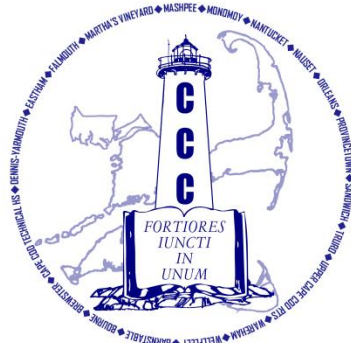


Cape Cod Collaborative  
418 Bumps River Road  
Osterville, MA 02655



Cape Cod Collaborative

Board of Directors  
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**Board of Directors Meeting Minutes**  
**418 Bumps River Road, Osterville, MA 02655**  
**October 8, 2014**

**I. Call to Order**

The October 8, 2014 meeting of the Cape Cod Collaborative Board of Directors was called to order by Ms. Putnam, acting chair, at 5:04 PM. In attendance were:

Wellfleet	Jill Putnam, Acting Chair
Barnstable	Chris Joyce
Brewster	Trish Hill
Cape Cod Technical HS	Ann Williams
Mashpee	Scott McGee (in at 5:57 PM)
Monomoy Regional	Brian Widegren
Nauset Regional	Chris Easley
Upper Cape Cod RTS	Robert Fichtenmayer
Wareham	Melvin Lazarus
Treasurer	Judy FitzGerald (in at 5:17 PM)
Secretary	Beth Deck

Also in attendance were:

Executive Director	Paul Hilton
Business Manager	Jim Brown
Director of Special Projects	Dr. Joseph Gilbert
STAR Program Director	Anita Woods
Waypoint Academy Director	Larry Carroll (in at 5:23 PM)

Ms. Putnam welcomed Mr. Joyce and Mr. Easley to the Board.

Ms. Putnam asked the Board to modify tonight's agenda, placing Executive Session first. The Board consented, by unanimous agreement.

Mr. Hilton indicated that it would be necessary to enter Executive Session pursuant to MGL c. 30A, § 21(a)(1) to discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or to discuss the discipline or dismissal of, or complaints or charges brought against, a public officer, employee, staff member or individual.

Mr. Fichtenmayer made the motion that the Board vote to enter into Executive Session for this purpose. The motion was seconded by Mr. Lazarus. A roll call vote was taken:  
Mr. Easley – yea, Ms. Hill – yea, Mr. Widegren – yea, Mr. Fichtenmayer – yea,  
Mr. Lazarus – yea, Ms. Williams – yea, Mr. Joyce – yea, Ms. Putnam – yea.

The Board entered into Executive Session at 5:07 PM.

Mr. Fichtenmayer made the motion that the Board vote to exit Executive Session to return to Public Session. This motion was seconded by Mr. Lazarus. A roll call vote was taken:  
Mr. Easley – yea, Ms. Hill – yea, Mr. Widegren – yea, Mr. Fichtenmayer – yea,  
Mr. Lazarus – yea, Ms. Williams – yea, Mr. Joyce – yea, Ms. Putnam – yea.

The Board exited Executive Session at 5:22 PM and returned to Public Session.

## **II. Minutes**

### **a. September 10 , 2014**

### **VOTE**

Mr. Widegren made the motion that the Board vote to approve the minutes of the September 10, 2014 meeting. This motion was seconded by Ms. Williams.

6 – yea            0 – nea            2 – abstain (Easley, Joyce)

## **III. Old Business**

### **a. Transportation**

- Invoicing

Mr. Brown updated the Board regarding the status for FY15 invoicing to districts. At the last meeting, he reported on the status of summer invoicing. Due to personnel changes, September invoicing has been delayed. Mr. Brown projected that invoicing would be ready by Friday next.

- Reconciliation

Mr. Brown shared an overview of FY15 routing and associated costs (rate determination).

### **b. Cape Cod Collaborative Articles of Agreement – Status of Changes**

Mr. Hilton reminded that Board that the Massachusetts Legislature enacted changes to Massachusetts General Laws Chapter 40, Section 4e through legislation (S 2105) signed by the Governor on March 2012. The legislation took effect on May 31, 2012.

