

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
February 14, 2018

I. Call to Order

The February 14, 2018 meeting of the Cape Cod Collaborative Board of Directors was called to order at 5:04 PM by Jessica Larsen, Co-Chair. In attendance were:

Brewster	Jessica Larsen, Co-Chair
Sandwich	Beth Cummings, Co-Chair (out at 7:08 PM)
Barnstable	Mike Judge (in at 5:41 PM)
Cape Cod Technical HS	Scott McGee
Dennis-Yarmouth	Phillip Morris (in at 5:06 PM)
Eastham	Judy Lindahl
Falmouth	John Furnari (in at 5:08 PM, out at 7:11 PM)
Mashpee	Nicole Bartlett
Nauset	Judith Schumacher
Orleans	Hank Schumacher
Wareham	Mary Morgan
Wellfleet	Jill Putnam (out at 7:28 PM)
Treasurer	William (Bill) Friel
Secretary	Beth Deck

Also in attendance were:

Executive Director	Paul Hilton
Business Manager	Amy Lipkind
Administration & Finance	Marc Dupuis
Director of Special Projects	Dr. Christopher Bogden
STAR Program Director	Dr. Anita Woods

II. Minutes

a. January 10, 2018

VOTE

Ms. Bartlett made a motion to approve the minutes of the January 10, 2018 Cape Cod Collaborative Board of Directors meeting. Ms. Lindahl seconded the motion.

SO VOTED – UNANIMOUS

III. Old Business

a. Cracker Barrel Discussion

No items were brought up for discussion at this meeting.

b. Transportation

- Invoicing

Ms. Lipkind updated the Board regarding the status for FY18 invoicing to districts. December invoices have been mailed. She noted that the January invoices are being prepared.

- Reconciliation

Ms. Lipkind shared the status of the reconciliation of costs and revenues projected for FY18. She indicated that it was expected that revenue will continue to cover expenses.

Mr. Hilton indicated that he had received a question from Mr. Hyldborg regarding the additional transportation expenses incurred in providing transportation in Bourne, and extra costs which resulted from ride-sharing. Mr. Hilton indicated that Mr. Dupuis will be meeting with administrators in Bourne to discuss the particular aspects of the billing for this situation. Ms. Lipkind noted that the addition of one student, who is traveling long distance, to an existing route can increase total route costs in certain circumstances using the current rate template.

c. Executive Director Evaluation

Mr. Hilton noted that information associated with the evaluation and evaluation process, including an electronic version of the evaluation instrument, was distributed prior to the February meeting consistent with the Board approved process discussed at the December 2017 meeting. He also noted that this agenda item had been tabled at the January Board meeting.

Mr. Hilton noted that some Board members had asked to include measurable goals. He expressed the need for long-term (strategic) planning to establish goals for the next five years.

Mr. Schumacher observed that these (Executive Director) reviews are always delayed and suggested that goals should be reviewed in June for the upcoming year. Mr. Hilton observed that Mr. Fichtenmayer had also pressed strongly for the inclusion of (Mr. Hilton's) personal goals. Mr. Hilton noted there were absolute things that were achieved during this review period.

Ms. Cummings observed, during her three years on the Board, reviews have always been done at this time of year. Ms. Larsen asked if there was interest in forming a SubCommittee; Mr. Schumacher suggested this occur after elections have occurred, at the June Board meeting.

Ms. Schumacher noted the people who are doing the evaluation should be the Board members who served during the review period. She observed that members new to the Board are not in a position to evaluate past performance. Mr. Furnari suggested Board members could create a system which would pass information on to new members of the Board.

Mr. Hilton suggested strategic planning could occur after the election cycle. In the past, members of the Board had often served for many years. He noted that the frequent changes in Board members which have occurred more recently necessitate a method for providing information to new members.

Ms. Larsen indicated that electronic and paper copies of the evaluation instrument have been distributed to all Board members. She asked Board members to complete the evaluation and turn it in to Ms. Deck (bdeck@capecodcollaborative.org) by March 1st. She indicated that a complete summary of the evaluations received will be compiled and provided to Board members at the March meeting.

