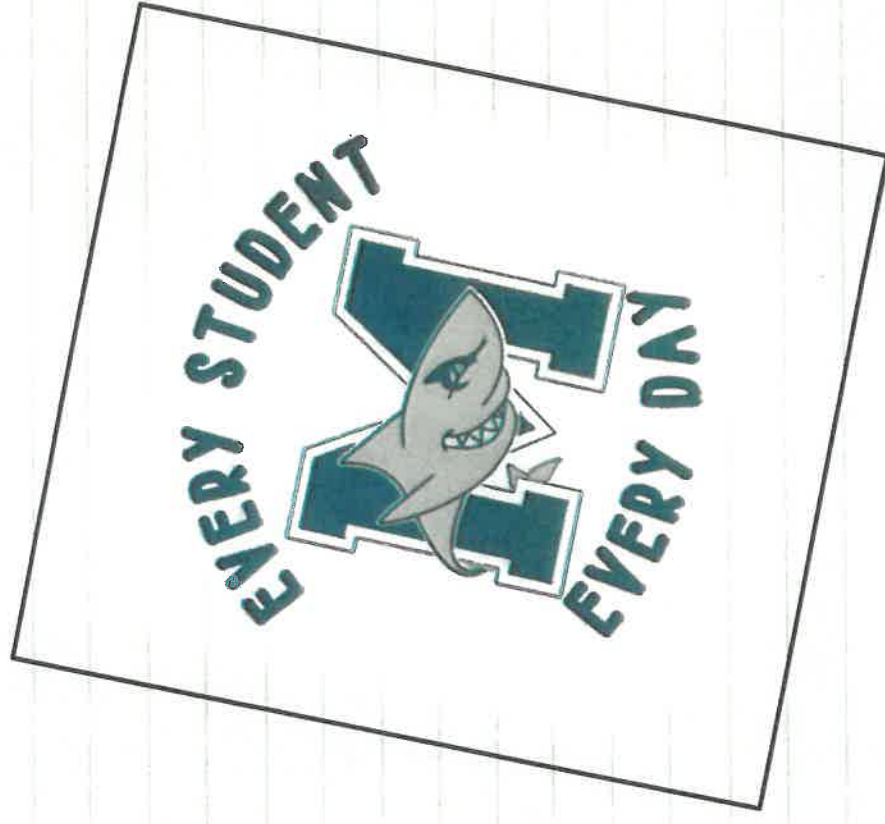
1. **READING** -Implementation of UFLI phonics into ARC Reading, improving number of students at proficient levels, and reducing the number of Grade 3 & 4 students in reading intervention.
2. **WRITING** -Increase the average student essay writing scores on standardized assessments for Grade 3 & 4 students.
3. **MATH** - Increase the percentage of students scoring in the proficient and exceeds levels on standardized assessments, reduce the number of students in math intervention, and continue the development of instructional practices with high-quality materials aligned to our State Frameworks.

Building Success: Our Strategic Plan in

Action Plan of a Graduate Implementation

- Weekly focus on POG attributes in the SHARK Alert (photos, article, curriculum connections)
- Building community connections
 - Participating in local celebrations (9/11 Tribute, 4th of July Parade, Halloween Parade))
 - 4th Grade visit to Coast Guard Station
 - 2nd Grade seal watching trip
 - K-4 walking trips to the Pumpkin People @ Kate Gould Park
- **Academics & Learning**
 - Successful launch of Pups Prekindergarten full-day program
 - Foundational reading skills - students in Grades 1, 2, and 4 met 3-year goal of 80% at benchmark in year one of goal period
 - CES rated Top 100 Elementary School in Massachusetts by US News & World Report
 - Exceeded Expectations on 2025 DESE Report Card
 - One of 95 elementary/middle school Invited to DESE Excellence in Curriculum Conference for reaching pre-pandemic assessment levels
- **Being & Wellness**
 - 100% participation in after-school clubs
 - Increased family attendance at school-wide events
 - Strong MTSS program - meeting SEL and academic needs for acceleration and intervention

**Looking
ahead to
2027 &
beyond...**

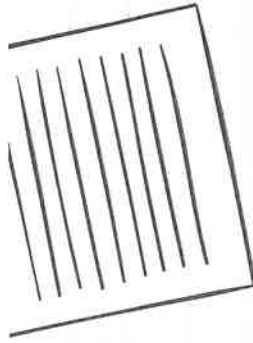


Enrollment Projections

2027

	Section A	Section B	Total Students
Pups	20	--	20
Kindergarten	20	???	20*
1st Grade	19	--	19
2nd Grade	19	--	19
3rd Grade	15	15	30
4th Grade	18	17	37
Total			145*

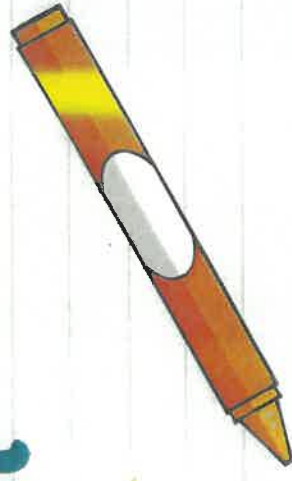
*Based on one section of Kindergarten students



Portrait of a

Graduate

Implementation



Monomoy's Portrait of a Graduate is a collection of skills, attributes, and characteristics that we are committed to developing in each of our students from preschool through graduation.

POG Budget Implications

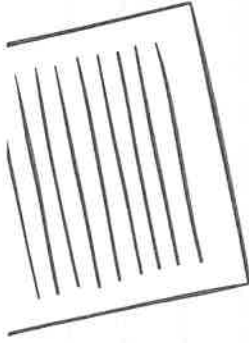


The overarching mission that guides all our educational investments is the realization of the **Portrait of a Graduate (POG)**. When addressing the budget, we must view every request through the lens of this Portrait. Specifically, we carefully consider how the **physical environment** of our schools, the quality of the instructional materials we utilize, the efficacy of the **programs** we follow, and the diverse **opportunities** we present directly support the achievement of those PoG goals. Therefore, the budget is not merely an expense sheet, but a strategic document that funds the essential conditions necessary for every student to thrive and embody the characteristics of our Portrait of a Graduate.

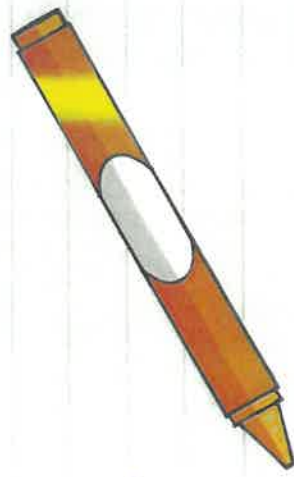
Physical Environment Request:

Replace student desk chairs (\$8,500)

Kindergarten collaborative learning table (\$1,100)



Academics and Learning



Putting the Success in SHARKS with a special focus on reading, writing, and arithmetic through continued professional development and high quality materials.



English Language Arts

Reading

Request - Purchase of decodable books series to support UFLI phonics instruction in Kindergarten and 1st grade.

\$2,800 - Kindergarten Class Set

\$2,800 - 1st Grade Class Set

Total: \$5,600

Kindergarten & 1st Grade DIBELS Phonics Scores

	Well Below/Below	Benchmark / Above Benchmark
K BOY 2025	77%	23%
K MOY 2025	36%	64%
K EOY 2025	35%	65%
K BOY 2026	63%	37%
1st BOY 2025	34%	66%
1st MOY 2025	21%	79%
1st EOY 2025	8%	92%
1st BOY 2026	53%	47%

Academics & Learning

Writing

CES is piloting a Grades 1-4 writing assessment project

- prompts administered in the fall and spring
- Calibration of scoring and selection of focus areas
- Created using materials already in place/available



Math

iReady Mathematics was adopted for FY 2026.

Amplify Mathematics assessment program will be added to operating budget for 2027 as an added way to monitor student progress in key areas.

Pups Prekindergarten Program

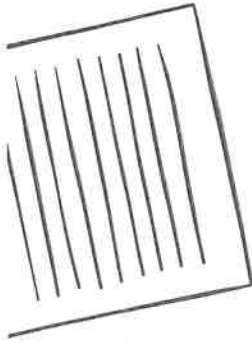
Staffing Request

The Pups prekindergarten program is currently staffed with a full-time teacher and 1.0 Instructional Assistant.

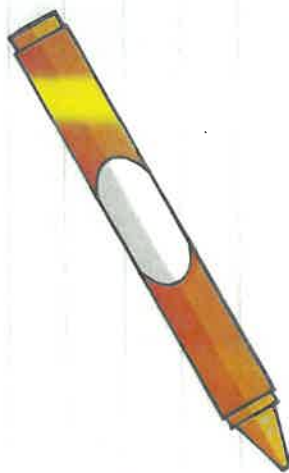
Due to the size of the program and high needs of our youngest learners (toileting, feeding, organization), an additional 1.0 Instructional Assistant is requested for the program.

Current enrollment for 2026 - 19 students





Being and Wellness



Our goal is to implement a systematic, whole-child approach to enhance students' mental, emotional, and physical well-being, thereby creating a supportive environment that addresses the diverse needs of every child.



2026-2027 Deep Dive into Being and Wellness Concerns

Issue 1: Instructional Time

Constraints
With only one 45-minute class per week, it is nearly impossible to address the new and improved Health & Wellness Standards from DESE.

Issue 2: BMI is on the Rise

2025 Clinically Overweight/Obese (Official Nurse Screenings)

- Grade 1 - 27.5% of students
- Grade 4 - 23.8% of students

All School Overweight/Obese based on submitted

2026 Annual Physical Information:

- 26.5% of students

Elementary years are a critical time for health education because a national longitudinal study found the largest gains in BMI levels occurred between 1st and 3rd Grade among students tracked from Kindergarten through graduation (Datar, Shier, & Sturm, 2011).

Issue 3: SEL &

Mental Health
Concerns

Based on BOY 2026 SSiS Data:

	2nd Grade*	3rd Grade**	4th Grade**
Moderate-High Level of Stress	19%	36.6%	41.9%
Warning Level on Self-Management Indicator	30.7%	33%	38.7%
Flagged for Formal Follow-Up	42.3%	41.9%	45.2%

*Grade 2 results based on teacher survey.
**Grades 3 & 4 results based on teacher and student survey.

Planning for 2027

During Fiscal Year 2027, the administration at both Chatham and Harwich Elementary Schools will prioritize a collaborative effort with our Wellness Team. This team will systematically examine our existing practices and programs to identify strengths and areas for strategic growth. Dedicated time for these essential meetings and discussions will be scheduled to ensure a comprehensive review of findings. While we do not anticipate any immediate budget impact for FY27 as a result of this planning, the data and recommendations generated by this work will serve as the crucial foundation for dictating and informing any new Wellness program budget requests for FY28.

Summary of Requests

Staffing

1.0 Instructional Assistant for the Pups Prekindergarten Program to maintain class size of 20 students

Materials

1. Decodable reader class sets for Kindergarten & 1st Grade (\$5,600)
2. Replace student desk chairs (\$8,500)
3. Additional collaborative work table for Kindergarten classroom (\$1,100)



Thanks!



Do you have any
questions?

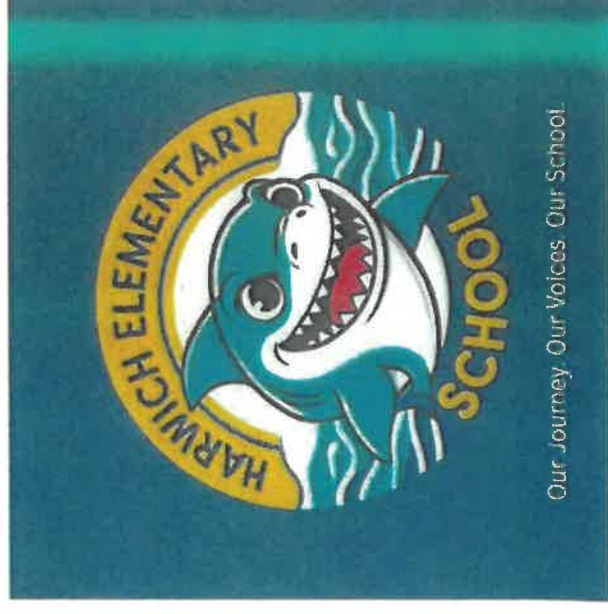
Jen Kelly, Ed.D.

jakelly@monomoy.edu

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Budget Highlights

Harwich Elementary School FY27



Enrollment & Projections

	2025-2026 As of 10/1/2025		2026-2027 Projected	
	Sections	Students	Sections	Students
PreK	3	29		20 (16 are 4 year olds)
K	4	76	4	76
1	5	77	5	76
2	4	67	4	77
3	4	80	4	67
4	4	82	4	80
Total		411		396

School Improvement Plan (SIP) Goals

Portrait of a Graduate Implementation

Ensure all graduates possess skills and attributes necessary for success in college, career, and life.

Learning and Academics

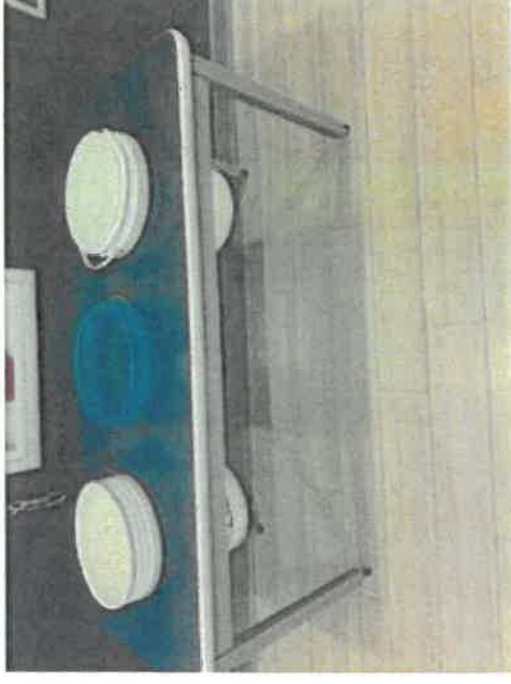
Foster a rigorous, equitable, and inclusive academic environment.

Being and Wellness

Cultivate a safe, inclusive, and supportive environment that promotes well-being.

Portrait of a Graduate Implementation

- Develop and execute
.....community engagement
focused on POG competencies.
 - Food composting with Black Earth



Learning and Academics

By EOY 2027, 80% of K-4 students will meet or exceed benchmark requirements on their grade level EOY DIBELS Composite Score.

Performance on DIBELS

HES School Improvement Goal: By Spring 2027, 80% of K-4 students will be meeting or exceeding benchmark.

