



Board of Directors Meeting Minutes
418 Bumps River Road, Osterville, MA 02655
December 13, 2023 - 5:15 PM

I. Cracker Barrel Discussion 5:00PM – Pre-Meeting

This section of the meeting was an informal discussion and information sharing among members of the Board of Directors.
Board members were invited to share current concerns and challenges.

II. Call to Order 5:15PM

This meeting occurred in person and 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:

Phone Number: 1-929-205-6099
Meeting ID: 886 7725 3838

Vice-Chair Morris called the meeting to order at 5:15PM and chaired the meeting. He reminded the Board that the order of the meeting would include the necessity for all votes to occur through a “roll call” process. Each member of the Board had to verbally “sign in”. Computer access, including video, is recommended for board members was allowed for “sharing” of information on the screen if necessary.

There was an expressed need for Executive Session. Vice-Chair Moris reminded the Board that it was important that members of the Board have the capacity to ensure that others could not 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.

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

| | |
|-----------------------|--------------------|
| Bourne | Maureen Fuller - R |
| Brewster | Casey Mecca - R |
| Cape Cod Technical HS | MaryRose Grady |

Dennis-Yarmouth
Falmouth
Martha's Vineyard
Mashpee
Nauset
Upper Cape Cod Tech
Wareham
Wellfleet

Phillip Morris
Terri Medeiros – R
Roxanne Ackerman- R
Matthew Davis - R
Cathryn Lonsdale
Robert Fichtenmayer
Brennan McKiernan – R
Jill Putnam - R

Also in attendance were:

Treasurer
Massachusetts Department of
Elementary & Secondary Education
Executive Director
Business Manager
Associate Business Manager
Director of Special Education
Director of Special Projects
Admin & Finance Coordinator
Operations Manager

William T. Friel
PaulaJo Gaines - R
Paul C. Hilton
R. Patrick Murphy
Amy Lipkind
Christina Caputo
Dr. Christopher Bogden – R
Marc Dupuis – R
Anders Erikson – R

A motion was made to suspend the voting rights for the Eastham Public Schools and the Monomoy Regional Schools as the Board Members had missed two (2) consecutive meetings.

III. Old Business

Mr. Hilton asked that an item be moved forward in the agenda as Mr. Michael Nelligan from the firm of Powers & Sullivan (CPA) was present (remotely) and would be reviewing the FY2023 Audited Financial Statements. Mr. Hilton introduced Mr. Nelligan and explained the need for a vote from the Board to accept the Audited Financial Statements.

A motion was made to take this item out of order by Mr. Fichtenmayer (Upper Cape Tech). The motion was seconded by Ms. Grady (Cape Cod Tech).

A roll call vote was taken:

Ms. Fuller – yes; Mr. Morris-yes; Ms. Medeiros – yes; Mr. Davis – yes; Ms. Ackerman – yes; Ms. Lonsdale – yes; Ms. Mecca – yes; Ms. Putnam – yes; Mr..McKiernan – yes; Ms. Grady – yes; Mr. Fichtenmayer- yes
The motion passed

a. FY23 Close-Out

Mr. Nelligan indicated that the FY2023 Audit Engagement was the eighth engagement (eighth year) that this firm had completed the Audit of the Financial Statements for the Cape Cod Collaborative.

He thanked Mr. Murphy, Ms. Lipkind and Mr. Hilton for their cooperation throughout the process. He noted that the release of the “final” DRAFT of the Audited Financial Statements had been delayed for FY2023 as there was a delay (from the timeline in previous engagements) in the production and receipt of the actuarial report for the “Other Post-Employment Benefits” (OPEB). He explained that this information was necessary to complete the audit as the OPEB information is required and must be updated by the actuary annually.

Mr. Nelligan noted that the Collaborative audit was an “unmodified clean audit” with no audit findings. He further explained that there were not audit adjustments necessary, with the exception of required adjustments by the Governmental Accounting Standards Board (GASB) and in particular the requirements of GASB34. Mr. Nelligan referred the Board Members to the Audited Financial Statements. He noted that the “General Fund” was down approximately \$1.3M from FY2022. He highlighted that the decrease in the Fund Balance was attributable to transfers to “Project Funds” for the (planned and completed) capital expenses for the Waypoint Academy Yarmouth building renovation and the installation of the playground at the STAR-Osterville site.

