

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
December 13, 2017

At 5:00 PM, the Board requested that an informational session begin while waiting for a quorum to be achieved. Mr. Hilton suggested beginning with some of the “Additional Items” listed on the agenda.

Boston Ivy - Mr. Hilton noted Boston Ivy is seeking to use desk space at the Wing School and has expressed interested in an area, currently leased by the Collaborative, located off of the reception area.

Transportation Invoicing – Ms. Lipkind noted Mr. Ferzoco, the Assistant Business Manager, completed and mailed October invoicing last week. Mr. Ferzoco has indicated his intent to leave the Collaborative’s employment at the end of January. Ms. Lipkind indicated that both she and Ms. Deck are working on November invoicing.

STAR Program / Osterville – Dr. Woods indicated two new students have joined the program since enrollment numbers were provided for the Board meeting. Current enrollment is 56; one new staff member (paraprofessional) has been hired to provide support. The Thanksgiving lunch was a huge success, with two-thirds of the families attending. During the holiday season, the program works to keep schedules as normal as possible as the holidays can be very disruptive for students and families.

Waypoint – Mr. Hilton noted there are currently 56.5 paid tuitions and that there has been a marked increase in referrals. (There are currently 11 referrals pending). He noted that it was expected that enrollment would finish at about 64 by the end of the school year. Mr. Hilton also indicated that changes in the student population are making it likely that a current high school classroom will be changed to a middle-school classroom. He noted that current staff are accommodating this transition. Ms. Goldstein has been taking on more program responsibilities as Mr. Carroll phases out his support. Mr. Carroll will remain available for telephone consultation as necessary. Ms. Cummings, referring to Waypoint’s enrollment report, noted that a new sending school has been listed.

Transportation – Mr. Hilton and Mr. Dupuis indicated that they have been spending quite a bit of time in Orleans and Eastham as the Cape Cod Collaborative has been asked to provide transportation services in Nauset. They noted that the Nauset schools are exploring interesting options, such as propane buses, and have asked to test the use of seat belts.

Ms. Bartlett, noting a recent article describing how MIT modules have improved routing efficiency in Boston, asked how routes will be constructed. Mr. Hilton suggested the Collaborative could approach MIT for districts in the region.

Ms. Bartlett noted Mashpee has considered changing school start times and was seeking information on how such a move would impact bus routes. Mr. Furnari indicated Falmouth discussed changing school start times, but decided against making changes for a number of reasons. Ms. Cummings noted participants at the recent MASC meeting discussed changing start times. Many districts who are considering making changes have been planning for two or more years.

I. Call to Order

The December 13, 2017 meeting of the Cape Cod Collaborative Board of Directors was called to order at 5:12 PM by Ms. Cummings, Co-Chair. In attendance were:

Sandwich	Beth Cummings, Co-Chair
Brewster	Jessica Larsen, Co-Chair
Bourne	Chris Hyldburg (in at 5:12 PM)
Falmouth	John Furnari (in at 5:11 PM)
Mashpee	Nicole Bartlett
Nauset	Judith Schumacher
Orleans	Hank Schumacher
Wareham	Mary Morgan (in at 5:19 PM)
Wellfleet	Jill Putnam
Treasurer	William (Bill) Friel
Secretary	Beth Deck

Also in attendance were:

Executive Director	Paul Hilton
STAR Program Director	Dr. Anita Woods
Director of Special Projects	Dr. Chris Bogden
Business Manager	Amy Lipkind
Finance & Accounting Coordinator	Marc Dupuis
Powers & Sullivan, LLC.	Richard L. Sullivan, CPA, MBA

Ms. Cummings asked the Board for a vote to suspend the voting rights for districts whose representatives have failed to attend meetings.

Ms. Larsen made a motion that the Board vote to suspend voting rights for Monomoy, Martha's Vineyard, Nantucket, Provincetown and Truro. Mr. Schumacher seconded the motion.

SO VOTED - UNANIMOUS

II. Cracker Barrel

No items were brought forth for discussion.