24-25

Kindergarten	Above	Benchmark	Below	Met or Exceeded Benchmark
BOY	14%	19%	22%	33%
MOY	29%	23%	22%	52%
EOY	39%	38%	11%	77%

1st Grade

1st Grade	Above	Benchmark	Below	Met or Exceeded Benchmark
BOY	21%	36%	26%	57%
MOY	24%	46%	15%	70%
EOY	47%	32%	14%	79%

2nd Grade

2nd Grade	Above	Benchmark	Below	Met or Exceeded Benchmark
BOY	32%	33%	11%	65%
MOY	38%	27%	14%	65%
EOY	39%	35%	11%	74%

3rd Grade

3rd Grade	Above	Benchmark	Below	Met or Exceeded Benchmark
BOY	31%	28%	23%	59%
MOY	25%	31%	16%	56%
EOY	36%	23%	19%	59%

4th Grade

4th Grade	Above	Benchmark	Below	Met or Exceeded Benchmark
BOY	14%	46%	25%	60%
MOY	34%	27%	18%	61%
EOY	20%	32%	26%	52%

25-26

Kindergarten	Above	Benchmark	Below	Met or Exceeded Benchmark
BOY	16%	34%	24%	50%

1st Grade	Above	Benchmark	Below	Met or Exceeded Benchmark
BOY	27%	32%	18%	59%

2nd Grade	Above	Benchmark	Below	Met or Exceeded Benchmark
BOY	24%	45%	10%	69%

3rd Grade	Above	Benchmark	Below	Met or Exceeded Benchmark
BOY	29%	36%	17%	65%

4th Grade	Above	Benchmark	Below	Met or Exceeded Benchmark
BOY	15%	36%	25%	51%

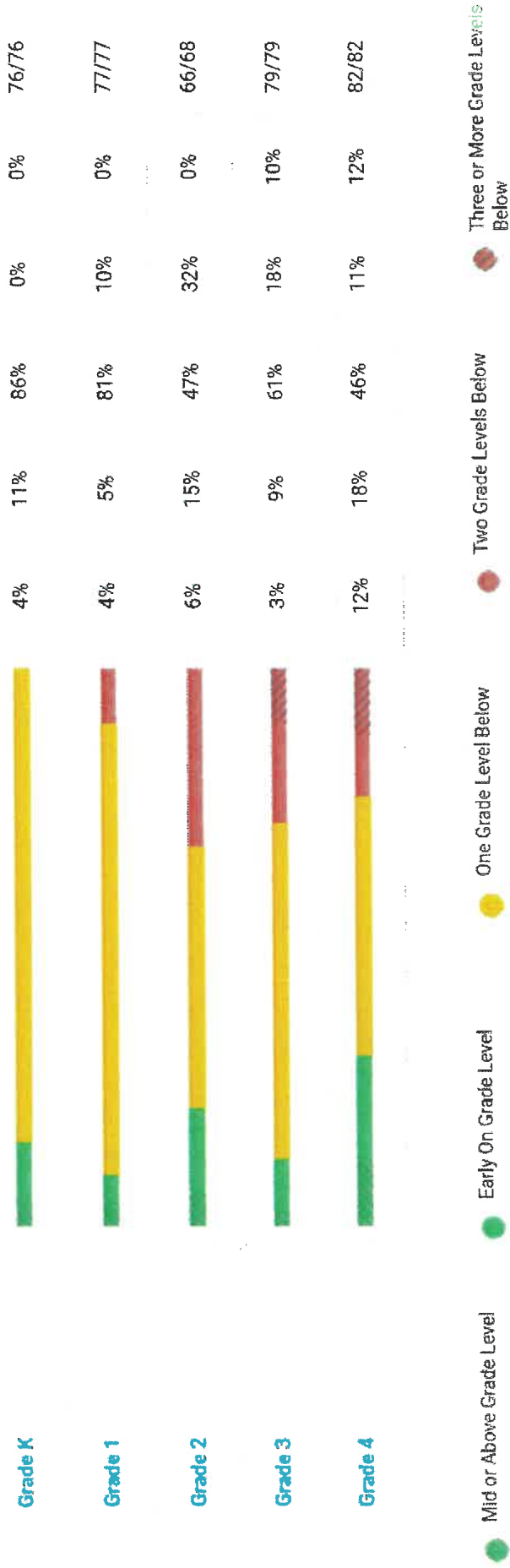
ELA Acceleration & Intervention BOY 2025

Grade Level	Receiving 1:1 Tutoring from Amplify	Receiving Tier II or Tier III Intervention from Interventionists	Receiving Acceleration from UAs
K	0	18	Alt. Plan for Fine Motor
1st	10	10	7
2nd	2	9	10
3rd	0	26	8
4th	0	20	10

Learning and Academics

By the end of 2027, identified at-risk students in grades K-4 whose achievement scores were between the 41st and 60th percentiles on BOY NWEA MAP Math will raise their achievement scores to the 70th-75th percentile on their EOY iReady Math assessment (equivalent to 1.3 years of growth per year).

K-4 iReady Achievement in Math



Math Acceleration & Intervention BOY 2025

	Receiving Tier II or Tier III Intervention from Interventionists	Receiving Acceleration
Kindergarten	9	Alternate Plan
1st Grade	10	7
2nd Grade	9	10
3rd Grade	13	8
4th Grade	12	10

Being and Wellness

- Comprehensive Wellness Programs
- Safe and Inclusive School Environment
 - BOTVIN Life Skills Grades 3 & 4
 - Deep dive into Being and Wellness needs with a potential impact on FY28 budget requests

Summary of Needs / Requests

- *Audio Visual Presentation System for the Activity Room ~\$30K*
- *Flexible Seating / STEAM Table Options ~\$24K*
- *Kiln \$9050*
- *6 Risers with Safety Back Rails \$9142*
- *Art Room Door Replacement ~\$8K*
- *Decodable Readers K-2 \$2800 per set x 13 = \$36K*
- *BOTVIN Lifeskills Materials*
- *Reboot Science Tier 1 ~\$10K*
- *Amplify Math Assessment*
- *Composting Project ~\$1K*

Note: Italicized items were requested last year.

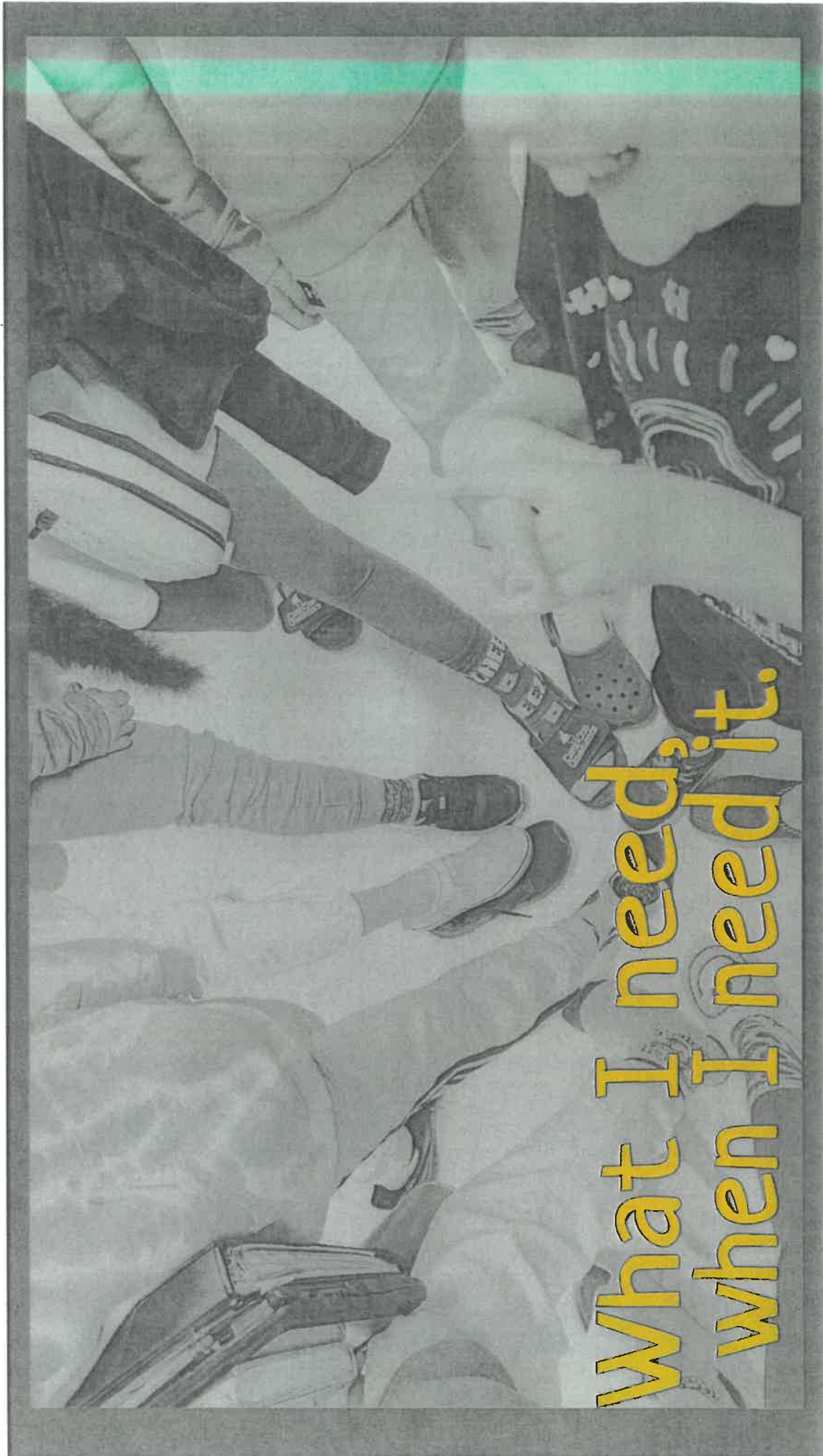


Thank you for your support

ANY
Questions?

MONOMOY REGIONAL MIDDLE SCHOOL FY27 Budget Presentation

November 13, 2024



What I need;
when I need it.

Our Goal

We are working towards the common goal of guiding students through an **array of accessible opportunities** that **represent our changing world**, recognizing that we are developing prerequisite skills that will **prepare students** for high school, college, and career.

