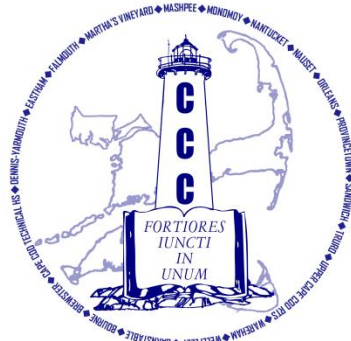


Cape Cod Collaborative  
418 Bumps River Road  
Osterville, MA 02655



Cape Cod Collaborative

Board of Directors  
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**Board of Directors Meeting Agenda**  
**418 Bumps River Road, Osterville, MA 02655**  
**March 11, 2015**

## I. Call to Order

The March 11, 2015 meeting of the Cape Cod Collaborative Board of Directors was called to order at 5:08 PM by Dr. Robert Tankard, Co-Chair. In attendance were:

Martha's Vineyard	Dr. Robert Tankard, Co-Chair
Falmouth	Terri Medeiros, Co-Chair
Bourne	Heather DiPaolo, Vice-Chair
Brewster	Marie Enochty
Cape Cod Technical HS	Ann Williams
Eastham	Mary Louise Sette
Mashpee	Scott McGee (in at 5:13 PM)
Nauset Regional	Chris Easley (in at 5:20 PM)
Orleans	Hank Schumacher
Upper Cape Cod RTS	Robert Fichtenmayer
Wareham	Melvin Lazarus (in at 5:18 PM)
Wellfleet	Jill Putnam
Secretary	Beth Deck

Also in attendance were:

Executive Director	Paul Hilton
Business Manager	Jim Brown
STAR Program Director	Anita Woods
Waypoint Academy Director	Larry Carroll (in at 5:13 PM)

## II. Minutes

### a. February 11, 2015

### VOTE

Ms. Williams made a motion that the Board vote to accept the minutes of the February 11, 2015 meeting. This motion was seconded by Mr. Fichtenmayer.

SO VOTED

YEA – 11      NEA – 0      ABSTAIN – 1 (Enochty)

### III. Old Business

#### a. Transportation

- Invoicing

Mr. Brown updated the Board regarding the invoicing status for FY15 invoicing to districts. He described a labor-intensive process involved in entering multiple fields of data into the new billing system, which has delayed billing for January. He indicated that January invoicing will be mailed this week and that invoicing for February should be completed within the next two (2) weeks. Mr. Brown described that the goal is to automate most of the transportation billing process. He indicated that he will be conferencing by phone with a representative from Transfinder (transportation routing system) and will report back to the Board at the next meeting.

Mr. Hilton reminded the Board that the former Transportation Manager and Data Manager were previously directly involved in the billing process. Both left somewhat suddenly in the late summer. He noted that streamlining the process will allow for daily updates and provide a framework for the future.

#### b. Executive Director Contract

#### Discussion / VOTE

The Board discussed the continuation of the Executive Directors contract in Executive Session on February 11, 2015. This discussion continued in Open Session during the March 11, 2015 meeting.

Dr. Tankard asked Board members if there were any questions regarding Mr. Hilton's current and proposed contracts, both of which were sent to Board members prior to this evening's meeting.

Mr. Fichtenmayer made a motion that the Board vote to approve the Executive Director's contract as presented. This motion was seconded by Ms. Putnam.

Mr. Schumacher, noting that the contract refers to 228 work days, asked if this was standard in this type of contract. Mr. Hilton responded that the number of days is specified in order to establish a daily rate. He noted that his actual days on the job have exceeded the 228 days noted in the contract. Mr. Hilton observed that his schedule is more typically based on 260 work days per year, and that he also works weekends and holidays as needed.

Mr. Schumacher asked if the 2.5% minimum increase specified in the contract was normally found in administrator contracts. Ms. Enochy, noting that she served on the Board when this language was added to the contract, told new Board members that Mr. Hilton had asked that no annual increase be reflected in his contract. The Board overruled this request and put this wording in place. Mr. Hilton is not subject to COLA adjustments, just the increase specified by his contract.