III. Minutes

a. November 8, 2017

VOTE

Ms. Larsen made a motion that the Board vote to approve the minutes of the November 8, 2017 meeting. This was seconded by Ms. Putnam.

YES – 8 NO – 0 ABSTAIN – 1 (Morgan)

IV. Old Business

a. Executive Director Evaluation

Ms. Cummings noted the Evaluation SubCommittee met on November 28, 2017 to discuss the determination of an instrument for the evaluation of the Executive Director for the 2016-2017 year (FY17). The SubCommittee recommended use an instrument consistent with the evaluation instrument utilized by the Board for FY16. A conversation occurred regarding the proposed process and timeline for the evaluation, which should be further discussed at this meeting:

- December 2017 – Instrument distributed at Board meeting / Discussion
- January 2018 – Materials supporting evaluation to be distributed
 - Summary of activities for FY17
 - Information associated with proposed goals
- February 2018 – Completed evaluation instruments given to Ms. Deck
- March 2018 – Summarized evaluation results provided to Board / Discussion and VOTE

Ms. Larsen asked that the instrument be circulated by email in an editable format.

Mr. Hilton initiated a discussion regarding goal setting. He indicated that he would like to work with districts toward the development of a strategic plan. Ms. Cummings noted the Evaluation SubCommittee had discussed succession planning with Mr. Hilton, as well as a permanent home for Waypoint Academy.

Ms. Putnam observed the beauty and benefits of the Collaborative are also the biggest challenges. The Collaborative exists to meet the needs of the districts, but districts have very different needs. Ms. Putnam expressed her opinion that Mr. Hilton has the “big picture” – offering both attention to detail and a broad perspective. Mr. Hilton spoke about the need for the Collaborative to develop consensus and focus, “knitting” pieces together. He indicated that a strategic plan could assist in mapping how this might occur.

Mr. Schumacher clarified that additional materials supporting the evaluation will be sent electronically to Board members prior to the January meeting.

Ms. Schumacher observed the evaluation being conducted is for the last fiscal year, suggesting that goal setting and objectives should be set at the beginning of the year.

Ms. Larsen suggested that time to do strategic planning could be set aside as part of a Board meeting.

Ms. Cummings noted the difficulties associated with the ever-changing Board membership. Elections are held in May; often new members are not appointed by their local school committees in time to attend the June meeting. Although the evaluation should probably begin in May and June, it can be a difficult time to address this issue. Ms. Cummings suggested a schedule be created for the evaluation process to keep the Board on track.

V. New Business

a. Warrants

VOTE

- #18 VOTE
- #19 VOTE
- #20 VOTE
- #21 VOTE
- #22 VOTE

Ms. Larsen made a motion that the Board vote to approve Warrants #18, #19, #20, #21 and #22 as a slate. This motion was seconded by Ms. Putnam.

SO VOTED – UNANIMOUS

Ms. Larsen made a motion that the Board vote to approve the slate of Warrants. Ms. Putnam seconded the motion.

Mr. Hyldburg asked about the dates shown on Warrant #19. Ms. Lipkind observed that it appeared a portion of the date was cut off.

Mr. Hyldburg asked for clarification about two lease payments noted on Warrant #19. Ms. Lipkind confirmed that one was for Bourne vehicles and the other for sped vehicles. Mr. Friel indicated he had recently discussed the asset schedule with Ms. Lipkind.

SO VOTED – UNANIMOUS

Ms. Cummings asked for the assistance of a member of the Board. She usually reviews and signs the weekly Warrant and Payroll Warrant, but will be unavailable to do so between Christmas and New Years. Mr. Furnari volunteered to do this in her absence.

Ms. Putnam made a motion that the Board authorize Mr. Furnari to review the Warrant and Payroll Warrant on behalf of the Board. Ms. Larsen seconded the motion.

YES – 6 NO – 0 ABSTAIN – 2 (Furnari, Cummings)

b. FY18 Spending Plan

• Updates

Discussion

- Mr. Hilton and Ms. Lipkind discussed the status of the FY18 Spending Plan and the need to discuss Spending Plan and Statutory Budget refinement in January. Mr. Hilton noted a financial reconciliation will be necessary to properly expense salaries for two Waypoint staff against the CVTE grant. He also indicated that a further adjustment

will be required to adjust for the Waypoint employee who has been on sick leave since September of 2016.