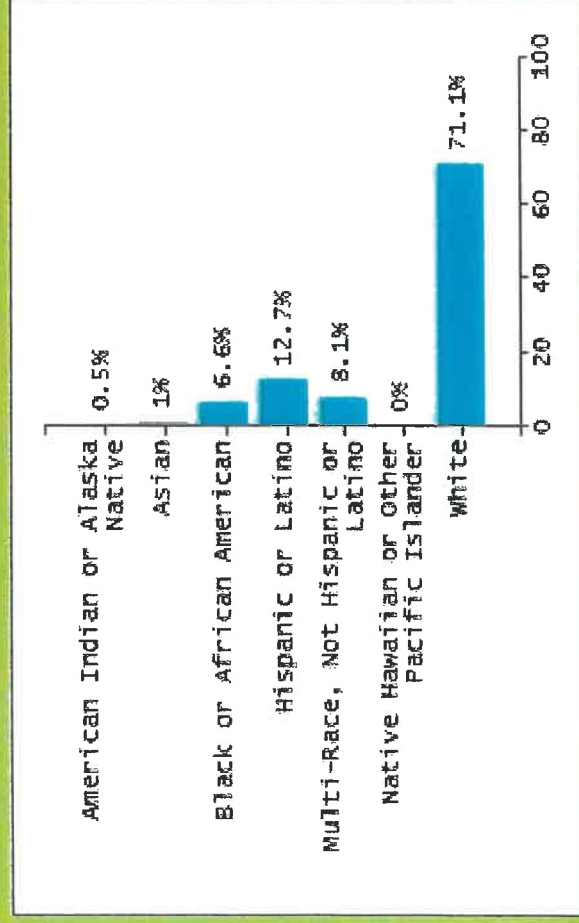
From the MRMS School Improvement Plan

MRMS Data Snapshots

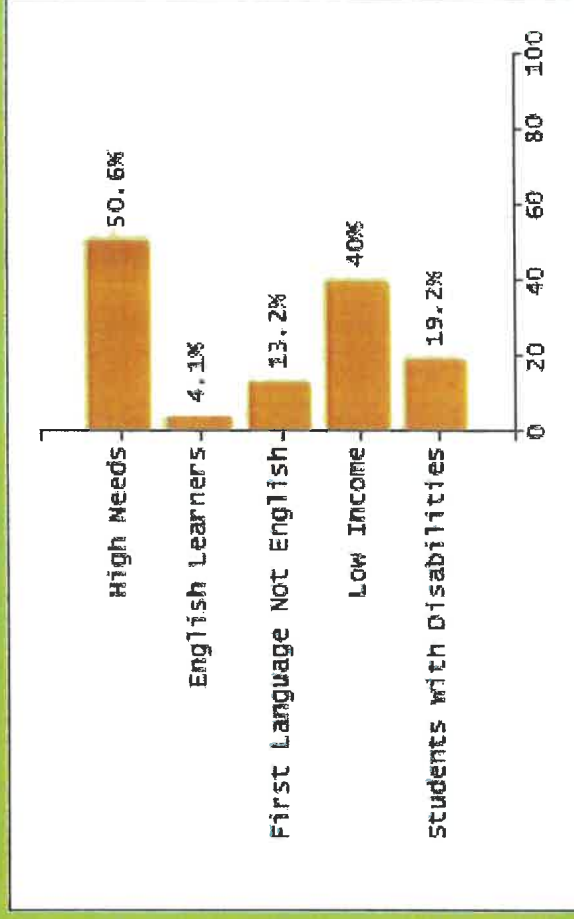
Our Story



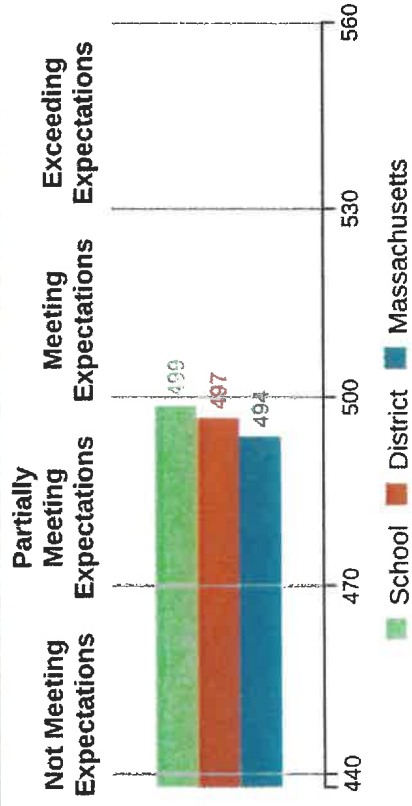
Race & Ethnicity



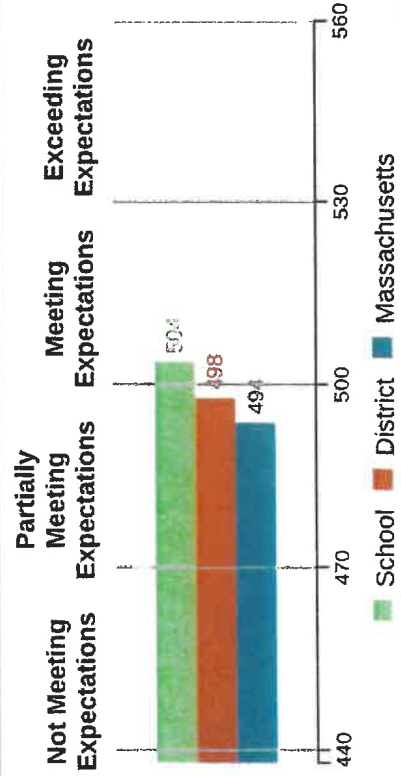
Selected Populations



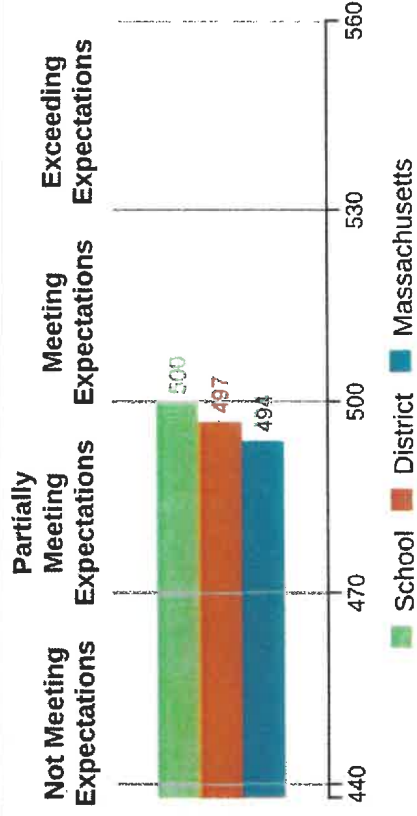
ELA Achievement



Science Achievement



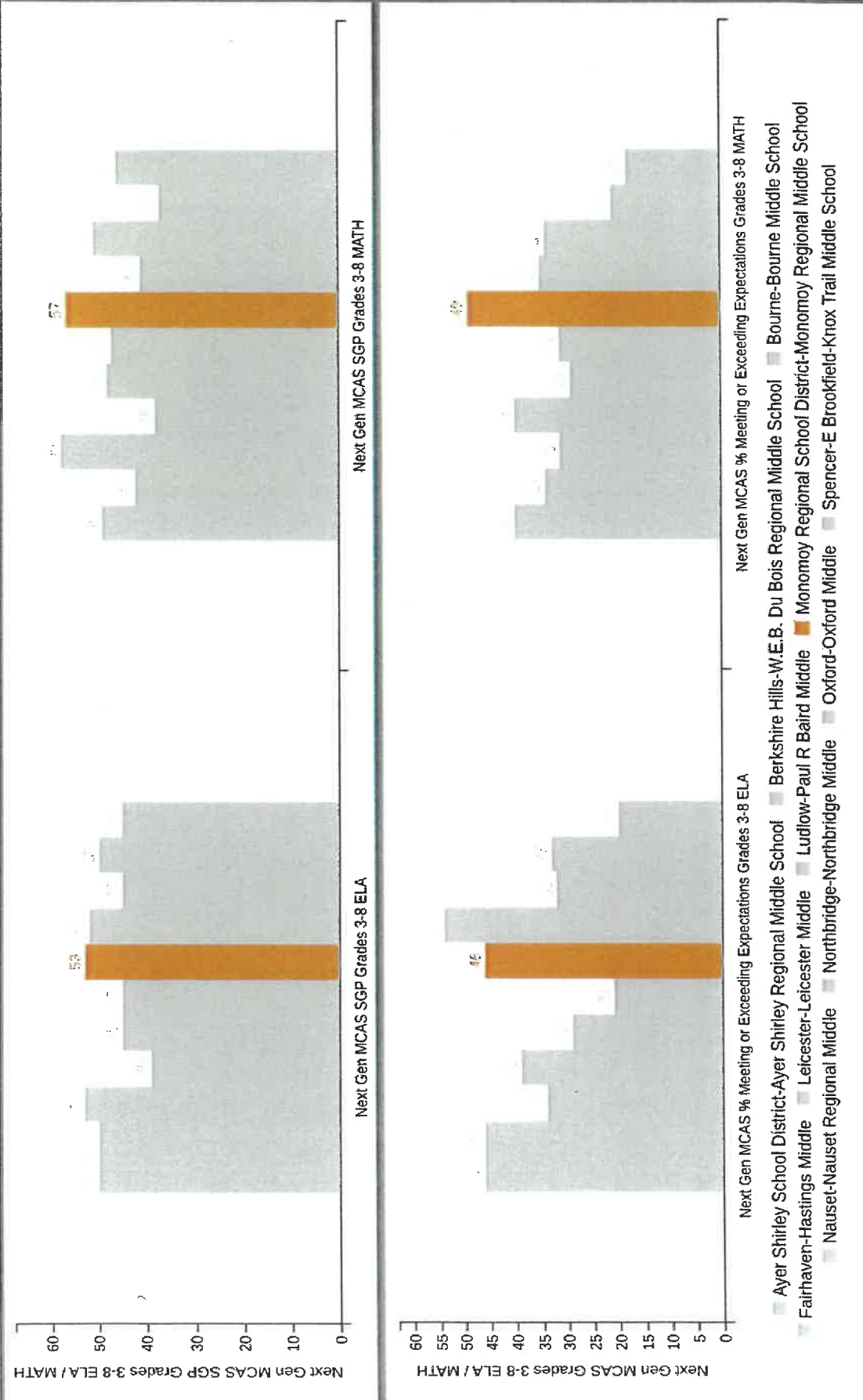
Math Achievement



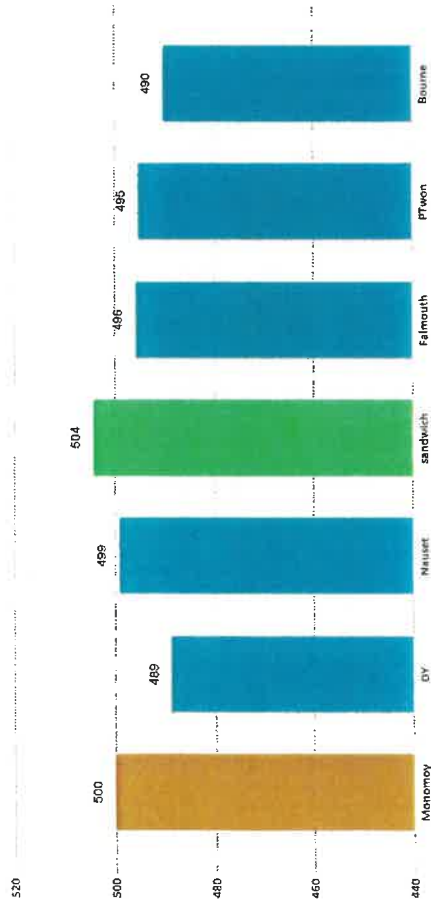
MRMS continues to perform above the state average

Comparable Schools -

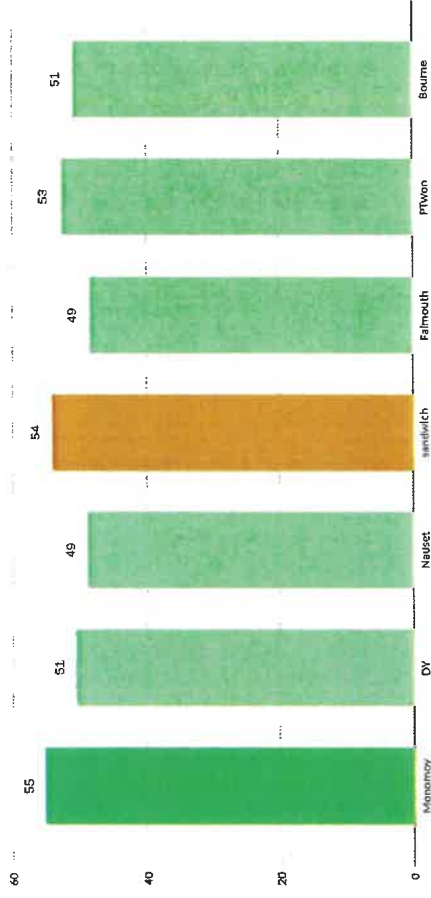
Total Enrollment, ELL, SWD, Low Income



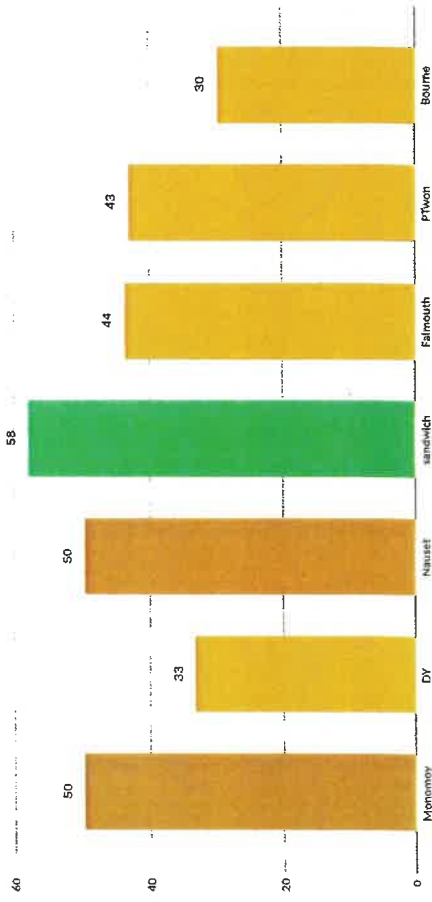
Average Scaled Score



Average SGP



% Meets or Exceeds



Cape Comparison: Grades 5-7 Monomoy, DY, Nauset, Sandwich, Falmouth, PTown, Bourne

AND half our students are not meeting benchmark at grade level.



Class of 2031

Subgroup Analysis



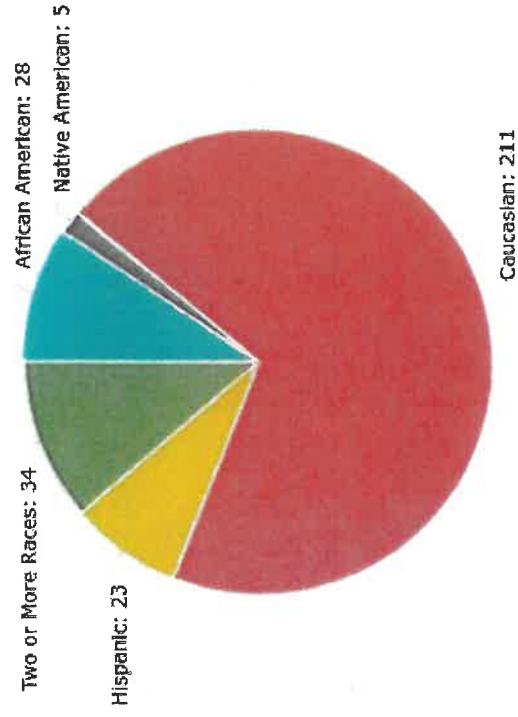
20/21 21/22 22/23 23/24 24/25

325 919 560 598 302

Conduct Summary FY25

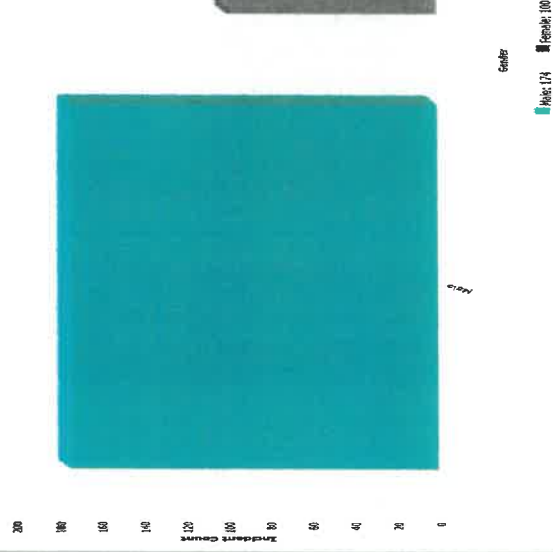
Discipline - By Race/Ethnicity

School Year: In 2025; Organization: In Monomoy Regional Middle School



Discipline - By Gender

School Year: In 2025; Organization: In Monomoy Regional Middle School



2025 MCAS by Gender		Math				ELA			
		<u>Male</u>		<u>Female</u>		<u>Male</u>		<u>Female</u>	
		% M/E	SGP	% M/E	SGP	% M/E	SGP	% M/E	SGP
2022		52	54	54	58	38	51	56	55
2023		51	54	50	50	45	54	57	60
2024		49	52	49	53	40	50	51	57
2025		53	59	44	55	44	51	46	55

Gender discrepancies exist in FY25 Math Achievement, but not in all years.

2025 MCAS by IEP Status		Math		ELA	
IEP Status		% M/E	SGP	% M/E	SGP
Yes IEP	15	58	11	51	
No IEP	57	56	54	54	

Achievement varies greatly by special education status, while growth is more stable.

2025 On the Cusp	Math 485-505	ELA 485-505
5th	40%	39%
6th	40%	32%
7th	41%	28%



Average ELA Cusp SGP = 49
 Average Math Cusp SGP = 54

Strategic Focus



Universal Design for Learning

THE OPPORTUNITY MYTH

What Students Can Show Us About
How School Is Letting Them Down
—and How to Fix It

MULTI-TIERED SYSTEM OF SUPPORTS (MTSS)



I. Strong Tier I Instruction

- Differentiation and Teacher Clarity
- Grade level standards and materials (rigor)
- Steal like an artist (welcome mat)
- DCAP, DCAP, DCAP

ACCESS



II. Streamline MTSS Structures



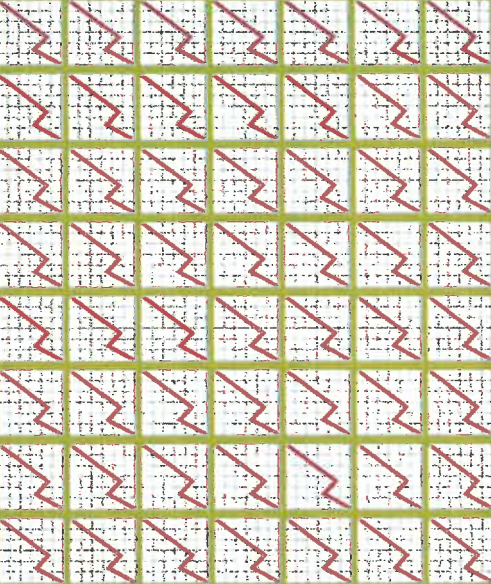
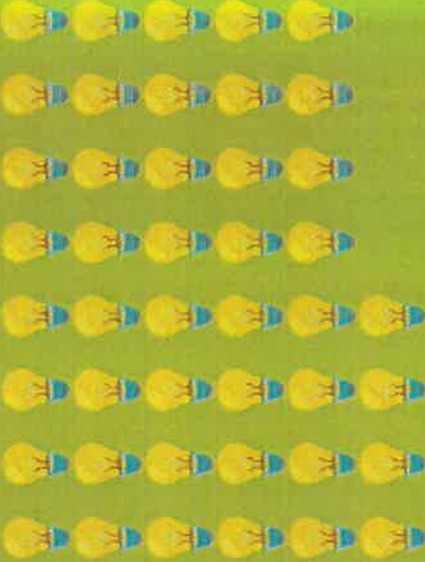
Give students what they need, when they need it.

