Valley Collaborative
Board of Directors Meeting
25 Linnell Circle, Billerica, Massachusetts
Friday, April 12, 2019 ▪ 10:00 a.m.

Action Required

I. Approval of Minutes

a. Board of Directors, General Session: January 17, 2019

PROPOSED MOTION: **To approve the General Session Meeting Minutes for the Board of Directors dated January 17, 2019.**

II. Academic Calendar with Board Meeting Dates for 2019-2020 School Year

The Collaborative Agreement provides that the Board shall, prior to the commencement of any school year, post its regularly scheduled meetings for the following school year on the Collaborative website.

PROPOSED MOTION: **That the Board of Directors calendar the Board meeting dates for the 2019-2020 School Year as presented, and authorizes the Executive Director to post such dates on the Collaborative website.**

III. FY'19 Financial Update

b. Quarterly Update

PROPOSED MOTION: **That the Board of Directors amends the FY 2019 Operating Budget, as presented and recommended by the Executive Director.**

PROPOSED MOTION: **That the Board of Directors authorizes the transfer of $200,000 from the Collaborative's Capital Reserve Fund for the purposes of technology and van purchases; and authorizes the Executive Director, Treasurer and the Chairman to execute all necessary documents to effectuate the transfer of such amounts from the Capital Reserve Fund.**

PROPOSED MOTION: **That the Board of Directors approves the amendment to the tuition rates and fees-for-services for Fiscal Year 2020 with the elimination of the 45 day assessment rate as presented.**

c. Treasurer's Report

PROPOSED MOTION: **That the Board of Directors accepts the report of the Collaborative Treasurer, as presented at this meeting, and requests that a copy of the report be filed within the Treasurer's file maintained at the Collaborative**

d. PARS Statement

e. Approval of Valley's Updated Finance Policy Manual

PROPOSED MOTION: That the Board of Directors approves the revised and updated Finance Policy Manual in the substantive form presented at this meeting.

f. ADP Update
g. Massachusetts State Retirement Board (MSRB), Massachusetts Teachers Retirement System (MTRS), and Human Resource updates

No Action Required

IV. Approvals from the Massachusetts Department of Elementary and Secondary Education

- Coordinated Program Review - Mid-Cycle Report (100%)
- Valley Collaborative FY'18 Annual Report
- Valley Collaborative FY'18 Annual Independent Audit Report

V. DDS Adult Services Presentation

- Adult Services Revenue Update
- Conference Attendance at CARF Education and Training for Successful Accreditation in Employment and Community Services, San Diego, May 29-30, 2019

VI. Valley Health Department Update

- Valley Elementary Dental Visit
- LEND Fellowship

VII. Making a Difference

h. Students, Adult and Staff of the Month
i. Community Partners

VIII. Communications

j. Valley Spring 2019 Newsletter
k. February 26 email to Board Members regarding Budget, Enrollment and Staff Layoffs
l. Participation in GS-21 Delegation to Vancouver
m. Town of Billerica Notice of Taking by Eminent Domain
n. STEM Newsletter
o. Valley Kudos from Tewksbury Out of District Coordinator
p. Valley Site 3 Talent Show Program
q. Valley Site 3 'Willy Wonka Junior' Play Program
r. Ray B. got a Mailbox at Tyngsborough High School
s. Jeremy begins work at T.J. Maxx (Photo)
t. Valley Students participate in Greater Lowell Basketball League
u. Monthly Program Updates
v. Save the Date – Valley Graduation – June 7, 2019

Valley COLLABORATIVE

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 A. Scott, Executive Director
Date: April 12, 2019
Re: Approval of Minutes

Attached, please find the following minutes:

a. Board of Directors, General Session Minutes: January 17, 2019

Required Action:
Vote to approve the minutes:
a. Board of Directors, General Session Minutes: January 17, 2019

Attachments:
Board of Directors, General Session Minutes: January 17, 2019

Valley Collaborative Board of Directors
General Session Meeting Minutes
Annual Shareholders' Meeting
January 17, 2019
10:03 a.m. – 10:59 a.m.
25 Linnell Circle, Billerica, MA

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

Board Members Absent: Mr. Brad Morgan

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

Also Present: Mr. George Nangle, Middlesex County Retirement System; Thomas Lent, Marathas Barrow Weatherhead Lent LLP

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

Mr. Piwowar and Dr. Chris Scott welcomed all in attendance and introduced all participants and presenters at the Annual Shareholders' Meeting

Students, Adult and Staff of the Month

Dr. Chris Scott and the Board recognized Valley Collaborative's Students, Adult and Staff of the Month.

