

# **Monomoy Regional School District FY27 Draft Budget**

FEBRUARY 2026

# A Retrospective View of Some of the Successes of Monomoy's Regionalization from the Outgoing Superintendent

**In 2013, as Monomoy began to fully merge into a PreK-12 system, the budget was built around three key priorities:**

- 1) Improve the academic program**
- 2) Expand opportunities for students**
- 3) Do the above at a lower cost than if the towns ran their schools separately.**

**More than anything, our mission was to rebuild PRIDE in the local school system.**

# Understanding the Factors Guiding the Decision for Harwich and Chatham to Regionalization

## Chatham Harwich Regional Planning Board Financial Analysis Study Update

Mark D. Abrahams, CPA  
The Abrahams Group  
August 30, 2010

1

Prior to regionalization, the towns -- through their Regional Planning Board -- hired a consultant to explore the fiscal benefits of regionalizing, to draft potential assessments, and to analyze the capital expenses and debt (ex: building a new high school) involved with regionalizing.

The Financial Summary of that report predicted annual budget savings (vs. operating separately) and savings on building a new high school as well as renovating the middle school with a partner.

*[Link to the Abrahams' report \(2010\)](#)*

# Understanding the Fiscal Impact of Foundation Enrollment and School Choice During Regionalization

## Enrollment Data

- **Foundation enrollment** – computed by DESE annually, C/H residents who attend public schools, regardless of what school they attend, includes choice out and charter
- **Three year rolling average**

Three Year Foundation Enrollment					
Town	FY08	FY09	FY10	Average	Percent
Chatham	562	585	555	567	28.0%
Harwich	1,495	1,457	1,430	1,461	72.0%
Total	2,057	2,042	1,985	2,028	100.0%

Foundation Enrollment			
Town	FY10	%	
Chatham	555	28.0%	
Harwich	1,430	72.0%	
Total	1,985	100.0%	
Resident Enrollment			
Town	FY10	%	
Chatham	506	29.6%	
Harwich	1,201	70.4%	
Total	1,707	100.0%	
Head Count Enrollment			
Town	FY10	%	
Chatham	679	33.8%	
Harwich	1,331	66.2%	
Total	2,010	100.0%	
Interdistrict Choice (FY10 Local Data)			
Students From	In Chatham	In Harwich	Total
Chatham		16	16
Harwich	103		103
Total	103	16	119

The Abrahams' report included two important pieces information, both of which would have significant impacts on the partnership.

1. Monomoy began with a 72:28 foundation enrollment split (Harwich:Chatham).
2. A significant number of Harwich's children were being educated in Chatham through school choice. Few Chatham students attended Harwich Public Schools.

# Understanding the Importance of a Stable Foundation Enrollment Split

## Enrollment Data

- **Foundation enrollment** – computed by DESE annually, C/H residents who attend public schools, regardless of what school they attend, includes choice out and charter
- **Three year rolling average**

Three Year Foundation Enrollment					
Town	FY08	FY09	FY10	Average	Percent
Chatham	562	585	555	567	28.0%
Harwich	1,495	1,457	1,430	1,461	72.0%
Total	2,057	2,042	1,985	2,028	100.0%

Foundation Enrollment			
Town	FY10	%	
Chatham	555	28.0%	
Harwich	1,430	72.0%	
Total	1,985	100.0%	
Resident Enrollment			
Town	FY10	%	
Chatham	506	29.6%	
Harwich	1,201	70.4%	
Total	1,707	100.0%	
Head Count Enrollment			
Town	FY10	%	
Chatham	679	33.8%	
Harwich	1,331	66.2%	
Total	2,010	100.0%	
Interdistrict Choice (FY10 Local Data)			
Students From	In Chatham	In Harwich	Total
Chatham		16	16
Harwich	103		103
Total	103	16	119

In regional school districts, there will be small shifts year-to-year in the foundation enrollment ratio. Ideally, the cumulative impact of these small shifts keeps the ratio relatively stable.

If the ratio skews significantly towards one partner town in a region, it merits a conversation about WHY and the fiscal impacts of the shift.

The foundation enrollment ratio plays a role in the calculation of a town's assessment in two ways:

- It is the most important factor in the state's determination of each town's minimum local contribution.
- It is then used to proportionately split the remaining educational costs between the towns.

# Understanding the impact of a large difference in school choice between Harwich and Chatham

## Enrollment Data

- **Foundation enrollment** – computed by DESE annually, C/H residents who attend public schools, regardless of what school they attend, includes choice out and charter
- **Three year rolling average**

Three Year Foundation Enrollment					
Town	FY08	FY09	FY10	Average	Percent
Chatham	562	585	555	567	28.0%
Harwich	1,495	1,457	1,430	1,461	72.0%
<b>Total</b>	<b>2,057</b>	<b>2,042</b>	<b>1,985</b>	<b>2,028</b>	<b>100.0%</b>

Foundation Enrollment		
Town	FY10	%
Chatham	555	28.0%
Harwich	1,430	72.0%
<b>Total</b>	<b>1,985</b>	<b>100.0%</b>

Resident Enrollment		
Town	FY10	%
Chatham	506	29.6%
Harwich	1,201	70.4%
<b>Total</b>	<b>1,707</b>	<b>100.0%</b>

Head Count Enrollment		
Town	FY10	%
Chatham	679	33.8%
Harwich	1,331	66.2%
<b>Total</b>	<b>2,010</b>	<b>100.0%</b>

Interdistrict Choice (FY10 Local Data)			
Students From	In Chatham	In Harwich	Total
Chatham		16	16
Harwich	103		103
<b>Total</b>	<b>103</b>	<b>16</b>	<b>119</b>

The Abrahams report shows that Chatham was educating a significant number of Harwich's children, but this was never accounted for in assessment estimates when the towns regionalized.

