



Cape Cod Collaborative

Board of Directors Meeting Minutes
418 Bumps River Road, Osterville, MA 02655
April 12, 2017

Mr. Hilton introduced Dr. Christopher Bogden and Dr. Marc Hauser. Dr. Bogden has been consulting with the Collaborative on Waypoint's transitions; Dr. Hauser has been working with both the Waypoint and STAR programs in the use of data to improve student outcomes. While waiting for a quorum, Mr. Hilton suggested the members of the Board invite the guests to provide informational updates about their work with Collaborative programs.

Dr. Hauser used a simple math problem to illustrate how the mind works impulsively to seek answers. He described that there are two mind "systems", one which works quickly, the other in a deliberate and thoughtful process. He noted that, for most of the Collaborative students, the reactive process is dominant. Dr. Hauser described his work supporting teachers. He noted the focus of utilizing evidence-based techniques to support the work that the teachers focus upon, and the ongoing drive to improve student outcomes.

Mr. Carroll noted the Waypoint program has had tremendous faculty retention for a program of its kind, and in the current educational and financial environment. He indicated that he believed that this was evidence of the staff's commitment. Mr. Carroll noted the data systems and analyses implemented by Dr. Hauser have provided faculty with evidence of what works. Both Dr. Hauser and Mr. Carroll spoke about the data required by the DESE and how the requirements are constantly changing. Mr. Carroll noted that the systems Dr. Hauser has helped to implement decrease some of the burden upon staff.

I. Call to Order

The April 12, 2017 meeting of the Cape Cod Collaborative Board of Directors was called to order at 5:17 PM by Ms. Larsen, Chair. In attendance were:

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|--------------------------|-------------------------------|
| Brewster | Jessica Larsen, Chair |
| Upper Cape Cod RTS | Robert Fichtenmayer, Co-Chair |
| Barnstable | Mike Judge |
| Cape Cod Technical HS | Ann Williams (In at 5:06 PM) |
| Dennis-Yarmouth Regional | Michelle Conover |
| Mashpee | Scott McGee |
| Orleans | Hank Schumacher |
| Sandwich | Beth Cummings |

Treasurer
Secretary

Frank Colvario
Beth Deck

Also in attendance were:

Executive Director
Business Manager
STAR Program Director
Waypoint Academy Director
Consultant
Consultant

Paul Hilton
Amy Lipkind
Dr. Anita Woods
Larry Carroll
Dr. Christopher Bogden
Dr. Marc Hauser

Dr. Hauser left the meeting at 5:17 PM.

II. Minutes

a. March 8, 2017

VOTE

Ms. Conover made a motion that the Board vote to approve the minutes of the March 8, 2017 meeting. This motion was seconded by Mr. Fichtenmayer.

SO VOTED

YEA – 7 NEA – 0 ABSTAIN – 1 (McGee)

III. Old Business

a. Transportation

- Invoicing

Ms. Lipkind updated the Board regarding the status for FY17 invoicing to districts. Mr. Brown continues to consult with the Collaborative to support processes in this area.

- Reconciliation

Ms. Lipkind shared the status of the reconciliation of costs and revenues projected for FY17. She noted that it was expected that revenue would continue to adequately cover expenses. Ms. Lipkind indicated the four “surplus” vehicles have been sold. She also noted that anticipated vehicle purchases for FY18 would be discussed later in the meeting.

b. Special Rate Approval – Wareham Transportation VOTE

Mr. Hilton noted a particularly difficult situation that has financially impacted Wareham. Wareham has been determined to be financially responsible for the transportation of a student that had been arranged by another district. The Collaborative agreed to provide transportation for the other district, which agreed to the costs as an expensive “solo run” was established to fill the immediate need. This was expected to be temporary, as other options were pursued by the district. The “temporary” situation continued for over four months. Once the situation was noted to Wareham by the Collaborative, there were discussions initiated to determine if there were options to mitigate the cost.

The Transportation staff worked with Ms. Lipkind and Wareham staff to develop additional options that decreased costs prospectively.