Dr. Chris Scott and the Board also recognized the Community Partner Making a Difference Award recipient, Mr. George Nangle from the Middlesex County Retirement System.

Approval of Minutes

Mr. Timothy Piwowar requested the Board to review the meeting minutes made available for review and asked for a motion relating to the 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 dated December 13, 2018.

The vote was 5-0-3. Mr. Timothy Piwowar, Dr. Michael Flanagan, Mr. Everett Olsen,

Dr. Jay Lang and Mr. Steven Stone voted yes. Dr. Denise Pigeon, Mr. Christopher Malone, and Dr. Laura Chesson abstained.

Presentations

Nick LeClair and Meghan Waters, Valley Literacy Coaches; Annie Willis, Principal of Valley Elementary School; Nicole Noska, Principal of Valley Transitional Programming at the Middle School and High School; Julie Fielding, Principal of Valley Alternative Programming at the Middle School and High School; and Joe Venskus, Valley Adult Services Coordinator, each provided presentations to the Board regarding their respective school programs and practices. Each provided highlights and the keys to success each program attempts to achieve. The Board and certain Stakeholders in attention commented on the high quality of the presentations and their demonstrated commitment to each respective program.

Fiscal Year 2020 Budget

Dr. Scott provided a brief summary of the proposed budget for fiscal year 2020, which had been reviewed and discussed previously by the Board at its prior two meetings. The summary generally was provided for the benefit of the Stakeholders in attendance. Mr. Timothy Piwowar asked if there were any further questions or comments by the Board regarding the proposed budget for fiscal year 2020. There was none. Mr. Piwowar asked for a motion relating to the proposed budget.

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 approves the Fiscal Year 2020 Budget, including an Operating Budget for the Collaborative in the amount of $19,707,859 as presented and recommended by the Executive Director; and requests that the Treasurer certify and transmit the budget for Fiscal Year 2020 to each member district by no later than February 1, 2019.

The vote was 8-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Mr. Everett Olsen, Dr. Jay Lang, Mr. Steven Stone, Dr. Denise Pigeon, Mr. Christopher Malone, and Dr. Laura Chesson voted yes.

Fiscal Year 2018 Review

Dr. Chris Scott reviewed with the Board and the Stakeholders in attendance the 2018 Audit results and the 2018 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. Dr. Scott reviewed the summary of audit results and the memorandum submitted by Mr. Daniel Schaffner of Fritz

DeGuglielmo, LLC summarizing the Collaborative's financial operations. Dr. Scott explained that the 2018 audit was finding free and provided some insight as to what the audit process included and the complexity of the work. Dr. Scott explained that the 2018 Audit results are shared with the DESE, Massachusetts State Auditors Office and others. There was no further discussion.

Financial Update

Quarterly Report

Dr. Scott provided the Board with a quarterly financial report, including a review of the profit and loss statement by program as well as the expenses of the first and second quarters as compared to those anticipated in the third and fourth quarters of the School Year. Dr. Scott directed the Board to her memorandum contained within the Board Binder materials for additional summary information. Dr. Scott briefly reviewed the status of the ADP payroll software implementation. There was no further discussion.

Treasurer's Report

Ms. Heidi Kriger, the Collaborative Treasurer, provided the Board with her report which covered the months through November 30, 2018. Ms. Kriger provided a verbal summary of her report, including available balances, transfers, withdrawals, interest income and ending balances. She also reviewed the OPEB Trust financial information and balances and PARS statements. A written summary report was contained within the Board materials. There was no further discussion.

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

VOTED: That the Board of Directors accepts the report of the Collaborative Treasurer, as presented at this meeting, and requests that a copy of the report be filed within the Treasurer's file maintained at the Collaborative

The vote was 8-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Mr. Everett Olsen, Dr. Jay Lang, Mr. Steven Stone, Dr. Denise Pigeon, Mr. Christopher Malone, and Dr. Laura Chesson voted yes.