Mr. Nelligan highlighted a few financial items from the FY2023 Audit engagement:

- The Collaborative had committed approximately \$1,986,000 to capital needs/expenses and expended from the Capital Fund
- The Collaborative carried \$2.75M in debt for the Yarmouth site through debt arranged through MassDevelopment.
- The Collaborative carried \$3.3M in debt associated with the purchase of School Buses with approximately \$614,000 due in lease payments annually.
- The Collaborative was in a unique position in regards to funding their OPEB liability as the current balance (OPEB Asset) in the Restricted OPEB Fund was at a level (114% of Current Liability). He noted that the Collaborative had committed to a process for funding OPEB over a decade ago and that the adherence to that schedule has been beneficial, especially in regards to minimizing the impact of OPEB liability to the financial position of the Collaborative. He also noted that the status of this Fund also minimizes the impact of “market” fluctuations upon the OPEB liability, noting that the status of the funds was approximately 85% for FY2022 and over 95% for Fy2021.

Mr. Hilton recommended that the Board convene as the OPEB Trustees within the next three (3) months, and then quarterly, to review the status of the OPEB Trust. He also indicated that a meeting of the Finance Subcommittee should be scheduled to discuss and review the status of the FY2024 Spending Plan and FY2025 Spending Plan Development (associated items will be discussed in Executive Session).

Mr. Fichtenmayer made a motion to accept/approve the FY2023 Audited Financial Statements as presented.

A roll call vote was taken:

Ms. Fuller – yes; Mr. Morris-yes; Ms. Medeiros – yes; Mr. Davis – yes; Ms. Ackerman – yes; Ms. Lonsdale – yes; Ms. Mecca – yes; Ms. Putnam – yes; Mr..McKiernan – yes; Ms. Grady – yes; Mr. Fichtenmayer- yes

The motion passed

Mr. Fichtenmayer made a motion to vote to designate \$4,890,497 as the 2023 cumulative surplus to be retained for future use to be determined by the Cape Cod Collaborative Board of Directors. Ms. Grady seconded the motion.

A roll call vote was taken:

Ms. Fuller – yes; Mr. Morris-yes; Ms. Medeiros – yes; Mr. Davis – yes; Ms. Ackerman – yes; Ms. Lonsdale – yes; Ms. Mecca – yes; Ms. Putnam – yes; Mr..McKiernan – yes; Ms. Grady – yes; Mr. Fichtenmayer- yes

The motion passed

It is also recommended that the Board

IV. New Business

a. Programs/Services

• Programs & Program Development

There was brief discussion regarding the processes and outreach associated with the determination of district needs for programming that might be provided through the Collaborative. Mr. Hilton noted that further discussion would continue to occur regarding the evaluation of the feasibility for the establishment and maintenance of programming through the Collaborative. He explained that this area of focus was becoming increasingly important as districts needed to serve small numbers of students with specific programming, or specific programs with “low incidence” populations. He indicated that these types of programs would be most effective (and cost-efficient) through shared program development and operation. He stressed that the flexibility of programming and staffing possible within the Collaborative structure could promote a decrease in off-Cape out-of-district placements.

He also noted that ongoing discussions had occurred, and would continue to occur, with various stakeholder groups, including Superintendents, Special Education Directors and Business Managers.

• Waypoint

Ms. Caputo explained that the staffing challenges and student needs within the program have necessitated the restructuring of the program to increase consistency in expectations and accountability for students, and staff. She noted that the program is currently reconfigured to have students educated within teams of teachers with two (2) teachers assigned as the core educators for each team and some teachers (Health, Physical Education and

Electives) traveling among classrooms/teams. She noted that the initial implementation of this structure had gone well and that the consistency for students and staff has been beneficial.

Ms. Caputo highlighted that the Thanksgiving Luncheon had been very well attended by students and their families. She noted that some recent school activities were going well (boat building) and that others had to be temporarily suspended (Cape Cod Cultural Center) as staffing support was reassessed. She also highlighted the current success of a student who is participating in a paid internship within the program.

Securing and maintaining staffing for the program continues to be a central focus for the program to support consideration of pending referrals.

- **STAR / Osterville**

Mr. Hilton updated the Board regarding the STAR program activities as Ms. Bryant was attending to student emergency (at Cape Cod Hospital) and that Ms. Caputo had to depart the meeting to transport Ms. Bryant back to the Collaborative site.

Mr. Hilton provided an overview of the current and programming as well as highlighting areas associated with program operations.

He explained that there continues to be an influx of referrals for the program, and that staff interviews had continued to increase capacity for the program to accept and serve students, families & districts.