III. Build out of the student management systems

- Increase Restorative work with staff/students
- Attendance Intervention
- Increase clear communication and systems
- Tier 2 groups with counselors

Trust the process!



ELA/Reading 48 students 	Math 56 students 	Executive Function 44 students 
--	--	---

Current Tier 2/3 Academic Interventions

6th Grade Teams						
Classes	ELA 1	Math 1	SS 1	ELA 2	Math 2	SS 2
1	6th ELA	6th Math	6th SS	6th ELA	6th Math	6th SS
2	6th ELA	6th Math	6th SS	6th ELA	6th Math	6th SS
3	6th ELA	6th Math	6th SS	6th ELA	6th Math	6th SS
4	6th ELA	6th Math	6th SS	intervention	intervention	intervention
Seminar	Acceleration	Acceleration	Acceleration	intervention	intervention	intervention

6th Grade 7 Section Model

Enrollment Story

FY26	TOTAL STUDENTS FY26
Grade 4	115
Grade 5	126
Grade 6	118
Grade 7	137



School Year	5th HRs	6th HRs	7th HRs
FY25	7	8	8
FY26	7	7	8
FY27	7	7	7

Staffing Considerations

- ❖ FY22-FY26 Staff Reduction
 - » 3 Unit A
 - » 3.6 Unit B
 - ❖ Academic Intervention Needs
 - ❖ Function of Restorative Justice Role
 - ❖ Counseling Design
 - ❖ Community Service Learning Role
- 

Keep em Hooked



One Time

COSTS

Risers, Chairs, Stands for Chorus – \$15,000

- Allow space for students to use their binder, sit and write, note taking, bell ringers, and expansion on achieving state standards for reading and analyzing music.
- Allow air and space between students for a more comfortable and safe learning environment
- Would improve safety by upgrading current unstable wobbly risers and adding rails

Universal Designed Classrooms/Wellness Rm – \$15,000

High Quality Instructional Materials (HQIM) for Math – \$20,000

Evergreen

Culture and Climate Team – \$5,000

Restorative Position – Move to Unit A

Reduction of one Unit A Position – Consider w/ cost of Restorative unit shift

we can do hard things.

Service

Hard Work

Accountability

Respect

Kindness

Community

Attendance

Care

Growth

Honesty



MONOMOY MIDDLE SCHOOL

MRRHS BUDGET REQUESTS

—

2026-2027

Where do we focus???

—

- Math continues to be a struggle
- Mrs. Armstrong is a superhero, but she needs help
- Innovation Career Pathway
- Curricular Resource Renewals

MRHS SIP Connection and Enrollment Data

GOAL #3: Learning Support

- Develop MTSS Framework that supports all students
- Develop a formal process to identify students who need support for acceleration or intervention

Indicators of success

- Develop MTSS and Data Team
- MTSS Framework developed
- Develop intervention and acceleration supports
- Utilize Analytic Vue data to identify students

Current MRHS Enrollment
705

MATH...

1 % of students meeting or exceeding on Gr. 8 MCAS	2 What does iReady data tell us?	3 Instructional Groups
2025-31% 2024-45% 2023-44% 2022-25% 2021-39% 2020-N/A 2019-44%		Group 1- 52 students Group 2- 40 students Group 3- 04 students Group 4- 14 students Group 5- 20 students

Where else does this show up.....

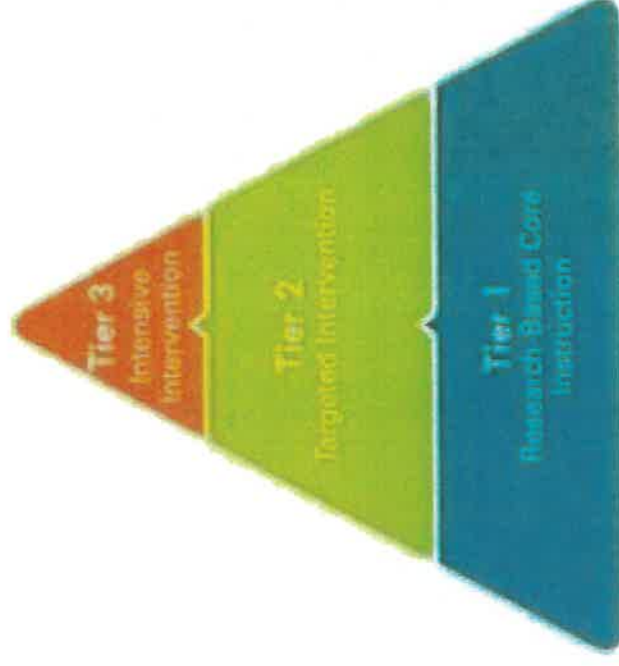
SAT SCORES

	Mean Math	Mean Total
School	544	1071
State (DESE)	620	1240
State (All Schools)	628	1255
U.S. and U.S. Territories	611	1221
Global Testers	620	1227

What are we currently doing to address the prerequisite gaps?

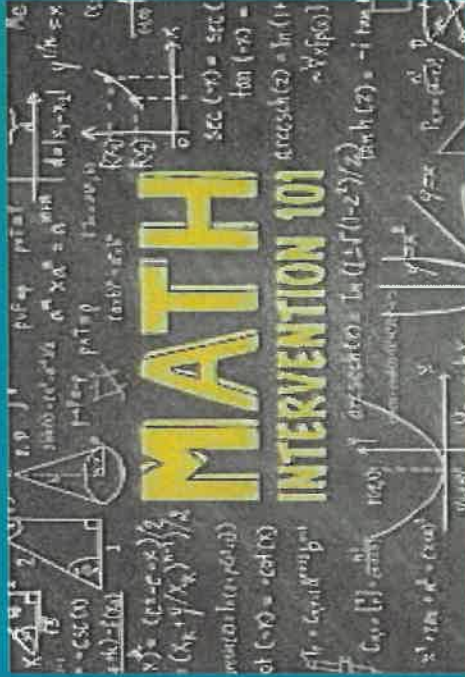
Grade 8 Math Intervention

- ☐ Just in time
- ☐ Flexible grouping
- ☐ Individualized instruction
- ☐ *This was built from current staff resources (no additional position)*



1

- # MATH
- ## INTERVENTION 101

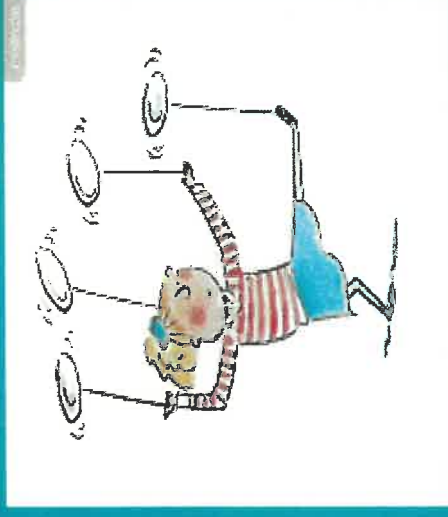


Our soon-to-be- *GRADUATES*

Do you know how many seniors
participate in community-based
internships?

Approximately 130 students.... And what does that mean

- Record keeping
 - WL Plans
 - Mass Hire
 - Site visits 3x per year
 - Evaluations
 - Grant accountability
- Community Partnerships
- Students Attendance
- Schedules
- This does not include the other spinning plates.....



Approximately 130 students.... And what does that mean



Let's keep Mrs. Armstrong ZEN!!!!

Request.....

.5 Admin Assistant

Curricular Resources and other

- Grade 8 Elevate Science (set to expire).... 10K for 3 yr. license
- ESL Resource (renewal and/or expansion of current resource)
- Innovation Career Pathway (1.0 FTE Business Teacher)
- Business Pathway curriculum 30K

Monomoy Regional School District FY27 Budget

FIRST DRAFT

DEC 2025



FY27 Draft Budget

	FY27 Budget
Budget	\$52,375,554
Budget Change from previous year	\$3,133,982
Budget % Change	6.36%

Total possible budget in context



There are multiple factors influencing this draft of the budget. Some of the key factors are described below:



\$123K

PROPERTY INSURANCE

A 15% increase in property insurance has been budgeted for FY27, in line with recent increases.



\$483K

BUDGET REQUESTS

The district leadership team have identified key items to improve teaching and learning in the district (see slide below).



\$600K

STAFFING

This is an estimate of the effect of step and lane increases, turnover (including retirements), and net reduction in positions.



\$1.3M

HEALTH INSURANCE

This draft budget includes an estimated 15% increase in health insurance costs. The actual increase will be available in February 2026.



\$115K

UTILITIES

Recent years have seen an increase in gas and electricity costs.



\$319K

CONSTRUCTION PROJECTS

The increase in capital and debt funded projects, details provided below.

Strategic Enhancement Requests (over \$10,000) included in the draft budget

Cost Center	Description	Amount	Health Insurance	Total
Chatham ES	PUPS Pre K Program: Additional Instructional Assistant (1.0 FTE)	\$34,969	\$20,000	\$54,969
Harwich ES/Chatham ES	ELA Materials for K-2 (Decodable Readers)	\$41,600		\$41,600
Harwich ES/Chatham ES	Science equipment and materials	\$15,000		\$10,000
Harwich ES	Audio Visual System for the Activity Room	\$30,000		\$30,000
Harwich ES/Chatham ES	Flexible Seating / STEAM Table Options	\$32,000		\$24,000
MRMS	Restorative Justice Unit A position (1.0 FTE)	\$84,948	\$20,000	\$104,948
MRMS	Risers, Chairs, Stands for Chorus	\$15,000		\$15,000
MRMS	Universal Designed Classrooms/Wellness Room	\$15,000		\$15,000
MRHS	Internship Program - Admin Support (0.5FTE)	\$30,000	\$20,000	\$50,000
MRHS	Innovation Career Pathway - Business Teacher (1.0 FTE)	\$84,948	\$20,000	\$104,948
MRHS	Grade 9 Math Interventionist (1.0 FTE)	\$84,948	\$20,000	\$104,948
MRHS	Innovation Career Pathway - Supplies	\$30,000		\$30,000
			Total	\$598,413
	Possible Innovation Career Pathway Grant			-\$114,948
	Total Budget Impact			\$483,465

Enrollment Projections

Students attending MRSD schools.

FY27	TOTAL STUDENTS FY27	Change from FY 26	% change from FY 26
CHATHAM ELEMENTARY			
Pre K	20	1	
K	21	3	
Grade 1	19	0	
Grade 2	18	-11	
Grade 3	32	-3	
Grade 4	34	1	
Total CES	145	-8	-5%
HARWICH ELEMENTARY			
Pre K	26	-3	
Kindergarten	69	-7	
Grade 1	75	-2	
Grade 2	79	12	
Grade 3	67	-13	
Grade 4	82	0	
Total HES	398	-13	-3%
MRMS			
Grade 5	119	-7	
Grade 6	124	6	
Grade 7	120	-17	
Total MS	363	-18	-5%
MRHS			
Grade 8	141	3	
Grade 9	121	-18	
Grade 10	137	4	
Grade 11	134	-13	
Grade 12	147	13	
Sped Gr 15	9	0	
Total HS	689	-11	-2%
District Total	1594	-51	-3%

Enrollment Driven Staffing Reductions Included in Draft Budget

	Unit A		Unit B	
	Change in FTE	Financial Impact	Change in FTE	Financial Impact
HES	(2.5)	\$(262,370)	(0.8)	\$(43,975)
CES	(2.0)	\$(209,896)	-	\$-
MRMS	(1.0)	\$(104,948)	(1.0)	\$(54,969)
MRHS	(2.0)	\$(209,896)	1.0	\$54,969
TOTAL	(7.5)	\$(787,110)	(0.8)	\$(43,975)
Requests	3.0*	\$209,896	1.5	\$104,969
Net of Requests	(4.5)	\$(577,214)	0.7	\$60,994

* Includes one position that will be funded from the Innovation Pathway Grant

This draft budget also includes several items to continue the district's capital and maintenance plan.

School	Project	Cost	Notes
CES	Carpet/flooring replacement	\$20,000	Replace old, worn classroom and hallway carpets at MRMS & CES with durable rubber tiles, which also addresses the abatement of asbestos containing materials and improves air quality.
MRMS	Carpet/flooring replacement	\$71,000	
MRHS	Network switches	\$100,000	Replace network switches across all buildings (starting at MRHS) to ensure network security and reliability, following the recommended refresh cycle of at least every 8 years. Costs offset by federal ERATE funding.
MRHS	Replace the MRHS building lighting controls system.	\$80,000	Repair/replace the current lighting control system which is outdated, malfunctioning, and requires frequent maintenance by a tech engineer.
HES	Replace HES RTU 4 (above library area) and dehumidification system.	\$60,000	Replace the aging Rooftop Unit 4 and its dehumidification system above the HES library to ensure proper climate control and protect library materials.
MRHS	Auditorium lighting and sound repairs.	\$30,000	Repair safety lighting and sound equipment in MRHS auditorium.
TBD	Replace student and teacher classroom furniture.	\$25,000	Replace all classroom furniture for students and teachers at the middle school (multi year project to begin in FY2027).
MRMS	Replace Auditorium Stage Curtain.	\$30,000	Replace the current, deteriorated stage curtain in the MRMS auditorium, which is a safety concern due to poor fire protection and presents an unsightly image.
District	Contribution to capital stabilization fund	\$50,000	The district has a capital stabilization fund that can be used in the case of an emergency. The current balance is \$363,670.
TOTAL		\$466,000	

The district recently refinanced the High School construction loan repayments this has led to reduction in debt payments. In FY27 the focus will be a project to replace the Middle School building siding and beginning the Roof construction project.