Communications

Dr. Scott directed the Board to the communications contained within the Board materials, which included Valley Collaborative's Winter 2019 Newsletter, updates and the announcement that DESE Commissioner Jeffrey C. Riley agreed to be the keynote speaker for commencement ceremonies in September 2019. There was no further discussion.

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

VOTED: To adjourn the Board meeting.

The vote was 8-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Mr. Everett Olsen, Dr. Jay Lang, Mr. Steven Stone, Dr. Denise Pigeon, Mr. Christopher Malone, and Dr. Laura Chesson voted yes.

Mr. Timothy Piwowar adjourned the Collaborative Board Meeting at 10:59 a.m.

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

- School Year 2018-2019 Electronic Board Binder for Annual Stakeholders' Meeting, January 17, 2019

Respectfully Submitted,

_____
Mr. Timothy Piwowar, Chairman
Dated: _____

Valley COLLABORATIVE

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris A. Scott, Ph.D. Executive Director
James George, CPA, CVA, JD, Business Manager/Accountant
Date: April 12, 2019
Re: Third Quarter FY'19 Financial Update

As of February 28, 2019 (139 of 210 days – 66%) for FY'19 closed favorable with revenues on target at 66.74% and expenses at 65.06%. Enrollment is currently 312 students (this is on par with the enrollment last February – not April FY'18 which had 316 enrolled) in the DESE programs, 94 individuals (up 4 from last year) in the DDS programs, and 140 clients (up 6 from last year) in the MRC programs. In addition, we have also received an additional DDS contract: Agency with Choice and Social Security's Federal Ticket-to-Work program is finally seeing its first participants. Overall, expenses and revenues continue to be on target. Consistent with the end of the third quarter of previous years, many of our programs are now showing "in-the-black". Historically the fourth quarter is the strongest and this year will be no different.

As usual, I ask the Board to re-vote the current budget at the end of the Third Quarter because the original one was approved 18 months ago and numerous changes have occurred. For example, in this year's budget we have the addition of the Tyngsborough Lease, ADP Contracts, New Programming – a new Middle School (we now have two), and additional DDS Programs.

Key points for the change in the budget to be voted on April 12, 2019:

- The original FY'19 expense budget was $18,432,167 the amended FY'19 budget is $18,754,011. The original revenues budget for FY'19 was $19,337,426 and the amended FY'19 budget is $19,861,478.

- The increase in the non-operating expenses was due to the $400,000 of unbudgeted costs relating to the Tyngsborough lease. Our actual planned non-operating expenses were lower than originally budgeted. We are asking for an increase of $51,743 as we are requesting $200,000 of planned/budgeted technology and van purchases to come from the capital projects fund.

- At this point total tuition revenue is slightly down ($23,217) due to lower enrollment than anticipated in the first two quarters. This decrease was primarily caused by Lowell sending less students to the Collaborative as they started their own program.

- State contract revenue is up due to Valley working with the State on adding additional funds to our contract based on the improvements we made at the State's direction.

- Other revenue increase is due to an increase in the small business billings.

- Salaries are up due to the addition of several positions which were not in the original budget. (Programmatic staff, janitors, increased adult staff to support the additional revenue.) Our administrative staff salaries are down in FY 2019 which allowed us to save on our benefit costs as most of the positions eliminated from the admin staff were utilizing all of the benefits offered by Valley. The net effect of the increased salaries and decreased benefits is an increase costs of $71,351.

- Operating expenses were up due to the cost of ADP implementation and payroll which was not in the original budget as well as other costs relating to the splitting of the middle schools. In addition, last year Valley's auditors changed the treatment of certain costs which had previously been capitalized. (i.e. furniture) This year Valley has charged these items as operating expenses rather than the non-operating expenses. The original budget was setup under the old methodology and this will bring our amended budget in line with their new methodology.

- On Valley's rate sheet the 45 day rate listed will no longer be listed on the FY'20 rate sheet. The new daily rate for 45 day assessments will be the daily tuition rate of the program.

Just FYI, I am pleased to report that Mr. Jim George CPA, CVA, JD (and I) both have the DESE Business Administrator Certification.