Ms. Lipkind and Ms. Ferzoco worked with Transportation staff and with the Business Manager in Wareham to analyze actual expenses associated with the routing.

Mr. Hilton asked the Board to consider a one-time rate adjustment for this unique situation, which would cover the anticipated costs to the Collaborative, but would be inconsistent with the traditional “rate structure” for sharing of costs.

Mr. Judge sought to clarify if this adjustment was going to be made retroactively.

Mr. Hilton suggested that would be the best option. Ms. Conover sought assurance that this adjustment would not create financial hardship for the Collaborative.

Mr. Judge observed Wareham is a member district. Mr. Fichtenmayer noted the Collaborative is not here to make money, but to support its members.

Mr. Hilton, referring to calculations presented to the Board, suggested a rate of \$330.91 per diem would assist Wareham and not leave the Collaborative in a tenuous financial position. Mr. Hilton stressed that this is a one-time adjustment and was not to be considered precedent-setting.

Mr. Judge made a motion that the Board vote to approve a special rate of \$330.91 per diem for this unique situation. This motion was seconded by Mr. McGee.

Board members discussed changes to legislation needed to prevent other towns from being placed in this situation.

SO VOTED – UNANIMOUS

c. Waypoint Academy Director Search

Mr. Hilton asked Dr. Bogden to provide an update regarding the status of the search for a Director for Waypoint Academy. Mr. Hilton noted seventeen qualified candidates have submitted applications for the position. Mr. Hilton reviewed the candidate credentials with Dr. Bogden and they selected six candidates for preliminary interviews. Dr. Bogden and Mr. Hilton have met, or will meet, with each of these candidates to discuss their interest in the position.

Dr. Bogden described this search as a unique leadership change. He indicated that it was unusual that the founding director of the program was still in place after seventeen years. He noted that the change in leadership and the change in program location will have a profound impact on the program.

Dr. Bogden explained that he had spent time getting to know the Waypoint program as others see it by interviewing faculty and staff, as well as personnel in other districts who work directly with staff and students. He indicated that there is not one single perception. He noted that all stakeholders appreciated the program and felt that it does a good job. He explained that the current faculty is viewed as a strength by others, and by program staff. Dr. Bogden stressed that, in advertising for the Director position, it was important to go beyond the generic advertisements to draw attention to the uniqueness of the program and its staff.

Board members discussed difficulties associated with the anticipated impact of both the program relocation and the staff change in the Director position. Mr. Hilton observed that Mr. Carroll’s retirement effective June 30th requires quick action.

Mr. Hilton and Dr. Bogden indicated the preliminary interview process had identified three or four candidates that should be brought forward. Dr. Bogden suggested the remaining initial interviews be held, and that viable candidates be asked to spend a half-day at Waypoint academy to prepare for an interview with the Interview Committee.

There was discussion regarding the composition of the Interview Committee. Mr. Hilton suggested two Board members, two Special Education Directors from member districts, three faculty and staff from Waypoint, and Dr. Woods would be a positive and representative committee.

Some Board members expressed concern about coordinating a move to a different facility while bringing in a new leader. Mr. Carroll was asked to give his opinion. Mr. Carroll explained that the current building has continued to deteriorate and the roof leaks increasingly create frustration. Mr. Carroll observed that staff would prefer to be in a facility which allows them devote energy and focus to students rather than facility issues. He felt staff would need some time to acclimate to new surroundings, but the move will not be a significant issue for the program as long as trust and openness exist. He noted that staff will seek someone who will take responsibility and empower others to act.

Dr. Bogden left the meeting at 6:12 PM.

d. Executive Director Evaluation

Discussion / VOTE

The Board had elected to defer the completion of the Executive Director's Evaluation to this meeting. Materials associated with the evaluation had been sent to each of the Board members.

A discussion occurred regarding the evaluation of the Executive Director for the 2015-2016 school/fiscal year.