Ms. Cummings indicated that not all Board members have submitted evaluations in the past. Ms. Bartlett stated that she would not be turning in an evaluation for this review period. Mr. Hilton suggested Board members could review past meeting minutes for past comments on the evaluation process.

Mr. Hilton restated his goal to enter into strategic planning within four to five months. He explained that each member district has unique needs, and there are trends, such as decreasing enrollment, impacting all districts. Mr. Schumacher suggested Board members and Superintendents be involved in the strategic planning process. Ms. Lindahl suggested Mr. Hilton formulate questions for Board members and Superintendents which could lead to discussion.

Ms. Cummings noted changes within the past ten years which directly impacted districts. Ms. Bartlett looked at the impact of school choice in Mashpee, and discovered some loss of students due to charter and private schools.

Mr. Hilton asked the Board to consider what the Collaborative can do to support school systems. He suggested Board members also consider what they would like to gain from this evaluation instrument.

d. Waypoint Academy Director Search Status

Mr. Hilton provided an update to the Board regarding of the process associated with the search for a director of Waypoint Academy. He noted that two strong candidates were identified as the result of the second search. Mr. Hilton indicated that he spent in excess of twelve hours with each candidate discussing the Collaborative and programming.

Mr. Hilton explained that the Collaborative changes all the time as each districts' needs change. He indicated that it was difficult for any external person to appreciate the fluidity of the organization, and the resulting impact upon staffing. Mr. Hilton noted considerable time was spent with the final candidates discussing this particular issue and the potential impact it has upon programming and the stability in expectations regarding the position.

Mr. Hilton recommended restructuring the programming as an alternative, changing Dr. Woods' position to have her oversee both programs. He explained that Ms. Goldstein could continue as administrator for Waypoint Academy and Ms. Bryant as administrator for the STAR Program in Osterville. Ms. Morgan noted that READS Collaborative in Middleborough has a similar structure to what is being proposed.

Mr. Hilton observed this restructuring would create consistency between the programs and increase the Collaborative's capacity to adapt to change. He asked the Board to authorize him to work on restructuring for the next month. He noted that the Collaborative would most likely add a position (to replace the Waypoint Director), but in a different place in the organizational hierarchy. Mr. Hilton indicated that he had spoken with Superintendents and Special Education Directors about this proposal and had (thus far) received universal support. Ms. Schumacher asked what role the new staff would play. Mr. Hilton explained that he envisioned that this position would be administrative, directly supportive of Dr. Woods, and involve working between both programs. Mr. Furnari noted it would be helpful to have an organizational chart and salary information, and an idea of how these changes would impact the financial side of the programs. Dr. Woods provided a brief history of the Collaborative from its inception in the 1970s, to support students with significant special needs who were deinstitutionalized, through the 1980s, when there was a need to provide programming for the deaf and hard of hearing. She noted that these district needs have changed. She explained that the STAR Program has evolved from a school-based program to its current location in Osterville, as student (and district) needs shifted from medically fragile to students with social-emotional needs. As the Collaborative attempted to fill the Director position at Waypoint, Dr. Woods noted both staff and districts were able to provide valuable feedback. As a result, the need for more consistency between the programs was noted. Mr. Hilton observed the Collaborative will continue to change. He explained that the planning was not just about efficient programs, but ensuring the most effective program for each student. Ms. Bartlett clarified that Dr. Woods would oversee special education services provided by the Collaborative. Mr. Hilton suggested her title would be "Director of Special Education." He suggested that having an "Assistant Director of Special Education" is an important step in succession planning.

e. Bridgewater State University

Mr. Hilton and Dr. Woods discussed the status of the coursework that is to be offered through the Collaborative. Mr. Hilton indicated the Dean (of Graduate Education) would like to discuss offering another round of courses. Dr. Woods noted that the cohort is now completing the final two classes. She explained that some students may seek provisional certification when they pass the MTEs, and continue to complete their Masters degrees.

Ms. Bartlett asked if these students would be seeking provisional licensure as special education teachers. Dr. Woods confirmed this.

