

Cape Cod Collaborative  
418 Bumps River Road  
Osterville, MA 02655



Board of Directors  
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**Board of Directors Meeting Minutes**  
**418 Bumps River Road, Osterville, MA 02655**  
**October 11, 2023 - 5:15 PM**

## **I. Cracker Barrel Discussion**

This section of the meeting is for informal discussion and information sharing among members of the Board of Directors.

Board members are invited to share current concerns and challenges.

## **II. Call to Order**

This meeting occurred virtually through the Zoom application. The recommendations associated with conducting a public meeting virtually were shared with Board members as required.

The posting of this Board meeting included means for public participation through telephonic means. Attendees may join the meeting by calling:

Phone Number: 1-929-205-6099

Meeting ID: 873 5495 2205

The order of the meeting included the necessity for all votes to occur through a "roll call" process. Each member of the Board was required to verbally "sign in" as well as any other attendees.

Computer access, including video, was recommended for Board members to allow for "sharing" of information on the screen when necessary.

It was noted that there was a need for Executive Session and that it was necessary that members of the Board had the capacity to ensure that others could participate and/or access the "broadcast" of the meeting during the Executive Session portion of the meeting. Guidance from Collaborative counsel (Murphy, Hesse, Toomey & Lehane) was shared with Board members.

Ms. Bent noted the order of the meeting included the necessity for all votes to occur through a "roll call" process. Each member of the Board was required to verbally "sign in."

Board members and Collaborative staff who attended the meeting virtually have "R" for "remote" noted after their names. In attendance were:

Barnstable  
Cape Cod Technical HS  
Dennis-Yarmouth  
Edgar Miranda  
Falmouth  
Monomoy  
Nantucket  
Nauset  
Provincetown  
Upper Cape Cod RTS  
Sandwich  
Wellfleet

Kathleen Bent  
MaryRose Grady  
Phillip Morris – R (7:31PM)  
Eastham - R  
Terri Medeiros – R  
Jessica Rogers – R (7:21PM)  
Laura Gallagher Byrne – R  
Cathryn Lonsdale - R  
Ngina Lythcott – R  
Robert Fichtenmayer  
Christine Brown - R  
Jill Putnam – R

Also in attendance were:

Treasurer  
Executive Director  
Business Manager  
Associate Business Manager  
STAR Program Director  
Human Resources Manager  
Director of Special Projects  
Admin & Finance Coordinator  
Waypoint Program Director  
Operations Manager

William T. Friel  
Paul C. Hilton  
R. Patrick Murphy  
Amy Lipkind  
Julia Bryant  
Lena Troye Thompson  
Dr. Christopher Bogden – R  
Marc Dupuis – R  
Dr. Kara Clyburn – R  
Anders Erikson - R

### **III. New Business**

#### **a. Programs/Services**

- **Waypoint**

- Staffing
- Programming
- Notable Changes

Dr. Peterson noted that the program had been in session only seven (7) days at the time of the last Board meeting. She explained the benefit of the new building as well as the establishment of processes and routines for students and staff with the new site. She noted that staffing for the program has been challenging. She explained that there have been new staff added, Germaine “Geri” Leonard has been an excellent addition as the Culinary Instructor and that Ms. Dacia Beans had recently started as the Nurse (RN) for the program. Dr. Peterson noted that the program also had recently lost staff as Khalil Clarke (Paraprofessional) was leaving to accept another position and that one of the Teachers has recently needed unanticipated and extended family leave.

She noted that the program staff will have options for the All-Cape Professional Development Day. She explained that staff had the option to participate in full-day professional development offerings offered through the Collaborative (and to all staff in the region), or to participate in two (2) half-day sessions at the program site. She indicated that these two offerings were:

- A half-day program with Dr. Marc Hauser & Christina Caputo regarding understanding “emotional impairment” as well as appropriate use and analysis using the Goal-Seeker” data platform
- A half-day session with Megan O’Leary & James McMahon regarding Differentiation of Instruction and “redirection” as methods to meet the needs of students.
- A working lunch also occurred for those participating on-site. The focus of the lunch was to develop plans (in small groups) for three students and strategies that would be used for behavioral redirection, academic support and promoting participation with particular attention to the students based upon the disability(ies), behavioral issues and history of trauma.