Mr. Hilton noted additional Waypoint expenses pertaining to electrical including wiring for telephones and computers and that it is also becoming necessary to put alarms on some of the doors from other parts of the building. Mr. Hilton suggested that a sub-lease with Boston Ivy could offset some of these expenses.

- Personnel

- Additions

VOTE

- Michelle Boucher STAR Paraprofessional
 - Andrew Hunt Dispatcher
 - Carole Kaplan 7D Driver (spare)
 - James Livingston 7D Driver (spare)
 - Douglas Schaejbe CDL Driver (spare)

- Reductions (Resignations)

VOTE

- Maria Campbell CDL Driver (spare)
 - Stephen Smith CDL Driver (spare)
 - Roland Stewart 7D Driver

- Change of Status

VOTE

- Melissa Goldstein Acting Program Director, Waypoint*
 - Kristen Lawson FT to PT, Payroll

*Please note this change represents that that Ms. Goldstein has agreed to serve as the Interim Program Director for Waypoint Academy for an additional stipend of \$1,000 per month for the duration of the need.

Ms. Larsen made a motion to vote all personnel additions, reductions and changes of status as a slate. The motion was seconded by Ms. Putnam.

SO VOTED – UNANIMOUS

Ms. Larsen made a motion to approve the slate of personnel changes. Ms. Putnam seconded.

Ms. Schumacher suggested that the Board’

SO VOTED – UNANIMOUS

c. FY17 Close-Out

The Ms. Lipkind and Mr. Hilton discussed the status of the financial “close-out” of FY17.

- FY17 Annual Audited Financial Statements

VOTE

- The FY17 Annual Audit was presented, reviewed and discussed with the contracted auditors. Mr. Richard Sullivan, CPA, MBA, of Powers & Sullivan reviewed the FY17 Audited Financial Statements.

Mr. Sullivan observed that personnel changes can complicate the audit process, and noted the Collaborative has recently had changes in the Business Manager and Treasurer positions. Mr. Sullivan assured Board members that Collaborative staff acted in a professional

manner, citing Mr. Friel's work as Treasurer, Ms. Lipkind's involvement as Business Manager, and Mr. Hilton's input as Executive Director.

Mr. Sullivan noted that the audit process began in April with testing of various systems, including payroll, revenue, and cash disbursements. Analytical work was done with regard to capital leases and OPEB. The work continued in August with the "walk-down" of the balance sheet. Mr. Hyldberg asked how the Collaborative compares to other organizations with regards to OPEB. Mr. Powers expressed his opinion that the Collaborative is in a very good position, with its (annual) OPEB liability close to 50% funded. He explained that other organizations are not in this position.

Mr. Hilton observed the Collaborative is paying its liability and is reserving 3% of payroll toward this expense. Mr. Hilton noted the importance of this forward-thinking approach to avoid any liability to member districts.

Mr. Sullivan continued the review of the financial statements and noted there is no requirement for any adjustments. He indicated that the "unqualified" status is the cleanest opinion offered by any auditor, indicating there were no issues found with internal controls. Mr. Sullivan called this a, "good, clean audit."

Mr. Schumacher asked for clarification regarding what appeared to be a typographical error on the top of page 6. Mr. Powers indicated that he thought that this error had been corrected, and that a clean copy of the audited financial statements would be sent to Ms. Lipkind.

Ms. Larsen made a motion to approve the FY17 Audited Financial Statements, as corrected. Ms. Putnam seconded the motion.

SO VOTED - UNANIMOUS

d. Waypoint Academy Program Director Search **VOTE**

Mr. Hilton discussed the progress of the search for a Program Director for Waypoint Academy. The Board authorized Mr. Hilton to post the position and to begin the search process during the November Board meeting. The posting period for this position initially ends on January 1st (search officially is open until the position is filled). As of December 7th, thirteen (13) resumes/ applications were received for this position, including several high quality candidates.