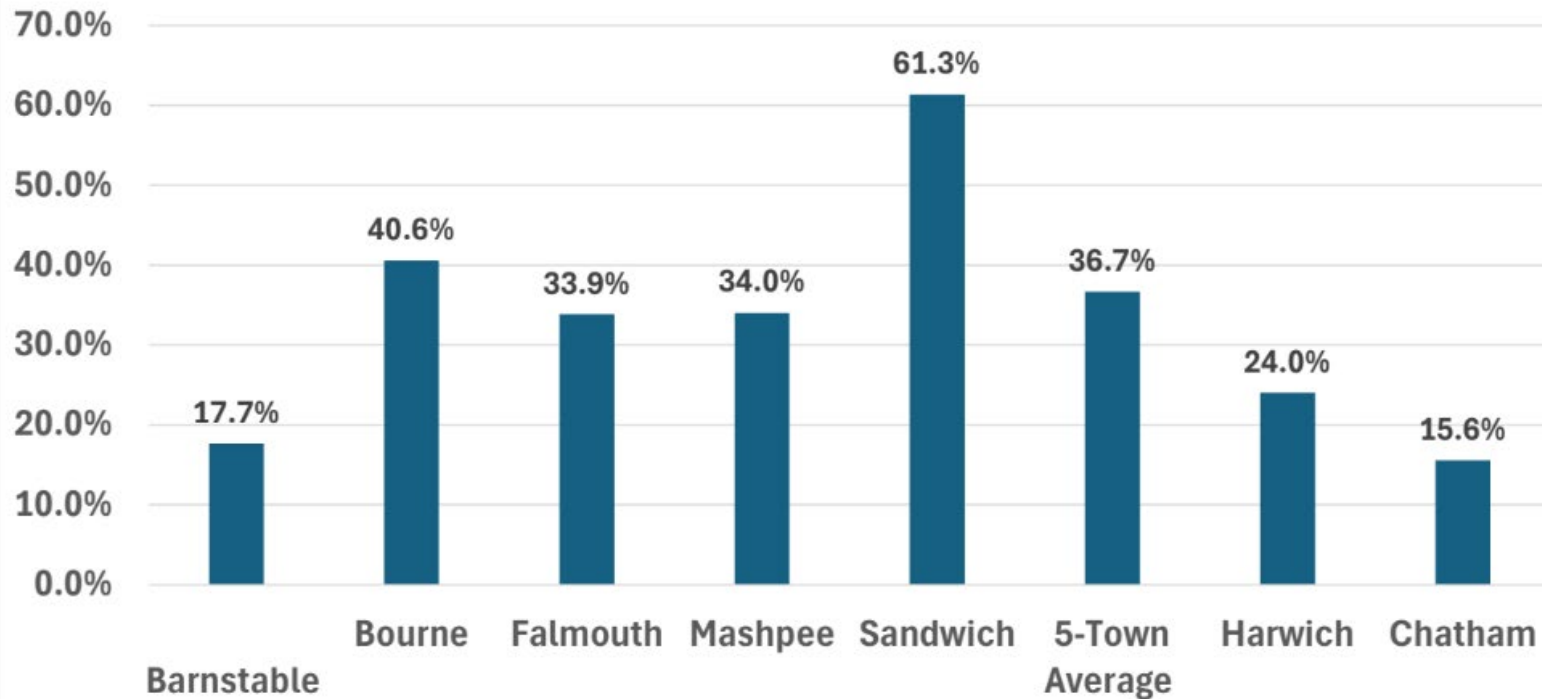
Chatham likely understood the fiscal implications. Harwich may not have.

Prior to regionalization, Chatham was spending well over \$17,000 per pupil, and was educating a significant number of children from other towns, including over 100 from Harwich.

Chatham received \$5,000+ for each of these students through school choice tuition. If these students remained in Harwich schools, Harwich would have paid the full per pupil expense of these students, which would have increased the town's gross school spending by over \$1.1 million.

# A Success To Celebrate – Not a “WHY”

## Cost per Student Increase, 2008 to 2023



■ Increase in Cost per Student, 2008 to 2023. CPI-adjusted (Note: Harwich and Chatham % change based on assessment; other towns based on total expenditures, including outside funding)

## Why Change the MRSD Formula?

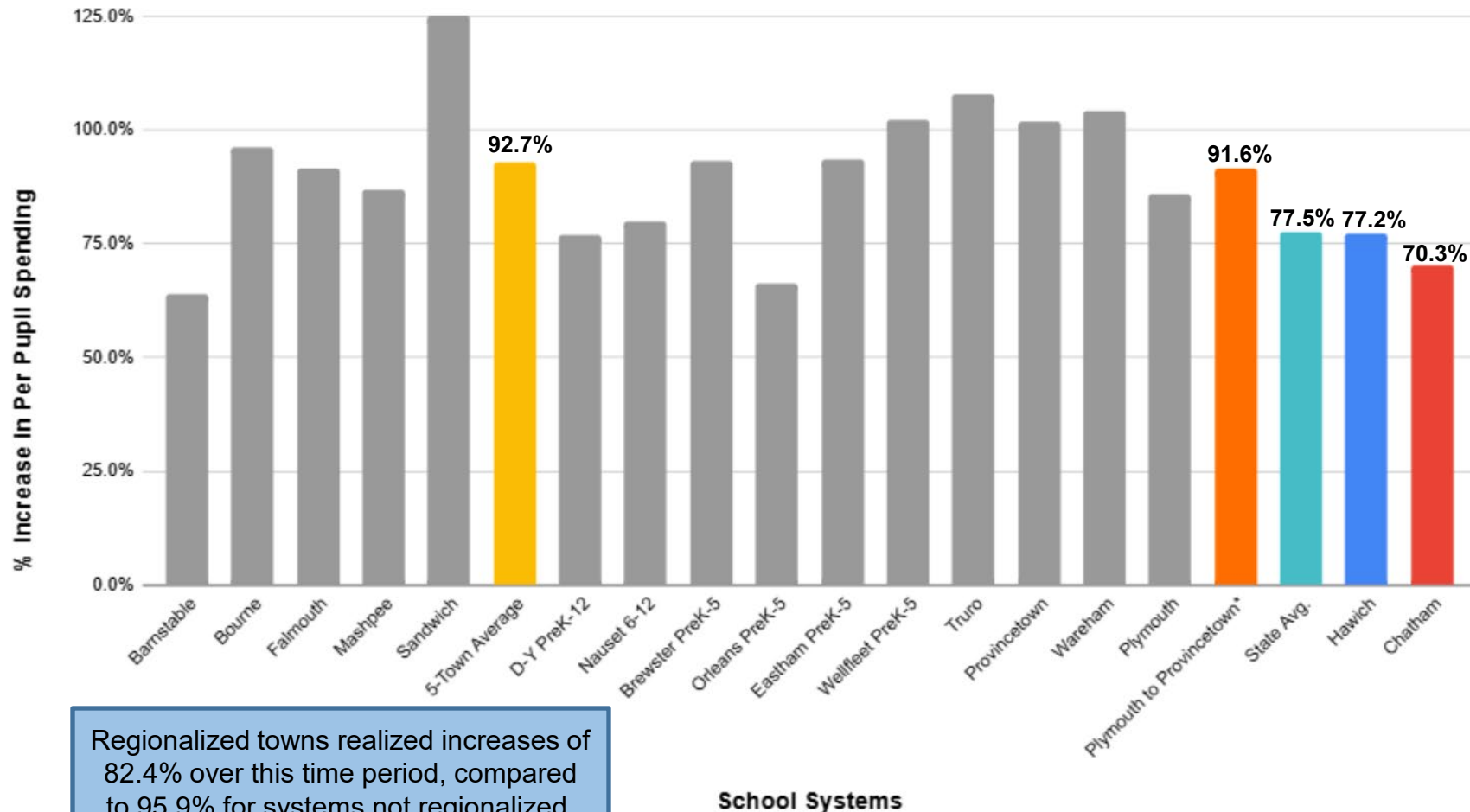
The cost per student increase for Monomoy students between 2008 and 2023 has been significantly less than the 5-town comparison.

We should celebrate how much regionalization has helped both towns control educational costs while providing a better educational program and more opportunities for our children.

Note: This graph does not account for the fiscal impact of school choice prior to Monomoy's regionalization.

# Expanding the Comparison to the Region's School Systems

Change in Per Pupil Spending for Cape Cod Region FY08-FY23



Regionalized towns realized increases of 82.4% over this time period, compared to 95.9% for systems not regionalized.

Regionalization has helped our towns control educational costs when compared to school systems from Plymouth to Provincetown.