Dr. Clyburn highlighted activities for students at Waypoint Academy including Boat Building and Activities with the Cultural Art Center. She noted that “Resistant Students” continue to be a challenge for the program (staff and students). She explained that three (3) students had been hospitalized during the start of the school year for “emotional dysregulation” and that two (2) different students had been suspended this year from attendance at the program site due to significant issues. She indicated that one student had assaulted/battered a staff person causing a neck sprain and concussion and another student had brought a knife to the school. She expressed that these issues have impacted staff morale as well as challenged the provision of transportation (students may not all be separated). Dr. Clyburn expressed optimism that staffing and student issues would be managed and had a positive outlook for the program for the year. She noted that a guest speaker, Anthony Shetler, had spoken with the students. She explained the challenging background that he had experienced and the positive impact he has made with youth/students in the New Bedford area through his programming, which integrates his skateboarding expertise.

Dr. Clyburn noted that there have been substantial changes to the patterns for the staffing and student integration (hallway passing and activities) to ensure the ongoing safety of students and staff.

Mr. Hilton highlighted that the staff at Waypoint have done tremendous work analyzing and deconstructing/reconstructing challenging situations to ensure that programming adapts and evolves with the needs of the students. He noted that the staff deduced that student passing time, particularly after

lunch was the time and activity where the majority of the challenges arose. He indicated that there had been considerable discussion regarding changes to the schedule, activities and supervision to address these situations in a positive manner and decrease incidence of negative behavior.

Dr. Clyburn indicated the period after lunch was the most challenging time of the school day. She indicated that some students have expressed interest in engaging activities at the start of the lunch period and immediately following lunch.

- **STAR / Osterville**

- Staffing
- Programming
- Notable Changes

Ms. Bryant noted that a social work intern, Morgan Evans, has been working with the program and that Ms. Evans would be transitioning from her current (paid) position supervising the “TAP” program. TAP is a Department of Mental Health funded after school program offered through Justice Resource Institute in Hyannis (JRI) for young students with significant challenges. She noted that there had recently been a paraprofessional resignation (moving away).

Ms. Bryant indicated that the program had four (4) current referrals being considered and that the program is exploring the potential for the addition of a medically fragile program for students grades K-2 due to an increased expressed need from the districts, and families. She noted that a teacher that is currently on maternity leave would be returning full-time in January and that the opening of that program would be concurrent with her return if the program was determined to be viable.

Ms. Bryant indicated that some students were transitioning from the program due to their individual issues. One student is transitioning to a(nother) day program and a different student is awaiting acceptance to a residential program. She noted that the student who will be enrolling in a residential program currently necessitates two (2) staff to be present at all times and who sometimes necessitates eight (8) staff to ensure their safety and the safety of staff and other students.

Ms. Bryant also highlighted that there are two (2) high school interns at the program from Barnstable high School, one male and one female. She also noted that one current teacher had passed their final MTEL and became “fully” licensed this month.

Ms. Bryant described recent professional development for the staff/program. She noted that there is renewed focus upon “trauma reflective practice”/ “trauma sensitive practice” as well as “autism”. She noted that the staff have been consistently trained; however, she expressed that there were a number

of new staff and it was important to ensure that all staff at the program were operating with consistent knowledge, expectations and responses.

Ms. Bryant highlighted planned activities for October and November including a field trip to “Tony Andrews Farm” for pumpkin picking, another to Plimoth Plantation and the annual family Thanksgiving meal.

Mr. Morris joined the meeting at 5:31PM.

Ms. Brown (Sandwich) asked about the particular grade levels intended for the medically fragile program being considered. Ms. Bryant noted that the early elementary grades are the current focus, expressing that most referred student were at the Kindergarten grade level this year.

- **Transportation**

- Invoicing & Reconciliation of Changes in Service

Mr. Murphy indicated that the Collaborative is tracking and comparing forecasted costs within templates for district transportation cost with actual costs. He noted that the process is focused upon ensuring that districts, especially business managers, to consider costs for transportation based upon the cost variables and not based solely the number of routes “purchased”. He noted that the costs are being tracked and compared through the month of October for meetings with districts.

