

**Valley Collaborative
Board of Directors Meeting
25 Linnell Circle, Billerica, Massachusetts
Thursday, March 1, 2018 ▪ 10:00 a.m.**

Action Required

- I. Approval of Minutes
 - a. Board of Directors, General Session: January 18, 2018
- II. FY'18 Financial Update
 - b. Quarterly Update
 - c. Reorganization and Salary Adjustments for Administrators
 - d. Treasurer's Report
 - e. PARS Statement
- III. Tyngsborough Lease Agreement

No Action Required

- IV. Making a Difference
 - f. Students, Adult and Staff of the Month
- V. Communication
 - g. Letter from DESE (January 26, 2018)
Re: Valley FY'17 Annual Independent Audit Report
 - h. Valley Collaborative to be featured in Enterprise Bank's Annual Report
 - i. Blue Ribbon Invitation
 - j. M.A.S.S. Assistant Superintendent Leadership Seminars (ASLS)
 - k. Schedule of SPED Director Visits with Co-Chair Rick Pelletier
 - l. SAT & PSAT Testing Site – Matthew Gentile
 - m. Read Across America Flyer
 - n. Newsletters from Valley Curriculum Leads
 - o. Weekly Updates
 - p. Valley Collaborative's Spring Newsletter

Executive Session

- VI. To consider the purchase and/or value of real property: 0 Suburban Park, Billerica, MA
- To conduct strategy sessions in preparation for negotiations with non-union personnel:
Executive Director



Central Administration Office

*25 Linnell Circle, Billerica MA 01821 * Tel: (978)528-7800 * <http://www.valleycollaborative.org>*

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Approval of Minutes

Attached, please find the following minutes:

- a. Board of Directors, General Session: January 18, 2018

Required Action:

Vote to approve the minutes:

- a. Board of Directors, General Session: January 18, 2018

Attachments:

- a. Board of Directors, General Session: January 18, 2018

**Valley Collaborative Board of Directors
General Session Meeting Minutes
January 18, 2018
10:06 a.m. – 11:27 a.m.
25 Linnell Circle, Billerica, MA**

Board Members Present: Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Ms. Joan Landers, Dr. Jay Lang, Dr. Laura Chesson, Mr. Christopher Malone

Board Members Absent: Mr. Steven Stone

Collaborative Representatives Present: Dr. Chris Scott, Executive Director; Ms. Heidi Kriger, Treasurer; Members of the Collaborative Senior Leadership Team

Also Present: Mr. Thomas Lent, Marathas Barrow Weatherhead Lent LLP

Call to Order: Mr. Timothy Piwowar, Chairman, convened the Collaborative Board Meeting at 10:06 a.m.

Mr. Timothy Piwowar and Dr. Chris A. Scott welcomed the Board Members, Collaborative personnel and guests in attendance. Mr. Timothy Piwowar welcomed all Valley Collaborative stakeholders in attendance as the Board meeting also served as the Collaborative's Annual Stakeholder Meeting. Dr. Chris Scott provided a general overview of the agenda items for the meeting.

Approval of Minutes

Mr. Piwowar explained that he and Dr. Scott had reviewed the meeting minutes and noted an inadvertent clerical error on page 3 of the draft meeting minutes regarding the approved Fiscal Year 2019 Budget. Mr. Piwowar explained that the recorded vote inadvertently lists the projected revenue amount of \$19,337,426 rather than the proposed expenses amount of \$18,857,167. Mr. Piwowar explained that he was seeking a motion to correct the draft meeting minutes so that the record accurately reflects the Board's true intention to approve the Budget as follows:

That the Board of Directors approves the Fiscal Year 2019 Budget, including an Operating Budget for the Collaborative in the amount of \$18,857,167 as presented and recommended by the Executive Director; and requests that the Treasurer certify and transmit the budget for Fiscal Year 2019 to each member district by no later than February 1, 2018.

On a motion made by Mr. Everett Olsen and seconded by Ms. Joan Landers, a quorum of voters being present, it was voted:

VOTED: To correct the General Session Meeting Minutes for the Board of Directors meeting dated December 1, 2017 as discussed and presented, and to approve the Meeting Minutes as corrected.

The vote was 6-0-2. Mr. Timothy Piwowar, Mr. Everett Olsen, Mr. Michael Flanagan, Dr. Jay Lang, Dr. Denise Pigeon and Ms. Joan Landers voted yes. Mr. Christopher Malone and Dr. Laura Chesson abstained.

Students, Adult and Staff of the Month

The Board recognized the achievements and successes of the Students, Adult and Staff of the Month in attendance.

Making A Difference Award

Dr. Chris Scott introduced Maria Hamilton, Branch Relationship Manager, Assistant Vice President of Enterprise Bank as the recipient of the Making a Difference Award. Dr. Scott explained that Enterprise Bank continues to be a valued community partner of the Collaborative and in particular recently sponsored and supported Collaborative representatives' attendance at the 2017 Blue Ribbon Schools of Excellence Conference, and agreed to be a sponsor for the Student Leadership Conference to be held in Walt Disney World in 2018. The Board recognized Ms. Hamilton and thanked her and Enterprise Bank's continued support and presented her with the Making a Difference Award.

Fiscal Year 2017 Audit Report

Dr. Chris Scott reviewed and summarized for the Collaborative stakeholders the 2017 Audit Report prepared by the Collaborative's independent auditors. There was no further discussion.

Fiscal Year 2017 Annual Report

Dr. Chris Scott reviewed and summarized for the Collaborative stakeholders the Valley Collaborative Annual Report. Dr. Scott reviewed the information contained within the Annual Report, in particular noting the cost-effectiveness of all programs and services and comparative data to other collaboratives. There was no further discussion.

Fiscal Year 2018 Quarterly Report

Dr. Chris Scott directed the Board and the Collaborative stakeholders to the prepared handout summarizing the Fiscal Year 2018 Financial Update. Dr. Scott reviewed the Collaborative's overall financial performance. She explained that at the end of the second quarter, the revenue and operating expense budgets are on target (at 50%). She also explained that it is important to note that tuition and fees have not increased and have remain unchanged since prior to 2011. She explained that enrollment continues to trend high and expenses are trending nearly a full percentage point below revenues. Dr. Scott also reviewed the PARS OPEB Trust performance

noting that the year investment return was approximately 14.04%, and the post-employment retiree benefit program is considered fully funded at this time. Dr. Scott directed the Board and the Collaborative stakeholders to the PARS report within the Board materials. There was no further discussion.

Treasurer's Report

Ms. Heidi Kriger, the Collaborative Treasurer, provided the Board with her report. Ms. Kriger provided a verbal summary of her report. A copy of her written report was contained within the Board materials. The Board accepted the Treasurer's Report without any further discussion.

Presentations

Annie Willis, Principal of Valley Elementary School, Nicole Noska, Principal of Valley Middle School, Chris Cowan, Principal of Site 1 of Valley Transitional High School, Julie Fielding, Principal of Site 2 of Valley Transitional High School, Kristine Bonsack, Principal of Site 3 of Valley Transitional High School, Heather Mackey, STEM Lead Teacher, Valley Elementary School, and Joe Venskus, Adult Services Coordinator, each provided presentations to the Board regarding their respective school programs and practices. Each provided highlights of their schools and updates and successes for each program. The Board recognized and thanked each of them for their efforts and their quality presentations.

Ms. Kari Morrin, Director of Student and Adult Services, provided a presentation regarding the Collaborative Improvement Plan. Ms. Morin explained that the Collaborative was selected by the Department of Elementary and Secondary Education as a pilot site for the School Improvement Planning Process. She explained the work to create a structured learning environment with the partnership of families, districts and the community. Ms. Morrin reviewed the objectives of the improvement plan.

Ms. Joia Mercurio, Assistant Executive Director of Curriculum and Technology presented an overview of curriculum and professional developments at the Collaborative. She reviewed initiatives for the current school year and for the future.

Mr. Sean Glavin, Director of Finance and Operations presented a summary of capital project completed recently at the Collaborative as well as those capital improvements planned for the near future.

Communications

Dr. Scott directed the Board to the communications contained within the Board materials.

Question and Answer Period

Dr. Chris Scott fielded questions from Collaborative stakeholders about student enrollment and student-Collaborative professional ratios.

Mr. Timothy Piwovar requested a motion to adjourn.

On a motion made by Mr. Everett Olsen and seconded by Dr. Jay Lang, a quorum of voters being present, it was voted:

VOTED: To adjourn the Board meeting.

The motion passed. The vote was 8-0. Mr. Timothy Piwovar, Mr. Everett Olsen, Mr. Michael Flanagan, Dr. Jay Lang, Dr. Denise Pigeon, Ms. Joan Landers, Mr. Christopher Malone and Dr. Laura Chesson voted yes.

Mr. Timothy Piwovar adjourned the Collaborative Board Meeting at 11:27 a.m.

LIST OF DOCUMENTS USED, DISTRIBUTED AND REVIEWED AT THIS MEETING:

- School Year 2017-2018 Board Binder for January 18, 2018 Meeting
- Valley Collaborative's 2017 Annual Report
- Valley Collaborative – Collaborative Updates dated January 18, 2018

Respectfully Submitted,

Mr. Timothy Piwovar, Chairman

Dated: _____

**Valley Collaborative Board of Directors
General Session Meeting Minutes
December 1, 2017
10:03 a.m. – 10:22 a.m.
25 Linnell Circle, Billerica, MA**

Board Members Present: Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone, Ms. Joan Landers, Dr. Jay Lang

Board Members Absent: Mr. Christopher Malone, Dr. Laura Chesson

Collaborative Representatives Present: Dr. Chris Scott, Executive Director; Ms. Heidi Kriger, Treasurer; Members of the Collaborative Senior Leadership Team

Also Present: Mr. Thomas Lent, Marathas Barrow Weatherhead Lent LLP; Paulajo Gaines, Office of School Finance and District Support, Massachusetts Department of Elementary and Secondary Education

Call to Order: Mr. Timothy Piwowar, Chairman, convened the Collaborative Board Meeting at 10:03 a.m.

Mr. Timothy Piwowar and Dr. Chris A. Scott welcomed the Board Members, Collaborative personnel and guests in attendance.

Mr. Piwowar welcomed Paulajo Gaines from the Massachusetts Department of Elementary and Secondary Education

Approval of Minutes

Mr. Timothy Piwowar asked for a motion relating to the November 9, 2017 meeting minutes.

On a motion made by Mr. Steven Stone and seconded by Mr. Everett Olsen, a quorum of voters being present, it was voted:

VOTED: To approve the General Session Meeting Minutes for the Board of Directors meeting dated November 9, 2017.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

Financial Update

Budget and Tuition Rates for Fiscal Year 2019

The Board had been presented the proposed budget and tuition rates for fiscal year 2019 during the November 9, 2017 Board meeting, and provided written materials relating to the proposed budget summary and proposed tuition rate materials for fiscal year 2019 for their review and consideration. The Board noted that the tuition rates and fees-for-services again remained unchanged from past fiscal years. There was no further discussion.

Mr. Timothy Piwowar requested the Board for a motion relating to the tuition rates and fees-for-services presented as part of the budget and recommended by Dr. Scott.

On a motion made by Mr. Steven Stone and seconded by Mr. Everett Olsen, a quorum being present, it was voted:

VOTED: That the Board of Directors accepts and approves the tuition rates and fees-for-services for member districts for Fiscal Year 2019 as presented; and requests that the Treasurer certify and transmit the tuition rates and fees-for-services for Fiscal Year 2019 to each member district by no later than February 1, 2018.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

On a motion made by Mr. Everett Olsen and seconded by Mr. Steven Stone, a quorum being present, it was voted:

VOTED: That the Board of Directors accepts and approves the assessment of surcharges on tuition rates and fees-for-services on non-member districts based on each student enrolled from a non-member district for Fiscal Year 2019 as presented and recommended by the Executive Director; and authorizes the Executive Director to publish the non-member district tuition rates and fees-for services for Fiscal Year 2019.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

Mr. Timothy Piwowar asked if there was any further discussion regarding the proposed budget for fiscal year 2019. There was none. Mr. Piwowar asked for a motion relating to the proposed budget.

On a motion made by Mr. Everett Olsen and seconded by Dr. Michael Flanagan, a quorum being present, it was voted:

VOTED: That the Board of Directors approves the Fiscal Year 2019 Budget, including an Operating Budget for the Collaborative in the amount of \$19,337,426 as presented and recommended by the Executive Director; and requests that the Treasurer certify and transmit the budget for Fiscal Year 2019 to each member district by no later than February 1, 2018.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

Treasurer's Report

Ms. Heidi Kriger, the Collaborative Treasurer, provided the Board with her report. Ms. Kriger provided a verbal summary of her report, including available balances, transfers, withdrawals, interest income and ending balances. She also provided a verbal summary of her report relating to the OPEB Trust. Written summary reports were contained within the Board materials. The Board accepted the Treasurer's Report without any further discussion.

Fiscal Year 2017 Annual Report

Dr. Chris Scott reviewed with the Board the Annual Report. Dr. Scott indicated that the Annual Report contained the statutory and regulatory required materials, as well as additional materials relating to staff, therapist and other employee ratios. Dr. Scott also indicated that the Annual Report contains additional information relating to the Collaborative programs and studies. The Board noted their collective appreciation for a successful year and a professional Annual Report. Timothy Piwowar asked for a motion relating to the Collaborative's Annual Report for Fiscal Year ending June 30, 2017.

On a motion made by Ms. Joan Landers and seconded by Dr. Michael Flanagan, a quorum being present, it was voted:

VOTED: That the Board of Directors approves and accepts the Annual Report for Fiscal Year ending 2017 as presented; and authorizes Timothy Piwowar, Chairman, and Dr. Chris Scott, Executive Director, to execute necessary signatures and file the Annual Report and related documentation with the Massachusetts Department of Elementary and Secondary Education and to take any other necessary action with respect to the Annual Report on behalf of the Collaborative.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

Department of Developmental Services Audit

Dr. Scott explained to the Board that the Collaborative's Adult Services Program recently was audited by, and received the audit results from, the Executive Office of Health and Human Services Department of Developmental Services. The Executive Summary and Licensing information was provided within the Board materials. Dr. Scott reviewed with the Board the executive summary and the audit results, which included (i) 100% on quality management, (ii) 66% on employment and day support indicators; and (iii) 93% on license indicators with all critical indicators met. Dr. Scott explained the factors relating to the employment and day support indicators and the efforts being made to address certain issues. There was no further discussion.

Retiree of the Decade

The Board and Dr. Scott recognized Ms. Isabelle Kunselman who was retiring after more than 20 years of service to the Collaborative. The Board expressed their collective gratitude and appreciation for her years of service, and wished her all the best in retirement.

Communications

Dr. Scott reviewed with the Board the communications and weekly updates provided within the Board materials. There was no further discussion.

[Dr. Jay Lang arrived at 10:20 a.m.]

On a motion made by Mr. Steven Stone and seconded by Dr. Denise Pigeon, a quorum being present, it was voted:

VOTED: To adjourn the Board meeting.

The vote was 7-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone, Dr. Jay Lang and Ms. Joan Landers voted yes.

Mr. Timothy Piwowar adjourned the Collaborative Board Meeting at 10:22 a.m.

Respectfully Submitted,

Mr. Timothy Piwowar, Chairman

Dated: _____

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General Session Meeting Minutes
December 1, 2017
10:03 a.m. – 10:22 a.m.
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Board Members Present: Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone, Ms. Joan Landers, Dr. Jay Lang

Board Members Absent: Mr. Christopher Malone, Dr. Laura Chesson

Collaborative Representatives Present: Dr. Chris Scott, Executive Director; Ms. Heidi Kriger, Treasurer; Members of the Collaborative Senior Leadership Team

Also Present: Mr. Thomas Lent, Marathas Barrow Weatherhead Lent LLP; Paulajo Gaines, Office of School Finance and District Support, Massachusetts Department of Elementary and Secondary Education

Call to Order: Mr. Timothy Piwowar, Chairman, convened the Collaborative Board Meeting at 10:03 a.m.

Mr. Timothy Piwowar and Dr. Chris A. Scott welcomed the Board Members, Collaborative personnel and guests in attendance.

Mr. Piwowar welcomed Paulajo Gaines from the Massachusetts Department of Elementary and Secondary Education

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On a motion made by Mr. Steven Stone and seconded by Mr. Everett Olsen, a quorum of voters being present, it was voted:

VOTED: To approve the General Session Meeting Minutes for the Board of Directors meeting dated November 9, 2017.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

Financial Update

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Mr. Timothy Piwowar requested the Board for a motion relating to the tuition rates and fees-for-services presented as part of the budget and recommended by Dr. Scott.