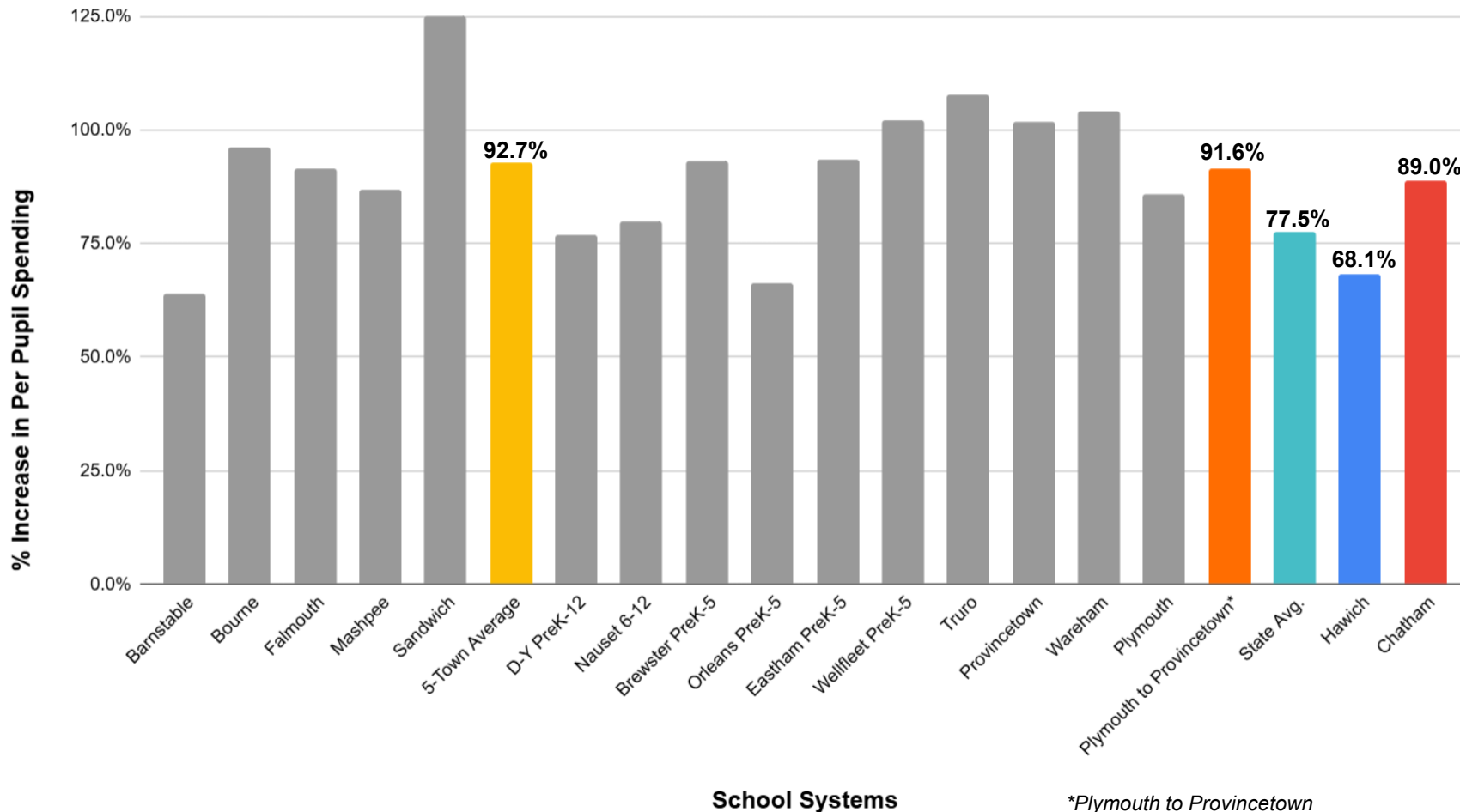
Note: This graph does not account for the fiscal impact of school choice prior to Monomoy's regionalization.

Data used are DESE published total expenditures and total students for all school systems, with no CPI adjustment. The total expenditure for Harwich and Chatham was adjusted in FY23 for the 2022 change in the Regional Agreement, which shifted some elementary costs to Chatham.

\*Plymouth to Provincetown excludes Harwich & Chatham

# An Apples to Apples Comparison

Change in Per Pupil Spending for Cape Cod Region FY08-FY23



This graph accounts for the fiscal impact of school choice prior to Monomoy’s regionalization, creating an “apples to apples” comparison. It adjusts the per pupil spending in FY08 to account for the net \$1.1 million that Chatham was spending to educate 100+ Harwich students prior to regionalization.

Prior to regionalization, Harwich was losing 1 in every 5 students, primarily to Chatham, Nauset, Sturgis, and Lighthouse. Families sought out stronger educational programs, more opportunity, and more stability for their children. Chatham lost students too.

**REGIONALIZATION HAS FOUND SIGNIFICANTLY MORE STUDENTS AND FUNDING REMAINING WITH MONOMOY.**

\*Plymouth to Provincetown excludes Harwich & Chatham

# Retaining Students: Stemming the Loss to Charter Schools

**School Choice Out of Harwich & Chatham to Charter Schools FY10 vs. FY26**

	FY10 Foundation Enrollment	FY10 Enrollment Loss to Charter Schools	FY26 Foundation Enrollment	FY26 Enrollment Loss to Charter Schools
<b>Harwich</b>	1461	36 (2.5%)	1241	36 (2.9%)
<b>Chatham</b>	567	6 (1.1%)	370	4 (1.1%)
<b>Total</b>	2028	42 (2.1%)	1611	40 (2.4%)

When districts lose a student to a charter school, the full per pupil amount follows the student. In FY26, per pupil spending now exceeds \$25,000.

In FY26, two fewer students are attending charters compared to FY10, but this has caused a negligible (.3%) increase in the proportion of enrollment attending charters. However, since regionalization, the charter availability has greatly increased.

In 2012, Sturgis began expanding its enrollment from 425 to 850 students, increasing total charter enrollment on the Cape by 63%. In 2012, Lighthouse Charter moved from Orleans to Harwich, putting a charter “in our backyard.”

**CONTAINING THE CHARTER INCREASE TO ONLY .3% IS A SUCCESS STORY.**

# Retaining Funding: Stemming the Loss to Charter Schools

## The Impact of School Choice Out to Charter Schools FY24

	Foundation Enrollment	Loss to Lighthouse Charter	Loss to Sturgis Charter	Enrollment Loss to Charter	Financial Loss
<b>Dennis-Yarmouth</b>	3324	48	88	136	Approximately \$3.2 M
<b>Monomoy</b>	1611	20	19	39	Approximately \$1.1 M
<b>Nauset</b>	1150	57	64	121	Approximately \$3.5 M

Despite having Lighthouse Charter School now located in East Harwich and a doubling of Sturgis' enrollment, Monomoy loses significantly fewer students and significantly less funding to charter schools than our neighboring districts.

Maintaining families' confidence in the quality of a Monomoy education is important -- not just for community PRIDE, but also for the district's bottom line.

# Retaining Students: Stemming the Loss to Other School Districts

## School Choice Out of Harwich & Chatham to Other Districts FY10 vs. FY26

	FY10 Foundation Enrollment	FY10 Enrollment Loss to Other School Districts	FY26 Foundation Enrollment	FY26 Enrollment Loss to Other School Districts
<b>Harwich</b>	1461	254* (17.4%)	1241	59 (4.8%)
<b>Chatham</b>	567	76* (13.4%)	370	12 (3.2%)
<b>Total</b>	2028	330 (16.3%)	1611	71 (4.4%)

When districts lose a student to another school district through the state's school choice program, \$5,000 per pupil (plus any incremental costs for special education services) follows the student.