Project	FY27 Payment	Note	Comparison to FY26
MRHS Construction Loan	\$1,593,150	Refinanced in FY25	Reduction of \$53,625
Middle School Siding Project	\$462,000	The design work is ongoing and construction is expected to begin in April 2026. The District Treasurer plans short term borrowing to fund construction in FY26, and secure long term debt in FY27 once the project is complete. It may also be possible to combine the debt for this project with that for the MS roofing project.	Increase of \$162,000
Middle School Roofing Project	\$30,000*	Not expected to begin construction until FY27, debt payments will be scheduled to begin in FY28, however, financing costs may be required in FY27.	Increase of \$30,000
TOTAL	\$2,085,150		

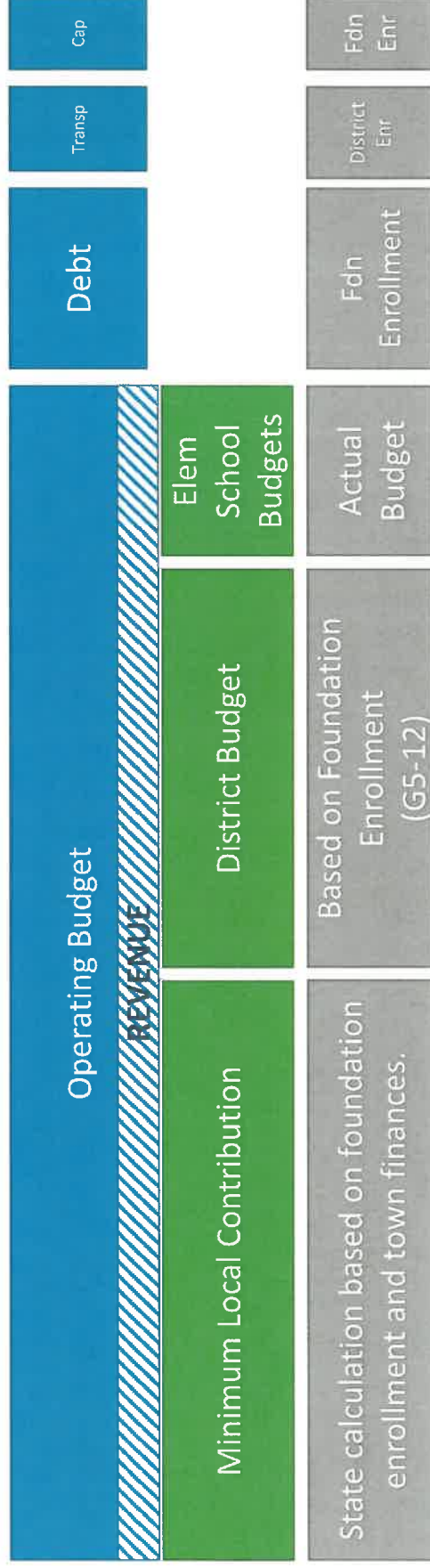
* Although this relates to the debt funded project, it is not a debt payment and not included in the assessment debt category.

Use of funds to offset budget increases

There are federal grants and state funds which provide resources for the district. In two areas, Circuit Breaker and School Choice, the district increased the reliance on these funds for FY26, School Choice will remain level and Circuit Breaker will be further increased.

Funding	2026	2027	Change	Notes
Circuit Breaker	\$824,700	\$1,067,764	\$243,064	The state's Special Education Reimbursement Program to offset the cost of high-cost special education services. Historically, the district has budgeted the previous year's revenue to offset the budget. However, for FY27 the district plans to use both FY26's revenue and a portion of FY27's revenue. In addition, the FY2026 revenue is higher than FY2025 due to the increased expenditure.
ERATE	\$25,000	\$102,000	\$77,000	A federal program to help district's afford high speed internet and telecommunications. This program provides multi-year awards toward pre-approved projects. FY2027 will be the first year in a new round of funding.
IDEA Grant	\$456,002	\$456,002	\$0	The Individuals with Disabilities Education Act Federal Grant provides funding so that students with disabilities receive a free and appropriate education with appropriate services. The new federal government may change this funding.
School Choice	\$1,743,203	\$1,750,023	\$6,820	State program to allow students to attend schools in other districts. Monomoy RSD has been a net recipient of students and uses anticipated funds to reduce the budget each year. In FY2027, the district plans to use the anticipated funds and residual funds from previous years.
Title I	\$166,976	\$166,976	\$0	Part of a federal program that provides financial support to schools with high percentages of low-income students. The new federal government may change this funding.
Grand Total	\$3,215,881	\$3,542,765	\$326,884	

Assessment Calculation



DRAFT General Fund Revenue and State Aid

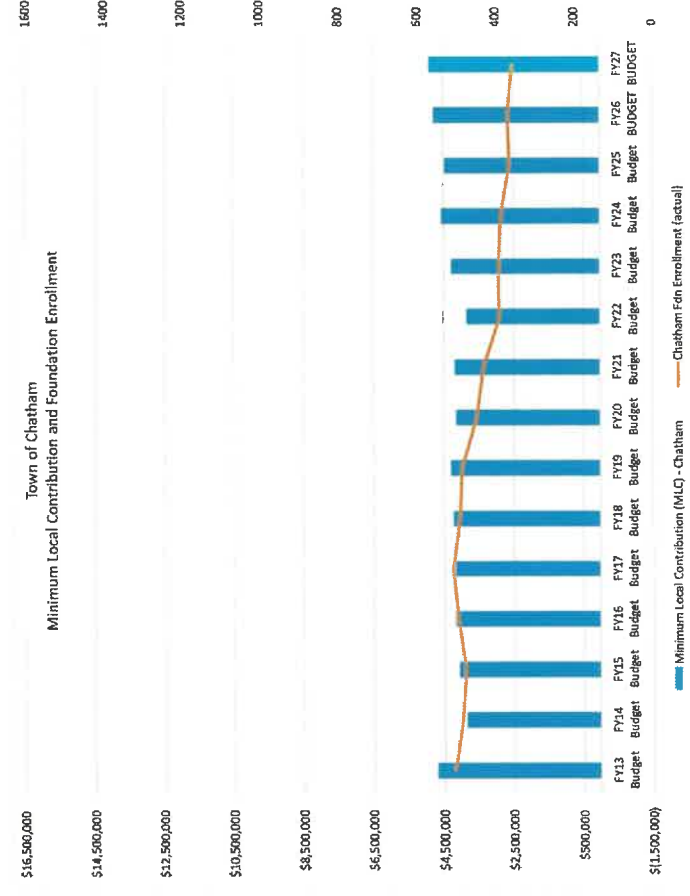
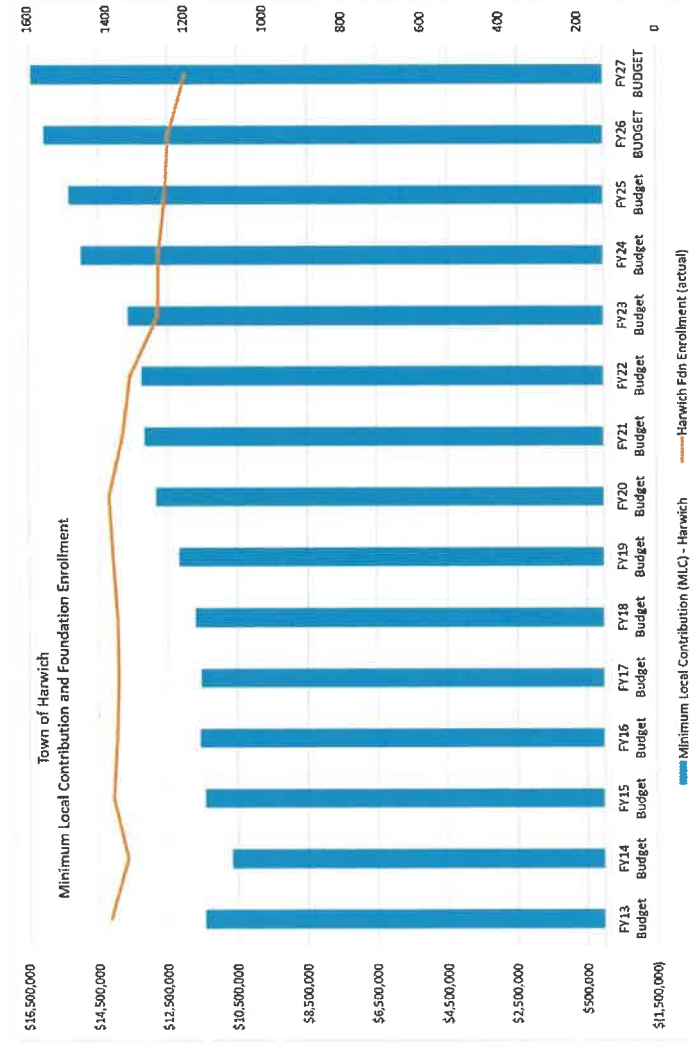
Source	Forecast	Change from FY26
State aid (Chapter 70)	\$4,780,173	\$276,283
Charter School tuition reimbursement	\$50,000	\$(57,674)
Medicaid reimbursement	\$100,000	\$ -
Interest payments	\$250,000	\$ -
Miscellaneous revenue	\$14,000	\$ -
Excess and Deficiency	\$800,000	\$(200,000)
Transportation Aid	\$954,044	\$(51,122)
Total	\$6,948,217	\$(51,112) / (0.60%)

These are estimates of the FY27 revenue that will be available to offset the district budget.

Chapter 70 funding will be first published by the state in Jan 2026.

Transportation aid is down due to an decrease in the revenue surplus in FY25.

Changes in Foundation Enrollment and Minimum Local Contribution



The Draft Budget and Assessments are based on key assumptions that will have a significant impact once finalized in early 2026.

- **Health Insurance:** Assumes a 15% increase for active employees.
- **Property Insurance:** The budget currently includes 15% increase.
- **Staffing:** Current staff plus known retirements, there may be further turnover before budget is finalized.
- **School Choice and Charter School Enrollment:** Estimate based on historic data and provisional data for FY26.
- **State Aid:** Forecast based on historic data and enrollment forecast.
- **Excess & Deficiency:** Assessments include reduction in reliance.
- **Minimum Local Contribution:** Forecast based on historic data and enrollment.

Draft Assessments

These are preliminary estimates of the town assessments based on information that is currently available. These figures will change in the coming months as more information becomes available – particularly the state's chapter 70 figures.

Budget	\$52,375,554	Total Revenue	\$6,948,217	Assessments	\$45,427,337	
Assessment			Harwich	Change from FY26	Chatham	Change from FY26
Operating Budget	Local Minimum Contribution		\$16,423,304	\$375,224	\$4,911,788	\$131,780
	Operating assessment beyond minimum contribution		\$14,372,589	\$1,663,321	\$6,186,655	\$601,195
Transportation			\$774,875	\$83,043	\$236,975	\$22,556
Capital			\$357,349	\$159,881	\$108,651	\$21,119
Debt			\$ 1,227,256.55	(\$268,126)	\$ 365,893.45	(\$85,499)
Assessment (excl MRMS Project)			\$33,155,374	\$2,013,343 6.47%	\$11,809,963	\$691,152 6.22%
	MRMS Project Debt		\$355,894		\$106,106	
Total Assessment			\$33,511,268	\$2,369,237 7.61%	\$11,916,069	\$797,258 7.1%

FY27 Budget

FIRST DRAFT

DEC 2025



Monomoy Sabbatical Leave Request Form

Name	Erin Hofmann		
School	Monomoy Regional High School		
Current Position	English Teacher		
Sabbatical Start Date	September 2, 2026	Sabbatical End Date	Last day of school year June 2027
Outline the Plan for the Sabbatical, including activities, locations and dates of the activities. To pursue a Reading Specialist license through an accredited college such as Bridgewater State University or Salem State University. I am attaching an overview of each program. I can not provide exact dates as I will not know them until I enroll. It would be a hybrid of in-person and on-line courses that run fall, winter and spring semesters, including a practicum. I will provide all paper work for the program with outlined dates and times after enrollment if the sabbatical is approved.			
What will the direct, identifiable, benefits be of this Sabbatical for the Monomoy Regional School District? To have an in-district Reading Specialist licensed K-12 to support the development of reading, writing, speaking, and listening skill in students. To help students learn to read fluently and comprehend what they read focusing on phonetics, spelling, grammar, and vocabulary.			
Beyond the staff member's pay, how will the sabbatical activities be funded? (List any scholarships, grants, or fellowships)			

Please attach any supporting information:

- ☐ Cover letter, if desired
- ☐ Documentation from the college about the academic program, if appropriate
- ☐ Letters of Recommendation from individuals familiar with the applicant and/or the sabbatical activities

I wish to make a public request for this Sabbatical before the School Committee at an upcoming meeting. (This is optional and will require public deliberation of the request by the School Committee. If requested, the applicant's request will be put on a School Committee agenda, per contract, within 45 days of receipt of the sabbatical request.)

- ☒ Yes
☐ No

I understand that if granted a yearlong Sabbatical, I must provide to the Superintendent a mid-year report of progress on the outlined sabbatical plan on or before January 31.

Name: E. Hoffman Date: 10/3/25

For Office Use Only

Date Received <i>Contractually should be by Oct. 15 unless the timeline was waived</i>	October 3, 2025		
Received By	Scott Carpenter		
Years of Service <i>circle the appropriate leave</i>	24	Half Pay up to 1 Year <i>after 7 years of service</i>	Full Pay up to 1 Year <i>After 14 years of service</i>
Decision	Approved		Denied
Date Approved or Denied <i>Contractually should be within 90 days of receipt of the request</i>	by Jan 1, 2026		
Superintendent Signature			
Date Signed			

Jennifer Police
Principal
jpolice@monomoy.edu

David Alexander
Assistant Principal
dalexander@monomoy.edu

Annmarie Rita
Assistant Principal
arita@monomoy.edu



MONOMOY REGIONAL HIGH SCHOOL

75 Oak Street
Harwich, MA 02645
Phone 508-430-7200
Fax 508-430-7223

Karen Guillemette
Director of Athletics
kguillemette@monomoy.edu

Lindsay Ginnetty
Director of Guidance
lginnetty@monomoy.edu

Jacqueline Corrigan
Special Education Team Chair
jcorrigan@monomoy.edu

September 23, 2025

Dear Selection Committee,

I am writing to formally apply for a one-year paid sabbatical leave to pursue a Master's in Reading and acquire a Reading Specialist license. After dedicating 26 years to teaching English at Harwich/Monomoy School District, I am eager to enhance my skills and knowledge in literacy education, which I believe will significantly benefit our students and the district as a whole.

Throughout my tenure as a high school English teacher, I have had the privilege of teaching students across all grade levels, from remedial to advanced. This experience has provided me with a deep understanding of the challenges students face in developing strong reading skills and the critical importance of literacy proficiency in academic success and lifelong learning. Recently, due to circumstances outside of the control of the education community, I have witnessed firsthand our students' loss of learning and lagging skills. I recognize the need for strong intervention to cultivate and foster the growing needs of our students. In the ever-changing landscape of AI, and the uncertainty of the future, one skill that will remain fundamental and imperative is the ability to read.