- **Transportation – Issues & Opportunities**

- Staffing

Mr. Erikson updated the Board regarding ongoing changes to the transportation staffing for FY24. He expressed reservations for having expressed that the school year opened without issue during the September meeting. He indicated that there have been increasing challenges with staffing. He highlighted that transportation staff (drivers, monitors and office staff) have been exceptional with ensuring the provision of service.

- Staffing / Routing

Mr. Erikson updated the Board regarding staffing and routing.

- Bourne

Mr. Erikson explained that the Bourne Public Schools currently have sufficient staffing; however, the operation has been significantly challenged with the impact of bridge construction. He explained that the recent Fridays have been especially stressful and challenging for staff with the bridge construction traffic.

- Mashpee

Mr. Erikson indicated that he Mashpee Public Schools had their routes fully staffed at the start of the school year. He explained that one driver needed to start a leave-of-absence after the first two weeks of school and another, who also served as the lot mechanic/coordinator, broke their leg while working on a bus. Mr. Erikson indicated that the regional spare driver (Mashpee/Bourne), transportation office staff and other substitute drivers have been utilized to cover routes in Mashpee. He explained that there have been some ongoing and (significant) challenges with traffic due to construction and congestion. He noted that these challenges have complicated and delayed routes at some levels, especially late runs.

- Monomoy

Mr. Erikson highlighted that a driver who had been on-leave from driving for several months had recently returned to drive a route for the Monomoy Regional Schools. He noted that the routes had stabilized following adjustments associated with the consolidation of one route.

- Nauset

Mr. Erikson indicated that the Nauset Regional Schools (and Brewster, Eastham, Orleans and Wellfleet Districts) had experienced significant challenges due to the impact of unexpected staff leaves-of-absence as well as some route consolidation. He expressed that a recent leave-of-absence by the site supervisor had complicated coverage of routes in the area. He expressed that the Collaborative continued to work with the district(s) regarding the impacts of these items as well as the challenges with subsequent routes associated with the timing for students disembark at various elementary schools.

- Truro

Mr. Erikson indicated that Truro Public Schools routes were fully covered with permanent drivers at the time of the Board meeting. Provincetown Public Schools.

- Nantucket

Mr. Erikson noted that the lead driver on the Island had unexpectedly taken a medical leave at the start of the school year. He expressed the commitment of the staff on the Island enabled the consolidation of some routing on a temporary basis. He also indicated that a new, full licensed driver was expected to start within days of the Board meeting.

- Special Education

Mr. Erikson noted that there continued to be challenges associated with meeting the expressed needs (all districts) for

special education (and homeless) transportation, especially for out-of-district placements. He highlighted current issues associated with resignations and/or leaves-of-absence(s) which continued to complicate coverage of routes. He indicated that the routes have been covered with spare drivers and (licensed) office staff. He indicated that four (4) drivers on “leave” and a number of resignations have created ongoing challenges for coverage.

Mr. Erikson noted that the “pipeline” for drivers continued to produce candidates and cautioned that the process for licensure was lengthy and that not all candidates continued through complete the process for many and various reasons. Mr. Hilton highlighted licensing challenges with a few examples wherein it became necessary for him to contact and to go to the MA- Registry of Motor Vehicles main office in Quincy to secure the licenses for four candidates after weeks to months of delays after successful completion of licensing requirements.

- **Therapies**

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

- **Special Projects**

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

- Bridgewater State University

Dr. Bogden discussed the activities associated with the partnership between the Collaborative and Bridgewater State University especially in regards to support for educators with English Language Learners (ELL student). He expressed that the development and maintenance of organized region professional development offerings in this focus area is direly needed. Mr. Hilton noted that the Collaborative continues to offer coursework through the Collaborative that supports a cohort of students in progressing towards their licensure in Moderate or Severe Special Education.