He noted that the Collaborative is required to change the Collaborative Articles of Agreement to comply with changes in statute and legislation. The Collaborative has submitted multiple “drafts” of the Cape Cod Collaborative Articles of Agreement to the Massachusetts Department of Elementary & Secondary Education (MA-DESE) to comply with these changes.

Mr. Hilton explained that there have been several meetings and teleconferences with MA-DESE staff regarding the “drafts” and “technical assistance” to resolve outstanding issues

Mr. Hilton noted that the Collaborative did not meet the statutory timeline for approval of having an amended Agreement approved by the Board of Directors and each Member School Committee by June 30, 2013. The Board of Directors cannot (statutorily) begin the approval process until the technical review of the Agreement is completed by MA-DESE.

Mr. Hilton further explained that there are some remaining issues associated with the Articles of Agreement that continue to necessitate discussion with the Board of Directors and the MA-DESE. These issues include:

- the need to have a rate determination approval process for transportation rates (some change frequently-daily),
- the process for allocating extraordinary costs (for specific students/situations) to particular districts (when appropriate), and
- the process (and methodology) for allocating assets and/or liabilities in the event of a withdrawal of a Member District or the dissolution of the Collaborative (including Other-Post-Employment, or OPEB, liability).

Mr. Hilton indicated that the timeline (and process) for the Board of Directors and Member School Committee approval of the Cape Cod Collaborative Articles of Agreement is an item that will need attention throughout the fall. It is necessary to convene a meeting (or meetings) of the Governance Subcommittee as further feedback and guidance is offered by the MA-DESE.

### **c. Executive Director Evaluation, Business Manager Evaluation and Treasurer Evaluation**

Mr. Hilton reminded the Board that the Board must ensure the annual evaluation is completed for the Executive Director, The Business Manager and the Board treasurer of an Annual basis.

Mr. Hilton indicated that the Business Manager has been evaluated by the Executive Director and that the Board may discuss this evaluation if desired.

The Executive Director and the Business Manager will schedule a meeting with the Board Treasurer regarding performance and responsibilities for FY14 and recommendations for FY15 (for discussion and evaluation).

Mr. Hilton noted that the Board must agree upon an instrument and process to conduct the evaluation of the Executive Director for FY14 (last fiscal/school year) as well as a format/instrument to be used for FY15.

Mr. Hilton explained that the materials associated with the evaluation from FY13 were included with the Board materials in September (for reference). Mr. Hilton recommended that the Board consider further discussion of the evaluation process and complete the evaluation at, or before, the November Board of Directors meeting.

Mr. Hilton, noting Dr. Tankard's absence at this evening's meeting, indicated that he and Dr. Tankard has spoken regarding the need to convene a meeting of the Evaluation SubCommittee to discuss preparation for the evaluation of the Executive Director for FY15 (format as well as Goals / Objectives). As a meeting of the SubCommittee has not occurred, there is not a need for a vote this evening.

Mr. Hilton reminded the Board that changes in the process for the evaluation of Superintendents (Open Meeting Process) do impact the process for evaluating the Executive Director.

Mr. Joyce asked if the same matrix used for evaluating Superintendents could/should be used for the Executive Director Evaluation. Mr. Hilton responded that the SubCommittee has struggled with the issue of whether the Superintendent rubric is appropriate. The Board, as a group, needs to determine what instrument should be used.

Mr. Joyce expressed an interest in serving on the Evaluation SubCommittee. His offer to serve was applauded and his appointment to the SubCommittee immediately affirmed by the Board.

#### **IV. New Business**

##### **a. FY15 Warrants**

##### **VOTES**

- |       |      |       |      |
|-------|------|-------|------|
| • #11 | VOTE | • #13 | VOTE |
| • #12 | VOTE | • #14 | VOTE |

Ms. Putnam reviewed the Warrant signature pages, noting that a separate signature page for each Warrant requires each Board member's signature.