\*In FY10, 103 of the Harwich students enrolled in other districts were being educated by Chatham. Concurrently, 13 of the Chatham students enrolled in other districts were being educated by Harwich.

# Retaining Funding: Stemming the Loss to Other School Districts

## School Choice Out of Harwich & Chatham and Funding Loss to Other Districts Due to Inter-District School Choice FY10 vs. FY26

	FY10 Enrollment Loss to Other School Districts	FY10 Funding Loss to Other School Districts	FY26 Enrollment Loss to Other School Districts	FY26 Funding Loss to Other School Districts	Difference in Funding Loss to Other School Districts FY10 to FY26
<b>Harwich</b>	254	\$1,270,000+	59	\$295,000+	
<b>Chatham</b>	76	\$380,000+	12	\$60,000+	
<b>Total</b>	330	\$1,650,000+	71	\$355,000+	<b>\$1,295,000+</b>

It took improvements to the educational program and expanding options for students to rebuild PRIDE in the local schools and to keep the vast majority of Harwich and Chatham families with Monomoy.

# The Cautionary Warning

**Impacts to the educational program, reduction in opportunities for children, and parental worries about the stability of local schools fuels school choice flight.**

**Once students are gone, they are gone. It will take years to win families back and to bring back funding lost to other districts and to the charter schools.**

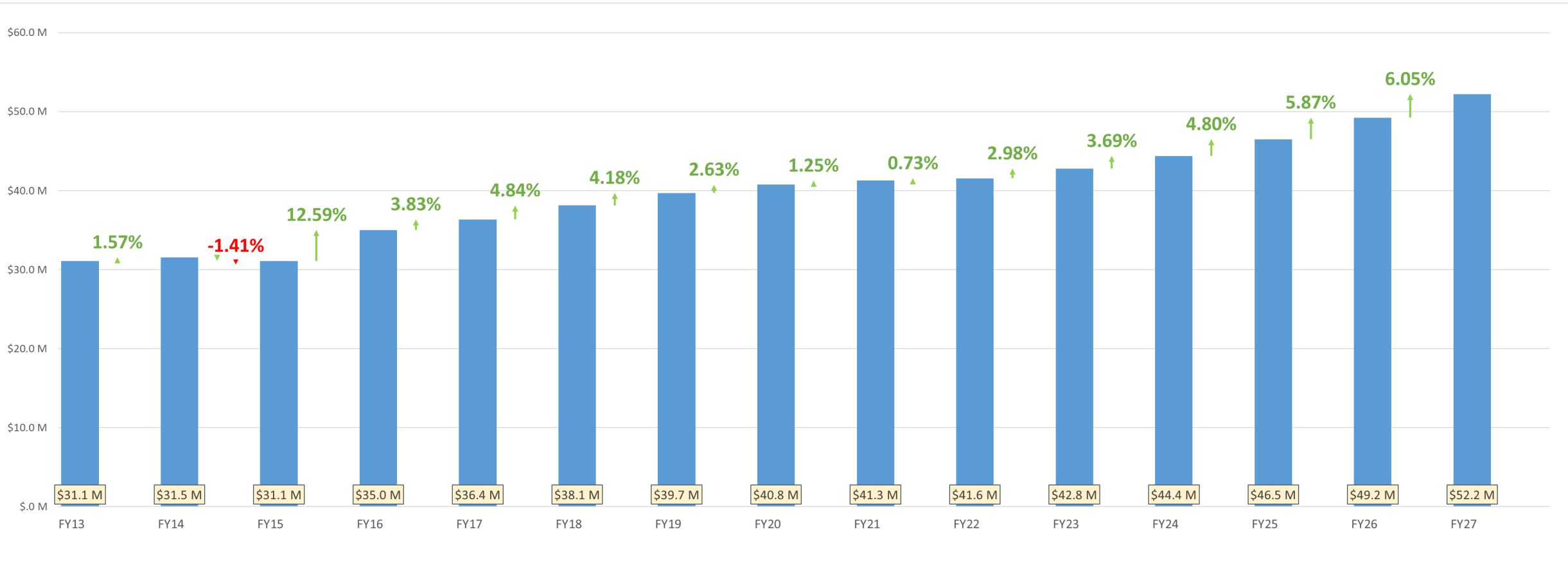
# FY27 Draft Budget Request

	<b>FY27 Budget</b>
<b>Budget</b>	<b>\$52,218,395</b>
<b>Budget Change from Previous Year</b>	<b>\$2,976,822</b>
<b>Budget % Change</b>	<b>6.05%</b>

## FY27 Draft Budget

	December Draft	January Vote	Public Hearing
Budget	\$52,375,554	\$52,708,097	<b>\$52,218,395</b>
Budget Change from previous year	\$3,133,982	\$3,466,525	<b>\$2,976,822</b>
Budget % Change	6.36%	7.04%	<b>6.05%</b>

# Budget Increases since 2013 – the average since 2013 is 3.66%, and 3.48% since 2016.



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



**\$80K**

## **PROPERTY INSURANCE**

A 10% increase in property insurance has been budgeted for FY27, in line with recent increases.



**\$430K**

## **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.



**\$950K**

## **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**

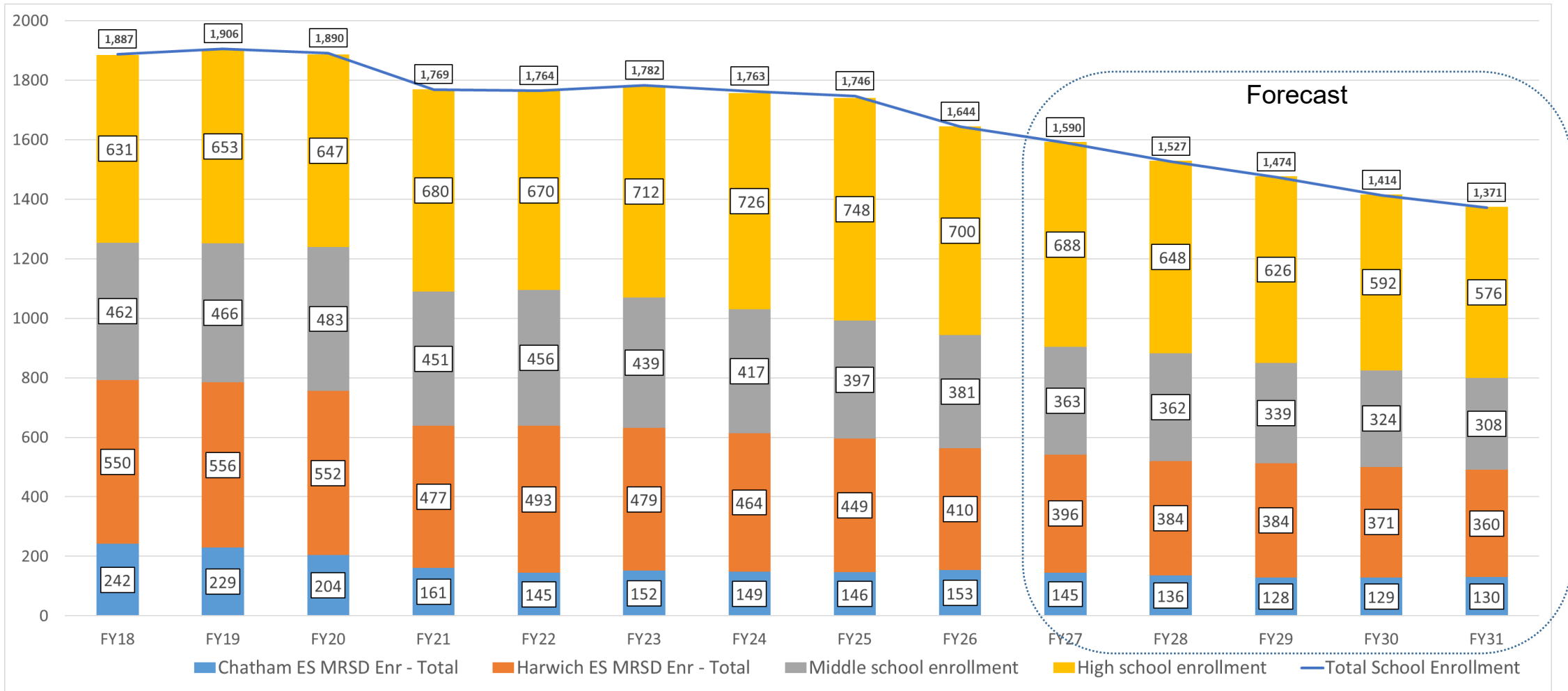
The increase in capital and debt funded projects, details provided below.