Ms. DiPaolo referenced Article 8, Right to Counsel, contained in the contract and asked the purpose for this clause. Mr. Hilton noted that school administrators are often named individually in suits against districts and that this language allowed representation for the Executive Director, where appropriate (Board determines).

Ms. Williams asked whether the 20 vacation days stated in the contract are rolled forward if not taken during the school year. Mr. Brown responded that the Collaborative has a “use it or lose it” policy in place and that unused days do not accumulate, unless specifically voted upon by the Board.

A vote was taken on the contract approval:

SO VOTED – UNANIMOUS

## IV. New Business

### a. Warrants

### VOTES

• #33

VOTE

• #34

VOTE

• #35

VOTE

• #36

VOTE

Mr. Fichtenmayer made a motion that the Board vote to approve Warrants #33, #34, #35 and #36. This motion was seconded by Ms. Putnam.

Ms. DiPaolo questioned the expense paid to Johnson Tree Farm. Mr. Brown indicated that this was snow removal expense for the Osterville campus.

Mr. Schumacher asked for clarification on fuel and heating expenses, inquiring whether these are contracted or vary dependent upon the market. Mr. Brown responded that the cost does vary but is dependent upon the contract. Mr. Hilton offered to provide detailed information on these expenses.

Mr. Schumacher noted the \$6,000 expense for Camp Burgess and requested further information. Mr. Hilton clarified that this expense was for the use of facilities at Camp Burgess (approximately \$20,000 annually) and for instructional services provided by Burgess staff (approximately \$40,000 annually). Mr. Hilton noted that the Collaborative had entered into a contract with Camp Burgess to provide services to Collaborative students during the 2014-2015 school year after considerable Board discussion.

### b. FY15 Spending Plan

#### • Updates

#### Discussion

- Mr. Hilton informed the Board that current revenue projections are expected to be sufficient to support anticipated expenses for the fiscal year.
- He also noted that there have been a series of *additional* extraordinary expenses associated with the inclement (winter). These expenses are not expected to necessitate any budgetary transfer(s) at this time.
  - Oil – Heat @ Waypoint Academy due to continued severely cold weather (still pending, expected to be \$7,000-10,000). Mr. Hilton observed that Waypoint is likely to exceed budgeted costs for this item.

- Osterville HVAC – The loss of (one phase of) electricity resulted that resulted in boiler failure at Osterville required that control panels be replaced on one (of two) boilers and the computerized control system be updated (expected at \$1,800-3,000 installed).
- Osterville HVAC – An electronic furnace in an “attached” modular failed necessitating the replacement of a blower motor. The replacement motor ignited while being replaced resulting in additional HVAC specialist time (expected to be under \$1,000)

Dr. Tankard noted that all school districts are struggling with the additional costs resulting from this winter’s weather, including heating and snow removal expenses.

• Personnel

○ Additions

**VOTE**

- |                    |                            |
|--------------------|----------------------------|
| • Leslie Blaney    | Data Specialist Consultant |
| • Richard Cravenho | Spare Monitor              |
| • Carolyn Ellis    | Monitor                    |
| • Barbara Kennedy  | Spare Monitor              |
| • Cynthia McNeely  | Spare Monitor              |

Ms. Sette made a motion that the Board vote to approve the personnel additions noted on the agenda. Ms. Williams seconded the motion.

SO VOTED – UNANIMOUS

○ Reductions

**VOTE**

- |                   |                            |
|-------------------|----------------------------|
| • Scott Reardon   | CDL Driver, resignation    |
| • Barbara Kennedy | Spare Monitor, resignation |

Mr. Hilton noted that Mr. Reardon resigned from the Collaborative after receiving training for his school bus certification. Mr. Fichtenmayer asked if there is a policy in place to recover training expenses under these circumstances. Mr. Hilton noted that trainees are asked to agree to stay on after training and sign a form indicating that they will reimburse the Collaborative should they resign. Unfortunately, should the driver leave, there are limitations regarding the enforcement.

Ms. Putnam made a motion that the Board vote to approve the personnel reductions as indicated on the agenda. This motion was seconded by Ms. Sette.