Ms. Hill made the motion that the Board vote to approve Warrants #11, #12, #13, and #14. This motion was seconded by Ms. Williams.

7 – yea      0 – nea      1 – abstain (Easley)

##### **b. Vehicle Procurement**

- **Short Term Bus Lease** **VOTE**

Mr. Hilton explained that it became necessary for the Collaborative to secure a short-term lease for two (2) buses to meet the capacity needs for the districts served by Collaborative transportation services. The Collaborative sought pricing for a three to four month lease for two (2) vehicles that could fit sixteen to twenty car-seats. Mr. Hilton indicated that New England Transit

Sales was able to provide vehicles in the configuration and timeframe necessary.

Mr. Brown explained that this lease process was necessary as the vendors responding to the procurement for the six (6) buses earlier this year could not ensure delivery before November 2014.

Mr. Hilton and Mr. Brown asked the Board to grant approval to the Executive Director to sign a lease with New England Transit Sales at a cost of fifteen hundred dollars (\$1,500) per vehicle per month.

Mr. Lazarus made the motion that the Board vote to grant approval to the Executive Director to sign a short-term lease with New England Transit for two (2) buses at a cost of fifteen hundred dollars (\$1,500) per vehicle per month. This motion was seconded by Ms. Williams.

SO VOTED – UNANIMOUS

- **Additional financing for Vehicle Procurement** (additional authority from September 2014 vote) **VOTE**

Mr. Hilton explained that the Board authorized the Collaborative to finance a vehicle procurement at the September 2014 Board Meeting (\$395,893 @2.38% plus \$687 fee).

Mr. Hilton requested additional authority for the financing of the procurement of the vehicles to include the costs of equipping these vehicles with radio systems that are compatible with the current Collaborative radio system. Mr. Hilton and Mr. Brown asked for the Board's approval to increase the financing authority by \$5,000 to \$400,893 with the same terms (\$395,893 @2.38% plus \$687 fee) and the same financing group (First Capital Equipment).

Mr. Lazarus made the motion that the Board vote to approve an increase in financing of \$5,000 for the cost of equipping the vehicles with radio systems. Mr. Fichtenmayer seconded this motion.

SO VOTED – UNANIMOUS

- **Authorization to execute financing documents.** **VOTE**

Mr. Hilton asked the Board to vote to authorize the Executive Director to execute documents related to the financing of vehicles recently procured.

Mr. Lazarus made the motion that the Board vote to authorize the Executive Director to execute documents related to the financing of vehicles. This motion was seconded by Mr. Fichtenmayer.

SO VOTED - UNANIMOUS

## c. FY15 Spending Plan

- Personnel

- Additions

**VOTE**

- Judith DelRaso, Administrative Assistant
- Heather Kotchian-Borden, CDL Driver
- Gypsy Mall, Monitor

Ms. Hill made a motion that the Board vote to approve the personnel additions as listed on the agenda. Ms. Williams seconded the motion.

SO VOTED – UNANIMOUS

- Reductions

**VOTE**

- Susan Atterstrom, SLP – Summer only
- Tristin Daniels, Monitor
- Lori Folger, CDL Driver

Ms. Hill made a motion that the Board vote to approve the reductions as listed on the agenda. Mr. Fichtenmayer seconded this motion.

SO VOTED - UNANIMOUS

- Change in status

**VOTE**

- Loretta Roche, CDL Driver – Returned to service as spare driver
- Corinne Savery, Transportation – Unretired – returned as full time dispatcher
- Paula Desmond, Admin Assistant, Transportation – returned as part-time temp
- Donna Langlois, Waypoint Teacher Assistant – returned as per-diem substitute
- Shannon Scannell – from Monitor to 7D Driver
- Charles Landry – from Monitor to CDL Driver

Mr. Fichtenmayer made the motion that the Board vote to approve the changes in status as listed on the agenda. Ms. Williams seconded the motion.