By obtaining a Master's degree in Reading and a Reading Specialist license, I aim to further specialize my expertise in literacy instruction, allowing me to better address the diverse needs of our students. This specialized training will provide me with the latest research-based strategies, interventions, and assessment tools necessary to support students at all levels of reading proficiency, from kindergarten through twelfth grade. Additionally, I am committed to fostering a culture of literacy within our schools and community, promoting a lifelong love of reading, and empowering students to become confident, proficient readers.

I plan on enrolling in a program from an accredited school such as Bridgewater State University or Salem State University. I am attaching a program of study from each university. I would be attending full-time to attain my license in as close to one year as possible. Ideally, I would like to enroll for the 2026-2027 school year.

I firmly believe that investing in my professional development as a Reading Specialist will have a positive and lasting impact on student achievement and overall educational outcomes in our district. I am fully committed to returning from my sabbatical reinvigorated and equipped with the knowledge and skills necessary to make meaningful contributions to our students' academic success.

Sincerely,

Erin Hofmann

Jennifer Police
Principal
jpolice@monomoy.edu

David Alexander
Assistant Principal
dalexander@monomoy.edu

Annmarie Rita
Assistant Principal
arita@monomoy.edu



MONOMOY REGIONAL HIGH SCHOOL

75 Oak Street
Harwich, MA 02645
Phone 508-430-7200
Fax 508-430-7223

Karen Guillemette
Director of Athletics
kguillemette@monomoy.edu

Lindsay Ginnetty
Director of Guidance
lginnetty@monomoy.edu

Jacqueline Corrigan
Special Education Team Chair
jcorrigan@monomoy.edu

To Whom It May Concern,

4/1/2024

I am writing this letter to express my unequivocal support for Erin Hofmann's request for a sabbatical leave to pursue a certification as a Reading Specialist. I have had the privilege of collaborating with Erin at the Harwich/Monomoy district for twenty-one years. During this time, she has consistently distinguished herself as an exemplary educator with a profound impact on her students.

Erin's dedication is matched only by her remarkable student-centered approach. Throughout her career, she has upheld rigorous learning standards for her students, even during periods of significant upheaval, such as the district's regionalization, the global pandemic, and the recent return to normalcy which has presented challenges with student mental health. Notably, she cultivates a deep-seated passion for reading in her students, transforming it into something engrossing and effectively drawing them into the world of literature.

Erin's exceptional teaching skills reach far beyond a love for reading. She possesses the remarkable ability to forge connections with students from diverse backgrounds. Her non-judgmental demeanor fosters a supportive and secure learning environment where all students feel comfortable taking intellectual risks and striving to reach their full potential. Additionally, Erin embodies the spirit of a true team player, readily sharing her knowledge and experiences with her colleagues. Her infectious sense of humor adds a positive and collaborative energy to any interaction.

Erin's passion for reading, her inherent personality traits, and her extensive classroom experience make her the most qualified candidate I can envision for a Reading Specialist role. Her pursuit of this certification further exemplifies her unwavering commitment to student success.

I fully endorse Erin Hofmann's request for a sabbatical. Her dedication to professional development, combined with her proven ability to connect with a variety of learners and cultivate a thriving learning environment, makes her an ideal candidate for this specialized role. Upon her return to the district as a Reading Specialist, she will undoubtedly have a significant positive impact on countless students. Please do not hesitate to contact me if you require any additional information.

Sincerely,

Jonathan M. Bennett, M.S.

School Counselor

jbenett@monomoy.edu

4/2/2024

To Whom It May Concern,

I am writing this letter on behalf of Erin Hofmann, a dedicated and passionate educator who has been an invaluable member of our district. I wholeheartedly support Erin in the opportunity to take a sabbatical and pursue a career as a reading teacher/specialist.

During the time that I have worked with Erin (approximately 7 years), she has consistently demonstrated exceptional teaching skills, an unwavering commitment to student success, and a genuine love for education. Here are some key points that highlight her qualifications:

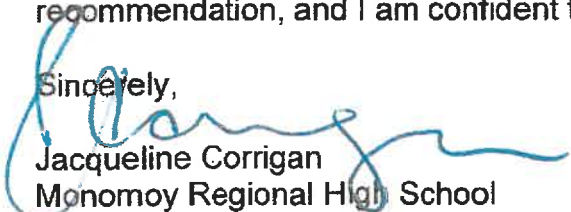
1. **Teaching Expertise:** Erin possesses a deep understanding of curriculum and instructional strategies. She consistently designs engaging lesson plans that cater to diverse learning styles, ensuring that every student feels motivated and supported.
2. **Classroom Management:** Her ability to maintain a well-organized and positive classroom environment is commendable. Erin fosters a sense of community among students, encouraging active participation and respectful behavior.
3. **Interpersonal Skills:** Erin is an excellent communicator who collaborates effectively with colleagues, parents, and students alike. She actively listens, empathizes, and builds strong relationships within the school community.
4. **Professional Growth:** Erin actively seeks opportunities for professional growth. Her commitment to lifelong learning is admirable, and she is well prepared to transition into a reading teacher role.

Taking a sabbatical to become a reading teacher aligns perfectly with Erin's aspirations. She has the enthusiasm, dedication, and knowledge needed to make a significant impact in this field that Monomoy Regional High School so desperately needs. I am confident that she will excel as a reading teacher and positively influence students' lives.

I wholeheartedly support Erin's decision to take this sabbatical and encourage you to consider her for this opportunity. Please feel free to reach out if you need further information or have any questions.

Thank you for considering Erin for this exciting journey. She has my highest recommendation, and I am confident that she will thrive as a reading teacher.

Sincerely,



Jacqueline Corrigan
Monomoy Regional High School
Special Education Team Chair



Monomoy Regional High School
75 Oak Street, Harwich, MA 02645

March 21, 2024

Dear Sir or Madam,

From my first year in our district 22 years ago to our current school year, Erin Hofmann has been a consistent and dedicated educator that I have always looked up to. As the Monomoy History Department Chair, and Social Studies Teacher of 24 years, I have witnessed Erin's focus and efforts in creating a shift in education that enables all students no matter their skill level to reach their fullest potential. She is an effective communicator that has the ability to listen to both staff and students alike and excels at being a team player. Erin is a unique educator in that she displays her dedication to being a leader through acting as both an Instructional Leader and English Teacher, but also retains the ability to collaborate effectively with students and peers.

As an education professional, Erin can best be described as tirelessly motivated. It is the norm to see Erin work late into the evening and on weekends to continue her dedication to student growth in writing and reading. Erin displays an energy throughout the day that encourages both staff and students to strive to achieve their fullest potential. She creates this attitude seemingly every chance she gets, while teaching, during meetings, in the halls, and at school assemblies. After working with dozens of teachers throughout my career, I have seen the difference between quality and truly inspired educational leadership. Erin has the exceptional ability to share her clear vision of education in a direct fashion, and then inspires students to take ownership of that vision and achieve substantial personal growth.

Reflecting back on the past twenty-four years of teaching, I cannot think of another fellow educator who has taught me more about positively impacting students' lives. I am reminded specifically of a conversation that I had with a student who described why he enjoyed being taught by Erin so much. The student noted how in the classroom, most teachers have days where they are just going through the motions or are not truly engaged with the students, but Erin was seen as the rare exception to this rule. The student explained how on a daily basis Erin

was always ready to energetically teach them, and to motivate them to be their best. It is with this recognition as well as Erin's breadth of excellence in education, specifically in reading and writing, that I am pleased to give Erin Hofmann my highest recommendation.

Sincerely,

A handwritten signature in cursive script, appearing to read "John J. Anderson", with a long horizontal flourish extending to the right.

John J Anderson

Social Studies Department Head and Varsity Golf Coach
Monomoy Regional High School

MONOMOY REGIONAL SCHOOL DISTRICT

FIELD TRIP REQUEST FORM

Coordinating Teacher: James Otto Teacher Cellphone Number: 571-242-3311
 Other Teacher(s): _____ Grade(s): 9-12
 School: CES ☐ HES ☐ MRMS ☐ MRHS ☒ Date(s) of Trip: April 2027
 Time of Departure: _____ Return Time to School: _____
 Destination: London, England

This request must be approved by your School Nurse, Principal and Superintendent at least four weeks prior to US trips and International trips.

Purpose of Trip – Include Direct Connection to Curriculum Standards:

The London STEM Field Trip will immerse students in real-world applications of physics through visits to world-class science institutions, museums, and engineering landmarks.

School Nurse Needed on Trip: Yes ☐ No ☒

Other accommodations needed: _____

IF Airport Travel: N/A at this time

Please provide Airline name, flight # and arrival time

Type of vehicle requesting (School bus 45 – 2/seat (MS/HS) or 71 @ 3/seat. Coach Bus = 54 seats)

Motor Coach/#: _____ School Bus/#: 1 Handicap Accessible Bus: _____

Walking-No Bus: _____ School Van _____

Total Number students: N/A Total Number of Teachers: _____ Total Number of Chaperones**: N/A

Please plan on at least one (1) chaperone per group of 10 students

CHAPERONES MUST BE CORIED by MONOMOY REGIONAL SCHOOLS

Sources of Funds (must be indicated prior to approval): School Budget ☒ Student Fee ☐ Grant ☐

Budget For Day Trips:

If using the bus company: Hourly rate \$42.47. Mileage Rate \$1 per mile. Please attach Google Map directions

_____ hours x \$42.47 = _____

_____ miles x 2 (Round Trip) x 1 = _____

of Buses: _____

Total Transportation Costs: \$ _____

Admissions Cost: \$ _____

Total Cost: \$ _____

Total Cost per student: \$ _____

Please email to Faith Rushnak@ frushnak@monomoy.edu

For out of state and overnight trips, please attach a budget and itinerary.

APPROVALS

James Otto 10/28/25
Teacher Date

Cheryl Dyer 10/28/25
School Nurse Date

Jennifer John 10/28/25
Principal Date

Superintendent Date

APPROVED

NOT APPROVED



EDUCATIONAL
TOURS

Tour Price Quote

STEM Discovery: London

Prepared For
James Otto

Prepared On
October 21, 2025

Your Tour Number
2927918UB

Your Tour Website
www.ef-tours.com/2927918UB

Lowest Price

Price valid for travelers enrolled October 21, 2025 - October 31, 2025*

Student

\$4,719

or \$272 / 17 mos

Adult

\$5,449

or \$315 / 17 mos

Price Breakdown

Program Price	\$4,589
Global Travel Protection	\$190
Early Enrollment Discount	-\$200
Included Gratuities	\$140

*Adult supplement required for travelers age 20 and older at the time of travel. Change and cancellation fees of up to the total price will apply. Applicable airline baggage fees are not included and can be found at ef-tours.com/baggage. All prices subject to verification by an EF Tour Consultant. Program price validity excludes special discounts. To view EF's Booking Conditions, visit ef-tours.com/bc.

Your travel details

Total Length
9 days

Departing From
Boston (MA)

Requested Travel Dates
Friday, April 16, 2027 - Saturday, April 24, 2027

Your Departure Date Range

☐ Earliest
Thu, Apr. 15

☒ Requested
Fri, Apr. 16

☐ Latest
Sat, Apr. 17

Your experience includes

An All-Inclusive Tour

Round trip airfare, hotels with private baths, regional-style meals, on-tour transportation and sightseeing activities are covered. Discover all of your itinerary details at www.ef-tours.com/2927918UB.

Full-time Tour Director

Your dedicated Tour Director is with your group 24/7, providing deep local insight while handling all on-tour logistics.

Expert Local Guides

Your expert local guides add cultural insight and global perspective on your sightseeing tours.

Continuous Support

Your dedicated EF team helps you every step of the way—from recruiting and enrolling travellers to planning and managing your tour.

24-hour Emergency Service

Travellers and their families can count on EF's dedicated emergency service team.

Personalized Learning Support

Our personalized learning experience engages students before, during and after tour, with the option to create a final, reflective project for academic credit.

Worldwide Presence

EF has over 500 schools and offices in more than 50 countries worldwide so wherever you go, we're there too.

Peace of Mind Program

Feel secure knowing your group can change their destination or travel dates due to unforeseen circumstances. Learn more about your flexible options at ef-tours.com/peaceofmind.

Your Tour Consultant



Kelly Coberley
617-619-1000
kelly.harris@ef.com

2026 Itinerary Guide

STEM Discovery: London

What's in this guide?

Sample schedule: A great example of how your tour may run, including estimated travel times and pro traveler tips! All times and durations are subject to change, and the order of activities may be switched or substituted as needed based on availability. Be sure to check your EF Traveler app while on tour, as your Tour Director will make real time updates there!



Guided activity tip



Transport by plane



Transport by coach



Transport by train



Transport by ferry/boat

Tipping information: It's customary to tip your Tour Director, bus driver(s), and local guides as a token of appreciation, and we've done the math for you! Check out the last page for a full breakdown of tipping information.

Additional resources: Links to articles in our online Help Center about your destinations, packing, etc.

Sample schedule

Tips to know before you go:

- ✓ Local currency used on this tour: British pound (England).
- ✓ As the world's most popular travel destination, traveling to Europe means busy city centers, long walks, and changing weather.
- ✓ You will need an adapter for your chargers. We recommend buying a universal one, then you will have adapter for every country you visit.
- ✓ EF tries to accommodate all dietary restrictions during included meals, but travelers with strict food requirements are advised to bring suitable snack options. Please note that in some destinations, options may be limited. EF cannot make special meal requests with the airlines; travelers should plan to notify the airline of any restrictions directly a few days before the flight.
- ✓ Water in Europe often sparkles like the Eiffel Tower! You will have to specify that you want still or natural water at most restaurants. Unless you specify you'd like tap water, you will most likely be served bottled water.
- ✓ Safety is our top priority. While Europe is a very safe continent, pickpocketing can still happen in busy areas. Hold your bags close!

Day 1 Fly overnight to England



Day 2 London



Total travel time: about 3-4 hrs

Meet your Tour Director at the airport
Enjoy a roundtrip Thames river cruise with an expert local guide
Enjoy dinner at a local restaurant
Head to the hotel for check in



\$2 per person

Tips to know before you go:

- ✓ Upon arrival, be prepared to wait up to 2 hours at the airport for consolidated groups to arrive.
- ✓ Depending on arrival time, groups will most likely drop off luggage at the hotel and then travel into central London by public transportation for a walking tour and Thames River cruise.

Day 7 London

 Total travel time: about 4-6 hrs

Travel to Bletchley Park (2 hrs)

Visit Bletchley Park with an expert local guide

Participate in a Computer Science workshop with an expert local guide

Time on your own for lunch

Visit the National Museum of Computing

Return to London (2 hrs)

Enjoy dinner at a local restaurant before returning to the hotel via public transportation

 \$2 per person
 \$2 per person

Tips to know before you go:

- ✓ Depending on availability the computer science workshop may take place at either Bletchley Park OR the National Museum of Computing.
- ✓ The visit to the National Museum of Computing after lunch is a self guided – students will get the chance to see Colossus, the supercomputer used to break the codes of the Enigma machine back in WWII.