## 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)		
<b>TOTAL</b>	<b>(7.5)</b>	<b>\$(787,110)</b>	<b>(1.8)</b>	<b>\$(98,944)</b>
<i>Requests</i>	<i>3.0*</i>	<i>\$209,896</i>	<i>1.5</i>	<i>\$104,969</i>
<i>Net of Requests</i>	<i>(4.5)</i>	<i>\$(577,214)</i>	<i>(0.3)</i>	<i>\$6,025</i>

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

The District's enrollment projections suggest that from OCT 1, 2025 to OCT 1, 2030 enrollment will fall by 124 students at the High School and 73 students at the Middle School.



# 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
			<b>Total Budget Impact</b>	<b>\$483,465</b>

## 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.
<b>TOTAL</b>		<b>\$466,000</b>	

# FY27 Budget increase by major account

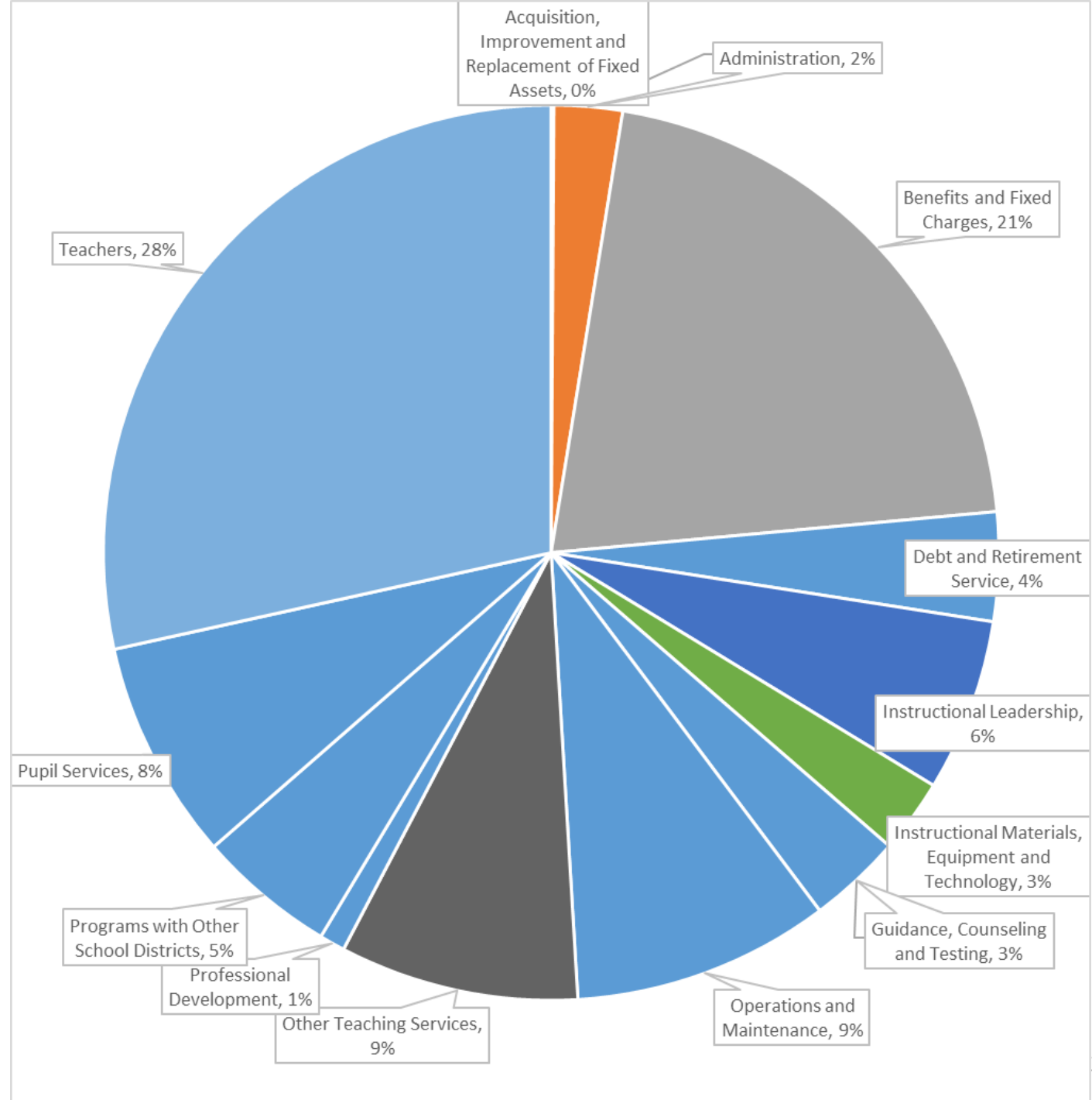
Major Account	FY27	FY27	FY26 to FY27 Change
Acquisition, Improvement and Replacement of Fixed Assets	\$ 120,000	\$ 50,000	\$ (70,000)
Administration	\$ 1,228,027	\$ 1,288,446	\$ 60,419
Benefits and Fixed Charges	\$ 9,565,204	\$ 10,950,114	\$ 1,384,910
Debt and Retirement Service	\$ 1,946,775	\$ 2,055,150	\$ 108,375
Instructional Leadership	\$ 3,105,510	\$ 3,255,936	\$ 150,426
Instructional Materials, Equipment and Technology	\$ 1,002,073	\$ 1,394,554	\$ 392,481
Guidance, Counseling and Testing	\$ 1,645,284	\$ 1,765,110	\$ 119,826
Operations and Maintenance	\$ 4,441,109	\$ 4,852,311	\$ 411,202
Other Teaching Services	\$ 3,845,193	\$ 4,506,373	\$ 661,180
Professional Development	\$ 451,943	\$ 481,631	\$ 29,688
Programs with Other School Districts	\$ 2,982,657	\$ 2,606,451	\$ (376,206)
Pupil Services	\$ 3,760,785	\$ 4,149,338	\$ 388,553
Teachers	\$ 15,147,012	\$ 14,862,981	\$ (284,031)
<b>Grand Total</b>	<b>\$ 49,241,572</b>	<b>\$ 52,218,395</b>	<b>\$ 2,976,823</b>

# FY27 Budget by Major Account

This chart shows how the FY27 budget is distributed between the Major Accounts (categories set by DESE).