- **Transportation**

- Invoicing & Reconciliation of Changes in Service

Mr. Murphy and Ms. Lipkind discussed the status of invoicing for services for FY24 as well as ongoing communication with districts regarding adjustments (credits and additional charges) associated with changes that had been necessary in the provision of transportation services for the school year.

Mr. Murphy noted that the forecasted costs were being compared with the experienced costs (labor, fuel, Maintenance) and that meetings were occurring with districts to review the analyses.

- Staffing / Routing

Mr. Erikson updated the Board regarding ongoing changes to the transportation staffing for FY24

- Nantucket –Adequately staffed for operation
- Truro–Adequately staffed for operation
- Mashpee – Mr. Erikson noted that there had been recent challenges with staffing and that the operations was three (3) drivers lower than needed. He explained that coverage was occurring utilizing office staff and that there had been a recent

addition of spare capacity with one spare driver returning from a leave and another full-time spare being used in the district.

- Bourne – Mr. Erikson noted that there were evolving challenges as two drivers would be leaving their positions for a few months as they had in previous years. He explained that there had been considerable work done to consolidate routing.
- Nauset – Mr. Erikson noted that the coverage for routes had been improving in Nauset. He explained that there had been considerable work done to consolidate routing and that there were three (3) drivers in training.
- Monomoy – Mr. Erikson highlighted that Monomoy was “fully staffed”.

• Therapies

Mr. Hilton and Mr. Murphy provided a brief update regarding the provision of services within the Collaborative and to districts (and others). He noted that the Dennis-Yarmouth Regional Schools had contracted for Physical Therapy (PT) capacity.

• Special Projects

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

- Bridgewater State University (BSU)

Mr. Hilton discussed a grant proposal in response to a Request for Proposals (RFP) for “*Regional Centers to Support Emergency License Holders Working in Massachusetts*” which had resulted from the partnership between the Collaborative and BSU. If funded, this initiative will support individuals throughout southeastern Massachusetts currently employed with an Emergency License. Mr. Hilton also discussed the status of an initiative to develop a “cabinet” of administrators from the region to work with BSU in securing quality and relevant professional development and licensure support programming for staff in the region.

- Virtual High School – Dr. Bogden reviewed the cooperative use of Virtual High School among Cape (& Island) School Districts. He noted the table below, which indicates the number of students currently enrolled by district and the number of seats used. He explained that this number included students who might have dropped the course during the semester and that these numbers would likely increase as students enrolled for the spring semester. He highlighted that the Collaborative VHS Consortium facilitates the purchase of 200 “seats” at a discount of approximately 60% from the standard stand-alone

cost. He explained that most courses taken through VHS are for elective courses and/or courses that are challenging to staff or schedule due to low enrollment or interest.

| District | Students | Seats |
|-----------------|----------|-------|
| Barnstable | 15 | 32 |
| Bourne | 2 | 3 |
| Dennis-Yarmouth | 12 | 15 |
| Nantucket | 19 | 27 |
| Sandwich | 32 | 52 |
| Upper Cape Tech | 4 | 8 |
| Wareham | 5 | 9 |
| Total | 89 | 146 |

- **Advanced Studies & Leadership Program ASLP** **VOTE**
 Mr. Hilton discussed the planning for ASLP Summer 2024. He explained that he and Mr. Kelleher had continued to meet with Massachusetts Maritime Academy (MMA) administration regarding planning for the program.
 Mr. Hilton noted that the program was scheduled to occur as a residential program for a continuous two weeks for Summer 2024, from July 7th to July 20th.
 Mr. Hilton highlighted that the ASLP District Liaisons Meeting had occurred on November 15, 2023, at Massachusetts Maritime Academy.
- **Curriculum Directors Meeting**
 Dr. Bogden briefly discussed the ongoing, monthly meetings of the Curriculum Coordinators from member districts. He noted that this group has continued to meet to develop coordinated, collaborative opportunities. The group has recently begun to meet in-person again with sites for the meetings rotating among participating districts. He noted that there is a group that is meeting to develop a proposal to bring in a speaker for professional development associated with Co-Teaching with English language Learners (ELL) student populations.