Mr. Hilton sought the authorization of the Board to proceed with initial interviews of candidates and proposed a process for an internal interview process which would include:

- The identification of a small panel to begin to immediately (then in early January) review candidates to recommend for initial interviews, including:
 - Maria Lopes – Director of Pupil Services, Dennis-Yarmouth Regional
 - Beth Cummings – Co-Chair, Collaborative Board
 - Michael Judge – Collaborative Board Member

- Melissa Goldstein – Interim Program Director, Waypoint academy
- Dr. Anita Woods – Program Director, STAR, Osterville
- Paul Hilton – Collaborative Executive Director
- The scheduling of selected candidates for visits to the Waypoint Academy program;
- The immediate initiation of initial interviews (to continue as additional applications/resumes are reviewed) for selected candidates with:
 - Melissa Goldstein – Interim Program Director, Waypoint academy
 - Dr. Anita Woods – Program Director, STAR, Osterville
 - Paul Hilton – Collaborative Executive Director
 - Maria Lopes – DYRSD Special Education Director
- The scheduling of second interviews as appropriate, including site visits and staff forums with candidates recommended by the interview panel.

Ms. Larsen questioned the appropriateness of an abbreviated process. Mr. Hilton noted there is a need for expediency, requiring for a focused group to review the pool of highly-qualified candidates. Mr. Hilton indicated he would welcome involvement, and the situation requires the ability to act quickly.

Ms. Larsen sought confirmation that the final candidate would be brought before the Board. Mr. Hilton confirmed that this would occur.

Ms. Larsen indicated she would like more input from staff members who are involved in the process. Mr. Hilton noted this could occur in Executive Session with both Dr. Woods and Ms. Goldstein in attendance.

Mr. Furnari asked for information on the breadth of the candidates' experience. Mr. Hilton responded three or four candidates had alternative education backgrounds, some had district leadership positions. Mr. Hilton expressed his opinion that the qualifications demonstrated in these candidates may present the Collaborative with a more difficult decision process, where during the last search, two candidates rose to the top very quickly.

Ms. Cummings, noted the posting for the position will end January 1st and wondered how quickly the process could begin. Mr. Hilton observed that the paper review could begin immediately, with visits scheduled for the first week in January.

Ms. Schumacher made a motion that the Board vote to approve the search process outlined in the agenda. This was seconded by Mr. Furnari.

SO VOTED

YES - 8 NO - 1 (Larsen) ABSTAIN - 0

e. FY17 Annual Report

VOTE

- The Collaborative is required to publish an annual report each year discussing the activities of the previous year and including the Audited Financial Statements. The report this year represents the sixth Annual Report. Mr. Hilton observed that some final edits may be necessary, but asked the Board for a vote to approve the Annual Report as the Report must be published and shared with MA-DESE by January 1, 2017.

Ms. Hyldburg made a motion that the Board vote to approve the FY17 Annual Report, which was seconded by Ms. Larsen.

SO VOTED - UNANIMOUS

f. Programs/Services

- Waypoint Academy
 - Enrollment Update
 - Programming
 - Status of Commitments – FY17

Mr. Hilton provided a brief review during the informational session prior to the meeting.

- STAR / Osterville
 - Enrollment
 - Programming

Dr. Woods provided a brief review during the informational session prior to the meeting.

- Transportation

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

- Nauset Public Schools

DISCUSSION

Mr. Hilton and Mr. Dupuis discussed the development of pricing and a pending agreement (Memorandum of Agreement-MOA) between the Collaborative and the Nauset Public Schools (and Superintendency Union 54). Each of the school committees (Nauset Regional, Brewster, Eastham, Orleans & Wellfleet) has authorized the superintendent to negotiate and complete an MOA based upon information that has been shared in school committee presentations.

Mr. Hilton discussed the status and timeline for the execution of this MOA.

- Dennis-Yarmouth Regional School District

Mr. Hilton and Mr. Dupuis discussed the discussion and assistance being offered to the Dennis-Yarmouth Regional School District as well as the potential development of services for that district.