SO VOTED - UNANIMOUS

- Disclosure of Appearance of Conflict of Interest

- Part-Time / Hourly Contracted Vendor for Transportation database development.

Mr. Hilton noted that the Collaborative has sought (temporary) assistance in redeveloping and refining the routing and fleet management database(s) utilized by the Transportation area. The proposed contracted vendor is related to a member of the Board of Directors. He indicated that the relationship has had no bearing upon the determination for the use of this vendor.

- Service Commitments
  - Transportation
    - Increased utilization by Wareham Public Schools
    - Increased participation by Plymouth Public Schools
  - Therapies
    - Barnstable – Added back ½ day per week BCBA
  - Other
    - Data Specialist Contract (state) – Continues through FY15
    - ASLP expected to continue at slightly modified levels – FY15

#### **d. Programs/Services**

- Waypoint Academy
  - Program Application
  - Enrollment
  - Programming
    - New Staff
    - Camp Burgess
  - Facility Issues
  - Status of Commitments – FY15

Mr. Carroll discussed the enrollment and programming at the Waypoint Academy. He noted that there have been some changes in enrollment during the past month, with students both entering and leaving the program. He noted that the current enrollment stands at 62 students and referrals have been coming in.

Mr. Carroll also discussed the opening of school programming as well as the status of initiatives that continue at the program. There has been an adjustment period for the new faculty, but all are doing well.

Mr. Hilton noted that seven staff members were added to replace 10 staff members who had left the program.

- STAR / Osterville
  - Enrollment
  - Open House – September 30, 2014 – 4PM-6:30PM
  - Programming
  - Age Waiver Applications –Status

Ms. Woods provided an update on the current enrollment for FY15. The school year began with 51 students. She explained that two students have transitioned out of the program leaving the current enrollment at 49.

Ms. Woods provided an overview of the STAR Program's student population. Students with social/emotional needs attend the program from kindergarten through grade 5. Students with cognitive, communication and behavior difficulties may attend the program from age 3 through 21; as may students with medical, multiple severe needs. Ms. Woods explained that there are

currently 9 classrooms with students coming to the program from school districts as distant as Provincetown and Duxbury.

Ms. Woods discussed the Program's recent open house. She noted that thirteen families attended the event. Ms. Woods indicated that she would be happy to provide a tour program tour to any interested Board member.

Ms. Woods additionally explained that the ages of students in 4 of the 9 classrooms exceeded the 48 month age spread. She requested age waivers for these classrooms, which have been approved-DESE. Ms. Woods noted that students in each of these classrooms are placed where developmentally and instructionally appropriate.

- **Transportation**

Mr. Hilton provided both an update and historical information regarding current issues and opportunities with Collaborative transportation.

- **Staffing**

Mr. Hilton, Mr. Brown and Ms. Pawloski had initially recommended changes to the transportation staffing for FY15.

- Mr. Hilton noted that there were significant changes to the Transportation "office" over the past several years in response to changing service needs as well as employee needs
      - During the past fiscal year, the former "dispatcher" role (formerly 2 FTEs) was replaced with one (1) person, paid hourly, that is responsible for the dispatch radio and particular clerical responsibilities (Plan-of-the-Day).
      - Also, an additional "dispatch" person was added to support the "second shift" dispatch. This person is also an hourly employee that reports to the primary dispatcher and the Transportation Manager.
    - Mr. Hilton noted that, although the structure worked well throughout FY14, there have been personnel changes within the Transportation that necessitated further changes.
      - Mr. Hilton explained that the primary dispatcher (re)retired at the end of FY14, and has continued part-time to assist with transition to a new primary dispatcher (salaried).
        - The (former) primary dispatcher subsequently "unretired" and has re-assumed a role as dispatcher
        - The salaried dispatcher continues in her role as the primary dispatcher
      - Mr. Hilton noted that the Transportation manager has been unavailable for significant periods of time over the past few months.