- Virtual High School – Dr. Bogden updated the Board regarding the cooperative use of Virtual High School among Cape (& Island) School Districts. He noted that three Consortium purchases approximately 200 seats which are then offered at a price that reflects approximately 50% savings for districts (for individual seats).

- ASLP
 

Mr. Hilton discussed the reconciliation of costs and revenues for the Summer 2023 ASLP Program.

  - He noted that initial tuition was \$1,200 a reduction from previous tuitions of \$1,400+.
  - The Collaborative applied for, and received a grant from the Commonwealth of Massachusetts, Summer School Expansion and Engagement Grant for \$100,000.
  - He highlighted that eighteen (18) students from the Nauset region were accepted to the program. He noted that a few years ago there was one year where there were no students from the Nauset region who attended the program.
  - Planning for ASLP Summer 2024 has started with the scheduled dates for the Program to be Sunday, July 7- Saturday, July 20, 2024. A District Liaison meeting scheduled for November 15<sup>th</sup> at Massachusetts Maritime Academy to discuss the planning and application processes for ASLP 2024.
  - Mr. Hilton also highlighted that Felicity Janczewski and Ed Vacha had committed to continue to be the (onsite) Program Directors for ASLP2024 and have been deeply involved with program planning with Stephen Kelleher.
  - Mr. Hilton also discussed recent meetings wherein ASLP alumni events were discussed as networking and (scholarship) fund raising opportunities.
- All-Cape Professional Development Day
 

Dr. Bogden briefly discussed the October 6, 2023 All-Cape Professional Development Day. A copy of the program had been included in Board materials for the September meeting.

Dr. Bogden noted that nine-hundred fifty (950) registrations were received for thirty (30) workshops, representing approximately five hundred (500) educators registered to participate in the All-Cape In-Service Day. Dr. Bogden highlighted that these numbers represented participation without any participation from Falmouth, sandwich or Martha's Vineyard. He also highlighted that the Barnstable Public Schools and the Dennis-Yarmouth Public Schools had the largest numbers of staff participating.
- Curriculum Directors Meeting
 

Dr. Bogden discussed the ongoing, monthly meetings of the Curriculum Coordinators from member districts. This group has continued to meet to develop coordinated, collaborative opportunities. He noted that recent focus has/had been upon developing support for English Language Learners and professional development for staff supporting these students.
- Collaborative Framework for Educator Evaluation (CoFFEE)
 

Dr. Bogden updated the Board regarding the status of this course which was regionally developed and designed for new administrators/department heads who were, or would be, responsible for supervision, observation, and / or evaluation of



instructional staff. He noted that the current session would start the day after the Board meeting (October 13<sup>th</sup>).

- SEI Teacher Endorsement Course

Dr. Bogden noted that the Collaborative would be offering another section of DESE's mandated SEI endorsement course beginning the week after the Board meeting. He explained that the SEI Teacher Endorsement course focuses on current theories and evidence-based instructional practices related to the teaching of English Language Learners.

Ms. Medeiros (Falmouth) asked Dr. Bogden for further information regarding the connection for Bridgewater State University with supporting ELL professional development.

Dr. Bogden explained that there had been an institute considered and developed with a sub-group of the Curriculum Directors that would have occurred during Summer 2023 and continued through the 2023-2024 school year. He indicated that this programming did not secure adequate interest/commitment from districts. He further explained that the Curriculum Directors expressed the need to develop supports and that efforts were underway to engage Bridgewater State University in the development and support of programming to meet this expressed need. Mr. Hilton indicated that BSU had consistently expressed interest in meeting regional needs in a regional manner as they are refined and expressed. He also noted that BSU did have current capacity to meet the need and had explored offering programs and support in the region in the (relatively) recent past (2018-2019).

## **b. FY24 Budget Update**

Mr. Murphy reviewed and discuss the FY24 Spending Plan.

- Service Commitments

- Programs

Mr. Murphy noted that, although it was early in the school year, the enrollment and expenditure trends were being assessed and monitored. He indicated that the current paid enrollment for Waypoint was at 52-53 full-time-equivalents (FTEs) and revenue had been projected at 57 FTEs, he also noted that the STAR program was currently at 53 FTEs and had revenue had been projected at 59 FTEs. Mr. Murphy indicated that the current projections for expenditures were also lower than anticipated, due in large part to staffing vacancies. He reminded the Board that the school year was only one (1) month into a ten-month calendar.