Teacher salaries and benefits together account for 50% of the budget.

Across all the Major Accounts, salaries account for 56.05% of all budgets.



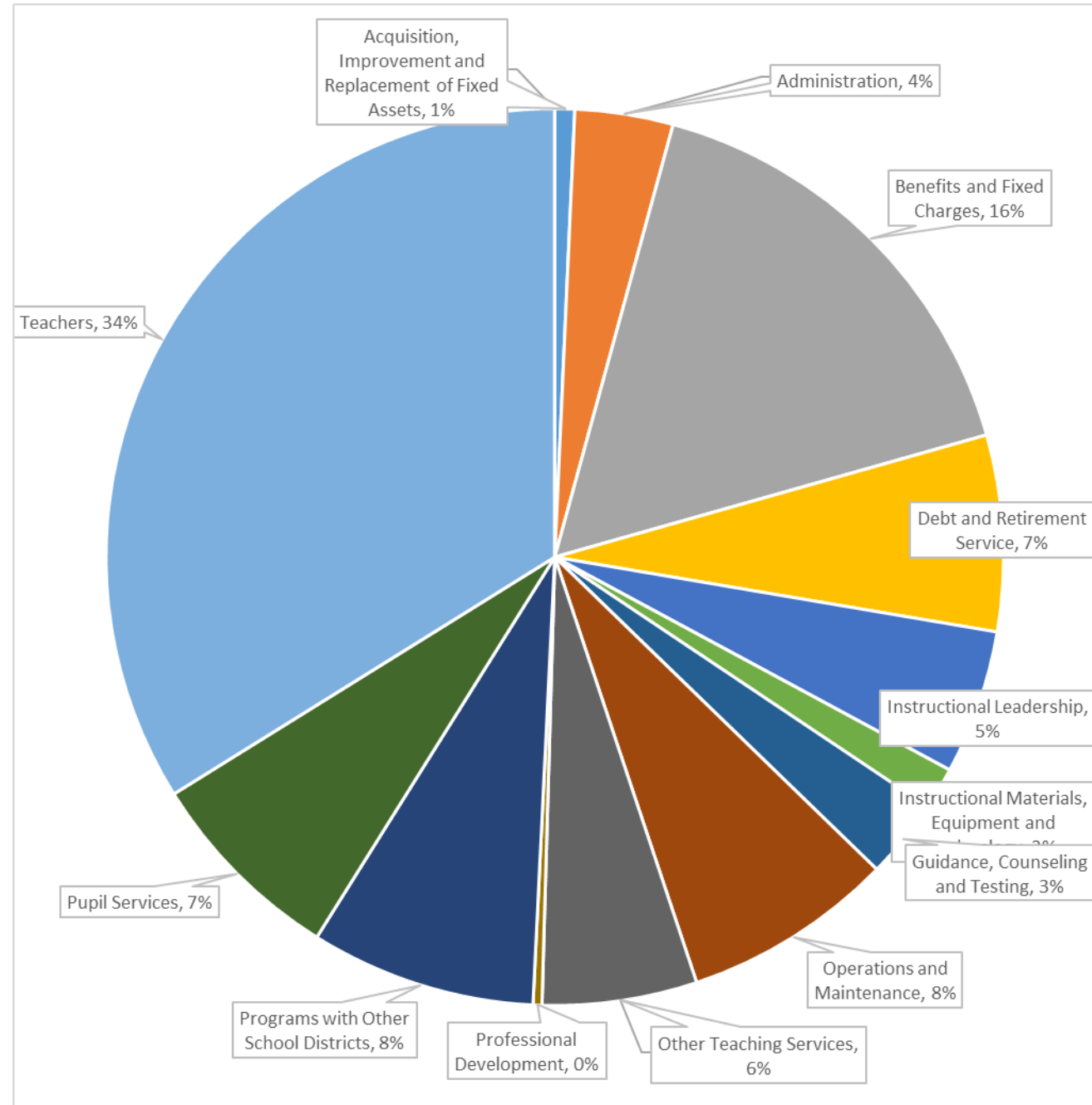
# FY16 Budget by Major Account

This chart shows how the FY16 budget was distributed between the Major Accounts.

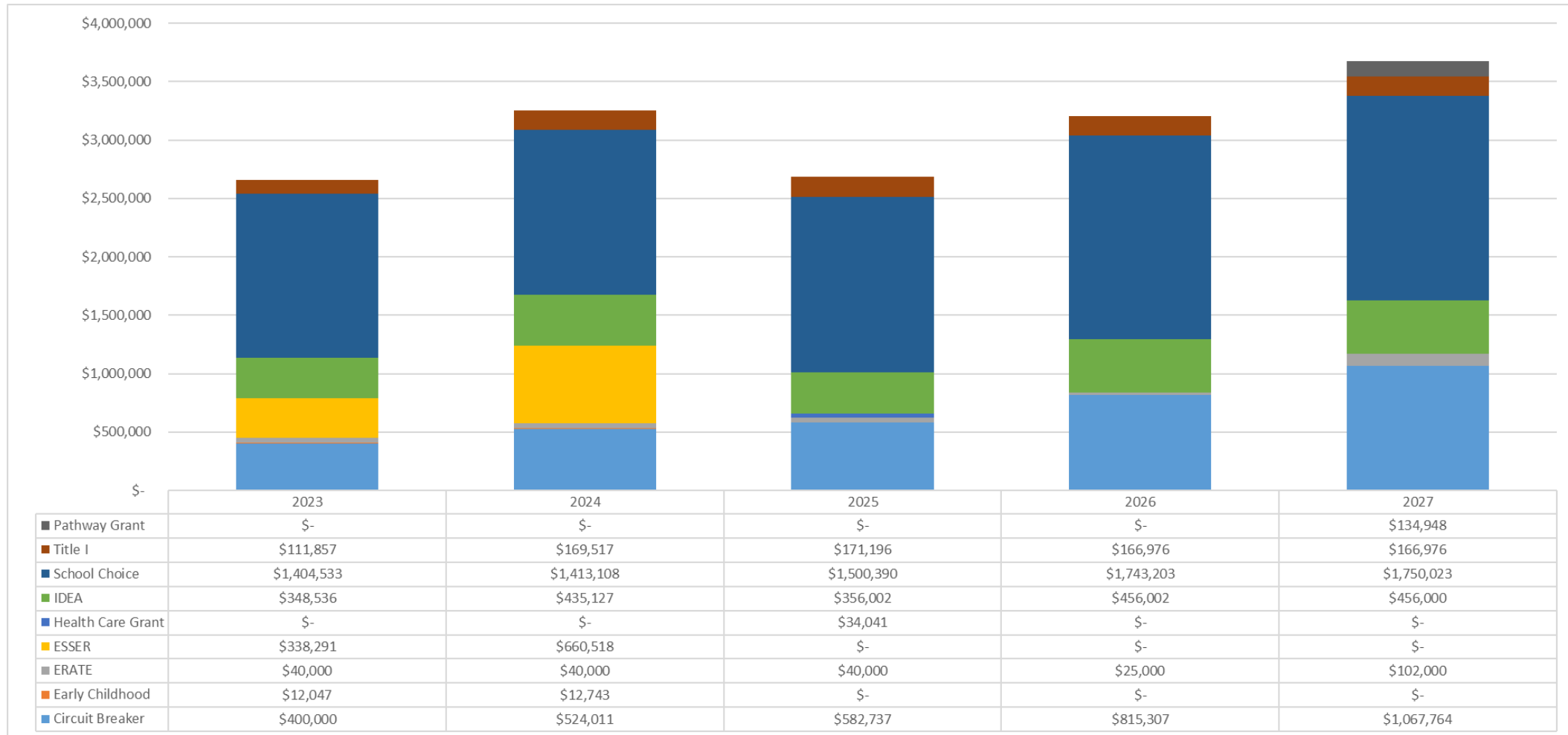
Many of the allocations are very similar to the FY27 budget.