SO VOTED – UNANIMOUS

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- Status Change

**VOTE**

- Cynthia McNeely Spare Monitor to Monitor
- James Styche Spare 7-D Driver to 7-D Driver

Ms. DiPaolo made the motion that the Board vote to accept the personnel status changes indicated on the agenda. This motion was seconded by Ms. Williams.

SO VOTED – UNANIMOUS

**c. FY16 Spending Plan / Budget Development**

Mr. Hilton and Mr. Brown discussed the status and timeline for the Collaborative FY16 Budget Development. Mr. Hilton noted that the timeline for approval of the Collaborative Spending Plan / Budget is reflective of member district needs.

Mr. Hilton noted that the initial DRAFT of the Spending Plan / Budget is presented to the Board each April and reviewed at subsequent Board meetings. He noted that the Board has approved preliminary rates at their May meeting(s) with final approval of the Spending Plan/Budget at the June Board meeting. Mr. Hilton recommended that meetings of the Finance SubCommittee be scheduled through March and April to ensure appropriate input from Board members. Mr. McGee, Mr. Fichtenmayer, Mr. Widegren and Mr. Morris are members of this SubCommittee.

Mr. Hilton noted that there a few factors that each district, and the Collaborative, must consider and include in the Fy16 Budget:

- Health Insurance Costs
  - Cape Cod Municipal Health Group has indicated that the health insurance costs will increase ten percent 10% this coming fiscal year (after two years of minimal increases)  
Mr. Schumacher asked if membership in the Cape Cod Municipal Health Group is mandatory or whether other options should be considered. He observed that this increase seems high based on his personal experience. Mr. Hilton responded that the Collaborative does have the option to seek coverage elsewhere. As part of the Cape Cod Municipal Health Group, however, the Collaborative assumes the proportional assets and liabilities of the group. Mr. Hilton also observed that the Cape has only one major health care provider, which makes price negotiations more difficult.
  - The Affordable Care Act *may* necessitate some changes to the coverage provided by the Collaborative in the future (indeterminate impact at this point)

At this time, Mr. Brown and Mr. Hilton noted that an increase of 3.25% in tuition and 3% for services should cover the projected increase in expenses.

- Mandatory Sick Time
  - Mr. Hilton reminded the Board that certain categories of employees of the Collaborative, most notably employees working to provide transportation services, had been eligible for very limited paid time

off. The impact of recent state mandates regarding sick time accrual must be factored into the Fy16 Spending Plan / Budget. Mr. Hilton noted that the proposed increase of 3% for transportation expenses is expected to be adequate to cover the cost of increased sick time benefits.

#### **d. Collaborative Policies / Handbook Review**

Mr. Hilton discussed how the impact of health insurance changes, the accrual of sick time, and other items must be considered in the development of the FY16 Employee Handbook (and Collaborative Policies).

He recommended that the Policy Subcommittee schedule to convene to discuss the development of Employee Handbooks for Fy16. Among the pending topics for clarification and/or revision are:

- “Sick Bank” – accounting, use, oversight process
- “Military leave” – determination of process for approval and remuneration
- Mandatory Sick Time Accrual – Policy incorporation
- Health Insurance – Review of current Collaborative policies to prepare for further discussion

#### **e. Programs/Services**

- Waypoint Academy

- Proposed Site Change

#### **DISCUSSION**

- Proposed Location
- Planning

Mr. Hilton discussed options for the relocation of the program to a site adjacent to the Upper Cape Cod Regional Technical High School. He asked if any Board members were interested in being part of the discussion, which would involve development of an asset as well as seeking grant funding sources and donations. Mr. Hilton stressed the need for district input on this project.

Mr. McGee indicated that he would like to participate.

Mr. Hilton described the vocational opportunities that the Collaborative will be able to access through Upper Cape Tech, where the Collaborative could access a variety of facilities without having to build them. The location is easily accessible.

Mr. Schumacher and Mr. McGee inquired whether it was the intent of the Collaborative to merge both school programs in this new location. Ms. Enochy observed that the two programs service students with quite different needs; uniting the two might not be in the best interest of students. Mr. Hilton noted that proximity to districts needs to be considered.