Mr. Hilton spoke about the need to develop the next group of Collaborative teachers. He noted that these courses were offered at a significant savings (\$100 for Collaborative employees, \$600 for member district employees vs usual cost of \$1300).

f. Authorization for Acceptance of Vehicle Procurement

VOTE

The Board approved the solicitation to secure pricing/quotes for vehicles to meet the needs indicted in the Memorandum of Agreement (MOA) for Nauset Regional Schools (and Superintendency Union) Transportation. Ms. Lipkind secured quotes for the procurement of buses.

Mr. Dupuis explained the total cost for the four seventy-one passenger buses, eighteen sixty-five passenger buses, and six fifty-three passenger buses (all propane) is approximately \$2.3 million.

Mr. Hilton indicated he was seeking permission to sign a purchase order with Anderson Blue Bird Bus Sales of New England associated with procurement through the National Joint Powers Alliance (NJPA). Mr. Hilton indicated that MOA with Nauset has not been formally signed as the last element was determining the number and size of buses, which occurred just prior to this meeting.

Ms. Putnam made a motion that the Board vote to authorize Mr. Hilton to sign a purchase order for twenty-eight propane buses with Anderson Blue Bird Bus Sales of New England. The motion was seconded by Mr. Morris.

Ms. Cummings asked when these buses would be on the road. Mr. Hilton said the goal is to have the buses delivered in July. He indicated that, to meet this goal, it was necessary for the Collaborative to be in the queue for construction.

Ms. Cummings asked what liability the Collaborative would be taking on if Nauset failed to proceed. Mr. Hilton indicated that if Nauset withdraws, they would own the liability for the purchase of the vehicles.

Mr. Furnari noted he is a strong proponent of asset management and fleet management, tracking from cradle to grave. Ms. Lindahl observed maintenance on propane buses is different than for diesel engines.

Mr. Judge, noting past discussions regarding the need for garage / maintenance space, asked if this was still a topic of discussion. Mr. Hilton described the conversations which have occurred with districts located between Barnstable and Harwich, seeking a partner who would allow the Collaborative to have a base of operations on their grounds.

Mr. McGee asked if additional employees would be required to provide Nauset transportation services, and if this would include a dispatcher. Mr. Hilton suggested another mechanic would be needed, and that Nauset had asked for an on-site dispatcher. He noted that the local dispatcher was added to Nauset's cost calculations.

Mr. McGee asked how Nauset was going to fuel the propane buses. Ms. Lindahl noted the buses can be filled at any camp station which fills propane tanks, at Snow's in Orleans, or Nauset can set up a fueling service (by truck) or a fueling depot. Ms. Lindahl also noted that both Bluebird and Anderson did presentations regarding propane buses that are available on the Nauset Superintendent's page if anyone would like more information.

Ms. Larsen reminded the Board that there was a motion and a second on the table.

SO VOTED – UNANIMOUS

IV. New Business

a. Warrants

VOTES

- | | | | |
|--------|------|-------|------|
| • #27 | VOTE | • #29 | VOTE |
| • #28 | VOTE | • #30 | VOTE |
| • #28A | VOTE | | |

Ms. Cummings made a motion that the Board vote to approve Warrants #27, #28, #28A, #29 and #30 as a slate. Ms. Putnam seconded the motion.

SO VOTED – UNANIMOUS

Ms. Cummings made a motion that the Board vote to approve the slate of Warrants. This was seconded by Mr. Furnari.

SO VOTED – UNANIMOUS

b. FY18 Spending Plan & Statutory Budget

VOTES

• Updates

Discussion

- Mr. Hilton reviewed updates to the Collaborative Spending Plan and discussed whether it will be necessary to consider adjustments to the FY18 (statutory) budget. He also noted that work on the FY19 Budget will begin in March.

Mr. Hilton noted revisions to revenue and expense figures, and directed the Board’s attention to the page showing allocation of administrative costs. He indicated that “Administration” costs for the Transportation Department have increased substantially since the initial spending plan due to planned expansion in Transportation that has been discussed at each Board meeting. Mr. Hilton also discussed fluctuations in revenue associated with enrollment changes in the Collaborative programs.