Required Action:
Vote to Eliminate the 45 Day Assessment Rate
Vote to reapprove FY'19 Budget
Vote to take $200,000 out of Capital Fund and into General Funds

Attachments:
2019-2020 Center for Assessment and Therapeutic Services Member Districts Rates
2019-2020 Center for Assessment and Therapeutic Services Non-Member Districts Rates
Profit and Loss by Program
Balance Sheet February 28, 2019
Profit and Loss February 28, 2019
Budget Amendment Request
Treasurer's Report
PARS Statement
Approval of Valley's Updated Finance Policy Manual
ADP Update
Massachusetts State Retirement Board (MSRB), Massachusetts Teachers Retirement System (MTRS), and Human Resource Updates

Valley COLLABORATIVE

Center for Assessment and Therapeutic Services

2019-2020 Member Districts Rates

Therapeutic Services	Member District Rates
Therapy (SLP, OT, PT, BCBA)	$77/hr.
Transition Specialist	$77/hr.
Augmentative and Alternative Communication Specialist	$77/hr.
Social Work	$77/hr.
School Psychologist	$78/hr.
Transitional Aide	$126.75/day
Behavioral Aide	$237.90/day
Restraint Training	$150/per person not to exceed $1500 a day
Extended Day Programming	$20/day (1:5 ratio) $40/day (any other ratio)
One-on-one Nurse	Contingent on qualifications
Assessments	**Member District Rates**
Interim Alternative Education Setting – 45 Day Assessment	$9,765/45 days
Speech Language Evaluation	$308 flat rate
Occupational Therapy Evaluation	$308 flat rate
SIPT Assessment *Sensory Integration & Praxis Test – 17 subtests*	$100/hr.
Physical Therapy Evaluation	$308 flat rate
Functional Behavioral Assessment	$1,155 flat rate
Functional Vocational Evaluation (V5) · *Sensory-motor* · *Gross & Fine Motor* · *Coping/Adaptive Behavior* · *Autonomous Living* · *Strengths* · *Preferences and Interests* · *Work adjustment and Job readiness* · *Memory and Learning Style* · *an observation of the student in a community based work environment*	$777 flat rate
Transition Assessment (V10) *V5 and:* · *Adaptive Living* · *Self –Determination* · *Employability* · *Transition* · *Social* · *Person-Centered Planning*	$1,210 flat rate
Observational Assessment	$603 flat rate
Cognitive/Intelligence Testing – Three Year Evaluations	$78/hr.
Psychological Evaluation · *Bender Visual-Motor Gestalt Test* · *Rey-Osterreith Complex Figure* · *BASC Progress Monitor* · *Vineland Adaptive Behavior Scales, 2nd Ed.* · *Wechsler Intelligence Scale for Children, 4th Ed.* · *Wechsler Preschool & Primary Intelligence Scale, 4th Ed.* · *Connors' Rating Scales* · *Drug Use Screening Inventory* · *Millon Adolescent Clinical Inventory* · *Behavioral Assessment for Children, 2nd Ed.* · *Wechsler Adult Intelligence Scale, 4th Ed.*	$78/hr. *2 hrs. minimum depending on assessments requested*
Team Meeting Attendance	$93/hr.
Travel Rate	Federal mileage reimbursement rate
Products	**Member District Rates**
Transition Planning Package (20 Person Centered Planning Tools with 2 hours of consult with our Transition Specialist)	$240 per pkg.
Person Centered Planning Tool	$4.93 ea.
Experiential Physical Education: Field Manual	$40 ea.
Experiential Physical Education: Comprehensive Curriculum Guide	$75 ea.
Experiential Physical Education: Leadership Development (2 days, 1 night)	$3500 per 10 students