- Program Application (Status)  
Mr. Carroll confirmed that Waypoint Academy has received DESE Program Approval.
- Enrollment Update  
Mr. Carroll noted that one new student has been added, for a current total of 61. Additional referrals have also been received.
- STAR / Osterville
  - Enrollment  
Ms. Woods indicated that one student has left the program, reducing the current enrollment to 56. Ms. Woods indicated that there are no referrals pending at this time.
  - Programming  
Students and staff are preparing for upcoming MCAS testing and are finishing work on MCAS Alt submissions.
  - FY16 Planning  
Ms. Woods discussed the development of the Program Calendar for 2016. In the past, the STAR Program Calendar has mirrored the calendar for the Barnstable Public Schools. Barnstable Schools will open prior to Labor Day for the 2015-2016 school year. This presents some difficulties in the scheduling of time for required STAR staff trainings, as these are usually held during the last week of August. Ms. Woods is exploring options, such as having staff complete a portion of the training on line.

Ms. Woods and Mr. Hilton discussed preliminary planning for FY16. Ms. Woods noted that there are 9 students leaving the program, with the possibility that an additional 6 other students will also transition out of the program. A reduction of 15 students would necessitate reduced staffing. Ms. Woods discussed the challenges in planning for a program which is often used by districts for crisis management. She explained that many referred students are maintained in district until a significant situation develops, which causes an urgent need for placement in a different setting. She noted that it is challenging to plan for program staffing when student populations ebb and flow and that constant adjustment to accommodate district needs is required.

Ms. DiPaolo asked if member school districts need to be further educated regarding Collaborative programs. Ms. Woods indicated that she is in constant communication with member districts' Special Education administrators. She noted that there has (seemingly) been a recent shift in operations, where some districts are viewing a transfer to a Collaborative program as a failure to provide for the student within district programming, as opposed to a Collaborative placement being proactive response to meeting student needs.

Ms. Woods stressed that Collaborative programs are school district programs and provide a continuum of support to students and school districts.

Mr. Hilton suggested that the Collaborative may contemplate changing its language; rather than setting “tuition” rates, these fees could be described as “assessments.” Mr. Hilton noted that districts often perceive Collaborative programs as a “vendor placement” similar to non-district programs. He stressed the importance of ongoing district input in planning the services to be provided by the Collaborative.

Mr. Schumacher suggested that the number of students returning to district indicated the level of success the Collaborative has been achieving. Ms. Woods observed that most, but not all, students leaving the STAR Program are able to move to a less restrictive setting.

Mr. Hilton and Ms. Woods spoke about the need to maintain capacity for the next group of students who will need Collaborative programming. The efficiency and effectiveness of programming increases as students with similar needs are appropriately served in Collaborative programming.

Ms. Woods noted that there is an increasing need to provide support to students with disabilities that are not related to medical conditions. These disabilities include social, emotional and cognitive impairments.

Mr. Easley noted that many districts are facing difficult financial decisions, and may be experiencing pressure to keep students in district. He indicated that the change in terminology from “tuition” to “assessment” could be beneficial.

Mr. Hilton encouraged Board members to speak with fellow school committee members and their administrators about the Collaborative and the need for district participation. He suggested that another Collaborative Summit might be held to allow stakeholders the opportunity to come together and determine their needs.

- Transportation

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

- Staffing / Routing

Mr. Hilton updated the Board regarding staffing and routing.

Please note that the routing and staffing is continually monitored and modified to ensure efficiency (and effectiveness) in operation.

- Therapies

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

- FY15 Service Commitments

- Mr. Hilton continued the discussion regarding the status of the employees that had provided these services as well as



efforts that continue to solicit appropriate work for these employees with member (or non-member) districts.