On a motion made by Mr. Steven Stone and seconded by Mr. Everett Olsen, a quorum being present, it was voted:

VOTED: That the Board of Directors accepts and approves the tuition rates and fees-for-services for member districts for Fiscal Year 2019 as presented; and requests that the Treasurer certify and transmit the tuition rates and fees-for-services for Fiscal Year 2019 to each member district by no later than February 1, 2018.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

On a motion made by Mr. Everett Olsen and seconded by Mr. Steven Stone, a quorum being present, it was voted:

VOTED: That the Board of Directors accepts and approves the assessment of surcharges on tuition rates and fees-for-services on non-member districts based on each student enrolled from a non-member district for Fiscal Year 2019 as presented and recommended by the Executive Director; and authorizes the Executive Director to publish the non-member district tuition rates and fees-for services for Fiscal Year 2019.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

Mr. Timothy Piwowar asked if there was any further discussion regarding the proposed budget for fiscal year 2019. There was none. Mr. Piwowar asked for a motion relating to the proposed budget.

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The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

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On a motion made by Ms. Joan Landers and seconded by Dr. Michael Flanagan, a quorum being present, it was voted:

VOTED: That the Board of Directors approves and accepts the Annual Report for Fiscal Year ending 2017 as presented; and authorizes Timothy Piwowar, Chairman, and Dr. Chris Scott, Executive Director, to execute necessary signatures and file the Annual Report and related documentation with the Massachusetts Department of Elementary and Secondary Education and to take any other necessary action with respect to the Annual Report on behalf of the Collaborative.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

Department of Developmental Services Audit

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Retiree of the Decade

The Board and Dr. Scott recognized Ms. Isabelle Kunselman who was retiring after more than 20 years of service to the Collaborative. The Board expressed their collective gratitude and appreciation for her years of service, and wished her all the best in retirement.

Communications

Dr. Scott reviewed with the Board the communications and weekly updates provided within the Board materials. There was no further discussion.

[Dr. Jay Lang arrived at 10:20 a.m.]

On a motion made by Mr. Steven Stone and seconded by Dr. Denise Pigeon, a quorum being present, it was voted:

VOTED: To adjourn the Board meeting.

The vote was 7-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone, Dr. Jay Lang and Ms. Joan Landers voted yes.

Mr. Timothy Piwowar adjourned the Collaborative Board Meeting at 10:22 a.m.

Respectfully Submitted,

Mr. Timothy Piwowar, Chairman

Dated: _____

(Amended and Corrected by Board Vote dated January 18, 2018)



Central Administration Office

40 Linnell Circle, Billerica MA 01821 * Tel: (978)-528-7800 * <http://www.valleycollaborative.org>

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris A. Scott, Executive Director
Date: February 23rd, 2018
Re: Financial Update

Valley's second quarter (119 of 210 days – 56.7%) for FY'18 closed favorable. Expenses continue to trend lower than revenues as a percentage- a full 1.5% lower at January 31st, 2018.

Enrollment continues to trend favorably and has been consistently above 300 students for a majority of the School Year. Past trends show that enrollment continues to grow considerably in the third and fourth quarter.

Based on the 25% formula and projections from the end of the second quarter, Valley is trending to be required to return over \$1.4 million dollars at the end of FY'18. It is my recommendation that the Board of Directors vote today to return \$1 Million to Member Districts, and take an additional vote at the June board meeting to return any additional surplus.

As the Board is aware, the FY'18 budget was developed over a year and a half ago. Now that the second quarter has closed, we are requesting that the Board revote the FY'18 budget in accordance with the attached amendment. Drivers of a recommended Budget Amendment are:

- Salaries \$327,354
 - Occupational Therapist (Site 3)
 - Social Worker (Site 2)
 - Teacher Wages (Site 3)
 - Adult Program Staffing (MRC Salary Correction)
 - Adult Program Individual Wages (Adult Workers)
 - Senior Network Technician
 - Assistant Executive Directors Adjustment
- Capital Reserve Fund
 - Vote \$205,000 from current operating budget to fully replenish Capital Reserve Fund to Maximum of \$1.5M [\$205K was spent from the Capital Reserve on Window Project at 40 Linnell Circle, but can now be covered from the General Operating Account.]
- Operating Capital
 - Vote to increase Non-Operating Capital in the following areas by:
 - \$100K for Technology Infrastructure- For Example:
 - Switches
 - Servers

- Hot Spots
- Computers for MCAS 2.0
- \$205k for Facilities Improvements- [Window Project] Because 205K voted in June for Window Project is now being returned to Capital Reserve Fund because it can now be covered by the FY'18 Operating Budget .
- \$30K Furniture for:
 - 40 Linnell Circle Bathroom Renovation
 - 40 and 25 Linnell Circle Foyer Renovation
 - STEM Lab
 - Elementary School Office Carpet

Historically, Valley outsourced its payroll to ADP. Upon the advice of the Assistant Director of Finance (then the Business Manager), payroll was brought “in-house”, and it became his primary responsibility. The departure of the Assistant Director of Finance is perceived as a timely opportunity to change course. Valley Collaborative will not seek to fill the vacant Assistant Director of Finance role, and will terminate the position. The position was budgeted for \$79,104 in FY'19.

In collaboration with our Auditors, we've evaluated the pros and cons of having payroll “in-house” versus outsourced. The Auditors concur that the outsourcing of the payroll function will alleviate a large burden of labor from the business office, and transfer the risk associated with compliance and liability measures to payroll experts. The estimated cost of outsourcing payroll is currently below \$49,999 annually.

Furthermore, it is my understanding from our Auditors that Valley is currently one of the only organizations they audit that labors through processing payroll internally. At this point, we believe Valley would be better served by outsourcing payroll once again; as it is now apparent it will minimize exposure, be more cost effective and efficient.

Valley Collaborative's PARS OPEB Trust continues to enjoy strong investment returns. The ending balance as of 12/31/2017 was \$3,737,592.94. The trust saw a 13.44% investment over the last 12 months. Please find enclosed the full PARS report.

Attachments:

Rational for Proposed Administrative Salary Alignment
Surplus Revenue Calculation FY'18
FY'18 Budget Amendment Summary
FY'19 Budget Amendment Summary



VALLEY COLLABORATIVE
FY2018 BUDGET AMENDMENT SUMMARY
Preliminary

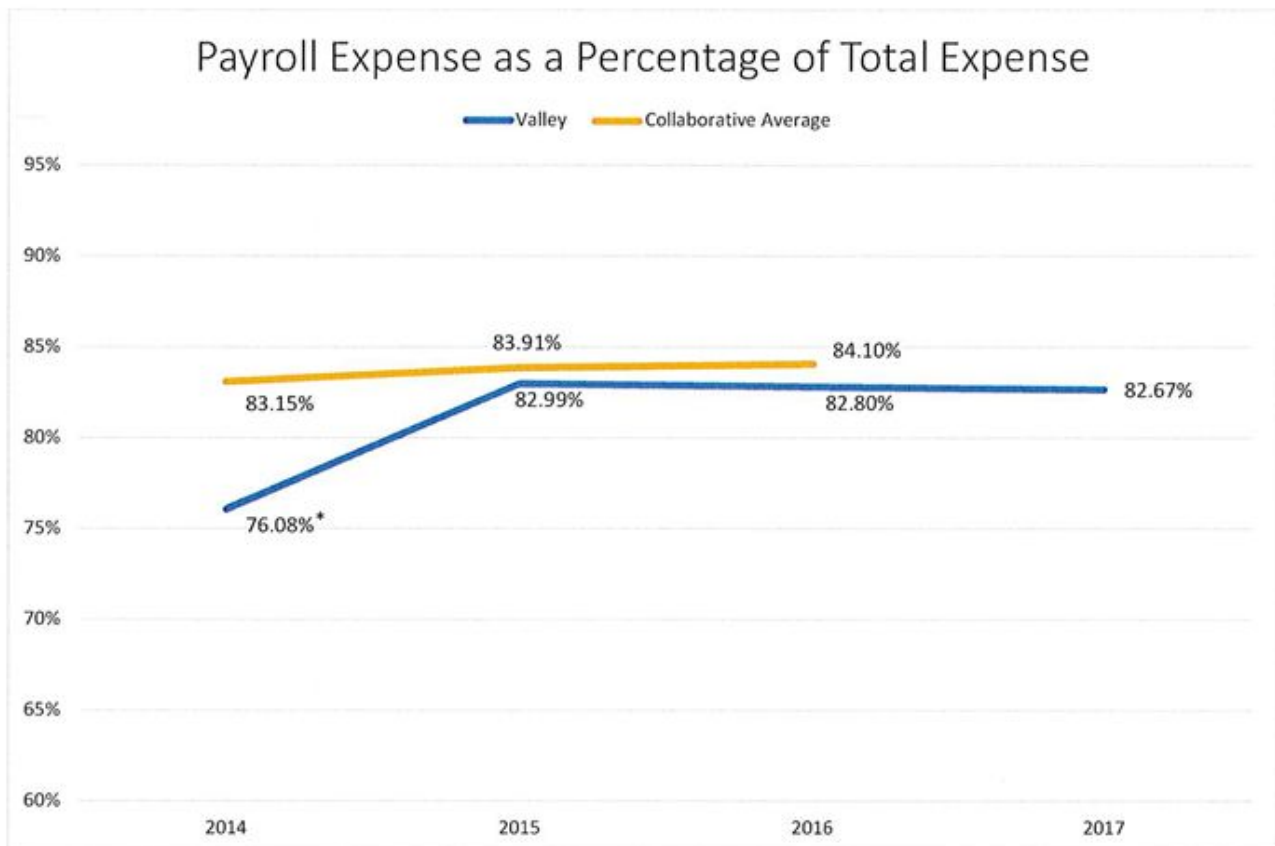
	FY2016		FY2017		FY2018	FY 2018 Amendment		
	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Proposed Amended Budget</u>	<u>vs. Original</u>	<u>% change</u>
REVENUES								
Services	14,690,990	14,709,026	14,520,880	16,039,657	15,260,680	16,600,000	\$ 1,339,320	
State contracts	1,770,000	2,017,845	1,935,000	2,192,283	2,290,000	2,290,000	-	
Other	471,000	498,060	432,000	622,242	447,000	447,000	-	
Interest	5,000	3,636	4,500	10,945	4,500	25,000	20,500	
Total Revenues	\$ 16,936,990	\$ 17,228,567	\$ 16,892,380	\$ 18,865,127	\$ 18,002,180	\$ 19,362,000	\$ 1,359,820	7.55%
EXPENSES								
Salaries	10,266,815	10,410,028	10,774,247	11,171,961	11,722,646	12,050,000	327,354	
Operating Expenses	5,557,323	5,125,812	5,419,132	5,443,822	5,457,929	5,850,000	392,071	
Total Expenses	\$ 15,824,138	\$ 15,535,840	\$ 16,193,379	\$ 16,615,783	\$ 17,180,575	\$ 17,900,000	\$ 719,425	4.19%
Revenues over/(under) Expenses	1,112,852	1,692,727	699,001	2,249,344	821,605	1,462,000	640,395	
NON-OPERATING								
Capital	600,000	0	600,000	0	425,000	780,000	355,000	
Board Capital Reserve			-		-	-	-	
BUDGETED SURPLUS/(SHORTFALL)	\$ 512,852	\$ 1,692,727	\$ 99,001	\$ 2,249,344	\$ 396,605	\$ 682,000	\$ 285,395	



VALLEY COLLABORATIVE

FY2019 BUDGET SUMMARY Preliminary

	FY2016		FY2017		FY2018	FY2019			
	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Proposed Amended</u>	<u>Request</u>	<u>Amended</u>	<u>vs. FY19 Request</u>	<u>% change</u>
REVENUES									
Services	14,690,990	14,709,026	14,520,880	16,039,657	16,600,000	16,416,426	16,416,426	\$ -	
State contracts	1,770,000	2,017,845	1,935,000	2,192,283	2,290,000	2,395,000	2,395,000	\$ -	
Other	471,000	498,060	432,000	622,242	447,000	506,000	506,000	\$ -	
Interest	5,000	3,636	4,500	10,945	25,000	20,000	20,000	\$ -	
Total Revenues	\$ 16,936,990	\$ 17,228,567	\$ 16,892,380	\$ 18,865,127	\$19,362,000	\$ 19,337,426	\$ 19,337,426	\$ -	
EXPENSES									
Salaries	10,266,815	10,410,028	10,774,247	11,171,961	12,050,000	12,851,042	12,858,419	\$ 7,377	0.06%
Operating Expenses	5,557,323	5,125,812	5,419,132	5,443,822	5,850,000	5,581,125	5,581,125	\$ -	
Total Expenses	\$ 15,824,138	\$ 15,535,840	\$ 16,193,379	\$ 16,615,783	\$17,900,000	\$ 18,432,167	\$ 18,439,544	\$ 7,377	0.04%
Revenues over/(under) Expenses	1,112,852	1,692,727	699,001	2,249,344	1,462,000	905,259	897,882	(7,377)	
NON-OPERATING									
Capital	600,000	0	600,000	0	780,000	425,000	425,000	-	
Board Capital Reserve			-		-	-	-	-	
BUDGETED SURPLUS/(SHORTFALL)	\$ 512,852	\$ 1,692,727	\$ 99,001	\$ 2,249,344	\$682,000	\$ 480,259	\$ 472,882	\$ (7,377)	



*Prior to purchase of 40 Linnell Circle, rent and maintenance costs represented approximately 9% of total expenses. Rent and maintenance costs in FY17 represented approximately 3.6% of total expenses.



Central Administration Office

40 Linnell Circle, Billerica MA 01821 * Tel: (978)-528-7800 * <http://www.valleycollaborative.org>

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris A. Scott, Executive Director
Date: February 23rd, 2018
Re: Rationale for Proposed Administrative Salary Alignment

The following proposed reorganization will ensure that Valley has the most effective administrators in positions that are “just the right fit” for their skills and talents with salaries that will continue to be below the overall average of our member districts but significantly higher than their current salaries. This adjustment will help to retain our administrators who continuously get excellent results in a very challenging context.

Valley’s history, its involvement with three State Agencies and thus, its scope of services makes it different than most collaboratives. Valley operates a \$20M business which includes: A “Special Education School District” (DESE) that currently serves over 65 school districts; and it operates one of the largest Department of Developmental Services (DDS) & Massachusetts Rehabilitation Commission (MRC) Supported and Independent employment programs for individuals with disabilities in the Commonwealth (outside of Boston). Working for each of these State Agencies adds a layer of rigor and responsibility to the workload. Valley is in continuous “audit mode” because of the reporting requirements associated with these three State Agencies. Valley’s school calendar consists of 210 days- not 180. The Adult Programs operate on a 260 day calendar. In other words, Valley is open for school and business all year round, creating a certain degree of intensity to the work that is not reflected in Valley administrators’ salaries when compared to K-12 school districts.

Over the past six years many Valley employees were hired for significant roles throughout the organization. It is a well-known part of our Valley story that because of our context we had to build capacity from within because people were not knocking the doors down to work here. Among this dynamic arose many loyal employees who took on challenging leadership roles with significant responsibilities within the organization for compensation packages that were and remain significantly below industry standard for the title, position and responsibility.

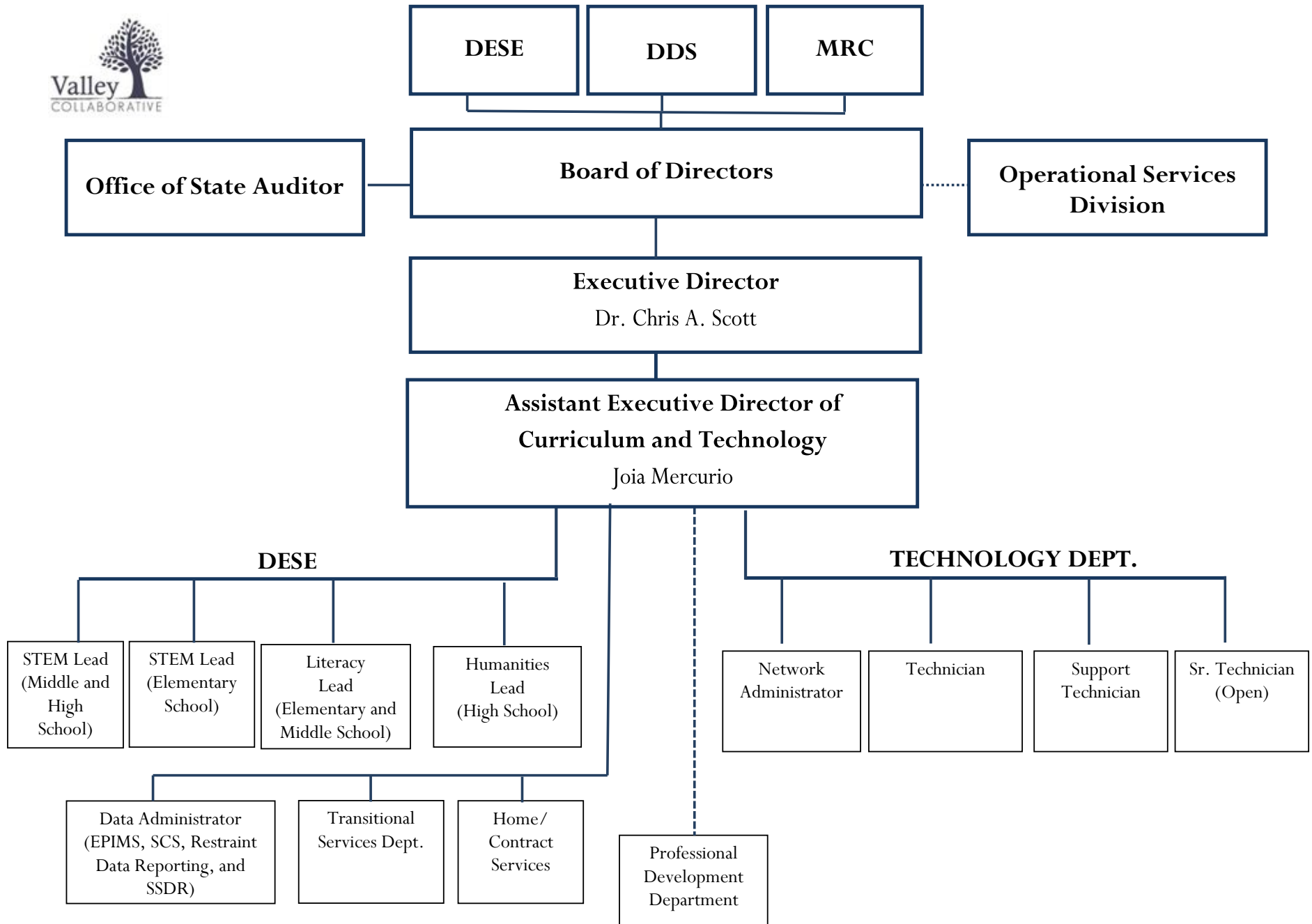
March 1, 2018 will mark the six-year anniversary of my tenure at Valley. The salary adjustments that I am proposing here for various employees in leadership roles at all levels of the organization are significant and important adjustments if Valley is going to be able to fend off poachers. Many of the administrators Valley now has in place are no longer new incumbents but are seasoned in their positions. In other words, they have moved beyond the developmental stages and now fall on a continuum from seasoned to fully-seasoned. As such, there needs to be a reorganization and salary adjustment for various individuals at the Elementary, Middle, High and District levels in order to acknowledge that these individuals are no longer novice but experienced, highly qualified, hard-working and loyal employees.