- Collaborative Framework for Educator Evaluation (CoFFEE)
Dr. Bogden reviewed that this course had been regionally designed for new administrators/ department heads who are, or will be, responsible for supervision, observation, and / or evaluation. He explained that the course was approved for graduate credit through Bridgewater State University and that the most recent CoFFEE course cohort began on October 12 and would continue to meet twice a month until May.
- Artificial Intelligence Workshop
Dr. Bogden noted that the Collaborative would be offering a workshop regarding Artificial Intelligence (AI) for the regions' instructional supervisors on January 31, 2024. He explained that this three-hour hands-on workshop was designed for school leaders, administrators, and instructional coaches to address two unique domains of understanding AI. He further noted that through one lens, the workshop was designed to enhance the comfort level, awareness, and capacity of school leaders to leverage AI in their role and to model the meaningful use of AI to their faculty and staff and that, additionally, the workshop targets key language, mindsets, and culture necessary to adapt to the use of AI in schools and classrooms.

b. FY24 Budget Update

Mr. Murphy, Ms. Lipkind and Mr. Hilton will review and discuss the FY24 Spending Plan.

- Programs
- Transportation
- Therapies

Mr. Murphy noted that the Collaborative had been completing an assessment of “Actual” vs. “Forecasted” Salaries and that the current trajectory was consistent with the projections/forecast. He also highlighted that fuel costs were tracking consistent with projections.

V. Old Business

a. FY23 Close-Out – addressed at start of the meeting

b. FY2023 Annual Report

Mr. Hilton explained that the Collaborative was required to publish an annual report each year discussing the activities of the previous year and including the Audited Financial Statements. He noted that this (FY2023) report represents our tenth Annual Report. He indicated that a vote is necessary at this time as the Annual Report must be published and shared with MA-DESE by January 1, 2024.

Mr. Hilton recommended that the Board approve the FY2023 Annual Report following satisfactory review and recommendation of edits. He also noted that the Board had previously offered edits as well as appointing a final editor/approver for the FY2023 (2022-2023) Annual Report as there was often additional content suggested, additional edits suggested, and the inclusion of additional pictures between the Board approval and the time of publication. Ms. Fuller was suggested as the Editor on behalf of the Board.

Ms. Putnam made a motion to vote approve the FY2023 Annual Report with Ms. Fuller serving as the Board Editor for final approval of any changes/edits. Ms. Fuller seconded the motion.

A roll call vote was taken:

Ms. Fuller – yes; Mr. Morris-yes; Ms. Medeiros – yes; Mr. Davis – yes; Ms. Ackerman – yes; Ms. Lonsdale – yes; Ms. Mecca – yes; Ms. Putnam – yes; Mr..McKiernan – yes; Ms. Grady – yes; Mr. Fichtenmayer- yes
The motion passed

c. Treasurer Evaluation

Discussion

Mr. Hilton noted that the Board must annually facilitate the evaluation of the Collaborative Treasurer. He explained that Mr. William Friel was first appointed as the Treasurer of the Collaborative in May 2017 and that he had done an exceptional job in this role.

He explained that he, Mr. Murphy and Ms. Lipkind had met regularly with Mr. Friel. Please note that an evaluation would be completed as required by statute each year. Mr. Hilton recommended that the Board offer feedback regarding the performance of the Treasurer and direct the Executive Director and Business Manager to complete an evaluation of the Treasurer for consideration by the Board for a vote at a later meeting.

d. FY24 Warrants

VOTES

- | | | | |
|-------|-------------|-------|-------------|
| • #19 | VOTE | • #20 | VOTE |
| • #21 | VOTE | • #22 | VOTE |

Mr. Fichtenmayer made a motion to approve the bundling of the Warrants as indicated. Ms. Putnam (Bourne) seconded this motion. **VOTE**

A roll call vote was taken:

Ms. Fuller – yes; Mr. Morris-yes; Ms. Medeiros – yes; Mr. Davis – yes; Ms. Ackerman – yes; Ms. Lonsdale – yes; Ms. Mecca – yes; Ms. Putnam – yes; Mr..McKiernan – yes; Ms. Grady – yes; Mr. Fichtenmayer- yes
The motion passed

Ms. Grady made a motion to approve the Warrants as indicated. Ms. Putnam seconded this motion. **VOTE**

A roll call vote was taken:

Ms. Fuller – yes; Mr. Morris-yes; Ms. Medeiros – yes; Mr. Davis – yes; Ms. Ackerman – yes; Ms. Lonsdale – yes; Ms. Mecca – yes; Ms. Putnam – yes; Mr..McKiernan – yes; Ms. Grady – yes; Mr. Fichtenmayer- yes
The motion passed

e. FY24 Spending Plan

VOTES

- Updates

Discussion

Mr. Murphy, Ms. Lipkind and Mr. Hilton briefly discussed the status of the FY2024 Spending Plan.