- Staffing

- Mr. Hilton updated the Board regarding current operations and planning for further opportunities to support member school districts.
- Mr. Hilton discussed the need for the Board to consider additional staffing (in the future) to support and prepare for the provision of additional transportation services

- Staffing / Routing

Mr. Hilton updated the Board regarding staffing and routing. Routing and staffing is continually monitored and modified to ensure efficiency (and effectiveness) in operation.

- Equipment

- Disposition of Surplus Vehicle

VOTE

- i. Ms. Lipkind discussed the “sale” of vehicles that had been declared surplus at a previous Board meeting. These vehicles were picked up in late November.
 - ii. The Collaborative owns a 2000 Lexus (VIN JT8BD68S7Y0087475) which was used by therapists working on Martha’s Vineyard. This vehicle has been in need of significant repairs, including replacement of the gas tank. The Collaborative mechanics have suggested this vehicle’s current condition does not warrant the extensive repairs required. Mr. Hilton asked the Board to declare this vehicle as “surplus” to allow for its disposal or sale.

Ms. Larsen made a motion to declare the 2000 Lexus as surplus for disposal. Ms. Putnam seconded the motion.

SO VOTED – UNANIMOUS

- Procurement

Ms. Lipkind, Mr. Hilton and Mr. Dupuis will begin developing specifications for twenty-eight (28) new buses necessary to meet the needs of the Nauset Public Schools. The Collaborative will work with the Nauset Public Schools throughout the procurement process. The board will be asked to authorize the procurement (Request for Proposals-RFP) at a future Board meeting.

- Consultation

- Mr. Hilton discussed recent and ongoing consultation with districts regarding their current and future transportation services:

- i. Nauset Regional Schools
 - ii. Dennis-Yarmouth Schools
 - iii. Falmouth Schools
 - iv. Monomoy Regional Schools

- Therapies

Mr. Hilton provided an update regarding the provision of the related service delivery.

- Special Projects

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

- Professional Development / Grants
 - CVTE Partnership Implementation Grant
 - MTSS / Tower Grant

- All-Cape In-Service

Mr. Hilton discussed the feedback from this annual programming that is developed and coordinated through the Collaborative. The All-Cape In-Service occurred in October (October 6th).

Mr. Hilton and Dr. Bogden indicated that they will be meeting with the Cape & Islands Superintendents in the coming month to discuss invoicing for FY18 and planning for the FY19 All-Cape In-Service. Superintendents have indicated a need to “low-incidence” categories of professional development, but also an increased need for whole district programming on the shared date.

- ASLP

Mr. Hilton updated the Board regarding the planning for the Summer 2018 ASLP Program.

He noted that the preparation for student applications/selection and staffing for Summer 2018 is already in process with a coordinators meeting having occurred last month at the Beachmoor Conference Center at Massachusetts Maritime Academy. Mr. Hilton noted a program nurse and one resident assistant are needed.

Ms. Bartlett asked if it was common to use MCAS results as a guideline for admission. Ms. Hilton observed that the ASLP program is unique and that guidelines for admission were established, as the program was developed, by the Board and the school district administrators. Ms. Schumacher asked for clarification regarding the use of MCAS results as a “guideline” or a “requirement” for admission. Mr. Hilton noted program enrollments are handled by each participating school district. He explained that the Collaborative does not see any test results; the use of the scores was a standard set by the Board but is interpreted by each district.

- Multi-Tiered Systems of Support Grant

Mr. Hilton provided an update regarding activities that are occurring with the districts throughout the region. Dr. Magdalene Giffune continues to provide support services to local districts. She will be scheduled to discuss her work with the Board at a later meeting.

- Career Vocational and Technical Education (CVTE) Partnership Grant

Mr. Hilton presented an update regarding the activities associated with this grant.

He noted that the activities that are to be supported in the grant include the development and implementation of a “Building Property Maintenance” CVTE “strand” in coordination with the Upper Cape Cod Regional Technical School (UCCRT) and the Collaborative to meet the needs of “at-risk” and underserved students, including (and starting with) the Collaborative Waypoint Academy students.