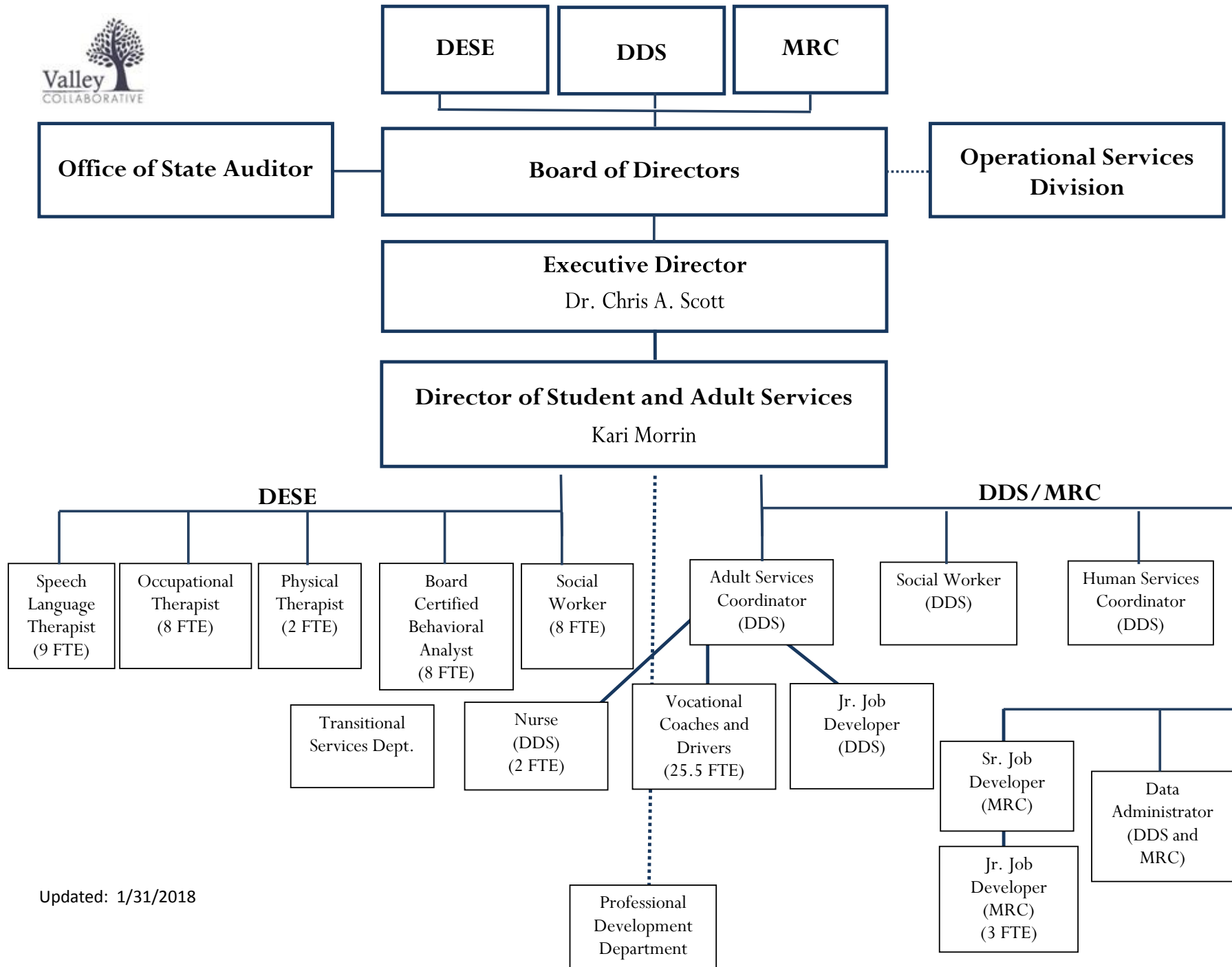
The realignment of salaries for paras, teachers and therapists was one of the first steps taken to reform Valley’s workforce and has helped to stabilize the Collaborative. A stable workforce has enhanced our ability to improve upon programming and ensure excellence in many facets of the organization. Valley’s leadership team that are being

Building a community that empowers children and adults to find their own way.

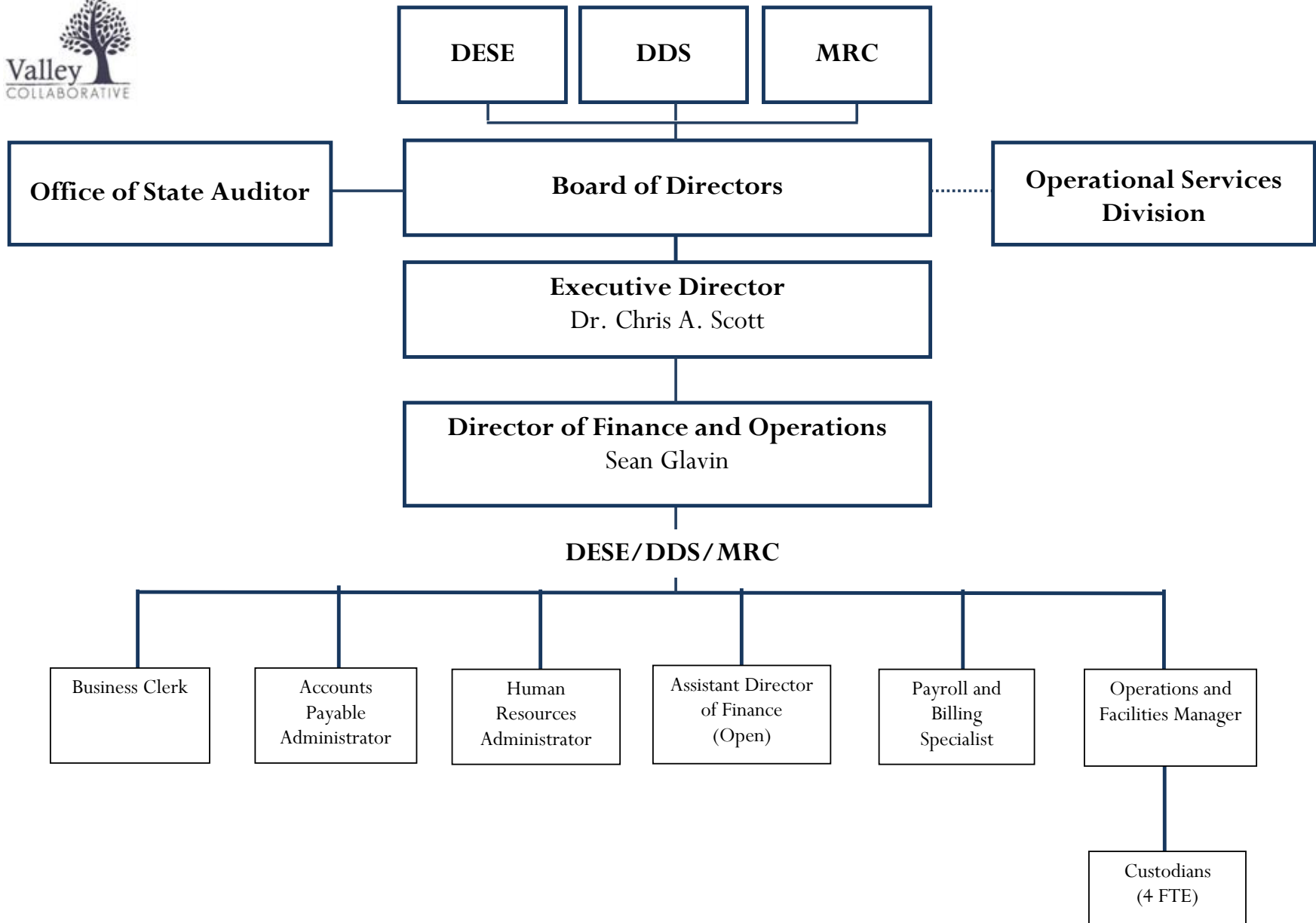
recommended for a salary adjustment in this proposal are significantly underpaid by any measure for their position and it is important to the long-term growth of Valley to ensure all steps are taken to retain some of the most dedicated administrators I have ever had the pleasure of working with in my career.

This is a critical and important matter for the Board to address as Valley finds itself for the 4th consecutive year returning a significant amount of funds to its member districts. This year Valley is on target to again return over a million dollars. In this context it is important to now address the compensation package for administrators and to better align the salaries with our member school districts. As the data provided will illustrate, salaries for leaders across the Collaborative are significantly lower than our member towns. This dynamic was more tolerable when Valley was in its infancy and employees were new to their role – but that is no longer the case. The salary concerns within the context of the reorganization being proposed here can be fully addressed with a decrease of \$87,213.05.

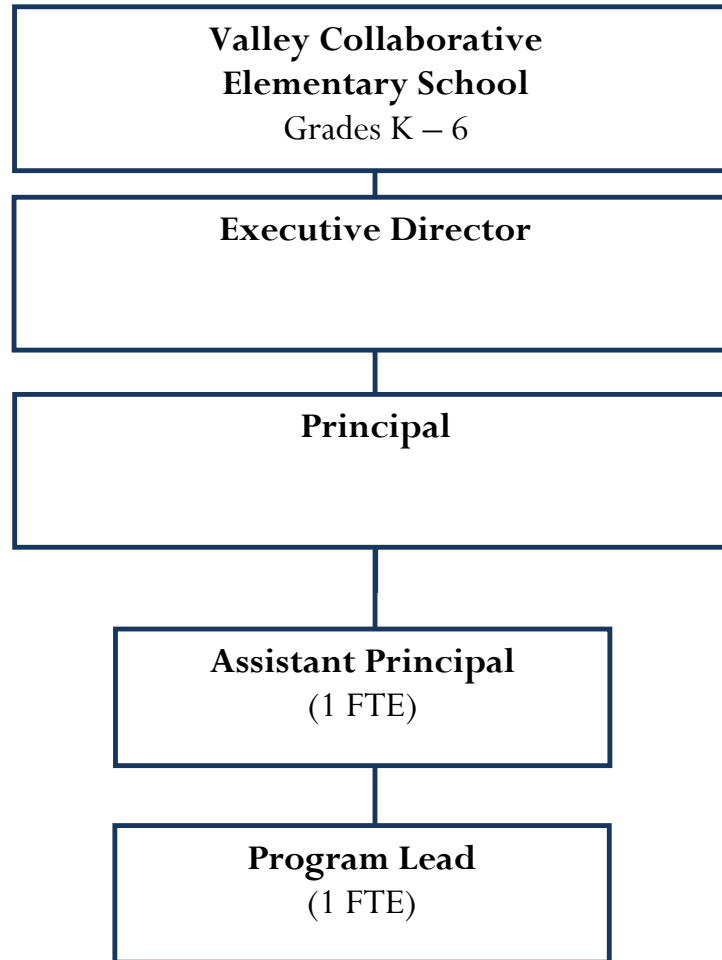




Updated: 1/31/2018



Updated: 1/31/2018

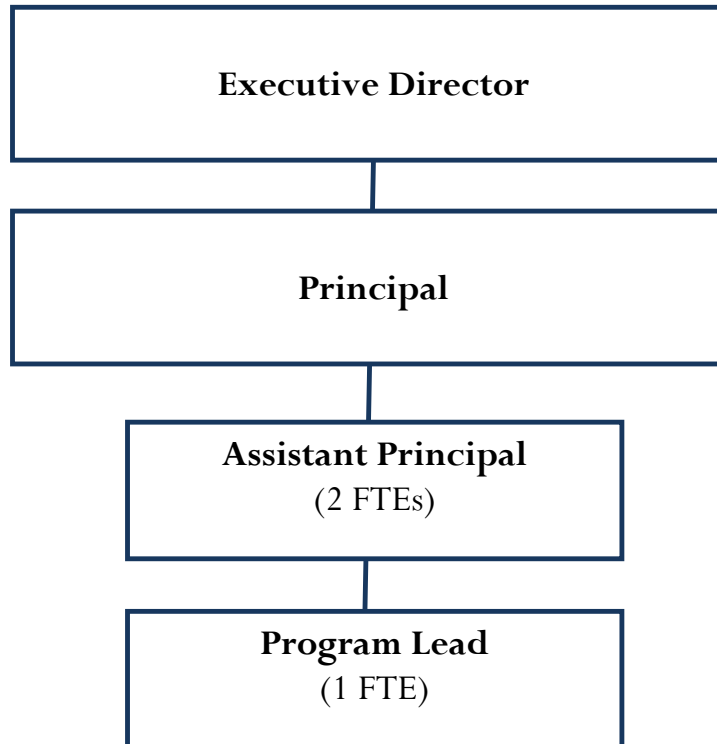


Current Enrollment: 80 Students

Updated: 2/5/2018



**Valley Collaborative Transitional
Middle and High School**
Grades 6 – 22 years old

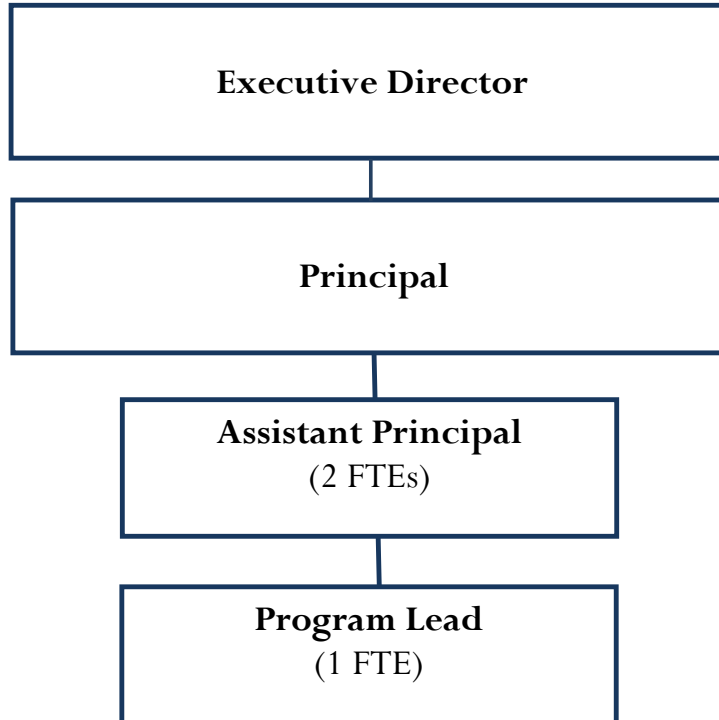


Current Enrollment: 120 Students

Updated: 2/5/2018



**Valley Collaborative Alternative
Middle and High School
Grades 6 – 12**



Current Enrollment: 120 Students

Updated: 2/5/2018

Annual Cost of Proposed Administrative Reorganization and Salary Alignment

<u>Position</u>	<u>Budget Action</u>	<u>Amount</u>
Lead Teachers	Increase/Decrease	-\$121,543.03
Assistant Principals	Increase/Decrease	\$94,035.66
Principals	Increase/Decrease	-\$48,449.40
Central Office [FY'18]	Increase/Decrease	-\$11,256.28
Total Increase/Decrease		-\$87,213.05