- Transportation

Mr. Hilton re-iterated the information shared earlier in the meeting by Mr. Murphy regarding the need to reconcile "templates" for district transportation after reviewing and analyzing costs and trends for Labor/Fuel/Equipment through October. He noted that adjustments

to templates that were due to changes in service delivery would be more accurately determined at that time.

- Therapies

Mr. Hilton indicated that the Collaborative continued to recruit in efforts to secure additional assistance to meet the needs expressed by the districts that have currently committed to services through the Collaborative as well as expressed needs from districts.

## **IV. Executive Session – Moved to the end of the meeting**

It will be necessary to enter into Executive Session:

(Generally, a public body must identify the specific piece of property it plans to discuss before entering into executive session under Purpose 6. A public body may withhold the identity of the property if publicly disclosing that information would compromise the purpose for which the executive session was called. While we generally defer to public bodies' assessment of whether the inclusion of such details would compromise the purpose for an executive session, a public body must be able to demonstrate a reasonable basis for that claim if challenged.)

### **a. To conduct strategy sessions in preparation for negotiations with nonunion personnel;**

An executive session may be held only where an open meeting may have a detrimental impact on the body's negotiating position with a third party:

- Leave Requests
- Personnel Adjustments

## **V. Minutes**

### **a. September 13, 2023**

### **VOTE**

A motion was made to approve the minutes by Mr. Morris (Dennis-Yarmouth). The motion was seconded by Mr. Fichtenmayer (Upper Cape Cod Tech).

A roll call vote was taken:

Ms. Bent – yes; Ms. Grady – yes; Mr. Morris – yes; Mr. Miranda – yes; Ms. Medeiros – yes; Ms. Rogers – abstain; Ms. Gallagher-Byrne – yes; Ms. Lonsdale – yes; Ms. Lythcott – yes; Ms. Brown – abstain; Mr. Fichtenmayer – yes; Ms. Putnam – yes;

The motion passed

## **VI. Old Business**

### **a. FY23 Close-Out**

Mr. Murphy indicated that the Collaborative Auditors (Powers & Sullivan) are expected to submit the initial DRAFT of the audited financial statements once the OPEB (Other Post-Employment Benefits) Actuarial Report was received. He noted that staff at the actuarial company (KMS) had an unforeseen emergency which had caused a minor delay with the completion of the report.

He indicated that the Board will review the FY23 DRAFT audit at the November board meeting and must vote to approve the audit at, or before, the December Board meeting.

**b. FY24 Warrants**

**VOTES**

Chairperson Bent (Barnstable) introduced this section to the Board and inquired as to the desire of the board regarding the process for considering and voting.

Ms. Gallagher-Byrne (Nantucket) made a motion “bundle” the approval of FY24 Warrants Numbers 11-14. The motion was seconded by Ms. Putnam (Wellfleet).

A roll call vote was taken:

Ms. Bent – yes; Ms. Grady – yes; Mr. Morris – yes; Mr. Miranda – yes; Ms. Medeiros – yes; Ms. Rogers – yes; Ms. Gallagher-Byrne – yes; Ms. Lonsdale – yes; Ms. Lythcott – yes; Ms. Brown – yes; Mr. Fichtenmayer – yes; Ms. Putnam – yes;

The motion passed

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

A motion was made by Ms. Grady (Cape Cod Tech) to approve the bundled FY24. The motion was seconded by Mr. Morris (Dennis-Yarmouth).

A roll call vote was taken:

Ms. Bent – yes; Ms. Grady – yes; Mr. Morris – yes; Mr. Miranda – yes; Ms. Medeiros – yes; Ms. Rogers – yes; Ms. Gallagher-Byrne – yes; Ms. Lonsdale – yes; Ms. Lythcott – yes; Ms. Brown – yes; Mr. Fichtenmayer – yes; Ms. Putnam – yes;

The motion passed

**c. FY24 Spending Plan**

• Updates

**Discussion**

Mr. Murphy, Ms. Lipkind and Mr. Hilton will discuss the status of the FY24 Spending Plan. The “monthly” financial analysis has been included with materials for the October meeting.