A summary of information received to date was completed with the Chairperson and Vice-Chairperson of the Board (Larsen/Fichtenmayer) in coordination with the Secretary of the Board (Ms. Deck) for finalization during the April Board meeting. This summary was presented to Board members who were present at the meeting. Mr. Schumacher made a motion that the Board vote to accept the summary evaluation of the Executive Director. The motion was seconded by Mr. Fichtenmayer.

Mr. Hilton suggested the Evaluation SubCommittee meet to analyze the evaluation summary for the purpose of forming performance goals. Mr. Schumacher observed that this evaluation was for 2015-2016. He suggested that any goals be created with future achievements in mind.

Mr. Joyce made a motion to amend motion on the table to accept the summary evaluation and to have the Evaluation SubCommittee review the summary prior to the May meeting. Mr. Fichtenmayer seconded the motion.

SO VOTED – UNANIMOUS

Mr. Fichtenmayer asked Mr. Hilton to submit an updated list of goals to SubCommittee members prior to the meeting.

IV. New Business

a. Warrants

VOTES

- #34A VOTE
- #35 VOTE
- #36 VOTE
- #37 VOTE
- #38 VOTE

Mr. McGee made a motion that the Board vote to approve the Warrants listed on the agenda as a slate. The motion was seconded by Ms. Conover.

SO VOTED – UNANIMOUS

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

SO VOTED – UNANIMOUS

b. Bridgewater State University

Dr. Woods discussed the status of the coursework that is to be offered through the Collaborative. The spring semester is finishing; summer courses will begin on May 22nd. The first two courses offered at the Collaborative were electives. Attendees will now have to decide to matriculate into the master's program. Dr. Woods expected 12-14 Collaborative staff will continue, with 4-5 attendees from member districts. There is a cap of 20 students per class.

Mr. Carroll indicated that 6 Waypoint staff are currently enrolled. He observed how participation has strengthened his staff's commitment to the program and the Collaborative. Mr. Hilton noted Bridgewater instructors were extremely impressed by both the coursework and the dedication shown by Collaborative employees.

c. FY17 Spending Plan

- Updates

Discussion

Current revenue projections are expected to be sufficient to support anticipated expenses for the fiscal year.

Ms. Lipkind asked Board members to note that bank reconciliations are now presented with the monthly figures. Mr. Colvario expressed his opinion that account reconciliations should be periodically reviewed by the Board.

- Personnel

- Additions

VOTE

- Jessica Cote Paraprofessional - STAR
- Rachel Jerauld Paraprofessional – STAR
- Alice Fontaine CDL Training/Monitor
- Barbara Lennon Spare Monitor

- Reductions

- Gregory Anderson Spare Monitor
- Mark Goode Spare Monitor

- Suzanne Letendre CDL Driver
- Jessica Cote Paraprofessional -STAR
- Status Change **VOTE**
- Debra Shippelhute CDL to SPARE

Mr. Hilton noted one addition to the “Reductions.” Jessica Cote should also be listed.

Ms. Cummings made a motion to vote Personnel changes as a slate. Mr. McGee seconded the motion.

SO VOTED – UNANIMOUS

Ms. Conover made a motion to approve all Personnel changes. This was seconded by Ms. Cummings.

SO VOTED – UNANIMOUS

Mr. Carroll left the meeting at 6:26 PM.

d. FY18 Spending Plan & Statutory Budget Development

A meeting of the Finance Subcommittee occurred immediately prior to the Board meeting. Mr. Hilton noted items reviewed by the Subcommittee which are critical for development of the FY18 Spending Plan and Budget, including a 2% salary increase, a 2.8% tuition increase and a 3% increase in fees for therapy services. Mr. Hilton noted that other important items for consideration are the provision of transportation services to the Town of Bourne, the contract for IT services, and the OPEB adjustment. Mr. Hilton noted that the Collaborative has received notification from the State Retirement Board that the employer contribution will increase from 5.6% to 6.1% effective July 1, 2017. He explained that the Finance Subcommittee will continue to meet and review the Spending Plan and Budget.