Valley Collaborative Profit and Loss Report

By Program
Through January 31st 2018

January 31, 2018														
119 of 210 Days (56.67% of Year)	100	200	400	410	712	660	450	665	500	101	102			
	Central Admin	HS Site 3	HS Site 2	HS Site 1	Middle School	Elementary	Therapy	Home Services	Adult Services	MRC Education & Training	MRC Supportive Work	Total	Totals Check Figure	Variance
REVENUES														
Services	-	2,826,552	1,019,859	1,023,606	1,662,395	2,711,034	748	28,640	-	-	-	9,272,834	9,272,835	(1)
State Contracts	-	-	-	-	-	-	-	-	1,097,338	199,204	51,447	1,347,989	1,347,990	(1)
Other	6,200	55,134	-	4,876	-	2,505	777	27,672	168,186	-	-	265,350	265,350	-
Interest	21,358	-	-	-	-	-	-	-	-	-	-	21,358	21,358	-
Total Revenues	27,558	2,881,686	1,019,859	1,028,482	1,662,395	2,713,539	1,525	56,312	1,265,524	199,204	51,447	10,907,531		
EXPENSES														
Salaries	699,029	1,489,183	526,886	433,463	923,780	1,639,516	24,441	16,494	887,995	92,691	40,682	6,774,160	6,774,159	1
Employee Benefits	618,996	158,082	56,367	22,993	95,197	151,818	62,213	219	123,662	12	3	1,289,562	1,289,561	1
Operating Expenses	490,556	308,836	74,265	98,593	100,014	239,820	6,485	62	49,415	7,450	1,515	1,377,011	1,377,012	(1)
Leases & Rentals	14,359	-	-	10,769	-	191,963	-	-	64,614	13,235	3,309	298,249	298,249	-
Depreciation	53,333	139,237	38,977	48,047	33,404	37,030	3,539	346	55,475	2,909	161	412,458	412,458	-
Total Expenses	1,876,273	2,095,338	696,495	613,865	1,152,395	2,260,147	96,678	17,121	1,181,161	116,297	45,670	10,151,440		
Net Income Before Admin Allocation	(1,848,715)	786,348	323,364	414,617	510,000	453,392	(95,153)	39,191	84,363	82,907	5,777	756,091		
Admin Allocation	(1,848,715)	497,911	165,507	145,871	273,841	537,074	22,973	4,068	177,174	17,445	6,851	(0)		
Operating Net Income	-	288,437	157,857	268,746	236,159	(83,682)	(118,126)	35,123	(92,811)	65,462	(1,074)	756,091		
Number of students	-	92	49	46	47	80	-	-	-	-	-	314.00		
Average Revenue per student	N/A	31,322.67	20,813.45	22,358.30	35,370.11	33,919.24	N/A	N/A	N/A	N/A	N/A			
Average Expenditure per student	N/A	22,775.41	14,214.18	13,344.89	24,519.04	28,251.84	N/A	N/A	N/A	N/A	N/A			
Annualized Expenditures	N/A	40,189.54	25,082.38	23,548.42	43,266.35	49,853.25	N/A	N/A	N/A	N/A	N/A			
Annualized Revenue	N/A	55,272.06	36,727.46	39,453.51	62,414.16	59,853.96	N/A	N/A	N/A	N/A	N/A			

**Projected Distribution of Surplus Funds for FY2018 From Enrollment Data
at January 31st, 2018**

Projected Distribution of Surplus Funds for FY2018 From Enrollment Data at January 31st, 2018						
				Projected		Percentage of
Member District	Summer Tuition	Projected School Year Tuition	Projected Total Fiscal Year Tuition	Percentage of Total	Estimated Return	Tuition Estimated To Be Returned*
Billerica Public Schools	97,187	393,506	490,692	8.65%	86,538.07	17.64%
Chelmsford Public Schools	241,694	1,350,362	1,592,056	28.08%	280,773.59	17.64%
Dracut Public Schools	109,695	673,972	783,667	13.82%	138,206.89	17.64%
Groton-Dunstable Regional School District	20,880	106,326	127,206	2.24%	22,433.94	17.64%
Nashoba Valley Technical High School	-	-	-	0.00%	-	17.64%
North Middlesex Regional School District	116,758	751,509	868,266	15.31%	153,126.69	17.64%
Tewksbury Public Schools	95,179	811,016	906,195	15.98%	159,815.78	17.64%
Tyngsborough Public Schools	37,620	231,997	269,617	4.75%	47,549.41	17.64%
Westford Public Schools	91,105	541,443	632,548	11.16%	111,555.62	17.64%
Grand Total	810,117	4,860,130	5,670,247	100.00%	1,000,000.00	17.64%

Valley Collaborative
Projected Surplus Amount Calculation
As of January 31st, 2018

Valley Collaborative		
Cummulative Surplus Calculation - FY 18		
(Projections as of January 31st, 2018)		
(A)	Voted Cumulative Surplus as of June 30, 2017	4,176,222
(B)	Amount of (A) used to support the FY 18 Budget	-
	Amount of (A) returned to member districts	-
(C)	Unexpended FY 18 General Funds	1,420,200
(D)	Cummulative Surplus as of 6/30/18	5,596,422
(E)	FY 18 Total General Fund Expenditures	17,941,800
(F)	Cumulative Surplus Percentage	31%
	Estimated Amount of Excess Cumulative Surplus as of June 30, 2018	1,110,972

**VALLEY COLLABORATIVE
TREASURER'S REPORT
JANUARY 31, 2018**

ENTERPRISE BANK ACCOUNTS

	Valley Operating Enterprise a/c 493426	Valley Payroll Enterprise a/c 795823	Community Catering Enterprise a/c 531401	ICS MMDA a/c 856490	Independence Project a/c 821315	Total Enterprise Bank
Beginning Balance	\$ 558,155.41	\$ 129,396.11	\$ 19,597.82	\$ 2,003,048.55	\$ 5,529.59	\$ 2,715,727.48
Receipts	2,465,317.77	456.12	4,447.00			\$ 2,470,220.89
Transfers In	15,000.00	2,100,000.00				\$ 2,115,000.00
Withdrawals:						
Payroll		(2,087,040.90)				\$ (2,087,040.90)
Accounts Payable	(393,727.58)					\$ (393,727.58)
Other						-
Total Withdrawals	(393,727.58)	(2,087,040.90)	-	-	-	(2,480,768.48)
Transfers Out	(1,500,000.00)		(15,000.00)	(600,000.00)		\$ (2,115,000.00)
Int./Investment Earnings				319.96		319.96
Ending Balance	\$ 1,144,745.60	\$ 142,811.33	\$ 9,044.82	\$ 1,403,368.51	\$ 5,529.59	\$ 2,705,499.85

OTHER CASH ACCOUNTS

	Eastern a/c 601076227	MMDT 00044263747	Total Cash
Beginning Balance	\$ 250,000.00	\$ 2,390,686.95	\$ 5,356,414.43
Receipts			\$ 2,470,220.89
Transfers In			\$ 2,115,000.00
Withdrawals:			
Payroll			\$ (2,087,040.90)
Accounts Payable			\$ (393,727.58)
Other			-
Total Withdrawals	-	-	(2,480,768.48)
Transfers Out			\$ (2,115,000.00)
Int./Investment Earnings		3,115.28	3,435.24
Ending Balance	\$ 250,000.00	\$ 2,393,802.23	\$ 5,349,302.08

RESTRICTED

PARS OPEB TRUST
\$ 3,737,592.94
-
33,603.01
\$ 3,771,195.95

as of December 31, 2017



VALLEY COLLABORATIVE
PARS OPEB Trust Program

Account Report for the Period
12/1/2017 to 12/31/2017

Heidi Kriger
 Treasurer
 Valley Collaborative
 40 Linnell Circle
 Billerica, MA 01821

Account Summary

Source	Beginning Balance as of 12/1/2017	Contributions	Earnings	Expenses	Distributions	Transfers	Ending Balance as of 12/31/2017
OPEB	\$3,737,592.94	\$0.00	\$33,603.01	\$0.00	\$0.00	\$0.00	\$3,771,195.95
Totals	\$3,737,592.94	\$0.00	\$33,603.01	\$0.00	\$0.00	\$0.00	\$3,771,195.95

Investment Selection

Vanguard Balanced Strategy

Investment Objective

The Balanced Portfolio invests in Vanguard mutual funds using an asset allocation strategy designed for investors seeking both a reasonable level of income and long-term growth of capital and income.

Investment Return

1-Month	3-Months	1-Year	Annualized Return			Plan's Inception Date
			3-Years	5-Years	10-Years	
0.90%	3.49%	13.44%	-	-	-	6/24/2015

Information as provided by US Bank, Trustee for PARS; Not FDIC Insured; No Bank Guarantee; May Lose Value

Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which could reduce returns. Information is deemed reliable but may be subject to change.

Investment Return: Annualized rate of return is the return on an investment over a period other than one year multiplied or divided to give a comparable one-year return.

Account balances are inclusive of Trust Administration, Trustee and Investment Management fees



Central Administration Office

25 Linnell Circle, Billerica MA 01821 * Tel: (978)528-7800 * <http://www.valleycollaborative.org>

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Tyngsborough Lease Agreement

Tyngsborough Public Schools would like to extend the Elementary School Lease for another 10 years. The parameters of this agreement will be presented by Dr. Flanagan at the Board Meeting on Thursday morning.

Required Action:

None

Attachments:

Blue Ribbon Proposal Form



Central Administration Office

25 Linnell Circle, Billerica, MA 01821 * Tel: (978) 528-7800 * <http://www.valleycollaborative.org>

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Making a Difference - Students, Adult, and Staff of the Month

We would like to recognize Valley's student and staff members of the month from the Elementary, Middle, and High Schools as well as an adult from the Adult Services Program for all their hard work and dedication to the Collaborative.

Valley Elementary School

Student of the Month: Mat Terrell/North Middlesex
Staff of the Month: Chanelle Quirbach

Valley Middle School

Student of the Month: Adam Conant/Dracut
Staff of the Month: Shana Dunlevy

Valley Transitional High School – Site 1

Student of the Month: Kara Lefebvre/Tewksbury
Staff of the Month: Nick LeClair

Valley Transitional High School – Site 2

Student of the Month: Duncan Lebet/North Middlesex
Staff of the Month: Rachael Wedge

Valley Transitional High School – Site 3

Student of the Month: Jonathan Taylor/Andover
Staff of the Month: Joe Reilly

Valley Adult Services

Adult of the Month: Susan Sullivan
Staff of the Month: Eric Brown

Required Action:

None

Attachments:

None

Building a community that empowers children and adults to find their own way.



Massachusetts Department of Elementary and Secondary Education

75 Pleasant Street, Malden, Massachusetts 02148-4906

Telephone: (781) 338-3000
TTY: N.E.T. Relay 1-800-439-2370

January 26, 2018

Chris Scott, Executive Director
Valley Collaborative
40 Linnell Circle
Billerica, MA 01821

Re: Valley Collaborative FY17 Annual Independent Audit Report

Dear Dr. Scott:

This letter, dated January 26, 2018, replaces the original letter dated January 22, 2018, as the official response to the Valley Collaborative FY17 Annual Independent Audit Report.

We have reviewed your submission to determine its compliance with the reporting requirements of M.G.L. c. 40, § 4E and CMR 603 CMR 50.00. If additional documentation is required, it is noted below.

Reporting Requirements:

M.G.L. c. 40, § 4E(d)

- **The names, duties and total compensation of the five most highly compensated employees**
Your response meets the requirement.
- **Transactions between the collaborative and any related for-profit or non-profit organization**
Reporting requirements include a separate category for the lease of real property. For FY18 reporting, please list all leases, including those with member districts in that category.
- **Amounts expended on services for individuals aged 22 years and older**
Your response meets the requirement.
- **Amounts expended on administration and overhead**
Your response meets the requirement.
- **Any accounts held by Valley that may be spent at the discretion of another person or entity**
Your response states: "[T]he Collaborative holds funds on behalf of certain member districts, for use in Collaborative program activities or services as directed by the member district...Since the amounts held are to be applied against future Collaborative invoices, the funds held are considered deferred revenue."
In so long as these funds are to be used as member district credits for the prepayment of program tuitions and fees-for-services, we do not consider them to be available to be discretionary accounts that are available to the member districts. For FY18 reporting and beyond, such funds should be classified as member credits for the prepayment of tuitions and fees-for-service, rather than as accounts held to be spent at the discretion of another person or entity.
- **Transactions or contracts related to purchase, sale, rental or lease of real property**
Your response meets the requirement and for FY18 reporting, you should include all leased classroom space in this category.

603 CMR 50.08(2)

- **Evidence of approval of the collaborative independent audit by the Valley Board of Directors**
Your collaborative has met this requirement.
- **Audit Report is posted to collaborative website**
Your collaborative has met this requirement.

Cumulative Surplus

Prior to June 30, 2017, the Valley Board of Directors voted to distribute \$2,000,000 in anticipated surplus, to member districts as credits for FY18 tuitions and fees-for-services. Subsequent to the close of FY17, the Collaborative's Board of Directors voted to return an additional \$150,000 in excess surplus funds to member districts, in accordance with the Valley Collaborative Articles of Agreement, to further reduce the surplus, resulting in a remaining surplus of \$51,859, in excess of the 25% limit.

Upon review and acceptance of the FY17 Annual Independent Audit, the Valley Board of Directors discussed the FY17 cumulative surplus. The passage below can be found in the November 9, 2017, *Valley Collaborative General Session Meeting Minutes*, regarding the remaining \$51,859:

Mr. Olsen requested that the meeting minutes reflect that the Board previously had approved by Board vote on June 1, 2017 and September 14, 2017 to return surplus funds to member districts, and that the vote today would be additional surplus funds to return to member districts in compliance with regulations and DESE instruction. Dr. Scott referenced the materials included within the Board Binder that reflected these prior Board actions. There was no further discussion.

We accept this documentation as evidence of the reduction of the FY17 Valley Collaborative Surplus to 25%.

Finally, we have made your submission, and a copy of this letter, available to the Audit and Compliance unit of the Department. the Staff from that unit may be in touch with you if they require further information.

If you have any questions about this letter, please email pgaines@doe.mass.edu.

Sincerely,



Paulajo Gaines, Collaborative Coordinator

c: Valley Collaborative File
Audit and Compliance



Central Administration Office

25 Linnell Circle, Billerica MA 01821 * Tel: (978)528-7800 * <http://www.valleycollaborative.org>

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Valley Collaborative to be featured in Enterprise Bank's Annual Report

Enterprise Bank will feature Valley Collaborative in their Annual Report. Below is the excerpt.

Valley Collaborative

Valley Collaborative offers elementary through high school and adult education, partnering with families, districts, and the community to provide innovative programming and empower students and adults to discover their individual strengths, interests, and abilities. As part of Executive Director Chris Scott's successful reformation of the Valley Collaborative system, she turned to the experts at Enterprise Insurance Services to review their insurance coverage. Enterprise and partner HUB International New England, LLC were able to significantly enhance the district's coverage while saving significant money. With a single point of contact and timely and responsive service, Enterprise Insurance and HUB International really make the grade.

"It's a win/win with Enterprise Insurance Services. The entire team is very knowledgeable and experienced, and the customer service is superb."

- Chris Scott, Ph.D., Executive Director

Required Action:

None

Attachments:

None



Central Administration Office

25 Linnell Circle, Billerica MA 01821 * Tel: (978)528-7800 * <http://www.valleycollaborative.org>

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: The Blueprint for Educational Excellence Spring Institute

The District Leadership Team, Board Chair Piwovar, and Leadership Consultant Dr. Anthony Bent were invited by Dr. Craig Martin, Assistant Superintendent for Learning and Teaching in Reading Public Schools and Blue Ribbon Schools Board Member, to present at the annual national conference in Orlando, Florida this past November to share the “Valley Reform Story.” As well, we were asked to present an overview of the work that has been done to develop Valley’s successful Trauma Sensitive Schools and create the culture that fosters this work. Additionally, Dr. Martin has invited us to present at the Blueprint for Educational Excellence Spring Institute on Friday March 23rd, 2018 hosted by **Reading Public Schools and Blue Ribbon Schools of Excellence**. I have attached the proposal for Valley’s spring presentation, titled “Creating Trauma Sensitive Schools.”

Required Action:

None

Attachments:

Blue Ribbon Proposal Form

Reading Public Schools and Blue Ribbon Schools of Excellence present

The Blueprint for Educational Excellence Spring Institute

Presentation/Workshop Proposal Form

Proposals are now being accepted to present at the annual Blueprint for Educational Excellence Spring Institute on Friday, March 23rd. A single presenter, co-presenters, or even a team of presenters are encouraged to submit proposals. Concurrent sessions will be scheduled for 65 minutes. Please complete and return this form to Lori Miller at the Reading Public Schools' Office of Learning and Teaching at lori.miller@reading.k12.ma.us by **February 28, 2018**.