The most significant changes are:

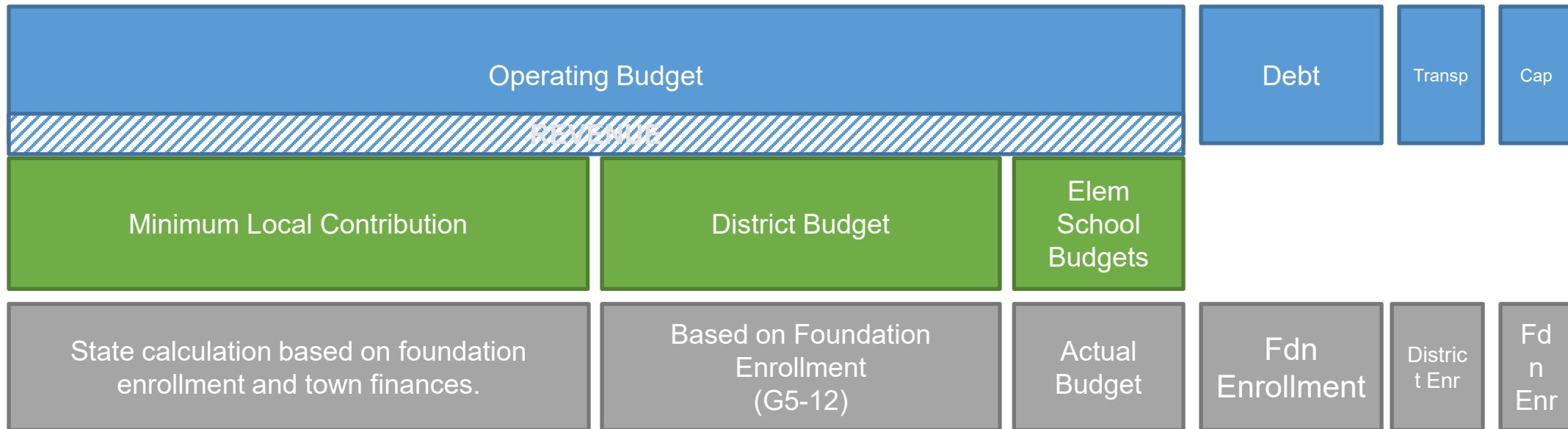
- **Benefits and Fixed Charges:** has increased as insurance costs have increased across the board.
- **Other Teaching Services:** has increased driven by the need for Instructional Assistants.
- **Debt and retirement service:** has fallen as the high school has been paid off.
- **Programs with Other Districts:** has fallen as school choice out has declined.
- **Teachers:** Enrollment related reductions.



The district's total budget request is reduced by available grants and other funds. The chart below shows the use of these funds since FY23. The FY27 budget includes the Pathway grant, an increase in ERATE funding and in Circuit Breaker.