Mr. Hilton reminded the Board that the Collaborative Articles of Agreement require that the FY18 Spending Plan and Statutory Budget be approved at the June meeting of the Board. He indicated that the initial DRAFT of the Spending Plan / Budget is presented to the Board each April and reviewed at subsequent Board meetings. He explained that the Board has historically approved preliminary rates at their May meeting(s) with final approval of the Spending Plan/Budget at the June Board meeting.

Mr. Fichtenmayer suggested the Board should give direction regarding the use of funds for bus purchases, and that the Board should also discuss appropriate investment options. Board members discussed what risk level might be tolerated, and whether the Collaborative should self-fund the purchase of new vehicles (estimated at \$751,000). Mr. Hilton suggested the Board could consider the establishment of a Capital Reserve fund. He indicated that he and Ms. Lipkind would review information regarding the lease vs. purchase of vehicles and would bring forward recommendations at the May meeting.

There are a few factors that each district, and the Collaborative must consider and include in the FY18 Budget:

- Health Insurance Costs

- Cape Cod Municipal Health Group has indicated that the health insurance costs will increase significantly again (11.5% BCBS HMO and 8.5% HPHC HMO) this coming fiscal year.
- The Board has elected to offer the “high deductible” health insurance plans as an option for employees.
- The Affordable Care Act *may* necessitate some further changes to the coverage provided by the Collaborative in the future.
- “High Deductible” Health Insurance–Employer Contribution **VOTE(S)**
 Mr. Hilton and Ms. Deck discussed the need for the Collaborative to establish a process and protocol for the Collaborative to contribute to the Employees Health Savings Account (HSA) on an annual basis. Ms. Deck noted that there have been information sessions and advisory group meetings to discuss the processes and to develop protocol for Employer Contributions. It has been recommended that the Collaborative contribute to the Employee HSA on an accrued basis.
 - Ms. Conover made a motion that the Board vote to provide the Employer Contribution to Employee Health Savings Accounts for employees on a monthly basis for a ten month period each eligible school year. The contribution shall only be made for employees that elect to purchase and participate in an eligible “high deductible health plan” offered through the Collaborative. The Employer payment to an Employee HSA will be made each eligible school month (September through June) with exceptions for employees that secure eligible insurance starting in July. In no event shall the Employer Contribution exceed the minimum contribution level associated with the required contribution of eligible Cape Cod Municipal Health Care plans (\$1,000 for individual plans and \$2,000 for family plans in FY18). Mr. McGee seconded the motion.

SO VOTED - UNANIMOUS

- Ms. Conover made a motion that the monthly costs associated with the administration of the Health Savings Accounts (HSAs) be passed along to the employees and deducted from the employer contribution to the employee HSA. This motion was seconded by Mr. Judge.

SO VOTED -UNANIMOUS

e. Recovery High School Subcommittee

A Subcommittee was formed to discuss whether a need exists for a recovery high school, and whether the Collaborative could fill this need. Ms. Cummings, Ms. Larsen, Ms. Conover and Ms. Morgan had been appointed to participate on this Subcommittee. A meeting of the Subcommittee occurred on April 5, 2017. The Subcommittee plans to visit each of the Recovery High Schools in the state in the coming months and to secure consultation to discuss options for supporting students that are “in recovery” in the region.

f. Waypoint Academy – Planning Relocation (Options)

- *230 Sandwich Road, Bourne*

Mr. Hilton explained that he has continued discussion with the owner of the property at 230 Sandwich Road in Bourne. He reported on the status of discussions with the owner of the property. He noted that the owner has requested that the Collaborative consider purchasing the home located on a third parcel at the site, as well as the two parcels that the Collaborative has discussed previously. He also explained that the owner has also requested that the Collaborative (with him) secure two additional (one selected by Collaborative and one selected by the property owner) to secure further appraisals of the property to facilitate discussion of a potential purchase. (The Collaborative has an appraisal of two of the three parcels that had been completed last year.) Mr. Hilton recommended that the Board discuss the offer from the property owner regarding further negotiations associated with the potential pursuit of a purchase of the properties. He recommended that any votes regarding this item be considered in Executive Session. Mr. Hilton suggested that the Facilities Subcommittee might wish to reconvene.