All proposals will be reviewed and confirmed as accepted by March 7. Educators are also eligible to receive 30 PDPs the first time they make a presentation at a professional conference in a five-year renewal cycle.

Name(s): Dr. Chris A. Scott; Mr. Timothy Piwowar; Dr. Anthony Bent; Ms. Joia Mercurio; Ms. Kari Morrin; Mr. Sean Glavin

School: Valley Collaborative **Position:** Executive Director – Valley Collaborative; Superintendent – Billerica Public Schools and Valley Collaborative Board Chair; MASS Assistant Superintendent Leadership Seminar Facilitator & previous Superintendent of Schools and Valley Collaborative Board Member; Assistant Executive Director of Curriculum and Technology – Valley Collaborative; Director of Student and Adult Services – Valley Collaborative; Director of Finance and Operations – Valley Collaborative

Presentation/Workshop Title: Creating Trauma Sensitive Schools

Briefly describe your workshop in 75 words or less (this information will be placed in the brochure).

This workshop will provide participants with an understanding of the best practices of establishing a trauma sensitive school, as told through the lens of Valley Collaborative. The Collaborative's journey will be highlighted, with a focus on building the leadership team's culture and skill sets to expedite the necessary reforms to create high performing trauma sensitive schools that serve students well. Therapeutic supports and relationship building will be discussed as cornerstones of this work.

Appropriate Level for Presentation/Workshop (Please check all that apply):

☒ PreK-12 ☒ PreK-2 ☒ 3-5 ☒ PreK-5 ☒ 6-8 ☒ 9-12

Content Strand for Presentation/Workshop (Please check all that apply):

- | | |
|--|---|
| ☐ English Language Arts / Reading / Writing | ☒ MTSS / PBIS |
| ☐ English Language Learner (ELL) | ☐ Pre-School |
| ☐ Fine/Performing Arts | ☐ Science / Engineering |
| ☐ Foreign Language | ☒ Social Emotional Learning/Behavioral Health |
| ☐ General or Interdisciplinary | ☐ Social Studies |
| ☐ Health/Wellness/Physical Education | ☒ Special Education |
| ☐ Leadership | ☒ Support Staff/Specialists |
| ☐ Literacy | ☐ Technology |
| ☐ Mathematics | ☒ Other: Administration |

Technology and Equipment Needs

All rooms are equipped with wireless Internet access, speakers, and a projection system. Please indicate below any additional equipment you will need for your workshop.

A. Please check one of the choices below.

- ☒ Will bring own laptop / brand and model # HP ProBook (Example - Dell E5410)
- ☐ Will need a computer

B. Please indicate additional equipment or room requirements you will need for your session (such as VGA connector, VGA adaptor, interactive white board, computer lab, seating at tables, etc.).



Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: M.A.S.S. Assistant Superintendent Leadership Seminars (ASLS) Facilitated by Dr. Anthony Bent and Dr. Christine Francis

Through Valley Collaborative's District Improvement Planning process, the Valley community, comprised of stakeholder groups throughout our member towns as well as members of our leadership team, identified building the capacity of our staff through customized professional development opportunities as a top priority. As such, Valley's three Executive/Directors have engaged in professional development through the Assistant Superintendent Leadership Seminar (ASLS) series, developed by with Dr. Anthony Bent and Dr. Christine Francis, sponsored by Massachusetts Association of School Superintendents, which focuses on Building Leadership Capacity and connecting assistant superintendents in similar job-alike groups.

The ASLS series meets seven times a year to cover a wide variety of leadership topics as they study text and reflect on his/her personal practice. Dr. Anthony Bent and Dr. Christine Francis have invited me to speak to the group on March 7, 2018 regarding my experiences as a school leader and my professional journey which has lead me to Valley Collaborative.

I am honored to be asked to speak to this group of aspiring district school leaders and share my story.

Required Action:

None

Attachments:

ASLS meeting agenda March 7, 2018

Assistant Superintendent Leadership Seminars

Series III

Anthony Bent, Ed.D.

Christine Francis, Ed.D.

Building Leadership Capacity



www.ASLSlearns.org

Session 6

March 7, 2018

AGENDA

“We must not cease from exploration. And the end of all our exploring will be to arrive where we began and to know the place for the first time.” T.S. Elliot

8:45	Gather & Refreshments
9:00	Opening Agenda <ul style="list-style-type: none">• Comment on Quote of the Day• Announcements
9:30	Work-Life Balance (Joia, Kari, Sean) Dr. Christine Scott, Executive Director of the Valley Collaborative, will participate
10:45	Break
11:00	<i>Warren Buffet Says This 1 Simple Habit Separates Successful From Everyone Else</i>
12:00	Adjourn



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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Schedule of SPED Director Visits with Co-Chair Rick Pelletier

The following schedule was sent out to the Special Education Directors. Mr. Rick Pelletier, Co-Chair and Director of Student Services in Tewksbury and I offered to meet for a brief 30-minute visit for our 'annual check-up'.

Special Education Director Visit Schedule

Rick and I would like to drop by your office for a brief 30-minute visit to have our "annual check-up". Please let us know which date below works for you:

January 2018

Monday, January 22 (between 9 and 12 noon)

Monday, January 29 (anytime) Courtney Moran/Westford 9:00 a.m.
Sarah Lewenczuk/Tyngsborough 10:00 a.m.

February 2018

Monday, February 5 (anytime)

March 2018

Monday, March 12 (anytime) Richard Whitehead/Dracut 2:30 p.m.

Tuesday, March 13 (anytime) Brad Brooks/NMRSD 10:00 a.m.

Tuesday, March 13 (anytime) Michelle Valhouli/Nashoba 11:15 a.m.

Wednesday, March 14 (anytime)

April 2018

Monday, April 2 (anytime) Jill Greene/Groton-Dunstable 1:00 p.m.

Tuesday, April 3 (anytime)

Wednesday, April 4 (anytime)

June 2018

Tuesday, June 5 (anytime)

Wednesday, June 6 (anytime)

or

Wednesday, September 19 (anytime)

Wednesday, September 26 (anytime)

Building a community that empowers children and adults to find their own way.

From: [Chris Scott](#)
To: [Chris Scott](#)
Subject: FW: Thanks
Date: Monday, February 26, 2018 8:11:02 PM

From: Richard Pelletier [mailto:rpelletier@tewksbury.k12.ma.us]
Sent: Tuesday, January 30, 2018 5:03 PM
To: Chris Scott
Subject: Re: Thanks

Hi Chris,

Your words are too kind! Visiting with each of the directors was much more interesting than I had expected. They were very candid, yet complimentary of what Valley has accomplished in a short period of time. Under your tutelage, your village has followed.

Best,

Rick

On Tue, Jan 30, 2018 at 8:07 AM, Chris Scott <cscott@valleycollaborative.org> wrote:

Dear Rick,

I sincerely appreciate you taking time out of your busy schedule to be the co-chair of Valley's Special Education Advisory Board for 2017-2019. I am very fortunate to have the opportunity to work so closely with you. I sincerely appreciate your deep understanding of special education issues and the importance of courageous leadership. The time spent with the Special Education Directors in Tyngsboro and Westford yesterday was very informative and their feedback will help to inform some of the managerial and operational decisions that need to be made over the next few months at Valley. I am looking forward to meeting with the other Special Education Directors for Valley's "annual checkup" over the next few months.

One of our DDS adult work crews is 'The Plant Crew'. They have made a beautiful arrangement for you as a thank you for all of your support of Valley. They will drop it off at your office the next time they are working in Tewksbury.

Again, Rick, we've been on the team together from the beginning and I have always appreciated your honest feedback, guidance and support.

Talk soon.

Thanks,

-Chris





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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: SAT & PSAT Testing Site – Matthew Gentile

Valley Collaborative is an SAT and PSAT testing site.

Required Action:

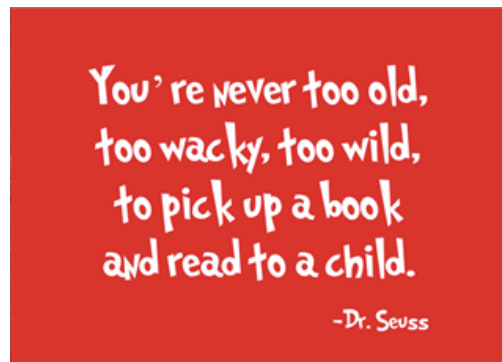
None

Attachments:

E-mail

Read Across America Week

Join Valley Collaborative in celebrating the national recognition of reading in honor of Dr. Seuss' birthday the **week of March 5-9**.



www.nea.org/readacross



Ideas for you and your students:

- Plan a spirit week themed (i.e. dress up as a character, crazy hair, wacky socks, etc.)
- Incorporate Reader's Theatre into your curriculum
- Have a pajama DEAR (drop everything and read) Day, and/or have periodic "stop, drop, and read" times announced throughout the week/day
- Invite local role-models and special guests (i.e. firefighters, police, sports figures) to come and read
- Do a door decorating contest with book and reading themes
- Coordinate buddy reading with older and younger students
- Watch book trailers to preview books and create your own book trailers
- Plan Seuss-themed snacks and food
- Create posters encouraging others to read

Please reach out to Meghan Waters or Matt Manfredi for questions, suggestions, etc.!



Valley Collaborative English and Humanities Department

By Matt Manfredi, English and Humanities Lead



We hope that everyone has had a great start to the 2018 year and we are excited to share some of the great things that are happening around Valley's English and Humanities department!

A Department Giving Back

This past holiday season, in partnership with The Greater Boston Food Bank (GBFB) Valley's Humanities department organized a food drive for those less fortunate during what is a very difficult time for many individuals and families. Valley' Humanities department collected 250 pounds of food from all over the Collaborative's locations and donated it to the GBFB. We look forward to another successful drive next year and increasing our donation size.



Save the Date...

A 10 PDP course will be offered on after school from March 5th-8th. If interested in learning more on teaching English in an ever changing educational landscape. Be on the lookout for registration for this 10 PDP course

A Message From the Department Head

My name is Matt Manfredi and I teach American Experience—History and English to all levels of high schoolers. I graduated Roger Williams University and am currently attending Endicott College pursuing my masters degree. I head the English and Humanities department at Valley Collaborative and this is my fourth year at Valley. In addition to teaching, I coach wrestling at Wakefield High School. The progress that Valley has seen in this short amount of time has been impressive. I really enjoy the students and colleagues I work with which makes this job so much more rewarding. Working at Valley has been one of the most fulfilling aspects of my life and I owe Valley a great deal to my development both professionally and personally. I look forward to working with each and every one of you during this new school year and beyond.



Yours in English, Matt Manfredi

mmanfredi@valleycollaborative.org

Valley Collaborative

Literacy News

January, 2018



Working Towards Balanced Literacy

In the 2016-2017 school year, bringing valuable reading/writing instruction and opportunities to our diverse population of students at the Valley Collaborative was and continues to be the main priority. At the Elementary School, the devoted teachers have worked to persevere and enrich the roll out of Reader's Workshop, Writer's Workshop, and Word Work into their daily routines to allow their students to best access the Massachusetts Frameworks in their specialized and therapeutic setting. The Middle School is now taking the initiative to bridge the literacy practice, instruction, and structure to pursue our instructional growth as a collaborative and to better keep student learning fluid from one setting to another.

In this 2017-2018 school year, the objective is to continue to bring awareness in ensuing "balanced literacy" for our students' school experience throughout the collaborative. With a better idea on available resources, trainings, collaboration and consultation--the goal is that staff will feel comfortable and supported to take on the challenge of how their quality of instruction can be lifted.

Resources at your Fingertips

<https://wonderopolis.org>

Wonderopolis celebrates natural curiosity where each day an intriguing question is posed and explored in a variety of ways. Wonderopolis was created by the NCFL, a nonprofit which supports learning, literacy and family engagement in education.

<https://newsela.com>

Newsela is an education technology startup dedicated to transforming the way students access the world through words, publishing high-interest news and nonfiction articles daily at five levels of complexity for grades 2-12 using a proprietary, rapid text-leveling process.

<https://dogonews.com>

DOGOnews is a leading source for current events, news and non-fictional content for Common Core ELA, Science and Social Studies.

Did you know?

The 2017 English Language Arts and Literacy Framework for grades PreK-12 has been released. The new Massachusetts Curriculum Framework was approved March 2017. You can find the revised framework at:

www.doe.mass.edu/frameworks/

Save the Date...

A 10 PDP course will be offered on Mondays after school from March 12-April 2. If interested in learning more on implementing a balanced literacy approach be on the look-out for the registration for this course.

A Note from the Literacy Department

I have been with Valley Collaborative since September 2011. I have my initial license in Elementary Education for grades 1-6 and my professional license for Special Education: Moderate Disabilities K-8. I was a classroom teacher for grades 4-6 for the Elementary School for 5 years. For over a year now, I have been a literacy instructor for the Elementary School where I work with students requiring reading/writing intervention 1:1 and/or in groups. I also work with new teachers in the classroom to coach, model, and co-teach with the Reader and Writer's Workshop curriculum we use. Within my time of being with Valley Collaborative I have been fortunate to be mentored and coached through a 5 year roll out of Reader's Workshop and Writer's Workshop with Tammy Mulligan. Additionally, this year I am working on my Wilson Level 1 certification to enrich my practice with students in reading interventions and to support word work with teachers. As Literacy Lead, it is important to continue to outreach to staff to support them in needs of instructional support, specific student needs, curriculum and curriculum map development, professional development, resources, support in the Foundations of Reading MTEL, celebration of student work and progress, etc. Please feel free to reach out to me at any time regarding any Literacy thoughts or needs.

Best,
Meghan Waters, M.Ed.

World of STEM
At
Valley Collaborative
By Glen Costello STEM Lead

Technology Update

To date 158 students across the collaborative continue to enhance their mathematical knowledge using STMath. On average, students are receiving between 45-90 minutes per week of individualized, rigorous math instruction

STMath.



**Learn Math
Visually.**

thanks to

ST Math! We are happy to report ST Math is meeting the needs of our diverse learners in almost all of our programs. Tenmarks and Pearson Connect round out some of the other digital learning platforms offered at the Collaborative. Within the next year, the Math MCAS will be administered through the computer. This can provide an obstacle for some students and will require practice. The more online learning platforms we can provide our students, the smaller of an obstacle this will

be.... "Practice does not make perfect; Perfect practice makes perfect"- Vince Lombardi

If you haven't had a chance to visit the STEM lab, you are missing out! Students across the Collaborative have been dissecting, building, exploring, and enhancing their learning using the virtual/augmented Z Space machines. In addition to the Z Space units, students have been using online programs like TinkerCad to learn the basics of coding and 3D design. Students have been able to print their 3D designs using our 3D printer. This experience has been very rewarding for students; being able to design something in their mind, transfer it onto an online platform then print a tangible object has been described as "super neat"~ Anna Hoyt Site 2 student.



Be Careful of the robots roaming around! As you may have noticed students are building and programming a variety of LEGO Robots! Each program has purchased multiple LEGO Robotic kits; each kit allows students to build a variety of robots all of which are bluetooth enabled. Once the robot is built they can program the robots to perform a variety of tasks using IPads or Laptops.



As Always #Makemathfun

In case we haven't met....

Hola!

My name is Glen Costello and I am in my 11th year at the Collaborative. I taught on Turnpike Rd for 6 years, a year in the middle school and the past 4 on Site 2 (WestSide). Over the years I have mainly taught high school math additionally I have been the STEM Lead at the Collaborative for the past 3 years. I possess a masters in SPED Moderate Disabilities 5-12 & Curriculum and Instruction in Mathematics K-14. I am super passionate about Experiential Education and STEM; build cool stuff... then go take a hike! In addition to teaching; I am proud to say I coach high school football at Campbell High School in Litchfield N.H. (Undefeated 11-0 D3 Champs!). Please do not hesitate with to email me with any STEM related questions, concerns, issues or comments.



Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Weekly Program Updates from
Annie Willis, Valley Elementary School Principal

Each week the principals provide the team with an update on their schools. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Elementary School Week 19 Update

The short weeks have been sort of nice, but the kids are really craving consistency. So is the staff! We are looking forward to getting some new ideas in motion but have been stalled a bit. Upcoming next week will include the first introduction to our online school store "Valley Prime". All staff will be able to assign points to any kid in the school from an app and the kids will be able to shop online. Then our life skill students will be delivering the items at the end of the day - Very excited for that. There will be some bumps with translating old point systems into this one, but in the end it will be very positive.

New rounds of electives started: cooking, "circuit training", yoga, ukulele and a community service group. The community service group will be making dog toys and then also volunteering at the local dog shelter.

The first principal challenge for the greenhouse is taking off! The kids are starting their energy transfer unit to apply the concepts. Wish us luck.