updated on 11/8/17

Valley COLLABORATIVE

Center for Assessment and Therapeutic Services

2019-2020 Non-Member Districts Rates

Therapeutic Services	Non-Member District Rates
Therapy (SLP, OT, PT, BCBA)	$94/hr
Transition Specialist	$94/hr.
Augmentative and Alternative Communication Specialist	$94/hr.
Augmentative & Alternative Communication Consult	$94/hr.
Social Work	$94/hr.
School Psychologist	$100/hr.
Transitional Aide	$136.50/day
Behavioral Aide	$253.50/day
Extended Day Programming	$25/day (1:5 ratio) $45/ day (any other ratio)
One-on-one Nurse	Contingent on qualifications
Assessments	**Non-Member District Rates**
Interim Alternative Education Setting – 45 Day Assessment	$11,970/45 days
Speech Language Evaluation	$374 flat rate
Occupational Therapy Evaluation	$374 flat rate
SIPT Assessment *Sensory Integration & Praxis Test – 17 subtests*	$150/hr.
Physical Therapy Evaluation	$374 flat rate
Functional Behavioral Assessment	$1,410 flat rate
Functional Vocational Evaluation (V5) · *Sensory-motor* · *Gross & Fine Motor* · *Coping/Adaptive Behavior* · *Autonomous Living* · *Strengths* · *Preferences and Interests* · *Work adjustment and Job readiness* · *Memory and Learning Style* · *an observation of the student in a community based work environment*	$816 flat rate
Transition Assessment (V10) *V5 and:* · *Adaptive Living* · *Self –Determination* · *Employability* · *Transition* · *Social* · *Person-Centered Planning*	$1,270 flat rate
Observational Assessment	$827 flat rate
Cognitive/Intelligence Testing – Three Year Evaluations	$100/hr.
Psychological Evaluation · *Bender Visual-Motor Gestalt Test* · *Rey-Osterreith Complex Figure* · *BASC Progress Monitor* · *Vineland Adaptive Behavior Scales, 2nd Ed.* · *Wechsler Intelligence Scale for Children, 4th Ed.* · *Wechsler Preschool & Primary Intelligence Scale, 4th Ed.* · *Connors' Rating Scales* · *Drug Use Screening Inventory* · *Millon Adolescent Clinical Inventory* · *Behavioral Assessment for Children, 2nd Ed.* · *Wechsler Adult Intelligence Scale, 4th Ed.*	$100/hr. *2 hrs. minimum depending on assessments requested*
Team Meeting Attendance	$116/hr.
Travel Rate	Federal mileage reimbursement rate
Products	**Non-Member District Rates**
Transition Planning Package (20 Person Centered Planning Tools with 2 hours of consult with our Transition Specialist)	$275 per pkg.
Person Centered Planning Tool	$4.93 ea.
Experiential Physical Education: Field Manual	$40.00 ea.
Experiential Physical Education: Comprehensive Curriculum Guide	$75.00 ea.
Experiential Physical Education: Leadership Development (2 days, 1 night)	$3500 per 10 students

updated on 11/8/17

Profit and Loss

February 28, 2019
139 of 210 Days

	100 Central Admin	200 HS Site 3	400 HS Site 2	410 HS Site 1	712 Middle School	660 Elementary	450 Therapy	665 Home Services	500 Adult Services	101 MRC Education & Training	102 MRC Supportive Work	Total
REVENUES												
Services	-	3,631,695	1,040,034	1,084,624	1,628,105	3,304,146	2,702	-	-	-	-	10,691,306
State Contracts	-	-	-	-	-	-	-	-	1,531,579	211,976	74,897	1,818,452
Other	1,140	67,572	-	9,159	-	2,330	-	27,815	247,411	300	-	355,727
Interest	39,517	-	-	-	-	-	-	-	-	-	-	39,517
Total Revenues	40,657	3,699,267	1,040,034	1,093,783	1,628,105	3,306,476	2,702	27,815	1,778,990	212,276	74,897	12,905,002
EXPENSES												
Salaries	571,043	2,126,286	694,958	548,691	1,125,117	2,091,496	16,567	1,714	1,206,724	84,547	85,741	8,552,884
Employee Benefits	417,408	152,570	42,479	23,164	62,204	144,300	110,347	659	124,985	1	1	1,078,118
Operating Expenses	510,864	329,301	124,520	87,181	200,390	308,386	6,773	544	131,267	13,627	2,529	1,715,382
Leases & Rentals	19,754	-	1,210	9,877	-	170,633	-	-	78,903	15,262	3,815	299,454
Depreciation	57,624	150,441	42,113	51,913	36,091	40,009	3,824	374	59,938	3,144	174	445,645
Total Expenses	1,576,693	2,758,598	905,280	720,826	1,423,802	2,754,824	137,511	3,291	1,601,817	116,581	92,260	12,091,483
Net Income Before Admin Allocation	(1,536,036)	940,669	134,754	372,957	204,303	551,652	(134,809)	24,524	177,173	95,695	(17,363)	813,519
Admin Allocation	(1,536,036)	400,738	131,509	104,713	206,834	400,189	19,976	478	240,273	17,487	13,839	0
Operating Net Income	-	539,931	3,245	268,244	(2,531)	151,463	(154,785)	24,046	(63,100)	78,208	(31,202)	813,519