Day 8 London

 Total travel time: about 3-4 hrs

Visit the Royal Observatory

Time on your own for lunch and exploration

Enjoy dinner at a local restaurant before returning to the hotel via public transportation

Tips to know before you go:

- ✓ At the Royal Observatory, travelers will get to take a picture of themselves standing on both sides of the Prime Meridian Line (the line that separates the Eastern and Western hemispheres) and learn about the origin of Greenwich Mean Time (GMT).

Day 9 Depart for home



Tipping information

Customary Tipping on Tour:

Tour Director	With your group 24/7, providing cultural insight while handling all on-tour logistics.	\$8 per traveler per day in your destination
Daily Bus Drivers	Typically with you from hotel pick-up to drop off.	\$3 per traveler per day with this driver
Transfer Bus Drivers	Typically with you for a shorter ride between two different points, such as an airport or train station. The number of transfer bus drivers can vary depending on the timing of each individual tour.	\$1 per traveler per additional bus ride
Local Guides	With you for certain activities and sightseeing, providing deeper history and local knowledge.	\$2 per traveler per guided activity

Total Recommended Amount:

The amount listed below will cover gratuities for your Tour Director, daily bus drivers, and local guides, with a small buffer for any transfer drivers or additional gratuities. While on tour, your Tour Director can help confirm how many drivers and local guides you will have.

For the 9-day tour: \$120 per traveler <i>On your tour, you can expect:</i> 8 days with your Tour Director 8 days with daily bus drivers 8 local guides	For the 11-day tour with extension: \$140 per traveler <i>On your tour, you can expect:</i> 10 days with your Tour Director 10 days with daily bus drivers 9 local guides
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Additional resources

- ✓ eftours.com/tipping
- ✓ eftours.com/destination-guides
- ✓ eftours.com/packinglist
- ✓ eftours.com/baggage

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

Jacob Voelker
Treasurer

To: MONOMOY REGIONAL SCHOOL COMMITTEE
From: Michael MacMillan
Date: December 11, 2025
Re: Student Activity Account: MRHS Spirit Club

MOTION

To approve the donation of \$165.00 from the Monomoy Regional High School Spirit Club Account to Cape Cod Healthcare Foundation.

BACKGROUND

Massachusetts General Law allows school districts to receive, deposit and expend funds on behalf of students in connection with student activities (MGL c.71 § 47) . The district has bank accounts set up for this purpose and a number of recognized activities.

The Massachusetts Department of Elementary and Secondary Education recommends that School Committee approval is required for charitable donations from student activity accounts.

The donation will be used towards any needs for breast cancer patients or survivors getting treatment through Cape Cod Healthcare.

Michael MacMillan
School Business Manager

Jennifer Police
Principal
jpolice@monomoy.edu

David Alexander
Assistant Principal
dalexander@monomoy.edu

Annmarie Rita
Assistant Principal
arita@monomoy.edu



MONOMOY REGIONAL HIGH SCHOOL

75 Oak Street
Harwich, MA 02645
Phone 508-430-7200
Fax 508-430-7223

Karen Guillemette
Director of Athletics
kguillemette@monomoy.edu

Lindsay Ginnetty
Director of Guidance
lginnetty@monomoy.edu

Jacqueline Corrigan
Special Education Team Chair
jcorrigan@monomoy.edu

November 7, 2025

Cape Cod Healthcare Foundation
32 Main Street, PO Box 370
Hyannis, MA 02601

Dear Cape Cod Healthcare,

Enclosed please find a check in the amount of \$165 (One Hundred Sixty Five Dollars) from the Spirit Club of Monomoy Regional High School to be donated towards any needs for breast cancer patients or survivors that are getting treatment through Cape Cod Healthcare.

The money was raised during a staff vs students kickball game for Breast Cancer Awareness Month.

Thank you so much for all you do,

Sarah Widegren, Co-Advisor
Tammy Dennehy, Co-Advisor
Spirit Club
MRHS
75 Oak Street
Harwich, MA 02645

Purchase Order

Monomoy Regional School District
Business Office
425 Crowell Road
Chatham MA 02633

No. 261453

MAIL INVOICES TO THE ADDRESS ABOVE

Tax Exempt # 451 833 513

P.O.# must be on ALL documents

DO NOT EXCEED PURCHASE ORDER TOTAL

PRICE CHANGES REQUIRE PRIOR APPROVAL
BY
THE BUSINESS OFFICE

MSDS sheets must accompany all products

P.O. Date: 12/04/2025**Questions ?** Accounts Payable (617) 848-0617**Ext:****Account:****P.O. Issued To :****Ship To:**

Cape Cod Healthcare Inc
Cape Cod Healthcare Foundation Inc
32 Main Street, PO Box 370
Hyannis MA 02601

Monomoy Regional High School
Attn: Sarah Widegren
75 Oak Street
Harwich MA 02645
(617) 848-0617

Contact: Beth Howard

Location: Monomoy Regional High School

Phone: (508) 862-5600

Fax: (508) 790-3532

Project: Undesignated**Req#** 61467**Reference:****Date Required:** 11/22/2025**Award Number:**

Line	Qty	Unit	Part#	Description	Account Number	Unit Price	Extended	Tax	Freight
1	1	EA		Donation from Monomoy Regional High School Spirit Club from staff vs student kickball fundraiser game - donated towards breast cancer patients or survivors that are getting treatment through CCH	8900.22.3520.385.679.000.0000 SA Agy MRHS Otr Std Acts Spirit	165.00	165.00	0.00	0.00

APPROVAL SIGNATURES:

**Sub-Total:** 165.00**Freight:** 0.00**Tax:** 0.00**Total Amount:** 165.00**NOTES:****Order Via:**

Fax

ENTITY COPY

Thursday, December 4, 2025

Page

1 of 1

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*

Jacob Voelker
Treasurer

To: MONOMOY REGIONAL SCHOOL COMMITTEE
From: Michael MacMillan
Date: December 11, 2025
Re: Student Activity Account: MRHS Animal Welfare Club and Young Women's Club

MOTION

To approve the donation of \$300.00 from the Monomoy Regional High School Animal Welfare Club and Young Women's Club Accounts to Independence House.

BACKGROUND

Massachusetts General Law allows school districts to receive, deposit and expend funds on behalf of students in connection with student activities (MGL c.71 § 47) . The district has bank accounts set up for this purpose and a number of recognized activities.

The Massachusetts Department of Elementary and Secondary Education recommends that School Committee approval is required for charitable donations from student activity accounts.

The donation will be used to help Independence House residents keep, feed and entertain their pets.

Michael MacMillan
School Business Manager

Jennifer Police
Principal
jpolice@monomoy.edu

David Alexander
Assistant Principal
dalexander@monomoy.edu

Annmarie Rita
Assistant Principal
arita@monomoy.edu



MONOMOY REGIONAL HIGH SCHOOL

75 Oak Street
Harwich, MA 02645
Phone 508-430-7200
Fax 508-430-7223

Karen Guillemette
Director of Athletics
kguillemette@monomoy.edu

Lindsay Ginnetty
Director of Guidance
lginnetty@monomoy.edu

Jacqueline Corrigan
Special Education Team Chair
jcorrigan@monomoy.edu

November 6, 2025

Independence House
160 Bassett Lane
Hyannis, MA 02601

Dear **Independence House**,

Enclosed please find a check in the amount of **\$300 (Three Hundred Dollars)** from the **Animal Welfare Club and Young Women's Club** of Monomoy Regional High School to **help your residents keep, feed, and entertain their pets.**

The money was raised at our bake sales throughout the month of October. We also hope your residents take advantage of the pet food, pet toys, blankets, etc. that we collected.

Thank you so much for all you do for domestic abuse survivors and their pets,

Lisa Forte-Doyle, Co-Advisor
Beth Howe, Co-Advisor
Animal Welfare Club
Jazmyn St. John, Advisor
Young Women's Club
MRHS
75 Oak Street
Harwich, MA 02645

Purchase Order

Monomoy Regional School District
Business Office
425 Crowell Road
Chatham MA 02633

No. 261449

MAIL INVOICES TO THE ADDRESS ABOVE
DO NOT EXCEED PURCHASE ORDER TOTAL

Tax Exempt # 451 833 513
PRICE CHANGES REQUIRE PRIOR APPROVAL
BY
THE BUSINESS OFFICE

P.O.# must be on ALL documents
MSDS sheets must accompany all products

P.O. Date: 12/04/2025**Questions ?** Accounts Payable (617) 848-0617**Ext:****Account:****P.O. Issued To :****Ship To:**

Independence House Inc.
160 Bassett Lane
Hyannis MA 02601

Monomoy Regional High School
Attn: Lisa Forte Doyle
75 Oak Street
Harwich MA 02645
(617) 848-0617

Contact: Colleen D Turcotte

Location: Monomoy Regional High School

Phone: (508) 771-6507

Fax:

Project: Undesignated**Req#** 61492**Reference:****Date Required:** 11/27/2025**Award Number:**

Line	Qty	Unit	Part#	Description	Account Number	Unit Price	Extended	Tax	Freight
1	1	EA		Donation of \$300 to Independence House from Animal Welfare Club and Young Women's Club at Monomoy Regional High School to help residents keep, feed, and entertain their pets	8900.22.3520.385.670.000.0000 SA Agy MRHS Otr Std Acts Animal	300.00	300.00	0.00	0.00

APPROVAL SIGNATURES:

**Sub-Total:** 300.00**Freight:** 0.00**Tax:** 0.00**Total Amount:** 300.00**NOTES:****Order Via:**

Fax

ENTITY COPY

Thursday, December 4, 2025

Page

1 of 1



Monomoy Regional School Committee 2025-2026 Meeting Schedule

Date	Time	Anticipated Topics
July 10, 2025	6:30 PM	
July 24, 2025	6:00 PM	MRSC Workshop
August 14, 2025	6:30 PM	School Handbook & Improvement Plan
September 4, 2025	6:30 PM	MRSC Workshop
September 11, 2025	6:30 PM	School Committee & Superintendent Goals
September 25, 2025	6:30 PM	Schedule of FY27 Budget Dates 25-26 SC & Superintendent Goals Vote
October 9, 2025	6:30 PM	Preliminary FY26 Budget Discussions
October 23, 2025	6:30 PM	
November 6, 2025	6:30 PM	
November 13, 2025	6:30 PM	FY27 Budget Workshop
November 20, 2025	6:30 PM	
December 11, 2025	6:30 PM	Draft FY27 Budget Presentation
December 17, 2025	5:00 PM	Superintendent Finalist Interviews
December 18, 2025	6:30 PM	Cancelled
January 15, 2026	6:30 PM	FY27 Budget Discussion
January 29, 2026	6:30 PM	Academic Excellence Award /FY26 Budget Discussion
February 12, 2026	7:00 PM	Public Hearing FY26 Budget
February 26, 2026	6:30 PM	2026 - 2027 School Calendar
March 12, 2026	6:30 PM	FY27 Budget Vote
March 26, 2026	6:30 PM	School Choice Vote
April 9, 2026	6:30 PM	Curriculum Updates
May 7, 2026	6:30 PM	Superintendent Evaluation Vote
May 21, 2026	6:30 PM	Elect New Chair / Vice Chair
June 11, 2026	6:30 PM	
June 25, 2026	6:30 PM	

**Monomoy Regional School District
Superintendent's Contract**

Upon the appointment of a candidate or upon reappointment of the incumbent Superintendent, the School Committee will enter into a written contract **with the Superintendent. Under the laws of the Commonwealth, the School Committee may award a contract to a Superintendent of schools for a period not to exceed six years.** ~~for a period of not more than six years with the Superintendent, which will meet the requirements of law and will protect the rights of both the Committee and the Superintendent.~~

The salary of the Superintendent, additional benefits, vacation entitlement and other leave shall be determined at the time of his/her (re)appointment. The salary will be reviewed annually with compensation set based on performance.

Legal references:

M.G.L. 71:41; 71:42

SOURCE: MASC - Updated 2022

Adopted: March 27, 2013

Revised:

**Monomoy Regional School District
Administrative Councils, Cabinets, and Committees**

The Superintendent may establish such permanent or temporary councils, cabinets, and committees as he/she deems necessary for assuring staff participation in decision making, for implementing policies and regulations, and for the improvement of the educational program.

Functioning in an advisory capacity, all councils, cabinets and committees created by the Superintendent may make recommendations for submission to the School Committee through the Superintendent. Such groups will exercise no inherent authority. Authority for establishing policy remains with the Committee and authority for implementing policy remains with the Superintendent.

The membership, composition and responsibilities of administrative councils, cabinets and committees will be defined by the Superintendent and may be changed at his/her discretion. However, the School Committee wishes to be kept informed of the establishment and dissolution of these groups as well as their membership and their purpose.

Expenses incurred by such groups for consultative services, materials, and any investigative travel will be paid by the school system, but only within budgetary allotments and when approved in advance by the Superintendent.

SOURCE: MASC - Updated 2022

Adopted: March 27, 2013

Revised:

**Monomoy Regional School District
School Building Administration**

Acting with the approval of the Superintendent, each principal shall be the chief administrator of his/her school given all the rights and responsibilities as outlined in Massachusetts General Laws. All personnel assigned to his/her building shall be directly responsible to him/her. Staff members who work in more than one school shall be responsible to the principal of the school during the time they are working in his/her building.

Legal references:

M.G.L. 71:41; 71:59B

Adopted: March 27, 2013

Revised:

Monomoy Regional School District
Policy Implementation and Development of Procedures

Recommend combining the following policies into one

The Superintendent has responsibility for carrying out, through regulations, the policies established by the School Committee.

The policies developed by the Committee and the regulations developed to implement policy are designed to increase the effectiveness and efficiency of the school system. Consequently, it is expected that all School Committee employees and students will carry them out.

Administrators and supervisors are responsible for informing staff members in their schools, departments, or divisions of existing policies and regulations and for seeing that they are implemented in the spirit intended.

~~File CHA/CHC:~~ Development of Procedures

The Superintendent will be responsible for specifying required actions and designing the detailed arrangements under which the school system will be operated in accordance with School Committee policy. These detailed arrangements will be designed to implement policies, goals, and objectives of the Committee and will be one of the means by which the school system will be governed.

In the development of procedures, the Superintendent may involve at the planning stage those who would be affected by the procedures, including staff members, students, parents/guardians, and the public. He/she must weigh with care the counsel given by representatives of staff, student and community organizations. He/she will inform the Committee of such counsel in presenting pertinent reports of procedures and in presenting procedures for Committee approval.

As long as the Superintendent operates within the guidelines of policy adopted by the Committee, he/she may issue procedures without prior Committee approval unless Committee action is required by law, or the Committee has specifically asked that certain types of procedures be given Committee approval, or the Superintendent recommends Committee approval in light of strong community attitudes or probable staff reactions.