Elementary School Week 21 Update

This week we had really successful PD opportunities for our staff. Tuesday Dr. Yackley spoke about trauma in childhood. It went well and resoundingly the staff wanted more time with her. We also had the math coach come to finish up assessment development. The staff worked diligently Thursday with him. I will have Heather provide an update to you Dr. Scott afterwards. Student wise we toured 3 students (non-members) and received 4 other referrals (non-members). Students have been fairly regulated (knock on wood) this week. Electives - students have been creating a yearbook with a 'guess the student' based upon baby pictures. Super cute and hopefully I can share the yearbook when complete.

Elementary School Week 22 Update

This week was a productive week at the elementary school. We had a visitor from WBZ - Barry Burbank the weatherman! He did a great presentation for the kids and we got to be on the news. It was cool and the kids were really engaged. I'll try to forward the video so you can see. We started a new student from Innovation Academy the charter school in Tyngsboro (extended evaluation) and toured a non-member district on Tuesday. Next week is really busy here with IEP and extended evaluations. Heather the STEM coach here will be finishing up the math work we started with the consultant next week.

Elementary School Week 23 Update

Hope everyone is enjoying the week. It has been full of illness unfortunately so thanks to all who helped me out with patience on deadlines as I was home with the flu and strep in my house! Looking forward to getting to February break with some open windows and Spring cleaning. On a positive note tomorrow we do our school wide celebration for Valentine's Day. We are having a "Valentine under the Stars" party with an in house planetarium. It relates to our solar system theme from science this month. The kids have started a snack cart for staff on Fridays. They are running this as a business and they will donate the money to the local animal shelter. They have also learned that they have to go through the process of keeping track of money and submitting to the appropriate finance people here at our school before we donate, which I think is a cool lesson to learn as well. One of the kids said "we can't just throw it in my sock and give it to the place??" Extended evaluation student from Littleton will be staying on as a permanent student, a new student from Everett starts Monday after break and we have 3 other non-member tours over the next few weeks. We made a few changes in student classroom placement happening after break as well.

Required Action:

None

Attachments:

None



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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Weekly Program Updates from
Nicole Noska, Valley Middle School Principal

Each week the principals provide the team with an update on their schools. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Middle School Week 19 Update

Everyone is looking forward to a full week next week. Definitely feeling the inconsistencies due to these abbreviated weeks and we continue to see an increase in dysregulation and student behavior. Our Blue Room is almost complete, which will help with maintaining overall regulation. Justin from the facilities team did an amazing job installing the speakers and flooring in the room. There are also two light installations with a projector on its way. A few final touches and it will be ready for the unveiling. Pictures to come- hopefully next week!

Students enjoyed sledding today and going out for incentive based trips to the store and breakfast. Next week students will be going rock climbing and roller skating. Students in our Team Building elective have started a coat drive. They researched local areas which are in need and the coats they receive will be donated to a local shelter.

Middle School Week 20 Update

I'm happy to report that the majority of students have remained regulated for most of this week! Considering it's been our first full week in a while it sure has gone rather quickly. This week students enjoyed field trips across programming including Roller Kingdom, community lunch, and rock climbing. Tomorrow's incentive trips include lunch and a light show, the movies to see Jumanji, and Five Below to purchase items for the school store. While we aren't quite ready for the ribbon cutting for the sensory space, I did want to share a picture of one of the light features in the room (see attached). It's a six foot LED bubble tube that sits in a 3' x 3' platform that students can sit on or against- they can sit up close to the light or feel the vibrations from the bubbles. I'll keep you posted of the final progress in the next few weeks.

This week has been busy with IEP and 3 year re-evaluation meetings along with student tours and classroom visits. I received two new referrals this week from Everett and Acton Boxborough. We anticipate a student from Lowell to start next week.



Middle School Week 21 Update

The feedback that I received from Tuesday's PD was positive. It was a great presentation and very applicable to our population. Thank you, Annie for coordinating the speaker and inviting us up to Tyngsborough.

This week we utilized space over at Extended Support to its fullest. A direct quote from one student yesterday was, "You don't even want to mess with me. It's a super moon". Student behaviors on top of staff absences due to illnesses proved to be challenging but we are almost to Friday! Tomorrow morning the staff will come together for a staff breakfast before the students arrive. It will be a nice time to recharge, even if for only a moment, and catch up with one another.

The week was busy with a new student from Lowell starting on Monday and several meetings. Next week is filling up fast with a tour for a 45 day member district referral and several IEP and progress meetings. Staff will be showing their loyalty to the Patriot nation by wearing their gear tomorrow.

Middle School Week 22 Update

Very quick week filled with IEP, re-evaluation, and progress meetings, as well as student tours. After several months of consistent dysregulation, I had a team meeting this morning with a family and sending district to discuss termination of placement at Valley. They are always difficult conversations, but everyone at the table knew it was coming. My team has put a significant effort into trying to program for a very unstable child who is clinically becoming more challenging as he hits puberty. We will continue to manage the student (from Lowell) until an alternative placement is found. Always bittersweet, but it is best for the student. We anticipate starting a new student next week from Tyngsborough and a Chelmsford student for an extended evaluation the Monday after the February break.

Several of this week's activities were postponed due to the early release and icy conditions following. We have rescheduled a bowling trip for our EB group for next Wednesday and Thursday. Students will finish up their community service project on Tuesday by dropping off the final bags of donated coats from their coat drive. It was very successful and once the totals are in, I will forward along the information.

Should be a quieter week in terms of meetings, but I anticipate it to be a busy one as students gear up for the break.

Middle School Week 23 Update

We're almost there! This past week students enjoyed trips to Plum Island for birdwatching, glow bowling and pizza, programmatic trips shopping and community lunch, as well as adaptive ice skating! The students loved it. We started a new student this week from Tyngsborough and this student presented with significant behaviors that he was not displaying in district. His first two hours here were two of the most significant behaviorally that I have ever seen from a student on a first day. Once past that two hour mark the student was able to regulate with significant support and finish his day without further incident. It was a huge effort put forth by the team.

When challenges that take over the day to day happen in such high frequency, I need to remember and celebrate events like the one I had on Tuesday. I had a team meeting to review an Augmentative and Alternative Communication evaluation. SLP, Laura McGloine, spearheaded the device trial with the support of the classroom team and mother. The hopes from the trial were that the data would show the need for the student to have a voice and that insurance would fund the device. Why I'm sharing this is because towards the end of the meeting, all of a sudden the mother chimes in with her home data and states that in the 3 weeks that the her son has had this device he has not presented with one behavior at home- no head banging, aggression, or biting. Not only has he begun using this new voice to express his wants and needs, but he is able to say, "Good night mom. I love you". Although in the very early stages, what a success story already! There wasn't a dry eye in the room.

I hope everyone has a great week. I will be looking forward to getting some work done while it's quiet!

Required Action:

None

Attachments:

None



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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Weekly Program Updates from
Chris Cowan, Valley Transitional High School Principal

Each week the principals provide the team with an update on their schools. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Site 1 Week 19 Update

Between Martin Luther King Day and our snow cancellation, it has been another unique and short week. With that said, it has been productive and eventful week for the three days that we've been here.

- Due to some behaviors from the previous Friday, this Tuesday and Thursday mornings were especially busy with student check-ins and re-entry meetings with Danielle, advisors, and me. Also, routines have been disrupted for some of our kids due to the missed days, so re-entering in general can be difficult. The focus of staff each morning this week has been dedicated to reminders such as appropriate language and topics, limiting cell phone use, and being appropriate vocationally-especially off site. The response from kids (overall) has been positive and we are ending the week on a high note.
- We are all very happy and proud of the successful Stakeholders' Meeting from yesterday. It's great to see representatives from every aspect of the Valley Community coming together to celebrate the successes of the students, and the Collaborative itself! Seemingly everyone was impressed with the work that we all do!
- Today alone, I had a tour (Fitchburg-which went very well), an IEP annual review, and an upcoming reevaluation this afternoon.

NEXT WEEK:

- Hopefully, we will all start the week with a bit of a hop in our step due to a Patriots victory! I can't bear to think of the alternative.

Building a community that empowers children and adults to find their own way.

- Monday, our new transitional aide begins working with our student. His school days will be based on a transitional curriculum, and very much “outside the box” programming. We are excited about this plan, and the skills and experiences this student will gain.
- Next week, we once again hope to reestablish routine for the kids with a full five-day school week, both academically and vocationally.

I hope everyone enjoys a mild weekend with reason to celebrate on Sunday...GO PATS!

Site 1 Week 20 Update

This week has been about as “regular” as we could have hoped for. Tomorrow, students who have performed well this week academically and vocationally will be going to Roller Kingdom in Tyngsboro as a reward for a job well done.

Students are aware that grades for the second quarter close tomorrow. We are encouraged by students working hard to complete work, and in some cases, complete extra credit assignments to raise their grades.

We also held two IEP meetings and accepted one new student (Fitchburg) who will be starting on Monday.

NEXT WEEK:

We have two field trips planned: 5 Wits Interactive Gaming Facility, and the New England Sports Museum located at the TD Garden.

We have the conclusion of an Extended Evaluation (Melrose)-it is my hope that we retain this student as we believe he’s a great fit for the program.

I will also be attending the CBJ meeting at BMHS next week to discuss some students with some outside-of-school legal concerns.

Site 1 Week 21 Update

Last Friday marked the conclusion of an extended evaluation for a Chelmsford student. The meeting went very well and all were in agreement that the student demonstrated considerable success here at Valley, and that he would stay with us in the future. We also started a new student from Fitchburg on Monday. Both students seem to be great additions to our site. Also, report cards and IEP progress reports are being mailed this week.

- Tuesday’s PD day was successful. Staff came together to learn more about Tiers of Intervention, and then took that knowledge and applied it to individual student needs, and plans to support them effectively.
- On Wednesday, students who earned it went on a hike at Blue Hills Reservation.
- Today, a small group of students were selected to go skiing with Josh and Trevor at Nashoba Valley.

- Tomorrow, a separate group of students will venture off to 5-Wits-an interactive indoor park with mental challenges and obstacles.

And of course also tomorrow, in the spirit of sport and community, students and staff will unite with Patriots attire to get ready for the big game on Sunday!

NEXT WEEK:

We currently have six IEP meetings (three annual reviews, two progress meetings, and one extended evaluation conclusion). Currently, field trips for next week are to be determined.

I hope everyone enjoys the weekend, and for one last time this season...GO PATS!

Site 1 Week 22 Update

This week included several meetings-some successful ones, and others that had to be rescheduled due to weather and other circumstances.

- Our first successful meeting was a “feel good” progress meeting for a student who is advocating to go back to her district (Methuen) in the fall. She is a student who has historically struggled at other Collaboratives and has found her way in our program at Valley. The district is impressed and pleased with her progress and is willing to give her a shot at Methuen High in the fall as long as she continues on the path that she is on.
- The other meeting we had was the conclusion of an Extended Evaluation where the Team determined that the best fit for the (Melrose) student’s continued success would be to remain here at Valley. All are pleased with his progress and are encouraged about his future as he continues with us.
- Aside from meetings, we had three field trips this week-all occurring today. Small groups of students are venturing out to Nashoba Valley Ski Area, 5-Wits Interactive Entertainment Complex, or Blue Hills Reservation for a hike.
- Our “outside the box” transitional programming continues to work well for our Tyngsboro student. This week, he began the creation of a self-made, life sustaining ecosystem for his science project with staff support. And today, he joined our student group on the hike.

NEXT WEEK:

- Next week is a busy one for meetings. In all, we have seven. As of now, we have one field trip planned to the New England Sports Museum at the TD Garden.

Site 1 Week 23 Update

This week has been eventful for a variety of reasons. Field trips, meetings, and behaviors were all abundant, and staff definitely needed their “A” game these past five days.

- On Wednesday, many of our students visited the TD Garden’s New England Sports Museum. Students were impressed with the artifacts on display and appreciated learning more about our region’s rich sports history. Also, students arrived at the garden by way of the train. They boarded in North Billerica and arrived at North Station. This “travel training” gave students exposure to the social norms and expectations of public transportation in an urban setting.
- Also on Wednesday, in the spirit of the Winter Olympics, some students went to Nashoba to ski and snowboard.
- Today, students and staff will take part in friendly competition in the form of a ping-pong tournament. Rumor has it that the principal is the odds-on favorite to win the title. 😊
- Aside from field trips, we had 8 IEP meetings this week-including 4 annuals, 2 progress, 1 reeval, and 1 reentry.
- We also had several individual behaviors and concerns this week. Most of our incidents resulted in in-house consequences such as inability to earn incentive trips, ESC, and some outside-the-box restorative justice solutions. Unfortunately, two students made (separate) poor behavioral choices which did result in suspensions followed by safe re-entry check-ins.

As evidenced above, this week included a little bit of everything. And even though we always seem to say this, vacation truly seems to be coming at a good time for all.

Required Action:

None

Attachments:

None



Central Administration Office

25 Linnell Circle, Billerica MA 01821 * Tel: (978)528-7800 * <http://www.valleycollaborative.org>

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Weekly Program Updates from
Julie Fielding, Valley Transitional High School Principal

Each week the principals provide the team with an update on their schools. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Site 2 Week 19 Update

It's been an eventful day today on Site 2 - the inconsistencies with days off from school are definitely impacting the kids' behaviors.

We had some trips to Frog Pond, Quarrybrook, Microsoft and a college tour this week.

Next week we have a trip to the MOS, Aquarium, cross country skiing and community service. Dual Enrollment classes start on Tuesday. Friday is the end of quarter 2 so report cards and progress reports will be out next week.

Site 2 Week 20 Update

It's nice to be back into a full week for consistency but the kids are definitely dysregulated and we're working hard to get everyone back on track.

Next week we have ice skating at frog pond, a trip to gallery 360, skiing, and a trip to the RMV to take the permit test and/or get state ID's. Tomorrow is the IMAX theater and MOS.

Staff are excited for PD and the opportunity to learn more at the STEM lab and to learn to use the VR goggles.

Dual enrollment classes started Tuesday - we have 4 students taking classes.

Quarter 2 grades end tomorrow, report cards and progress reports will be sent out next week. I have a few IEP meetings and some tours scheduled.

Site 2 Week 21 Update

This week we had some behavior and safety issues that we continue to address and had to change around some trips and other plans due to them. PD on Tuesday went well. Report cards and progress reports were mailed out yesterday.

Next week we have Bio MCAS (Mon and Tues), trips to MetroRock, yoga, community service, and a college tour scheduled.

Site 2 Week 22 Update

We are still working on getting regulated but this week was better than last. We had some IEP meetings this week and a few more next week. We have a few tours coming through, as well. We made it through MCAS and the flu 😊

East Side went to Audubon, JFK Museum and Microsoft. North Side did a shortened community service due to weather on Wed. West Side cancelled their trips due to behaviors. Yesterday the North program did some STEM Olympic Challenges; the West side is doing some today.

The Enhanced Lockdown drill went well for Site 2. We appreciated all of the communication during this drill. Some students were able to evacuate, while others locked down in classes. Staff did a great job determining what was best based on their locations. Thank you Sean and Mark!

Next week we have trips to rock climbing, Boda Borg, Harvard Museum, Paul Revere House and Snow tubing. Transition activities are a college tour, job tour, cooking and community service.

Site 2 Week 23 Update

We had some fun trips this week. We had to switch snow tubing to rock climbing due to the weather but everything else went off without a hitch.

When we return from break we will have trips to Haystack, Wamesit, Skiing and community service. MCAS ELA retake is Wed-Thurs and Quarter 3 Midterm is on that Friday.

We have a few tours and IEP meetings scheduled.

Required Action:

None

Attachments:

None



Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Weekly Program Updates from
Kristine Bonsack, Valley Transitional High School Principal

Each week the principals provide the team with an update on their schools. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Site 3 Week 19 Update

As everyone else has said it will be good to get back into a routine next week. No more snow!! A few bumps yesterday behaviorally but other than that it was smooth. SLS and SLS-ISON went sledding with Josh and Trevor on Tuesday and today and STW went to the Museum of Science yesterday. I had a student from North Andover start on Tuesday and I have one starting on Monday.

Next week I have a few IEP's and a few referrals that I am trying to get set-up. One class is going to the Museum of Science.

Darren has joined us as our new voc coordinator and he has jumped right in working with Scott to get the lay of the land. We are happy to have him on our team!

Have a good weekend everyone and go Pats!

Site 3 Week 20 Update

Everything has been pretty smooth this week. First full week back and the students have done pretty well getting back into the routine. I had a new student from North Andover start in SLS. I got a referral for a Westford student to start in the summer and I also have a referral from Billerica that I am trying to schedule.

Quarter ends tomorrow for us as well and progress reports are due.

Tomorrow we have a student who is in Pat's SVT class taking an Art class for the first time at Middlesex Community college. We are very excited to have her be a part of this class.

Next week, I have a few interviews and several IEP meetings. Regular programming for all classes as well (cooking, community lunch) with no additional field trips.

Site 3 Week 21 Update

The flu has struck Site 3 and we had several absences because of that. The students however have helped out and have been pretty good behaviorally overall. No field trips this week and just regular programming. I have one tour tomorrow for a student from Billerica. Feedback from Tuesdays PD was very positive as well.

I have had a few IEP meetings that went well. Next week we have 14 kids taking MCAS Bio so everyone will be proctoring.