- i. The Collaborative currently has the capacity to contract out the following services:
  1. PT – ½ to 1 day
  2. OT – 0 days (recent contract for March through June)
  3. Speech (assistant) – Current/Pending contract for March through June. The Collaborative is seeking additional part-time assistance to assist districts.
- ii. Mr. Hilton recommended that the Collaborative continue to offer these services for contracting through the calendar year with further decisions to be discussed at the Board meeting in April

- Special Projects

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

- Professional Development / Grants
  - Early Learning Network (Fund 808) Strategic Plan Implementation Grant  
Mr. Hilton discussed the activities associated with this grant.
- ASLP  
Mr. Hilton updated the Board regarding the planning for the Summer 2015 ASLP Program. He noted that there has been a tremendous class applying to the program this year with a significant wait-list developing. It is projected that 205 students will participate in this summer’s program.
- Center for Executive Search  
Mr. Hilton provided an update regarding the current activities supported through the Center for Executive Search.
  - Nauset Public Schools (and Superintendency Union) Superintendent (Dr. Patricia Grenier – Lead Search Consultant)  
Mr. Hilton noted that three finalists have been identified from 23 applicants.
- District Support & Assistance Center – Data Specialist Contract
  - The Collaborative has hired a replacement for the Data Specialist who resigned in January 2015. Leslie Blaney has been hired to staff this position. Please note that this position is funded through a contract with MA-DESE through June 2015.

## **f. Virtual High School**

Mr. Hilton discussed the consortium for Virtual High School that has existed through the Cape Cod Collaborative since 2001. He indicated that the Collaborative may sustain a loss of \$600 this year, due to open and unused seats.

## **g. 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. The Dennis-Yarmouth Regional School District and Sandwich Public Schools recently hosted foreign visitors. Mr. Hilton indicated that the Nauset Regional Schools have partnered with Educatius and the Cambridge Institute, and currently have 12 foreign students enrolled. Mr. Easley noted that the hope is to increase the number of foreign students to 16 for the 2015-2016 school year.

## **V. Other**

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

## **VI. Cracker Barrel Discussion**

Mr. Hilton noted a recent request by Mr. Widegren to move the Cracker Barrel Discussion back to the beginning of the agenda, at least during budget season. Ms. Putnam reflected on the reason for moving this to the end of the agenda. There was a time when many Board members were on tight schedules and needed to leave the meeting early. Moving this discussion to the end of the agenda assured that there would be a quorum for the necessary votes.

Mr. Hilton suggested that the Board might want to consider holding a brief discussion regarding budget issues at the start of the meeting.

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

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

Mr. McGee asked how districts were handling school schedules and calendars for the upcoming year. He noted that there have been discussions about eliminating four (4) of the vacation days in February, leaving the April vacation in place.

Ms. DiPaolo indicated that a similar discussion is on the table in Bourne. There has been some push-back from parents, who have children in Bourne schools, but who work in other school districts.

Dr. Tankard suggested more flexibility in scheduling would help school districts make up required time lost to snow days.

Mr. Lazarus observed that Wareham just had a meeting with the union and has decided to start the 2015-2016 school year on August 27<sup>th</sup>.

## **b. Recognition of Service**

Mr. Hilton reminded the Board that this was Dr. Tankard's last meeting as a member of the Board.

Ms. Medeiros voiced her appreciation, noting Dr. Tankard traveled from Martha's Vineyard to attend meetings. The Board will feel the loss - and will miss Dr. Tankard's anecdotal comments.

Dr. Tankard expressed his opinion that this (Cape Cod Collaborative) Board is a very important committee. Board members who are able to serve over several years help to provide continuity. He urged Board members to speak to school committee members, as recent changes in committee membership and in school administrations could mean that districts have lost sight of the value of Collaborative services.

Ms. Putnam, having served on the Board with Dr. Tankard for many years, reminisced that from the moment Dr. Tankard joined the Board he had valuable things to say. He has been a team player, someone who was ready to roll up his sleeves and get to work to fill any need. Ms. Putnam expressed that serving on the Board with Dr. Tankard has been an honor and a privilege; he will be greatly missed.

## **VII. Executive Session (if necessary)**

It was not necessary to enter into Executive Session during this meeting.

## **VIII. Adjournment**

Ms. DiPaolo made the motion that the Board vote to adjourn the March 11, 2015 meeting of the Cape Cod Collaborative Board of Directors. This motion was seconded by Ms. Sette.

SO VOTED – UNANIMOUS

The meeting adjourned at 6:31 PM.