It will be the responsibility of the Superintendent to see that the procedures developed to implement Committee policies and administer the school district are appropriately coded and included as procedures in the School Committee's policy manual.

A procedure concerning a particular group or groups in the schools will be distributed to the group(s) prior to the effective date of the procedure.

CROSS REF.: BDG, School Attorney

SOURCE: MASC - Updated 2022

Adopted: March 27, 2013

Revised: CHA/CHC 10/12/23

~~Adopted: March 27, 2013~~

~~Revised: 10/12/23~~

Monomoy Regional School District School Committee Review of Procedures

Recommend dissolving - redundant. There is not a separate MASC policy

~~It is expected that the Superintendent and administrative staff will need to issue procedures implementing policies of the School Committee. Many of these will be routine from year to year; others will arise in special circumstances; some will be drawn up under specific directions from the Committee.~~

~~The Committee may review the procedures developed by the Superintendent for the school system whenever they appear inconsistent with policy, goals, or objectives of the district, but it will revise or veto such procedures only when, in the Committee's judgment, they are inconsistent with policies adopted by the Committee.~~

~~The Committee will not officially approve procedures except as required by state law, or in cases when strong community attitudes or possible student or staff reaction make it necessary or advisable for a procedure to have the Committee's advance approval.~~

~~Rules Pertaining to Staff and Student Conduct~~

~~Under Massachusetts law, the Superintendent is required to publish "rules and regulations pertaining to the conduct of teachers and students which have been adopted." (Codes of discipline, as well as procedures used to develop such codes shall be filed with the Dept. of Elementary and Secondary Education for information purposes only.) Standards of conduct will be included in staff and student handbooks. These handbooks will be reviewed and approved annually by the School Committee.~~

~~Legal references:~~

~~M.G.L. 71:37H~~

~~Adopted: March 27, 2013~~

~~Revised:~~

File BGD (also CHB): School Committee Review of Procedures

It is expected that the Superintendent and administrative staff will need to issue procedures implementing policies of the School Committee. Many of these will be routine from year to year; others will arise in special circumstances; some will be drawn up under specific directions from the Committee.

The Committee may review the procedures developed by the Superintendent for the school system whenever they appear inconsistent with policy, goals, or objectives of the district, but it will revise or

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Legal References:

M.G.L. 71:37H

**Monomoy Regional School District
Administration in Policy Absence**

The Superintendent shall have the authority to implement action within the School System if an emergency situation should develop for which there is no existing School Committee Policy. In such instance, the Superintendent shall notify the School Committee Chairman as soon as possible, and the Superintendent's decision shall be subject to review by the committee at its next regular meeting.

SOURCE: MASC - Reviewed 2022

Adopted: March 27, 2013

Revised:

Monomoy Regional School District
Policy Dissemination

The Superintendent is directed to establish and maintain an orderly plan for preserving and making accessible the policies adopted by the Committee and the regulations needed to put them into effect.

Accessibility is to extend at least to all employees of the school system, to members of the Committee, and, insofar as conveniently possible, to all persons in the community. A policy concerning a particular group or groups in the schools will be distributed to those groups prior to the policy's effective date.

The policy manual is accessible on the website. Anyone who needs assistance accessing the online manual should contact the Superintendent's Office.

Adopted: 3/27/2013

Revised:

Monomoy Regional School District
Suspension of Policies

The operation of any section or sections of School Committee policies not established by law or contract may be temporarily suspended by a two-thirds vote of Committee members present at any regular or special meeting. Any action to suspend policy must be reviewed at the next scheduled meeting and will be so noted on the agenda for that meeting.

Source
MASC Reviewed 2022

Adopted: 3/27/2013
Reviewed:

**Monomoy Regional School District
School Committee-Staff Communications**

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

Staff Communications to the Committee

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

Committee Communications to Staff

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

Visits to Schools

Individual Committee members interested in visiting schools or classrooms in their capacity as a School Committee member will inform the Superintendent of such visits and make arrangements for visitations through the principals of the various schools. Such visits shall be regarded as informal expressions of interest in school affairs and not as "inspections" or visits for supervisory or administrative purposes.

Official visits by Committee members will be carried on only under Committee authorization and with the full knowledge of staff, including the Superintendent, principals and other supervisors.

Source: MASC - Reviewed 2022

Adopted 3/27/2013

Reviewed:

**Monomoy Regional School District
New School Committee Member Orientation**

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

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

1. A copy of the School Committee policy manual
2. A copy of the Open Meeting Law
3. A copy of the Conflict of Interest Regulations
4. A copy of the district's budget
5. Collective bargaining agreements and contracts
6. Student and staff handbooks

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

The Chair and/or Superintendent shall also clarify policy:

1. arranging visits to schools or administrative offices
2. requesting information regarding school district operations
3. responding to community requests/complaints concerning staff or programs
4. handling confidential information

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

SOURCE: MASC - Reviewed 2022

Legal References: M.G.L. 71:36A

CROSS REF.: BBBA/BBBB School Committee Member Qualifications/Oath of Office

Adopted: 3/27/2013

Reviewed:

**Monomoy Regional School District
School Committee Conferences, Conventions and Workshops**

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

1. A notice of school committee conferences, conventions and workshops shall be given by the Committee secretary and/or the Superintendent. The Committee will periodically decide which meetings appear to be most promising in terms of producing direct and indirect benefits to the school system. At least annually, the Committee will identify those new ideas or procedures and/or cost benefits that can be ascribed to participation at such meetings.
2. Where practicable, funds for participation at such meetings will be budgeted for on annual basis. The Committee will designate which of its members would be the most appropriate to participate at a given meeting by a vote of the Committee.
3. Reimbursement to Committee members for their travel expenses will be in accordance with the travel expense policy file BID.
4. When a conference, convention, or workshop is not attended by the full Committee, those who do participate will be requested to share information, recommendations, and materials acquired at the meeting.

SOURCE: MASC Updated 2022

LEGAL REF.: M.G.L. 40:5

CROSS REFS.: BID, School Committee Member Compensation and Expenses

DKC, Expense Reimbursements

Adopted: 3/27/2013

**Monomoy Regional School District
Administration Responsibilities**

It is the intent of the School Committee that the District employ qualified personnel to administer the school system efficiently and effectively and to require the Superintendent to organize the administration in a manner that will make clear the functions of each position and the relationships among them.

The Superintendent will establish clear lines of communication, both vertically and horizontally, and will form any staff councils or committees needed to provide for efficient conduct of school business. In order to engage in this process in an orderly and effective fashion, each individual and group will be given particular, clear-cut responsibilities. Channels will be established so that the recommendations and decisions of each group can be heard and reviewed by the chief administrative officer concerned, and, where appropriate, by the Superintendent and School Committee.

The organization and administration of the schools will balance responsibility with commensurate authority, subject to the reserved legal powers of the School Committee. This means that a staff member, when assigned a responsibility or a position, will be given the authority to make the decisions necessary to perform the assigned tasks.

LEGAL REFS.: M.G.L. 71:41, 71:42

SOURCE: MASC - Updated 2022

Adopted: March 27, 2013

**Monomoy Regional School District
School Superintendent**

The Committee shall employ a Superintendent of Schools and establish his/her compensation. The Superintendent shall act in accordance with General Laws, Chapter 71, Section 59, and shall perform such other duties consistent with this section as the Committee may determine. He/she shall also prepare such reports as may be required by the State Dept. of Elementary and Secondary Education and shall submit materials for the Committee's annual report to the Selectmen in sufficient time for printing in the annual report.

Legal references:

M.G.L. 71:59, 72:3

SOURCE: MASC - Updated 2022

Adopted: March 27, 2013

Revised:

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*

Jacob Voelker
Treasurer

To: Monomoy Regional School Committee
From: Michael MacMillan
Date: 12/09/2025
Re: Prior Year Encumbrances – Vote Required

MOTION

To approve the payment of four hundred and fifty dollars of 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 a reimbursement request from a member of staff, Katie Keith, for \$450 she paid for attending a science of reading professional development course in FY25.

Michael MacMillan.

School Business Manager

Purchase Order**Monomoy Regional School District****No. 261526**

Business Office

425 Crowell Road

Chatham MA 02633

MAIL INVOICES TO THE ADDRESS ABOVE

Tax Exempt # 451 833 513

P.O.# must be on ALL documents

DO NOT EXCEED PURCHASE ORDER TOTAL

PRICE CHANGES REQUIRE PRIOR APPROVAL
BY

MSDS sheets must accompany all products

THE BUSINESS OFFICE

P.O. Date: 12/09/2025

Questions ? Accounts Payable (617) 848-0617

Ext:

Account:

P.O. Issued To :

Ship To:

Keith, Katie D
28 Holly Ridge Dr
Sandwich MA 02563Monomoy Regional Business Office
Attn: Leah Tambolleo
425 Crowell Road
Chatham MA 02633
(617) 848-0617

Contact: Katie D Keith

Location: Central Office

Phone: (774) 722-4035

Fax: () - 0

Project: Prior Year

Req# 61687

Reference:

Date Required: 12/23/2025

Award Number:

Line	Qty	Unit	Part#	Description	Account Number	Unit Price	Extended	Tax	Freight
1	1	EA		PRIOR YEAR INVOICE - Science of Reading	1000.30.2356.600.400.001.3498 DIST Staff At PD Otr Exp	450.00	450.00	0.00	0.00

APPROVAL SIGNATURES:



Sub-Total: 450.00

Freight: 0.00

Tax: 0.00

Total Amount: 450.00

NOTES:

Order Via:

Fax

ENTITY COPY

Tuesday, December 9, 2025

Page 1 of 1

Vendor Information			Requisition Information	
Keith, Katie D			SHIP TO:	Monomoy Regional Business Office
28 Holly Ridge Dr			REQUESTER:	Leah Tambolleo
			PROJECT:	Prior Year
Sandwich MA 02563			REQUISITION TYPE:	Purchase Order
Contact Person: Katie D Keith			ORDER METHOD:	Fax
Phone: (774) 722-4035 Fax: () - 0			REQUISITION DATE:	12/8/2025
			DATE REQUIRED:	12/23/2025
			REFERENCE:	
			BUYER:	AWARD NUMBER:

Line	Qty	Unit	Part#	Description	Account Number	Unit Price	Extended	Tax	Freight
1	1	EA		PRIOR YEAR INVOICE - Science of Reading	1000.30.2356.600.400.001.3498	450.00	450.00	0.00	0.00
					DIST Staff At PD Otr Exp				

APPROVAL SIGNATURES: _____

Sub-Total: 450.00

Freight: 0.00

Tax: 0.00

Total Amount: 450.00

Westfield

STATE UNIVERSITY

TRANSCRIPT OF ACADEMIC RECORD

Record of: Katie Keith

Student ID: ***-**-2735

Date Issued: 20-AUG-2025

Course Level: Post Baccalaureate

Current Program

College : Graduate (GCE)

Major : Exploratory

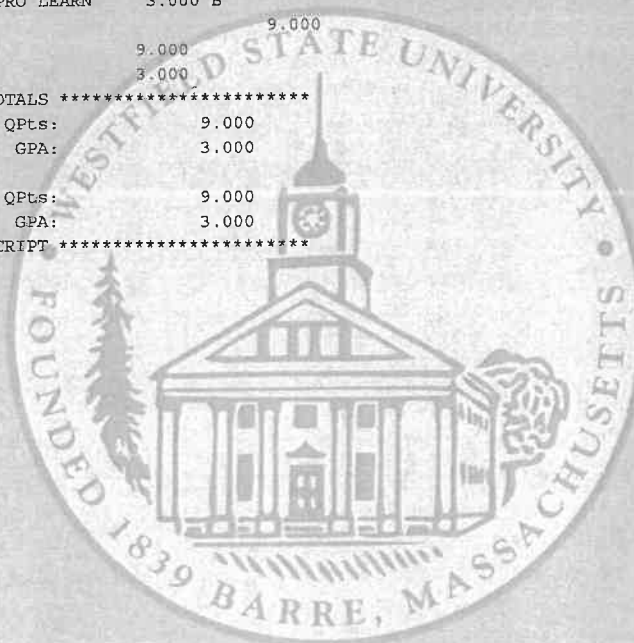
SUBJ NO.	COURSE TITLE	CRED GRD PTS	R
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INSTITUTION CREDIT:

Fall 2024

EDUC 0595 ST:SOR INTERMEDIATE PRO LEARN 3.000 B

Ehrs:	3.000	Qpts:	9.000
GPA-Hrs:	3.000	GPA:	3.000
***** TRANSCRIPT TOTALS *****			
INSTITUTION	Ehrs:	3.000	Qpts:
	GPA-Hrs:	3.000	GPA:
OVERALL	Ehrs:	3.000	Qpts:
	GPA-Hrs:	3.000	GPA:
***** END OF TRANSCRIPT *****			



In accordance with the Family Educational Rights and Privacy Act of 1974, information from this transcript may not be released to a third party without the express written consent of the student.

Issued To: MONOMOY REGIONAL SCHOOL DISTRI

Monique Lopez
Monique Lopez, Registrar

Katie D Keith
Charles M Keith
28 Holly Ridge Dr
Sandwich MA 02563-2715

CHECKING ACCOUNT

Cape Plan Checking	Acct Ending 0765	Number of Images	Statement Dates 12/16/24 thru 1/15/25
Account Number	12,832.49	Days in the statement period	31
Beginning Balance	13,309.76	Average Ledger	1,112.29
18 Deposits/Credits	.00	Average Collected	1,112.29
191 Checks/Debits	.01	Interest Earned	0.01%
Service Charge	262.28	Annual Percentage Yield Earned	.01
Interest Paid		2025 Interest Paid	
Ending Balance			

DAILY ACTIVITY

Date	Description	Debit	Credit	Balance
------	-------------	-------	--------	---------

1/14 DBT CRD 1204 01/14/25 095162
WESTFIELD STATE UNIV I

450.00-

290.65

Chrome File Edit View History Bookmarks Profiles Tab Window Help Wed Nov 19 7:11 PM

Ne joh Ed wes x Cri Tre Ba Ba Ho ch Cit sci + Gemini

https://online.capecodfive.com/account/3ead4859-e29f-... Relaunch to update

Cape Cod 5/ Com... shows bills emma Disney Monomoy Regiona... Sign In to Your Ac... All Bookmarks

CAPE PLAN CHECK 0765

Transaction details

DBT CRD 1135 45015905
Mon 6

DBT CRD 1204 09518211
Jan 14

1211 59450087 WALCRE
Dec 26, 2024

DBT CRD 1138 04501038
Dec 18, 2024

DBT CRD 1214 71245098
Nov 25, 2024

DBT CRD 1139 60345004
Nov 25, 2024

DBT CRD 1204 09518211 WESTFIELD STATE UNIV T 413-5725300 MA C# 5456
1/14/2025
\$450.00

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+