Valley Collaborative
Interim Statement of Net Assets
For the Period Ended February 28, 2019

UNAUDITED

ASSETS

Current Assets		
Cash and Cash Equivalents	$	3,175,891
Restricted Investments - OPEB		3,852,707
Accounts Receivable, Net		2,946,382
Prepaid Expenses and Other Assets		112,970
Cash Held for Member Districts		1,068,949
Total Current Assets		11,156,899
Non-Current Assets		
Land & Building		6,094,068
Furniture, Equipment, and Leasehold Improvements, Net of Depreciation		912,331
Construction in Progress		-
Total Non-Current Assets		7,006,399
TOTAL ASSETS	**$**	**18,163,298**

LIABILITIES AND NET ASSETS

Current Liabilities		
Accounts Payable and Accrued Liabilities	$	71,825
Other Liabilities		518,610
Member District Accounts (Settlement)		1,068,949
Total Current Liabilities		1,659,384
Total Liabilities		1,659,384
Net Assets		
Operating - Unrestricted		3,745,160
Restricted - Student Activities		11,903
Reserved - OPEB Trust		3,361,031
Reserved - Capital		1,729,701
Invested in Capital Assets, Net of Related Debt		7,656,119
Total Net Assets		16,503,914
TOTAL LIABILITIES AND NET ASSETS	**$**	**18,163,298**

Substantially all disclosures and the Statement of Cash Flows required by GAAP are omitted.
No assurance is provided on these financial statements.

Valley Collaborative
Interim Statement of Revenues, Expenses and Changes in Net Assets
For the Period Ending February 28, 2019
139 of 210 (66%) School Days

UNAUDITED

	BUDGET	ACTUAL	
REVENUES			
Services	$ 16,416,426	$ 10,691,305	
State Contracts	2,395,000	1,818,452	
Other	506,000	355,727	
Interest	20,000	39,517	
Total Revenues	**19,337,426**	**12,905,001**	66.74%
EXPENSES			
Salaries	12,851,042	8,552,884	
Employee Benefits	2,290,000	1,078,118	
Operating Expenses	2,103,975	1,715,382	
Leases & Rentals	448,950	299,453	
Depreciation	738,200	445,646	
Total Expenses	**18,432,167**	**12,091,483**	65.60%
Change in Net Assets - Operating	**$ 905,259**	**$ 813,518**	
Non Operating Activities			
Return to Member Districts	-		
Non-Operating Expenses (1)	(425,000)	(676,743)	
Change in Net Assets	**$ 480,259**	**$ 136,775**	

Substantially all disclosures and the Statement of Cash Flows required by GAAP are omitted. No assurance is provided on these financial statements.

Valley Collaborative
Budget Amendment Request
April 12, 2019

	February 2019	Amended FY 2019 Budget	Original Budget FY 2019	Budget Varience
REVENUES				
Services	$ 10,691,305	$ 16,393,209	$ 16,416,426	$ (23,217)
State Contracts	1,818,452	2,798,978	2,395,000	403,978
Other	355,727	613,351	506,000	107,351
Interest	39,517	55,940	20,000	35,940
Total Revenues	**12,905,001**	**19,861,478**	**19,337,426**	**524,052**
EXPENSES				
Salaries	8,552,884	13,333,652	12,851,042	482,610
Employee Benefits	1,078,118	1,878,741	2,290,000	(411,259)
Operating Expenses	1,715,382	2,354,468	2,103,975	250,493
Leases & Rentals	299,453	448,950	448,950	0
Depreciation	445,646	738,200	738,200	0
Total Expenses	**12,091,483**	**18,754,011**	**18,432,167**	**321,844**
Change in Net Assets - Operating	**$ 813,518**	**$ 1,107,467**	**$ 905,259**	**$ 202,208**
Non Operating Activities				
Return to Member Districts			-	
Non-Operating Expenses (1)	(676,743)	(476,743)	(425,000)	(51,743)
Change in Net Assets	**$ 136,775**	**$ 630,724**	**$ 480,259**	**$ 150,465**