Ms. Lipkind noted the revenue sheet reflects an adjustment to Waypoint enrollment, as well as a change to the rent expense (removed Bourne, added Sandwich). Mr. Hilton reminded the Board that funds for Waypoint relocation and renovation were to come from Fund Balance, rather than the program. He noted that an adjustment will be made to move the expense from the program to the general fund.

Ms. Morgan observed there are currently no students from Bourne enrolled in the STAR Program.

- Financial Projection Review

Ms. Lipkind reviewed the financial status of the Collaborative and projections through the end of the fiscal year.

- Banking Services – Line of Credit

Ms. Lindahl asked if Mr. Friel had sent requests for quotes for the Collaborative line of credit as authorized by the Board at the last meeting. Mr. Friel indicated that letters had been sent to both the Cooperative Bank of Cape Cod and Cape Cod Five. He indicated that he has received a proposal from Cape Cod Five; and that a proposal from the Cooperative Bank of Cape Cod was forthcoming.

Mr. Friel observed both banks, independently of one another, stated that the Collaborative is working from a position of financial strength. He noted that representatives from both banks thought that they could improve upon the rate, especially with the potential of obtaining other business.

- Personnel

- Additions **VOTE**

- Michael Kellett Spare Monitor
- Robert Lynch Spare CDL Driver
- Nicole Mustacaros Spare Monitor
- Shawn Powell Student Inter, Waypoint
- Yael Reyes Diaz Spare Monitor
- Linda Smith Spare Monitor
- William Tedstone Lot Mechanic
- Adam Thomas Lot Mechanic
- Clifford Williams Spare CDL Driver

- Reductions **VOTE**

- Stephen Cishek CDL Driver – Mashpee
- Thomas Ferzoco Assistant Business Manger
- Mary James Spare Monitor
- Kelly Kennedy CDL Driver (retirement) - Mashpee
- Barbara Lennon Spare Monitor
- Lauren Nadzeika Spare CDL Driver

- Change of Status

- Timothy Baszak Para to Teacher (Waypoint) **VOTE**

Ms. Putnam made a motion that the Board approve personnel changes, reductions and the change of status as a slate. The motion was seconded by Ms. Cummings.

SO VOTED – UNANIMOUS

Ms. Putnam made a motion that the Board vote to approve the slate of personnel changes. Mr. Morris seconded the motion.

SO VOTED – UNANIMOUS

- **Write-Offs for School Lunch Monies** **VOTE**
Ms. Lipkind asked the Board for authorization to write off cafeteria debt for two students who have left Collaborative programming (\$754.60) and for one staff member who is no longer employed by the Collaborative (\$3.75) for a total write-off of \$758.35.

Mr. Morris made a motion that the Board vote to authorize Ms. Lipkind to write off \$758.35 in cafeteria debt. Ms. Cummings seconded the motion.

SO VOTED – UNANIMOUS

- **TD Equipment Finance – Change to Lease Agreements** **VOTE**
Ms. Lipkind indicated that she had been contacted by TD Equipment Finance regarding a proposed change to the Collaborative Municipal Lease Agreements. She explained that TD Equipment was seeking to amend the agreements to add a charge for late payments, which had been omitted from the original agreements. Ms. Lipkind asked if the Board would authorize her to sign the amendment.

The Board declined to vote to provide authorization.

Mr. Furnari suggested the Board could authorize ACH payments and thus eliminate any possibility of late payments. It was suggested that could be brought up for a vote at the March meeting.

- **Alarm Panel Replacement**
Ms. Lipkind provided copies of the estimates to replace the faulty alarm panel in Osterville. She noted that this replacement is necessary in order for the Collaborative to install motion detectors in the blue meeting building. There was no vote necessary for this item, which was added for informational purposes.

- **Purchase of Mashpee buses** **VOTE**
Ms. Lipkind asked the Board to consider a vote to approve the purchase of four seventy-one passenger buses (diesel) for Mashpee. Ms. Lipkind noted that she will seek to purchase these buses through the NJPA, at an estimated cost of \$77,500. It was also explained that the Board will be asked to approve the exact amount to be financed when the figures are finalized.