It was noted that some revisions to the FY2024 Spending Plan and Budget may necessary during the course of the fiscal year, but would not be necessary at this meeting.

- Personnel

- Additions

VOTE

- Transportation

- Lori Baker CDL Driver – Training
- Peter Boucher CDL Driver - Training
- Dennis Morel-Avila CDL Driver (rehire)
- Alan Payne CDL Driver - Training
- Danielle Toews CDL Driver _ Training
- Susan Whelehan 7D Driver

- Waypoint

- Morgan Evans Part Time Paraprofessional

- STAR

- Morgan Evans Part-Time Intern/Para
- Pamela Porter Paraprofessional

- Other

- Dennis Morel-Avila - Part Time Facilities
- Ralph Tetreault – Part-Time Facilities

- Reductions

VOTE

- Transportation

- Margaret Ahern 7D Driver
- Joseph Piccirilli 7D Driver

- STAR

- Demitri Grevelis Paraprofessional

- Waypoint

- Charity O’Neill-O’Kane Teacher

- Change of Status

VOTE

- Transportation

- Clifford Williams Leave to Part-Time CDL

- Waypoint

- Caileigh Badore Paraprofessional to Teacher
- Patrick Long Paraprofessional to Teacher
- Tori McMahan Para to Split Teacher/Para

Ms. Grady made a motion to approve the bundling of the Personnel Changes as indicated. Mr. Fichtenmayer seconded this motion.

A roll call vote was taken:

Ms. Fuller – yes; Mr. Morris-yes; Ms. Medeiros – yes; Mr. Davis – yes; Ms. Ackerman – yes; Ms. Lonsdale – yes; Ms. Mecca – yes; Ms. Putnam – yes; Mr..McKiernan – yes; Ms. Grady – yes; Mr. Fichtenmayer- yes
The motion passed

Mr. Fichtenmayer made a motion to approve the Personnel Changes as indicated. Ms. Lonsdale seconded this motion.

A roll call vote was taken:

Ms. Fuller – yes; Mr. Morris-yes; Ms. Medeiros – yes; Mr. Davis – yes; Ms. Ackerman – yes; Ms. Lonsdale – yes; Ms. Mecca – yes; Ms. Putnam – yes; Mr..McKiernan – yes; Ms. Grady – yes; Mr. Fichtenmayer- yes
The motion passed

f. Planning Legislative Breakfast for 2024

Discussion

Mr. Hilton indicated that the Board had annually hosted a regional meeting with Legislators from throughout the region. He recommended that the event occur on Friday, February 9, 2024.

He explained that the Legislative Breakfast usually occurs at the Osterville location during *early February* to coincide with annual legislative deliberations regarding educational funding.

Mr. Hilton recommended that the SubCommittee of the Board (Mr. Morris and Ms. Lythcott) convene to begin coordination and planning of this event with MASC and the Collaborative.

He also noted that the MASC- Division VII Chair (Stephanie Clougherty- Carver School Committee) has asked to participate in the planning for this event.

VI. Minutes

a. November 8, 2023

VOTE

Ms. Fuller made a motion to approve the minutes of November 8, 2023 . Mr. Fichtenmayer seconded this motion.

A roll call vote was taken:

Ms. Fuller – yes; Mr. Morris-yes; Ms. Medeiros – yes; Mr. Davis – yes; Ms. Ackerman – yes; Ms. Lonsdale – yes; Ms. Mecca – yes; Ms. Putnam – yes; Mr..McKiernan – yes; Ms. Grady – yes; Mr. Fichtenmayer- yes
The motion passed

VII. Executive Session

Mr. Hilton indicated that it would be necessary to enter into Executive Session for the reasons indicated below::

(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.)

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:

- Personnel Planning
- Discussion of Program Professional Staff Salary Schedule for FY2025
- Health Insurance Review

Ms. Putnam made a motion to enter into Executive Session for the aforementioned reasons and indicated that the Board would adjourn from Executive Session (not return to Open Session). This motion was seconded by Ms. Lonsdale.

A roll call vote was taken:

Ms. Fuller – yes; Mr. Morris-yes; Ms. Medeiros – yes; Mr. Davis – yes; Ms. Ackerman – yes; Ms. Lonsdale – yes; Ms. Mecca – yes; Ms. Putnam – yes; Mr..McKiernan – yes; Ms. Grady – yes; Mr. Fichtenmayer- yes

The motion passed

VIII. Adjournment (from Executive Session)

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.