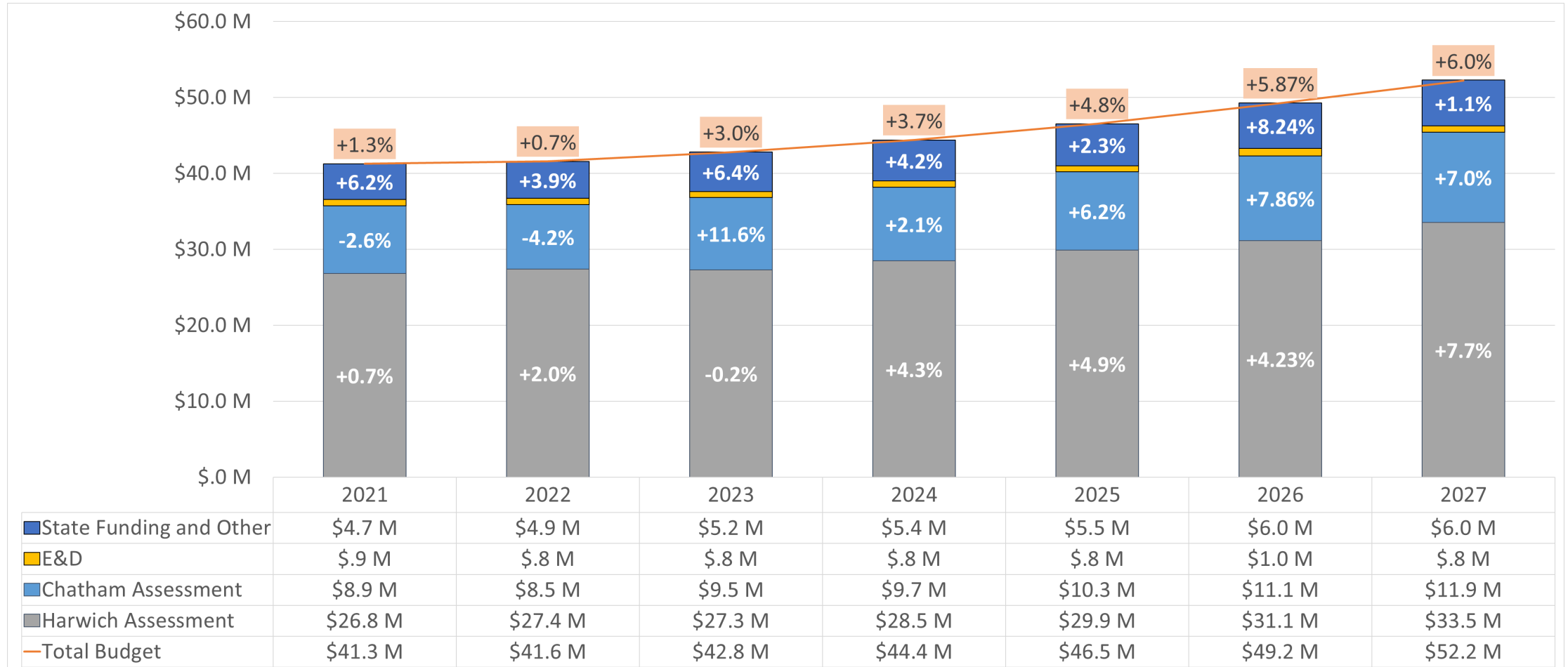
# Assessment Calculation



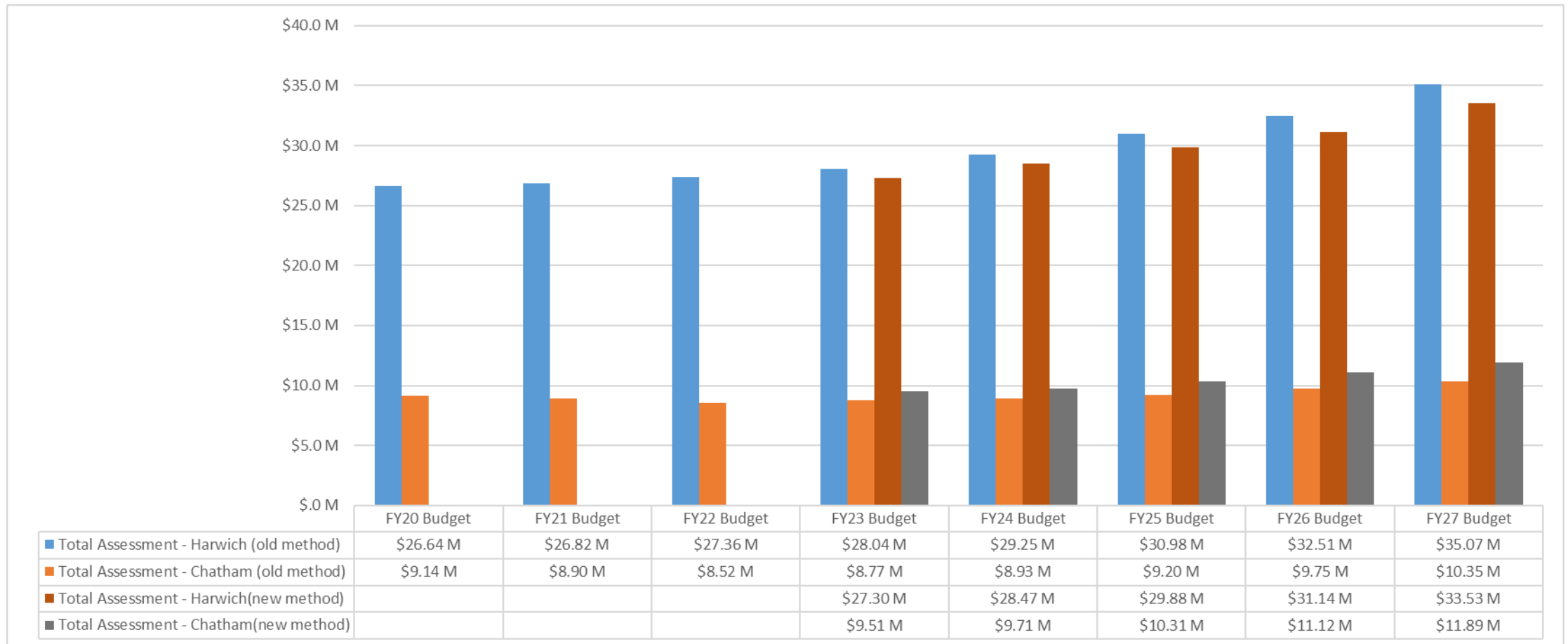
# Draft Assessments

Budget		\$52,218,395	Total Revenue	\$6,794,791	Assessments	\$45,423,604
Assessment		Harwich	Change from FY26	Chatham	Change from FY26	
Operating Budget	Local Minimum Contribution	\$15,555,232	(\$492,848)	\$4,522,782	(\$257,226)	
	Operating assessment beyond minimum contribution	\$15,049,792	\$2,340,523	\$6,489,864	\$904,059	
Transportation		\$984,915	\$293,083	\$299,869	\$85,450	
Capital		\$357,349	\$159,881	\$108,651	\$21,119	
Debt		\$ 1,227,256.55	(\$268,126)	\$ 365,893.45	(\$85,499)	
<b>Assessment (excl MRMS Project)</b>		<b>\$33,174,545</b>	<b>\$2,032,514</b> 6.53%	<b>\$11,787,059</b>	<b>\$667,902</b> 6.01%	
MRMS Project Debt		\$355,894		\$106,106		
<b>Total Assessment</b>		<b>\$33,530,439</b>	<b>\$2,388,408</b> 7.67%	<b>\$11,893,165</b>	<b>\$774,008</b> 6.96%	

# DISTRICT ASSESSMENTS SINCE FY21



Assessments FY20-FY27, current and original calculation method. In the FY27 Draft Assessment there is a difference of over \$1.5M between the two assessment methodologies.



# The Gap Between the Harwich Number and the Monomoy's Budget as Presented at the Budget Hearing

	Monomoy FY27 Budget Hearing Estimated Assessment	Monomoy FY27 Budget Hearing Estimated Assessment Increase Over FY26	Est. Assessment % Increase Over FY26	Town of Harwich Town Manager Jan. 12 Operating Budget Recommendation for Monomoy
Harwich	\$33,530,439	\$2,388,408	7.67%	<b>4.7%</b>
Chatham	\$11,893,165	\$774,354	6.96%	---
Total	\$45,423,604	\$3,162,762	7.48%	---

	Capping Monomoy's Assessment to Meet Harwich's Number	The Resulting Estimated Assessment Increase Over FY26	Est. Assessment % Increase Over FY26	The Resulting Gap Between Harwich's Number and the Budget Hearing Estimate
Harwich	\$32,607,389	\$1,467,922	4.71%	\$980,796
Chatham	\$11,618,619	\$499,808	4.50%	\$269,204
Total	\$44,228,572	\$1,967,730	4.66%	<b>\$1,245,000</b>

The difference between Monomoy's Reduced-Staff/Level-Service Budget and ToH Monomoy's Budget is \$1.245 M.

**A \$1.245M REDUCTION WILL NOT BE LEVEL SERVICES**

# The Cautionary Warning

**Impacts to the educational program, reduction in opportunities for children, and parental worries about the stability of local schools fuels school choice flight.**

**Once students are gone, they are gone. It will take years to win families back and to bring back funding lost to other districts and to the charter schools.**

# The District's Policy Guiding Fiscal Management

## Monomoy Regional School District Policy Fiscal Management Goals (File DA)

States:

*“Because of resource limitations, there is sometimes a temptation to operate so that fiscal concerns overshadow the educational program. Recognizing this, it is essential that the District take specific action to make sure education remains central and that fiscal matters are ancillary and contribute to the educational program. This concept will be incorporated into Committee operations and into all aspects of school system management and operation.”*

# Maintaining Strong Programs and Opportunities for Children While Closing a Gap: A Blended Approach

## FY27 Reduced-Staff/Level-Services Budget Presented at the Budget Hearing

*(includes the latest state numbers, CCMHG Insurance increases, enrollment-driven staff adjustments, and maintains programs/opportunities)*

**Administrative and Central Office Reorganization**



### Other Staff Reductions

*additional enrollment-driven adjustments and positions not directly involved with core instruction or critical interventions*



### Not Funding: Many of the Principal's "Wish List" Items

*preserving some requests that support instruction, intervention, and strategic enhancements*

### Not Funding: Most of the Capital Projects Initially Budgeted

*preserving projects that have safety implications*

### Not Funding: Most of the IT Requests Initially Budgeted

*preserving a project integral to network security and reliability*

### Additional Use of Reserves

*through increased Excess & Deficiency and/or School Choice usage*

**Override to avoid a fiscal cliff?**

**Together, reductions in this column "kick costs down the road" and potentially set up a fiscal cliff in future years.**