Mr. McGee made a motion that the Board vote to authorize the purchase of four seventy-one passenger buses (diesel) for Mashpee. This was seconded by Ms. Cummings.

SO VOTED – UNANIMOUS

- **Designation of Surplus Vehicles** **VOTE**
The Collaborative has secured several new vehicles to replace an aging fleet. Ms. Lipkind reviewed an inventory of vehicles that should be considered for disposal, and asked for a vote to declare these vehicles as “surplus.” These vehicles will be considered individually for disposal as vehicles are procured

to replace them. This vote will allow disposal through eligible methods including trade-in.

Bus #	Vin #	Year	Seat/WC	Make/Model	Mileage
Van 17	1FTNE24W58DB23508	2008	8/0	Ford/E250	217941
Van 21	1FTNE24W38DB09977	2008	8/0	Ford/E250	255940
Van 22	1FTNE24WX8DB32365	2008	8/0	Ford/E250	281097
Van 24	1FTNE24W18DA74470	2008	8/0	Ford/E250	299977
Van 25	1FTNE24W38DA74471	2008	8/0	Ford/E250	269092
05	1GBJG31U571212260	2007	12/2	Bluebird	258639
07	1GBJG31U171211218	2007	12/2	Bluebird	257525
08	1GBJG31U271210112	2007	8/2	Bluebird	225300
09	1GBJG31UX71210150	2007	12/2	Bluebird	266368
11	1GBJG31U871210812	2007	12/2	Bluebird/B2VC1	222123
12	1GBJG31U171210974	2007	12/2	Bluebird/B2VC16	285159
14	1GBJG31U071210240	2007	12/2	Bluebird/B2VC16	264501
15	1GBJG31U771211255	2007	12/2	Bluebird/B2VC16	Down
300	1GBJG31U161268095	2006	22/0	Bluebird	
304	1GBJG31U061240109	2006	22/0	Bluebird	277321

Ms. Putnam made a motion that the Board vote to declare the listed vehicles as surplus. Ms. Bartlett seconded the motion.

SO VOTED – UNANIMOUS

• Cape Cod Municipal Health Group – Rates Discussion

Mr. Hilton discussed the most recent information regarding the health and dental insurance rates for FY19 through the Cape Cod Municipal Health Group (CCMHG). The CCMHG is projecting a 6% increase in the cost for insurance plans for FY19.

c. Programs/Services

- Waypoint Academy
 - Enrollment Update
 - Programming

Mr. Hilton discussed the enrollment and programming at the Waypoint Academy. Enrollment has been trending up. He noted that the Collaborative is discussing district needs associated with the program for the coming year. He noted that Ms. Goldstein has been doing a wonderful job. Mr. Hilton explained that Ms. Goldstein and Dr. Woods have been working together and exchanging information about programming and that Larry Carroll is stopping in less often.

- STAR / Osterville
 - Enrollment
 - Programming

Dr. Woods discussed the status of enrollment and programming at the Osterville STAR Program. She noted that the second quarter has been completed and that progress notes were being sent out. Dr. Woods

recognized members of the Collaborative staff, both in Osterville and at Waypoint Academy, who obtained grants from the Cape Cod Five Foundation.

- Transportation

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

- Staffing

- Mr. Hilton updated the Board regarding current operations and planning for further opportunities to support member school districts.
 - It is likely that the Board will be asked to consider additional staffing to support and prepare for additional transportation services in the coming months.

- Consultation

- Mr. Hilton, Ms. Lipkind and Mr. Dupuis discussed recent and ongoing consultation with districts regarding their current and future transportation services:
 - i. Nauset Regional Schools – MOA development
 - ii. Bourne Public Schools – Cost analysis
 - iii. Monomoy Regional Schools–Consultation/Cost Analysis
 - iv. Dennis-Yarmouth Regional Schools – Consultation

- Therapies

Mr. Hilton provided an update regarding the provision of services within Collaborative programs and to serve school districts. He indicated that, as the case load in Osterville had increased, it had become necessary to decrease contracted days to Pilgrim Area Collaborative.