- Mr. Hilton explained that it is (currently) necessary to utilize other staff on an hourly basis to provide support as the central transportation team is developed to effectively support this operational area.
- Mr. Hilton indicated that it is expected that there will continue to be changes in the structure of the Transportation area during the coming months with some potential redefining of the responsibilities of personnel in the Business Office.
- Staffing / Routing
 

Mr. Hilton updated the Board regarding staffing and routing. Please note that the routing and staffing is continually monitored and modified to ensure efficiency (and effectiveness) in operation.
- Large Buses
  - Equipment Review / Needs
 

Mr. Hilton noted that the Collaborative has procured one (1) large bus to support the Nantucket service provision. This vehicle is scheduled to arrive in November.
  - Truro
 

Mr. Hilton updated the Board regarding the current operation in Truro.
- Special Education Transportation
  - Equipment Review / Needs
 

Mr. Hilton noted that the Collaborative procured two (2) 18-passenger, dual rear wheel buses, one (1) 16-passenger bus, and three (3) twelve passenger/one wheelchair “mini-buses”. He explained that these vehicles will replace buses that have in excess of 200,000 odometer miles. He noted these vehicles are expected to be delivered in late November.
- Therapies
 

Mr. Hilton provided an update regarding the provision of services within the Collaborative and to districts (and others).

  - FY15 Service Commitments
    - Mr. Hilton noted that the Collaborative continues to receive and review commitments for the utilization for Collaborative staff to provide services in school districts for FY15.
    - He explained that most districts had committed to maintaining the same (or similar) levels of services through the Collaborative to meet therapeutic (Occupational Therapy, Physical Therapy, Speech Therapy, Behavioral Consultation) needs.
    - Mr. Hilton discussed that there were some unexpected reductions in the services sought by districts. He explained that

he will continue the discussion regarding the status of the employees that had provided these services as well as efforts that continue to solicit appropriate work for these employees with member (or non-member) districts.

i. Mr. Hilton noted that the Collaborative currently has the capacity to contract out the following services:

1. PT – ½ to 1 day
2. OT – ½ day
3. Speech (assistant) – 2 days

Mr. Hilton explained that the Collaborative has continued to receive requests for occasional use of these personnel for evaluations.

ii. Mr. Hilton will recommend that the Collaborative continue to offer these services for contracting with districts through October with further decisions to be discussed at the Board meeting in November.

- **Special Projects**

Dr. Gilbert and Mr. Hilton provided updates regarding items considered as “Special Projects” of the Collaborative.

- Early Learning Network (Fund 808) Strategic Plan Implementation Grant

Dr. Gilbert discussed the activities associated with this grant. He explained that meetings have been held with early childhood coordinators. Eight workshops have been planned as part of the All-Cape In-Service day, which will provide professional development opportunities for early childhood service providers. Also planned is a spring conference with a focus on family intervention.

Work continues toward alignment of curriculum between early childhood and K-3 programs. Dr. Gilbert noted that three alignment coaches have been hired (as consultants) to work on this project.

- All-Cape In-service

Dr. Gilbert discussed the status of planning (and registration) for this annual programming coordinated through the Collaborative. He explained that the All-Cape In-Service will occur in October (October 10<sup>th</sup>). A copy of the activities for the day was included in your Board materials for the September meeting and is available upon request. Although Dr. Gilbert noted that had earlier predicted that enrollment would be down (as Barnstable schools are not participating this year); however, enrollment has in fact increased to 719 currently registered attendees.

- ASLP (Advanced Studies and Leadership Program)  
Dr. Gilbert discussed the operations and events of the Summer 2014 ASLP Program as well as the status of planning for the Summer 2015 ASLP Program.  
He explained that there will be a meeting of school contact liaisons on November 14<sup>th</sup>. Dr. Gilbert described the import role these liaisons plan in recommending students to this summer residential program, which was developed for high achieving students.  
Dr. Gilbert explained that this year the program will run from June 28 through July 17. Fourteen National Grid scholarships of \$1,000 each have been carried forward for this year's program.
- Center for Executive Search  
Dr. Gilbert provided an update regarding the current activities supported through the Center for Executive Search
  - Nauset Public Schools (and Superintendency Union) Superintendent  
Dr. Grenier is the lead for this search. Dr. Grenier and Dr. Gilbert have attended meetings of the search committee. The search will be opening in December and will close in March 2015.