VALLEY COLLABORATIVE
TREASURER'S REPORT
FEBRUARY 28, 2019

		Beginning Balance	Receipts	Payroll	Accounts Payable	Earnings	Transfers	Ending Balance
ENTERPISE BANK ACCOUNTS								
Operating	**a/c 493426**	$ 2,040,455.49	$ 1,080,483.46		$ (247,689.84)		$ (1,600,000.00)	$ 1,273,249.11
Payroll	**a/c 795823**	$ 523,734.23		$ (1,692,945.75)			$ 1,600,000.00	$ 430,788.48
Joe's Bistro	**a/c 531401**	$ 10,957.15	$ 3,798.00					$ 14,755.15
ICS MMDA	**a/c 856490**	$ 54,877.06				$ 8.42		$ 54,885.48
Independence Project	**a/c 821315**	$ 4,614.36	$ -	$ -	$ -	$ -	$ -	$ 4,614.36
TOTAL ENTERPRISE BANK ACCOUNTS		$ 2,634,638.29	$ 1,084,281.46	$ (1,692,945.75)	$ (247,689.84)	$ 8.42	$ -	$ 1,778,292.58
MMDT	**a/c 0044263747**	$ 2,446,380.95	$ -	$ -	$ -	$ 4,979.76	$ -	$ 2,451,360.71
Total Unrestricted Cash		$ 5,081,019.24	$ 1,084,281.46	$ (1,692,945.75)	$ (247,689.84)	$ 4,988.18	$ -	$ 4,229,653.29
PARS OPEB Trust		$ 3,790,724.39	$ -	$ -	$ (789.73)	$ 62,772.44	$ -	$ 3,852,707.10
TOTAL CASH		$ 8,871,743.63	$ 1,084,281.46	$ (1,692,945.75)	$ (248,479.57)	$ 67,760.62	$ -	$ 8,082,360.39

PUBLIC AGENCY RETIREMENT SERVICES | PARS

VALLEY COLLABORATIVE
PARS OPEB Trust Program

Account Report for the Period
1/1/2019 to 1/31/2019

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

Account Summary

Source	Beginning Balance as of 1/1/2019	Contributions	Earnings	Expenses	Distributions	Transfers	Ending Balance as of 1/31/2019
OPEB	$3,584,584.69	$0.00	$206,886.49	$746.79	$0.00	$0.00	$3,790,724.39
Totals	**$3,584,584.69**	**$0.00**	**$206,886.49**	**$746.79**	**$0.00**	**$0.00**	**$3,790,724.39**

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

			Annualized Return			
1-Month	3-Months	1-Year	3-Years	5-Years	10-Years	Plan's Inception Date
5.77%	2.64%	-1.43%	8.16%	-	-	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

PUBLIC AGENCY RETIREMENT SERVICES | PARS

VALLEY COLLABORATIVE
PARS OPEB Trust Program

Account Report for the Period
2/1/2019 to 2/28/2019

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

Account Summary

Source	Beginning Balance as of 2/1/2019	Contributions	Earnings	Expenses	Distributions	Transfers	Ending Balance as of 2/28/2019
OPEB	$3,790,724.39	$0.00	$62,772.44	$789.73	$0.00	$0.00	$3,852,707.10
Totals	**$3,790,724.39**	**$0.00**	**$62,772.44**	**$789.73**	**$0.00**	**$0.00**	**$3,852,707.10**

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

			Annualized Return			
1-Month	3-Months	1-Year	3-Years	5-Years	10-Years	Plan's Inception Date
1.66%	2.82%	3.51%	8.79%	-	-	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

PUBLIC AGENCY RETIREMENT SERVICES | PARS

TRUSTED SOLUTIONS. LASTING RESULTS.

PARS OPEB TRUST PROGRAM
VANGUARD QUARTERLY INVESTMENT REPORT

December 31, 2018

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PARS Investment Partnership - Balanced Portfolio

Overview

The PARS Investment Partnership relates to a relationship between Vanguard and PARS where Vanguard manages four trusts (Conservative, Balanced, Growth, and Fixed Income) in which individual clients can invest their assets according to their appropriate investment objective.

Investment objective

The Balanced Portfolio seeks to provide capital appreciation and current income consistent with its current allocation.

Investment strategy

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. The underlying funds are: Vanguard Total Stock Market Index Fund, Vanguard Total International Stock Index Fund, Vanguard Total Bond Market Index Fund, Vanguard Intermediate-Term Investment-Grade Fund, Vanguard Short-Term Investment-Grade Fund, Vanguard Inflation-Protected Securities Fund, and Vanguard REIT Index Fund.