- Special Projects

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

- Professional Development / Grants

- CVTE Partnership Implementation Grant

Mr. Hilton explained that students from Monomoy have begun to participate in the programming, and that students from Falmouth will be attending. Mr. Hilton described the extremely positive feedback he received from Monomoy. A district administrator informed him that one student who had not attended three days in a row all school year attended every day during the first week at the program and that another student, who never spoke in class, spoke volumes about OSHA training.

- MTSS / Tower Grant

Dr. Giffune continues to provide services to districts. The grant

ends in December. It is possible that an application will be submitted to continue services outside of the NCLD.

- Executive Search, Falmouth Superintendent
The Collaborative Center for Executive Search has been asked to support the search for the next Falmouth Superintendent. Mr. Hilton noted that it was necessary to begin to act quickly. Dr. Bogden indicated that a (search) team was formed, a meeting was held February 13th, and that a contract for handling the search is being formatted.
- All-Cape In-Service
Dr. Bogden discussed recent developments regarding proposals to change the timing of the All-Cape In-Service. Members of the Curriculum Advisory Group have had conversations based on five critical areas as defined by MCAS results. Elementary writing instruction has emerged as an area of overlapping concern. A sub-committee was formed to focus on this area and to identify resources to share between districts.
- ASLP
Mr. Hilton updated the Board regarding the planning for the Summer 2018 ASLP Program. He noted that Dr. Gilbert continues to be involved in the program. Mr. Hilton and Dr. Gilbert recently spoke about the possibility of expanding enrollment. Dr. Gilbert has suggested that openings be created for students under “Principal’s Choice” where the principal can recommend a student whose test score might otherwise make him/her ineligible.
- 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.

d. FY19 Spending Plan & Statutory Budget Development

Mr. Hilton indicated that it was necessary to convene a meeting of the Finance SubCommittee in March as the development of the FY19 Spending Plan and Statutory Budget are proposed and reviewed. A meeting was scheduled to take place immediately before the March 14, 2018 meeting of the Board.

e. Virtual High School

Mr. Hilton briefly discussed the status of the consortium for Virtual High School that has existed through the Cape Cod Collaborative since 2001. He noted that the Collaborative reconciled the district use of the Virtual High School service for the 2017-2018 School Year and that invoices have been sent to the districts.

f. Legislative Breakfast

Mr. Hilton observed the Legislative Breakfast was well attended. Ms. Cummings indicated that the function gave insight to accountability at all levels. Ms. Bartlett thought the format was fine, but would have appreciated the ability to engage deliberately with the representatives. Mr. Furnari was impressed at the cooperation across party lines, and was interested to hear discussion about the proposed elimination of Tier 1 and Tier 2 (Accountability Levels). Ms. Bartlett suggested a poll to find out what attendees want to hear about. She noted that topics could be divided between the representatives, based on their expertise. Mr. Furnari commended Mr. Hilton and his team for hosting the event. Ms. Putnam observed that seven of the eight representatives showed up for the event, despite extremely tight schedules.

V. Executive Session

a. Litigation – Personnel

b. Contract Discussion for Non-Union Personnel

It was necessary to enter into Executive Session to discuss preparation for contract discussions with non-union personnel as well as to discuss litigation strategy (separate issues).

Mr. McGee made a motion to enter into Executive Session. The motion was seconded by Mr. Schumacher. A roll call vote was taken:

Mr. McGee – yes, Mr. Schumacher – yes, Ms. Schumacher – yes, Ms. Lindahl – yes, Ms. Larsen – yes, Ms. Morgan – yes, Mr. Furnari – yes, Ms. Bartlett – yes, Mr. Morris – yes, Mr. Judge – yes, Ms. Cummings – yes, Ms. Putnam – yes

The Board entered into Executive Session at 6:59 PM.

VI. Adjournment

The Board exited from Executive Session at 7:39 PM. Ms. Bartlett made a motion that the Board vote to adjourn. Mr. McGee seconded the motion.

The February 14, 2018 meeting of the Cape Cod Collaborative Board of Directors adjourned at 7:39 PM.