It is likely that revisions to the FY24 Spending Plan and Budget will be necessary during the course of the fiscal year.

• Personnel

○ Additions

**VOTE**

- |                  |                    |
|------------------|--------------------|
| • Transportation |                    |
| ▪ Derrick Roesse | Monitor            |
| • Waypoint       |                    |
| ▪ Dacia Beans    | RN/Program Support |
| • STAR           |                    |
| • Other          |                    |

- Lena Troye Thompson      Human Resources

○ **Reductions** **VOTE**

- Transportation
  - Judy Fitzgerald      CDL, Special Education
- Waypoint
  - Khalil Clarke      Paraprofessional
- STAR
  - Denisa Brierly      Paraprofessional

○ **Change of Status** **VOTE**

- Sabina Moldovan      Human Resources
  - Resignation from full-time position (9/30)
  - From full-time to hourly contract for consult

Mr. Morris (Dennis-Yarmouth) made a motion the “bundle” the votes for “additions”, “reductions” and “changes of status”. Ms. Putnam (Wellfleet) seconded this motion.

A roll call vote was taken:

Ms. Bent – yes; Ms. Grady – yes; Mr. Morris – yes; Mr. Miranda – yes; Ms. Medeiros – yes; Ms. Rogers – yes; Ms. Gallagher-Byrne – yes; Ms. Lonsdale – yes; Ms. Lythcott – yes; Ms. Brown – yes; Mr. Fichtenmayer – yes; Ms. Putnam – yes;

The motion passed

Mr. Morris (Dennis-Yarmouth) made a motion the “bundle” the votes for “additions”, “reductions” and “changes of status”. Ms. Gallagher-Byrne (Nantucket) seconded this motion.

A roll call vote was taken:

Ms. Bent – yes; Ms. Grady – yes; Mr. Morris – yes; Mr. Miranda – yes; Ms. Medeiros – yes; Ms. Rogers – yes; Ms. Gallagher-Byrne – yes; Ms. Lonsdale – yes; Ms. Lythcott – yes; Ms. Brown – yes; Mr. Fichtenmayer – yes; Ms. Putnam – yes;

The motion passed

Mr. Hilton introduced the board to Ms. Lena Troye Thompson, the Human Resources Coordinator for the Collaborative. Ms. Thompson was in attendance at the meeting. Mr. Hilton noted that she had been with the Collaborative for a week and a half and had prior experience with the Town of Falmouth.

## **VII. Other**

Ms. Grady (Cape Cod Tech) made a motion to move to Executive Session and that the Board would adjourn from Executive Session”. Ms. Putnam (Wellfleet) seconded this motion.

A roll call vote was taken:

Ms. Bent – yes; Ms. Grady – yes; Mr. Morris – yes; Mr. Miranda – yes; Ms. Medeiros – yes; Ms. Rogers – yes; Ms. Gallagher-Byrne – yes; Ms. Lonsdale – yes; Ms. Lythcott – yes; Ms. Brown – yes; Mr. Fichtenmayer – yes; Ms. Putnam – yes;

## **VIII. Executive Session**

It was necessary to enter into Executive Session with the Board adjourning directly from Executive Session:

(Generally, a public body must identify the specific piece of property it plans to discuss before entering into executive session under Purpose 6. A public body may withhold the identity of the property if publicly disclosing that information would compromise the purpose for which the executive session was called. While we generally defer to public bodies' assessment of whether the inclusion of such details would compromise the purpose for an executive session, a public body must be able to demonstrate a reasonable basis for that claim if challenged.)

### **b. To conduct strategy sessions in preparation for negotiations with nonunion personnel;**

An executive session may be held only where an open meeting may have a detrimental impact on the body's negotiating position with a third party:

- Leave Requests
- Personnel Adjustments

## **IX. Adjournment**

The matters listed above are those reasonably anticipated by the Chair that may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.