#### **e. Virtual High School**

Mr. Hilton discussed the consortium for Virtual High School that has existed through the Cape Cod Collaborative since 2001. He noted that the Consortium recently increased in participation and contract renewal (Collaborative with Virtual High School and Collaborative with Districts) is in process.

#### **f. International Student Exchange**

Mr. Hilton provided an update regarding the status of the development of a regional consortium of school districts to host international students.

Mr. Hilton discussed recent developments including the potential to have Chinese teachers work with school districts in the region through the Confucius Institute. Mr. Easley noted that Nauset schools have recently hired a Mandarin Chinese teacher. Mr. Hilton observed that Nauset, Monomoy and Sandwich have all hired Chinese language instructors.

Ms. Hill observed that it can be challenging to keep instructors in this country, as many come in on short work visas. She asked for an update on the plan to bring students from China to the Cape to attend Cape schools. Mr. Hilton noted that there had been a delay in this plan, as permission has not yet been received (by the partner school in China) for the students to leave China for this purpose. There is hope that this can be achieved in time for the next school year.

## **V. Cracker Barrel Discussion**

### **a. Local District Issues**

Ms. Putnam invited Board members to share current concerns and challenges in local educational arena.

Mr. Lazarus, who has been involved with the Superintendent evaluation process for the Wareham schools, suggested that using the Superintendent rubric for evaluation

was difficult. He indicated that Collaborative's Evaluation Subcommittee might want to take a look at it to see where it could be streamlined and adapted to make it easier for use when evaluating the Executive Director.

Mr. Joyce, observing that one shoe does not fit all, also described using the Superintendent rubric for evaluation as frustrating.

Mr. Hilton suggested that a consultant (MASC?) could be brought in to speak to the Board who could assist the Board in setting priorities and in the determination of what evidence is appropriate and necessary.

Ms. Williams, who serves as a representative from Cape Cod Technical High School, observed that the teacher evaluation process proved complicated. She wondered how difficulties found in the evaluation process for one, single-level school would play out across a K-12 system with many schools.

Ms. Hill, who just became principal of a school, spoke about using the evaluation process for school staff.

Mr. Lazarus inquired as to whether each Board member evaluated the Executive Director separately. Mr. Hilton reminded the Board that the instrument and process are determined by the Board, and may be as simple or complicated as the Board chooses. He explained that any individual written evaluation, if brought to the meeting and shared, becomes part of the public record. Mr. Hilton noted that the Collaborative had obtained legal opinion about this, which was included with materials for the September meeting.

Mr. McGee observed that using TeachPoint software seemed to make the evaluation process less difficult by documenting goal setting and coordinating evidence.

Ms. Putnam noted that evaluations are a common concern across districts.

Mr. Hilton reminded the Board of the need to schedule a meeting of the Evaluation Subcommittee. The Subcommittee will be instrumental in the creation of the evaluation instrument and in setting expectations for the current year and the future.

#### **b. Questions / Concerns**

Mr. Hilton asked the Board to consider some items included in the Board packet, including proposed regulations regarding restraints and seclusion. These changes will have direct impact on Collaborative programs.

Also included in the packet was information on the impact the cost of Other Post-Employment Benefits (OPEB) on Massachusetts communities.

### **VI. Other**

No other items were brought before the Board at this meeting.

### **VII. Adjournment**

Mr. Lazarus made the motion that the Board vote to adjourn the October 8, 2014 meeting of the Board of Directors. This motion was seconded by Mr. Fichtenmayer.

SO VOTED – UNANIMOUS

The meeting adjourned at 6:19 PM.