Tomorrow is Patriots day so wear your gear! Go Pats!

Site 3 Week 22 Update

The flu and MCAS has run our world this week. Everyone pitched in to help proctor and help out where needed. The students did relatively well this week behaviorally.

On Tuesday we had our Chili Cook off. Each class had a secret ingredient that they needed to incorporate into their chili. The students and staff had a great time trying all the Chili. Each class sent a student and a staff judge to represent their class. We also had celebrity judges with Nurse Sandy and Nurse Jess and Mark Morreale (who took his job VERY seriously).

I had 1 tour from Billerica and he should be starting soon. I have 3 referrals on the table now. 2 from Westford and they will be starting in July and I have one from Methuen who I plan to set up to tour sometime in the next week or so.

Next week, we are just having regular programming and praying the flu doesn't continue to ravage the site. I have several IEP's as districts are trying to get in as meetings as possible before break.

Hope Everyone has a good weekend and stays Flu free.

Required Action:

None

Attachments:

None



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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Weekly Program Updates from
Joe Venskus, Valley Adult Services Update

Each week the Adult Services Coordinator provides the team with an update on the program. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Adult Services Update – Week 20

The Today & Tomorrow program had a very productive week. We have moved onto the third stage of redefining our Unpaid Work Experiences. My case managers have begun reviewing all the assessments with the individuals and are re-writing their ISP Goals to reflect the data we have collected. This is very important work that is being done to address the areas of need from the Quest report. The final stage will be creating a schedule that will not only meet the needs of the individuals with their vocational goal, but will also help us expand and develop our CBDS curriculum & program. Melina and I are now Human Rights Officers and passed the first part of becoming MAP certified. We have three possible referrals starting soon. One of the referrals is a former student. The Adult Recreation committee met for the first time to discuss what the program should look like and to discuss logistics etc. We also began a webinar training for all staff who work with individuals with disabilities. The webinar is called Aging with Intellectual & Developmental Disability. This is a series of webinars designed to help us understand what to look for in our individuals as they age.

Tomorrow, we look forward to completing the individuals' assessments. We have our first Adult Rec activity planned for Wednesday and have 25 individuals signed up for a Bingo Night. We are also attending a job fair hosted by The Nashoba Valley Chamber of Commerce in Devens, MA. We are hoping to bring a group of individuals to this event to show them what it is like to look for work within your community. We are also developing a ASL sign language class for the individuals to take on their CBDS days. Finally, we look forward to a week of excitement leading up to the big game GO PATS!

Adult Services Update – Week 22

This has been a productive week for the Today & Tomorrow program. We have finished modifying the individuals schedule to align with the DDS enhancements that were identified in the Quest report. I can appreciate how challenging it is for our staff to schedule our students and individuals in each program. This was a challenging and there was a lot of moving parts to it. The individuals will now be participating in the following activities moving forward.

Community Based Day Supports (CBDS) – Based on information identified through each Individual's Person-Centered Plan; these activities will focus on individual interests, self-sufficiency and community involvement.

Job Exploration- Activities focused on workplace behavior, interviewing skills, developing resumes, applying for a job and classroom work.

Volunteer/Unpaid Work Experience- Individuals will be participating in activities that give back to the community while expanding on their vocational skills. These sites are time limited and will change every six months.

Work Opportunities- Individuals will be working in the community performing jobs that align with their ISP goals while being competitively paid.

The CBDS & Job Exploration days do need some work in terms of the work we will be doing on these days. I have a framework in place, but it will need tweaking. We also held our 1st rec activity for the individuals this past week. Bingo was a huge hit and the feedback we received from them was outstanding. One individual wanted us to have Bingo every day. Please see attached photos. We also have only one more webinar to complete the Aging with Intellectual & Developmental Disability Training. These have been helpful and the discussions we have had afterwards has been great.

Tomorrow: We are planning to have a Baking Activity for the individuals during school vacation week and they will also be attending the Winter Dance at the end of the month. We will also be helping the individuals adjust to the new schedule and work out the “kinks” that are bound to come up. This is going to be a huge lift and I am confident that once we get through this, the program will continue to be strong and improve.





Building a community that empowers children and adults to find their own way

Adult Services Update – Week 23

We've had a good week without many individuals or staff out due to any illnesses. The new schedule has started and we look forward to next week to see how the individuals will respond to the changes. Again, this is a big lift for us. We expect some behaviors from the guys because it is a change for them. We have also moved several staff around in order to accommodate the new schedule. Folks are excited about the new opportunities and the chance to learn and explore new sites. Our Adult Rec program plans on holding a Baking Activity during School Vacation week. We have 20 individuals signed up for this.

Next week we will continue to monitor the new schedule to identify any concerns or logistics that need to be worked out. We are currently looking at how we can best use the space at 25 to accommodate for having more individuals back in the building during the day for Career Planning and CBDS activities. I have three referrals that are currently being reviewed and everyone is looking forward to the long weekend.

Required Action:

None

Attachments:

None



VALLEY COLLABORATIVE

Volume 6, Issue 2 News for the extended Valley Collaborative community Spring 2018

At the Heart of Valley's Mission: Giving Back



We are: Mentoring

■ Page 3: Valley Middle School students are mentoring their peers, helping them both in and out of the classroom.



We are: Generous

■ Page 5: Site 1 students delivered more than 250 pounds of food to local food banks.



We are: Community

■ Page 7: Site 3 students volunteered at the Central Food Ministry in Lowell, MA.

Dear Valley Collaborative family and friends:

The notion of 'giving back' is at the heart of Valley's mission. The work we accomplish with our students and the adults in our DDS and MRC programs is centered around the belief that helping others is a noble way for people to reach their full potential. Connecting our learners with others, both inside Valley as well as in his/her greater community, is paramount for lifelong success. Our staff is committed to fostering these connections to ensure all those who attend Valley become responsible contributing members of society.

In the spirit of giving back, Valley's District Leadership team, along with Mr. Timothy Piwowar, Chairman of Valley's Board of Directors, and M.A.S.S. Leadership Consultant Dr. Anthony Bent presented the "Valley Reform Story" at the Blue Ribbon Schools of Excellence National Conference in Orlando, Florida this past November. Blue Ribbon Schools of Excellence invited Valley to share our story. As well, we were asked to present an overview of the work that has been done to develop Valley's successful Trauma Sensitive Schools. Additionally, Dr. Martin, Assistant Superintendent of Reading Public Schools, has recently invited us to present at the Blueprint for Educational Excellence Spring Institute on Friday March 23, 2018



VALLEY COLLABORATIVE EXECUTIVE DIRECTOR, DR. CHRIS A. SCOTT

hosted by Reading Public Schools and Blue Ribbon Schools of Excellence. We would like to take this opportunity to thank Enterprise Bank and the National Blue Ribbon Schools of Excellence conference for "giving back" - sponsoring our attendance in Orlando.

Through Valley Collaborative's District Improvement Planning process, the Valley "community," comprised of stakeholder groups throughout our member towns as well as members of our leadership team, identified building the capacity of our staff through customized professional development opportunities as a top priority in order to reach our full potential.

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VALLEY COLLABORATIVE

Valley Partnering with the Wish Project

In December, “The Magic of Christmas” arrived at Valley Collaborative. Thanks to our ongoing partnership with the Lowell Wish Project, many of our students/adults and those with whom they live with found gifts under their trees this year. This was the eighth year that Valley Collaborative enrolled as a partner agency with the Wish Project. In its inception, this endeavor started with a limited membership between Valley and the Wish Project to permit our social workers access to home goods and clothing for our students in need. As the needs of our population grew due to a variety of factors including the increase of homelessness, displacement, unemployment, and family disruptions, Valley increased our membership to

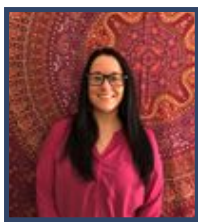
full access to the Wish Project. Dr. Scott has championed the cause of ensuring that our Individuals, both students and adults, maximize their learning potential by addressing the social, emotional, and physical barriers that interfere with an individual living life to the fullest.

What does this mean for Valley Individuals? No person should go without a bed and clothing. No family shall want for the everyday comforts of small appliances and household furniture. Each student will be provided a backpack and school supplies at the beginning of the school year. Lastly, the joy of waking up to gifts underneath the Christmas tree became a reality for many families that otherwise would

not have enjoyed this experience. In addition to the holidays, the Wish Project offers many events throughout the year to ensure basic needs are being met to individuals and families in need.

The season of giving did not end when the New Year began. Throughout the winter months, Valley Collaborative social workers can go to the Wish Project warehouse and obtain clothing, coats and blankets without an appointment. Providing for our Individuals basic needs ensures that people at Valley can focus on learning. If you know of an Individual in need or would like to contribute by donating, please talk to the social Worker in your Valley program about the Wish Project. ■

Clinical Corner: Community Connections



By Jaclyn Squeglia, M. Ed, SAC, LMHC

Valley's enrollment is comprised of students from communities spanning a large and diverse geographic area, including over 65 school districts throughout the Merrimack Valley and beyond. Often times, locating, identifying, and understanding therapeutic community services to support our students, Individuals, and families can be an overwhelming process.

Over the past eight years, Massachusetts has undergone a major systemic overhaul resulting in community-based services

becoming more accessible for families. This shift in focus is a result of both the Medicaid Early and Periodic Screening, Diagnosis, and Treatment federal mandate as well as a resulting lawsuit which occurred in the Commonwealth, commonly known as the “Rosie D. case.” Because of this, Massachusetts reassembled its mental health system by incorporating intensive home-based services, including behavioral health screenings, assessments, case management, crisis intervention and in-home therapeutic supports by July 1, 2009. In order to meet this mandate, all Massachusetts state agencies were trained and protocols were released which outlined the future of child and family serving systems.

The Child Behavioral Health Initiative (CBHI) was developed in response to the Rosie D. case and has become the integrative system that ensures policy implementation throughout the Commonwealth. “The

mission of CBHI is to strengthen, expand, and integrate Massachusetts state services into a comprehensive, community-based system of care, and to ensure that families and their children with significant behavioral, emotional, and mental health needs obtain the services necessary for success in home, school, and community, and throughout life” (CBHI-Guide Rev. 10/15). CBHI services encompass programs including outpatient therapy, in-home therapy, in-home behavioral services, mobile crisis intervention, structured outpatient addictions program, intensive care coordination, family support and training (family partners), and therapeutic mentoring.

To organize the multitude of services that are available to children and families, Massachusetts developed three clinical ‘hubs’: Outpatient Therapy, In-Home Therapy, and Intensive Care Coordination (ICC).

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VALLEY COLLABORATIVE

Valley Middle School: Students Helping Students

On any given day in the middle school you may walk by a classroom and see a student from one program helping a student from another program. Students who express an interest in working with other student populations are encouraged to volunteer in various classrooms within the Valley community. Students volunteer during cooking groups, fine motor skills groups, lunch and snack times, and even on community outings.

Sabian Edouard is a 7th grade student who expressed an interest in working in the middle school Intensive Special Needs - Autism Spectrum Disorder (ISN-ASD) classroom. After easily developing a nice working rapport with each of the five students in the ISN-ASD classroom, he is now a fixture during cooking class every other Monday. He also attends community trips with the class. When asked about his time in Susan Rawding's classroom, he expressed, "It's fun, I like working with them...watch-

ing Susan helped me to learn." Sabian helps the students to wash their hands, clean tables, and he sits with them while they work on certain tasks. Susan Rawding, ISN-ASD teacher, reported, "Sabian is a hard worker and really seems to connect with the students. He watches the staff and copies what they do to help the kids with activities. Sabian is a pleasure to work with, and we look forward to having him in the class."

Other students help out in Susan's classroom during the week, as well as in Shana Dunlevy's classroom. Shana reports, "Sometimes the students are more responsive to directives or help given from other students rather than from the staff." All of the students benefit from this interaction, and as positive relationships begin to develop it can be seen through a hello at lunchtime, a student bringing a chair over when the volunteer student arrives to help in the classroom, or a high five in the hallway. We look forward to continuing to



STUDENT SABIAN EDOUARD (LEFT) FROM DRACUT, HELPING DEVIN SHOMPOLE, FROM LOWELL, MAKE A CHOICE DURING BREAK TIME

expand upon this practice in the middle school. ■

Valley Elementary School: Students Giving Back All Year

The holiday season is one of our favorites at the Elementary school. The staff and students really take on the spirit of giving with our annual school wide activities; the Giving Tree, Holiday Fair and Polar Express day. The giving tree is an opportunity for staff to be able to participate in the lives of one of our children and get them a gift they can open during the holiday season.

Each year our counseling department puts together a tree with anonymous ornaments identifying students in need. We also held our 10th annual holiday fair at the

elementary school. It mirrors an activity many elementary schools do, making it a special event for our staff to put together for the students. Students were able to come in with a list of special people in their lives and pick out gifts. Staff and students from one of our oldest classes wrapped the gifts for our customers and delivered special packages for our kids to take home to family. We ended the 2017 calendar year with the Polar Express day where staff and students enjoy pajamas, hot cocoa and a little holiday spirit.

The students have also taken on some of the giving back spirit and

are moving it forward into 2018. Our elective classes were self-selected by students and votes were tallied for electives to include knitting, cooking and community service at the local animal shelter. The kids are hoping to combine their products from knitting class and cooking class to donate all of the end results to the Lowell or Nashua Humane Center. Valley Elementary School students are hoping to keep those animals warm and fed this cold winter. ■

VALLEY COLLABORATIVE

STEM Students: Building Community in 3D

It's hard to believe the holiday break is behind us and we are in the second month of the new year. Since September, the "West Side" students from the Valley Transitional High School Site 2 and the students in Heather Mackay's classroom at Valley Elementary School have been working together. Every other week they collaborate on various academic and social skills activities which has proven to be an amazingly beneficial experience for



WESTSIDE STUDENT ROBERT GARCIA READING "HOW THE GRINCH STOLE CHRISTMAS" TO HEATHER MACKAY'S ELEMENTARY CLASS THROUGH GOOGLE HANGOUT

all. Some of the highlights of these activities included; a fall themed scavenger hunt, reading activities, a nature hike, and creating and printing 3D keychain designs. This sense of community that has been created and fastened with students from two Valley programs

4

has also focused on building social skills and "friendships" through board games and holiday activities including gingerbread house building. Each activity was designed to meet the social emotional needs of both groups and have made such an impact on both sets of students.

With the recent push in the importance of STEM at Valley and throughout the Commonwealth, the 3D keychain design was an amazing demonstration of the power of collaboration and resources available to us. The "West Side" students learned the basics of 3D design using TinkerCad and brought over their expertise to our Elementary School students. Then, the "West Siders" partnered up with our Elementary School students and taught them the basics of the program, and eventually produced individualized name keychains. The high school students were able to return to Billerica and print the keychains at the STEM lab for the students; two weeks later the keychains were delivered and the Elementary School students felt so proud to be a part of something so cool.

A "West Sider" reflected on this new "community connection" and said, "I like working with them because they see things so much simpler, I make things so complicated. When I am with them it allows me to relax and take my mind off other things. I love going there."

Both groups of students look forward to the next opportunity to spend time together! ■



ELEMENTARY & WEST SIDE 3D PRINT PROJECT



VALLEY COLLABORATIVE

Site 1: Learning Lessons in Generosity

Valley Collaborative students in Valley Transitional High School Site 1 spread holiday cheer this past season by giving back to local charities. Students raised awareness on social media platforms and by word of mouth to collect non-perishable food donations. The Greater Boston Food bank provides meals for over 140,000 people in need each month. Teachers and students from Valley delivered over 250 pounds of food, and those at the Bank were very appreciative of our efforts.

Before the start of holiday break, students bought presents for children at Lowell General hospital through our annual Giving Tree Fundraiser. Ultimately, Site 1 delivered 12 boxes of clothes and toys for kids in hopes of making their holiday season a little brighter.

At Valley, we are proud of the giving spirit and communal awareness that our students have demonstrated this year. While our staff knows that our students are kind, thoughtful young adults, it is important that the rest of the community views them in a similar light. Our Health and Wellness classes have focused on the importance of being charitable within the local community, and the holiday season presents a wonderful opportunity for our students to not only embrace a giving spirit, but more importantly see the real value in helping those who need it most. As we move forward we hope that our students, with staff support, continue to realize the importance of kindness and “giving back” as they transition into adulthood. ■

NICK LECLAIR, TRAVIS KETTNER, ANDREW DI-BONA, DYLAN SWIMM, TIM BAGLEY WRIGHT, NOLAN SULLIVAN, WILLIAM LEVEN-SAILOR, NICKENLY TURRENNE, AND MATT MANFREDI AT THE GREATER BOSTON FOOD BANK AFTER DONATING 250 POUNDS OF FOOD



STUDENTS WILL LEVENSAILOR, TIM BAGLEY WRIGHT, AND NOLAN SULLIVAN LEARNING ABOUT EXACTLY WHERE THEIR DONATIONS WILL BE GOING DURING THE HOLIDAY SEASON



SITE 1 STUDENTS NOLAN SULLIVAN AND NICKENLY TURRENNE UNLOADING DONATIONS AFTER THE HOLIDAY FOOD DRIVE

VALLEY COLLABORATIVE

Site 2: Focused on Charity and Cheer

During the holiday season, the students of Valley Transitional High School Site 2 looked to continue the tradition of giving back. Community Service has always been a part of the Site 2 program, but this past holiday season we saw an increase in the generosity of our students to their surrounding communities.