- Bridgewater State College Off-Campus Programming
Mr. Hilton discussed the status of coursework pathways that have been made available through the Collaborative / BSU partnership. This program is for individuals in the region that have Bachelor's degrees and are seeking special education teacher licensure. He explained that the final classes of the initial cohort will occur in Summer 2018. Discussions about future programming and partnerships with BSU are currently in process.
- Sheltered English Immersion (SEI) Course Development
Mr. Hilton discussed the status of the assessment of programmatic needs for each of the districts throughout the region. The Collaborative currently offers "for cost" SEI endorsement courses at the Collaborative through a partnership with South Shore Educational Collaborative.

g. Virtual High School

Mr. Hilton discussed the status of the consortium for Virtual High School that has existed through the Cape Cod Collaborative since 2001. He indicated there is currently over-enrollment, as Upper Cape Tech and Cape Cod Tech have been utilizing "seats" and that Wareham has also enrolled students.

h. 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 the opportunity for increased partnership with Boston Ivy in coordination of exchange opportunities among districts.

- **Boston Ivy Office Space Rental** **VOTE Tabled**

Mr. Hilton explained that Boston Ivy is a non-profit organization that coordinated educational activities between schools in China and schools in the Massachusetts area. Several districts in our region have participated in activities with this organization during the past three (3) years. Boston Ivy administrators have expressed an interest in securing / renting space from the Collaborative to support a staff person to work with partner districts in the region.

Mr. Hilton suggested the Board table this issue until legal consultation regarding the development of a sub-lease / rental agreement with Boston Ivy for the use of space at the Henry T Wing School.

VI. Other

a. Mr. Friel, Treasurer, has drafted an Investment Policy. This policy has been brought before the Finance Subcommittee for review, and has been previously included in Board packets. Mr. Hilton asked the Board to consider a vote to approve this draft policy.

Ms. Larsen made a motion that the Board vote to approve the Investment Policy as written. This was seconded by Ms. Bartlett.

SO VOTED – UNANIMOUS

- b.** At the October 11th meeting, the Board voted to table a vote on the renewal (and increase) in a line of credit from TD Bank. This line of credit would provide access to funds should the Collaborative experience an issue with cash flow. Mr. Hilton noted it was necessary for the Collaborative to draw on this line of credit in 2010. Mr. Furnari observed the Board could elect to do nothing, as there is no “drop dead” date. He indicated a preference for doing business with local banks, and named the Cooperative Bank of Cape Cod and Cape Cod 5. Mr. Furnari proposed tabling the vote again until other proposals have been received. Mr. Friel noted the Finance SubCommittee had addressed questions regarding the line of credit and noted there is no cost for this line which can be cancelled at any time without penalty. Mr. Hilton suggested the Board could vote to approve the line of credit, with direction that the Collaborative reach out to the Cooperative Bank of Cape Cod and Cape Cod 5 for proposals. Ms. Larsen made the motion that the Board vote to authorize the line of credit. Ms. Putnam seconded the motion.

SO VOTED – UNANIMOUS

VII. Executive Session (if necessary)

a. Litigation - Personnel

b. Executive Director Evaluation

Mr. Hilton indicated that it was necessary for the Board to enter into Executive Session. Mr. Hyldburg made a motion that the Board vote to exit from Open Session and enter Executive Session, only to return to Open Session to adjourn the meeting. This motion was seconded by Ms. Larsen.

A roll call vote was taken:

Ms. Larsen – yes, Mr. Hyldburg – yes, Ms. Putnam – yes, Ms. Bartlett – yes, Mr. Furnari – yes, Ms. Morgan – yes, Mr. Schumacher – yes, Ms. Schumacher – yes, Ms. Cummings – yes
The Board entered into Executive Session at 7:11 PM.

VIII. Adjournment

The Board exited Executive Session and returned to Open Session at 7:28 PM.

Ms. Larsen made a motion that the Board vote to adjourn the December 13, 2017 meeting of the Cape Cod Collaborative Board of Directors. Ms. Putnam seconded the motion.

SO VOTED – UNANIMOUS

The meeting was adjourned at 7:29 PM.