- *Upper Cape Cod Regional Technical School (Rear of Property)*

Mr. Hilton provided Board members with a copy of the feasibility study associated with the construction of a building on the UCCRTS property which was received last month. Noting the high cost associated with site development, Mr. Hilton suggested that the Board should be prepared to discuss strategies at the next meeting.

- *Henry Wing School – Sandwich*

VOTE

Mr. Hilton explained that he has participated in discussions, facilitated through Board Member Ms. Cummings, regarding the feasibility of utilizing a portion of the Henry Wing School in Sandwich for a short-term relocation of the Waypoint Academy Program.

He explained that the Wing School was closed (as a school) by the Sandwich Public Schools in 2015 as the district re-aligned due to decreasing enrollment and building capacity issues.

Ms. Cummings explained that the Board of Selectmen and the School Committee have voted to enter into discussion with the Collaborative to discuss the potential for a short-term (3 year) lease of a portion of the (very large) building. Mr. Hilton and Ms. Cummings noted that the Building Inspector, the Fire Inspector and the Fire Chief have walked through the building and noted items that would need to be addressed if the Collaborative were to use the space. Mr. Hilton indicated that he has toured the building with the district facility director, as well as various professionals associated with the Collaborative programming. Ms. Larsen, Ms. Cummings and Mr. Judge also toured the building with Mr. Hilton and Mr. Jon Nelson (Sandwich Schools Facility Director).

Ms. Cummings displayed the floorplan for the Wing School, noting the portion of the campus which would be utilized by the Collaborative. She

indicated that, while the school has been closed, the building is still in use by the central office, with gym and cafeteria space also utilized.

Mr. McGee asked about the current condition, and who would assume responsibility for any necessary repairs. Mr. Hilton noted an architect has completed an analysis of the building. He explained that it was anticipated that the Collaborative would only use the portion of the building dating from 1974. Ms. Cummings noted that a deep cleaning and some painting would be necessary. Ms. Larsen indicated some leaking pipes would require repair. Mr. Fichtenmayer made a motion that the Board authorize Mr. Hilton to enter into negotiations with the Sandwich Public Schools and/or the Sandwich Town Administration (Town Administrator) to further determine the viability of the Collaborative relocation of Waypoint academy to the Henry Wing School. The motion was seconded by Mr. McGee.

Mr. Hilton observed that any lease agreement would be brought back to the Board for approval.

SO VOTED – UNANIMOUS

Mr. Fichtenmayer left the meeting at 7:42 PM.

The meeting continued as an informational only session.

g. Programs/Services

- Waypoint Academy
- STAR / Osterville
- Transportation
- Therapies

Mr. Hilton provided a brief update regarding the provision of services within Collaborative programs and to serve school districts, discussing the ongoing review of future needs for districts as they re-evaluate their needs for FY18. The districts have been submitting their “commitments” for therapists for FY18. He noted that he was confirming that the Monomoy Public Schools and the Bourne Public Schools would be hiring physical therapists through their school systems and discontinuing their contracting of staff for this purpose through the Collaborative. He noted that this was likely to impact therapists that have served these districts for decades.

Ms. Cummings left the meeting at 7:44 PM.

- Special Projects

Mr. Hilton briefly discussed the current initiatives, offering to answer any questions Board members might have based on Dr. Gilbert’s summary.

- Professional Development / Grants
 - Multi-Tiered Systems of Support*
 - Career & Vocational Technical Education Partnership Grant*
- All-Cape In-Service
- ASLP
- Sheltered English Immersion (SEI) Course Development

V. Executive Session

Mr. Hilton reminded the Board that it would be necessary to enter into Executive Session during the May meeting to discuss Negotiations Strategy (real estate). The Board did not enter into Executive Session.

VI. Adjournment

Ms. Conover made a motion that the Board vote to adjourn the meeting. This motion was seconded by Mr. Judge.

SO VOTED – UNANIMOUS

The April 12, 2017 meeting of the Cape Cod Collaborative Board of Directors adjourned at 7:48 PM.