All three of our programs on Site 2 had students and staff attend and volunteer time to “Food for the World” in Lawrence, MA. Students were asked to help put together care packages of food for those in the area that were in need of assistance. Site 2 students were able to help the organization put together 100+ packages to help families during Thanksgiving, and enjoy a meal that otherwise would not have been possible.

On the “North Side” students recently made the trip over the border to Manchester, NH to volunteer their days for “Southern New Hampshire Services” organization. The group of nine students and three staff got to work putting together care packages of food that were delivered to seniors

in the area. Students were able to put together almost 100 packages and help them during this holiday season.

On the “Eastside” program, students and staff worked a toy drive in collaboration with Lawrence Firefighters and “Toys for Tots”. Students reached out at home and within the Valley Community. The effort of our students helped the foundation achieve their goal of delivering “a message of hope to less fortunate youngsters that will assist them in becoming responsible, productive, patriotic citizens.”

Over on the “West Side” students currently split up into multiple small groups to take on their community service endeavors. While groups leave the site to go to community based activities such as cleaning up local trails and parks, cooking breakfast for the Billerica Fire Department, or volunteering time to mentor our own elementary school students in Tynborough, a group of students have been here at 40 Linnell Circle helping clean and plant in the gardens around our building.

We would like to take the oppor-



MCKAYLA NIEVES AT FOOD FOR THE WORLD

tunity to thank the amazing work of these students, who continue to make us proud with their positive contributions to their surrounding communities. We would also like to thank the amazing teachers, social workers and aides on Site 2 for creating these opportunities, and for their continued unwavering support every day. Our kids are lucky to have you as mentors, role models, and friends. ■

Honors for Valley Faculty, Students

Valley Collaborative was honored to present at the 2017 National Blue Ribbon Schools of Excellence Conference in Orlando this past November. Craig Martin, Reading School District Assistant Superintendent and board member of the Blue Ribbon Schools of Excellence, invited Valley to present to this national audience on the difficult reform work and ensuing leadership development that has paved the way to excellent programming for our students. Valley’s team of presenters included Dr. Chris A. Scott, Valley Collaborative Executive Director,

Mr. Timothy Piwowar, Billerica Public Schools Superintendent and Valley Collaborative Board Chair, Dr. Anthony Bent, M.A.S.S. Assistant Superintendent Leadership Seminar Facilitator & previous Superintendent of Schools & Valley Collaborative Board Member, Ms. Joia Mercurio, Valley Collaborative Assistant Executive Director, Ms. Kari Morrin, Valley Collaborative Director of Student & Adult Services, and Mr. Sean Glavin, Valley Collaborative Director of Finance & Operations.



2017 NATIONAL BLUE RIBBON SCHOOLS OF EXCELLENCE CONFERENCE IN ORLANDO PICTURED ARE: DR. ANTHONY BENT; MS. KARI MORRIN; MS. JOIA MERCURIO; MR. SEAN GLAVIN; DR. CHRIS SCOTT; AND MR. TIM PIOWAR

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VALLEY COLLABORATIVE

Site 3: Building Community, In School and Out

Valley Transitional High School Site 3 is focused on being a community within our school and giving back to our bigger community outside of Valley. Throughout the year and as part of our programming, all classes in Site 3 get together for various collective projects and activities. This past fall Site 3 had their 3rd annual Thanksgiving meal. For this meal, each class pitched in to make dishes to be served. All students and staff came together to enjoy the meal gathered around a very long table in our main hallway. It was definitely a beautiful sight to see! This meal has become such a great social event to get students to intermingle with each other from different classrooms and a way for all the classes to become more of one cohesive school community.

Site 3 also gives back to the community. For over ten years Site 3 has been volunteering at the Central Food Ministry in Lowell, MA. The Central Food Ministry is a non-profit organization that provides food, clothing and supplies to less fortunate residents of Lowell. Every week a group of our students go to help stock and organize supplies. Not only do the students provide an amazing service to the Central Food Ministry, they have learned the valuable lessons of pre-vocational skills, teamwork, social skills and the importance of giving back to the community. It has become a rewarding working relationship for everyone involved, and has helped to expand our community to many more. ■



MARY-ALICE JACKSON,
CHELMSFORD AND
DERIC LAJOIE, DRACUT
PUTTING AWAY CANS

STEPHANIE PELTIER,
DRACUT, JUST FINISHED
PUTTING AWAY THE LOAVES
OF BREAD



RAVEN WILBER,
CHELMSFORD, EXCITED
ABOUT THE DESSERTS



STUDENTS INTERACTING AND
TAKING A BREAK FROM
ENGAGING IN THANKSGIVING
TABLE ETIQUETTE LESSON



For 6th Graders, a World of Literacy

The students in Jen Bergeron's 6th grade classroom for their Writer's Workshop informational writing unit did multimedia presentations on world issues. Each student did research on a world issue that they felt strongly about. Students then presented information on their chosen world issue giving information, background knowledge on, what you can do to help and how their knowledge on the issue has also changed them. ■

EXARION ORTEGA



JAYDON CANALES



OWEN MCMAHON



MATTHEW ROY

At the Heart of Valley's Mission: Giving Back

»continued from page 1

As such, Valley's three Executive/Directors have engaged in professional development through M.A.S.S. Assistant Superintendent Leadership Seminar (ASLS) series, developed by Dr. Anthony Bent and Dr. Christine Francis.

This series focuses on building leadership capacity and connecting assistant superintendents in similar job-alike groups. The ASLS series meets seven times a year to cover a wide variety of leadership topics as they study text, share resources, and reflect on his/her personal practice. I am honored that Dr. Anthony Bent and Dr. Christine Francis have graciously invited me to share my leadership story with the next generation

of Massachusetts superintendents on March 7, 2018 - another great way to give back.

I am inspired by the work that our team accomplishes on a daily basis - work that is rooted in the value of giving back.

My best to you always,

Chris
Chris A. Scott, Ph.D.
Executive Director

Adult Services: Recognizing Vocational Independence and Excellence

The Today & Tomorrow program had a very productive second quarter of the year. Our ongoing theme remains — Individuals Giving Back to the Community. As previously mentioned in the last newsletter, CBDS raised over \$175.00 for Breast Cancer awareness. The funds were donated to the Cancer Center at Lowell General Hospital. The treatment center was very appreciative of our efforts and we look forward to working with them in the future. We received many comments about the design of our ribbons and how unique they were.

In November, Valley Adults thought it would be a nice idea to honor our Veterans for their years of service and dedication to our country. We have many Individuals who have family members in the military and this cause was something that was important to them. They wrote handwritten letters to members of the military and also handed out over 100 poppy flowers to the local Veterans here in Billerica and also at D'Youville Manor in Lowell. Individuals also started collecting clothes for younger children. This initiative was called #givingtuesday. We col-

lected clothes to donate to Catie's Closet and dropped them off every Tuesday for the month of November.

In December, the Individuals and staff came up with three seasonal drives that they wanted to target harder to contribute to our greater community. The first was collecting for Toys For Tots. Over the course of the month we collected over 107 toys for area kids during this Holiday Season. We dropped them off at our local fire department and they also met two newly recruited Marines. Our Individuals got a tour of the fire department and spoke with the local firemen. The second was collecting food to donate to our local food pantry in Lowell. Yet again our Individuals and staff collected more than four large boxes of various foods to be donated. Finally, our CBDS program created over 200 handmade ornaments for the Holiday Season. They were eager to spread the Christmas spirit throughout the Collaborative. They generated over \$200.00 in sales. These funds will be used to



CRYSTAL SURPLUS, DEREK PACARO, ALINE HAUNTON, MAGGIE KING, BRANDON MCHUGH, MARK FITTS, CHRIS SACKOS AND JENNA MASSOTA. STAFF: STEVE HEASLY, BRENDA GRAY, MELISSA ALESA, JOE VENSUS AND LOWELL GENERAL HOSPITAL STAFF

help us offset costs associated with our Adult Recreation Program.

Our Individuals and staff in the Today & Tomorrow program have a very strong sense of community and a desire to give back. We are always impressed with no matter what we ask our Individuals to do; they rise to the occasion and are willing to support their local community. They strive to be included and focus on doing what is right while showing acts of kindness, warmth and care. We are eager to continue this focus as we look forward to the springtime. ■



MAGGIE KING, MICHAEL KEMPTON, DENNIS WALSH, MATT PETERSON, ALINE HAUNTON, AMANDA BLANEY, KEN BONNELL, BOBBY RICHARDS & DEREK PACARO. VALLEY STAFF: MELISSA ALESA, JEN LENNON, APRIL FIORENTINO & MEMBERS OF THE BILLERICA FIRE DEPARTMENT



MICHAEL KEMPTON AND CAPTAIN STEPHEN KENNEDY

Clinical Corner

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Hub-service providers are responsible for coordinating care, collaborating with other agencies, and for developing a treatment plan. Hubs are also committed to ensuring that comprehensive behavioral health screenings are being completed and updated, including the use of the Child and Adolescent Strengths and Needs (CANS) assessment.

The CANS assessment is required by clinical staff working with children and families to document initial assessment needs and to formulate the treatment plan goals. The CANS organizes pertinent information and is a guide to track progress. The CANS can also be used to determine whether or not the child meets the criteria for social emotional disorders. The CANS is effective when appropriately shared amongst providers and is to be updated every 90 days.

What do all these services mean?

Outpatient Therapy is utilized to treat various behavioral, emotional, psychological and/or substance-related concerns which have impacted the child's/youth's functioning in at least one area of their life. It typically takes place in a mental-health clinicians office and may include individual, family, and group therapy.

In-Home Therapy (IHT) is an intensive, flexible service which provides children/youth and their families therapy in their home, school, or other community setting. The In-Home Therapy (IHT) team typically consists of a mental-health clinician and a paraprofessional who work collaboratively with a family to develop a treatment plan, identify community resources, establish routines, determine family/child strengths, create methods to appropriately resolve conflicts, and improve communication skills throughout the family unit.

In-Home Behavioral Services (IHBS) is a service that

is similar to the IHT team and care delivery model. In-Home Behavioral Services (IHBS) is aimed at providing services to children/youth who present with challenging behavioral needs. A Behavioral Therapist and a Behavior Management Monitor work collaboratively with the child and family to develop a behavior management plan that is practiced and implemented in the home, community, and/or in school.

Mobile Crisis Intervention (MCI) is the integral part of an Emergency System Program (ESP) which provides 24/7 emergency care to children and youth under the age of 20 who are in a state of psychiatric crisis.

The MCI team is available to evaluate and treat a child/youth in their home, school, in an ESP office, or other community setting to avoid going to the emergency room for care. MCI may include a psychiatric consultation or psychopharmacological evaluation and may offer referrals to community-based providers for ongoing care. MCI teams are able to stay connected with families for seven days post-evaluation to support children/youth and their families.

Structured Outpatient Addictions Program (SOAP) is a short-term day or evening program for adolescents struggling with a substance-related disorder or co-occurring mental-health diagnosis.

Intensive Care Coordination (ICC) is an intensive, individualized care-planning and management service for children/youth with a social emotional disorder. The ICC uses a 'wraparound' approach and develops an Individual Care Plan (ICP) with input from the Care Planning Team which includes therapists, involved school staff, social workers, community agencies involved with the child/youth or family, and their natural supports. The ICP is reviewed at least monthly and is the guide for the other hub-related services provided to the child/youth and family. The ICC seeks to assure that treatment is highly individualized, child and fam-

ily centered and strength based.

Family Support and Training (Family Partners) is an individual with lived experience as the caretaker of a child or youth struggling with a social emotional disorder who is able to provide support to families and assist them in navigating the CBHI system. A Family Partner may also collaborate with MCI teams to work with families and children/youth in times of crisis.

Therapeutic Mentoring (TM) is a service designed to pair a child/youth with an adult mentor who can guide them through meeting the goals of their hub-developed treatment plan as well as provide the child/youth with opportunities to increase their social, communication, and life skills. This one-on-one service also allows the child to access their home, community, school, recreational activities, and other social settings to gain safety and independence.

How can you access services?

Families may either be referred to a hub-service provider by a professional (i.e. PCP, school, state agency, advocate, etc.) or families may find their own providers by calling their insurance provider or accessing www.mabhaccess.com. Although, a hub-service provider must be the sole referral for Family Support and Training (Family Partner), In-Home Behavioral Services, and Therapeutic Mentoring services.

In Massachusetts there are more than 30 Community Service Agencies (CSAs) that work directly with the catchment areas of the Department of Children and Families (DCF) and serve as the hub providers.

For our students and families in New Hampshire, visit www.nn4youth.org for information on the services provided in your communities.

More information about CHBI services can be found by visiting: www.mass.gov/masshealth/cbhi. If you would like to read more about the Rosie D. case, visit: www.rosied.org or www.masslegalservices.org. ■

Facilities Report: Building for Success

Valley's Operations and Facilities Department entered the new year full steam ahead connecting our community of students together to access even more.

On December 1st the window contractors began the installation of 94 new windows at the Collaborative. The windows have made a huge impact on the optics of the exterior of the building, but more importantly on the interior. Each window will now have the capability to open - allowing fresh air and ventilation in the building. The project wrapped up around mid January.



A LED BUBBLE TUBE NOW INSTALLED IN VALLEY MIDDLE SCHOOL'S SENSORY ROOM

Along with new windows we have also introduced a brand new look at the 40 Linnell Circle reception area. After a successful demo and remodel of the 25 Linnell Circle reception area, we took that same open concept look and applied it to the reception area at 40 Linnell. The reception area now includes: a wrap around granite countertop on both the interior and exterior of the reception area, new paint, and the removal of the glass casing around the desk. The new and improved reception area was unveiled when students and staff returned from Holiday Break.

Between the months of October and November we had all 45 transportation vehicles 7D inspected. We also recently had our fire inspection as well as our building inspection and passed with flying colors. Another safety feature that was added to the 40LC building was the installation of an Automatic Door Operator at the front entrance and vestibule. The auto doors have received a lot of positive feedback. Thank you to all the staff for their cooperation during this time.

We recently helped with the launch of the School Store in Valley Transitional High School Site 1. Justin Gulinello took the lead on this and did a great job with installing the storefront glass casing as well as the gridwall to give it a true "school store" feel. The staff and students are mak-



THE REMODELED RECEPTION AREA AT 40 LINNELL CIRCLE

ing great use of the new space.

During the month of January, Valley Middle School's "sensory room" was our main focus. This room will help students regulate his/her bodies mood and behavior. Some of the items we have installed in this room include: projectors, wireless bluetooth speakers, wall mats, click-in-flooring, bubble towers and many more. The "blue room" projects are being completed over the next few weeks.

At the Valley Elementary School in Tyngsboro, our projects have brought a renewed sense of community to the office spaces. We recently mounted a new TV in the renovated Conference Room. Sandy Morency freshly painted the room and it truly has the Valley feel now. A Valley Blue accent wall was also added in the lobby area along with a Valley Collaborative decal. New shelving has also been installed in the curriculum closet - where they will now be able to neatly store their school needs as well as their new and exciting 3D printer. New carpet was installed in the reception area over the winter break. We continue to focus on bridging all Valley communities as we head into the springtime. ■

Honors for Valley Staff, Students

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Valley's presentation, named "Recovering from Malfeasance," included a candid discussion of the history of turning Valley into a "special education school district." Additionally, Valley also presented on the topic of creating "Trauma Informed Schools," which was well received.

In addition to these presenta-

tions, Valley is honored to send four students and two staff to attend the Student Leadership Conference at Walt Disney World June 26-29th 2018.

Valley would like to extend a very special thank you to Enterprise Bank for sponsoring this event for our team as well as of our students and staff to attend the Student Leadership Conference this summer. ■

VALLEY COLLABORATIVE

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Valley Collaborative Board

Chair: Mr. Timothy Piwowar

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Superintendent of the Chelmsford Public Schools

Mr. Steven Stone

Superintendent of the Dracut Public Schools

Dr. Laura Chesson

Superintendent of the Groton-Dunstable Regional School District

Dr. Denise Pigeon

Superintendent of the Nashoba Valley Technical School District

Ms. Joan Landers

Superintendent of the North Middlesex Regional School District

Mr. Christopher Malone

Superintendent of the Tewksbury Public Schools

Dr. Michael Flanagan

Superintendent of the Tyngsborough Public Schools

Mr. Everett (Bill) Olsen

Superintendent of the Westford Public Schools



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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: March 1, 2018
Re: Executive Session

To consider the purchase and/or value of real property: 0 Suburban Park, Billerica, MA.

To conduct strategy sessions in preparation for negotiations with non-union personnel: Executive Director

Required Action:

None

Attachments:

None