The Portfolio's indirect stock holdings are a diversified mix of U.S. and foreign large-, mid-, and small-capitalization stocks. The Portfolio's indirect bond holdings are a diversified mix of short-, intermediate-, and long-term U.S. government, U.S. agency, and investment-grade U.S. corporate bonds; mortgage-backed and asset-backed securities; and government, agency, and corporate bonds.

Fees

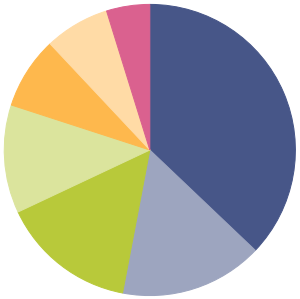
The fees for managing the portfolio consists of the expense ratios of the individual funds and the advisor fee. Both of these fees are dependent on the assets under management. Currently the average expense ratio is **0.08%** which consists of averaging the expense ratio of the individual funds which are outlined above. The average advisory fee is **0.04%** based on the current assets under management.

Source: Morningstar Direct

PARS Investment Partnership - Balanced Portfolio

Portfolio holdings

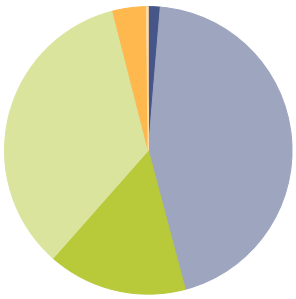
Portfolio Date: 12/31/2018



	%
Vanguard Total Stock Mkt Idx Adm	37.1
Vanguard Total Intl Stock Index Admiral	15.9
Vanguard Inflation-Protected Secs Adm	15.0
Vanguard Total Bond Market Index Adm	12.0
Vanguard Real Estate Index Admiral	8.0
Vanguard Interm-Term Investment-Grde Adm	7.2
Vanguard Short-Term Investment-Grade Adm	4.8
Total	**100.0**

Asset allocation

Portfolio Date: 12/31/2018



	%
Cash	1.3
US Equity	44.5
Non-US Equity	15.7
US Bond	34.5
Non-US Bond	3.8
Other	0.2
Total	**100.0**

Investment growth

Time Period: 1/1/2014 to 12/31/2018

PARS Balanced Portfolio - Admiral NEW

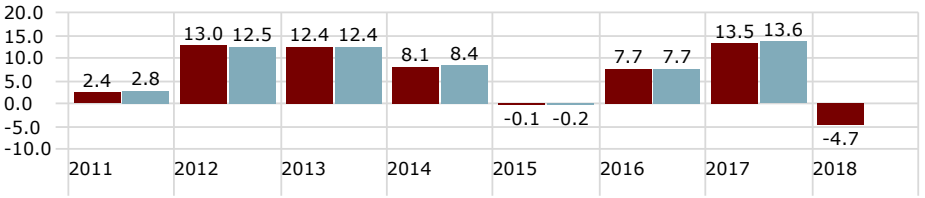
PARS Balanced Benchmark

Trailing Returns - Annualized after one year

As of Date: 12/31/2018

	YTD	One Year	Three Years	Five Years	Eight Years	Ten Years
PARS Balanced Portfolio - Admiral NEW	-4.68	-4.68	5.25	4.71	6.35	8.73
PARS Balanced Benchmark	-4.71	-4.71	5.24	4.75	6.37	8.63

Annual returns



Benchmark
37.1% Spliced Total Stock Mkt Index (equal to CRSP US Total Market Index as of 6/2/13, MSCI US Broad Market Index through 4/22/05, prior DJ Wilshire 5000 Index)/ 15.9% Spliced Total International Composite Index (Consists of the Total International Composite Index through August 31, 2006; the MSCI EAFE + Emerging Markets Index through December 15, 2010; the MSCI ACWI ex USA IMI Index through 6/2/13; and the FTSE Global All Cap ex US Index thereafter) / 24% Spliced Barclays US Aggregate Float-Adjusted Bond Index/ 15% Barclays US Treasury Inflation-Protected Securities Index / 8% US REIT Spliced Index (equal to MSCI US REIT Index adjusted for a 2% cash position though 4/30/2009; MSCI US REIT Index thereafter.

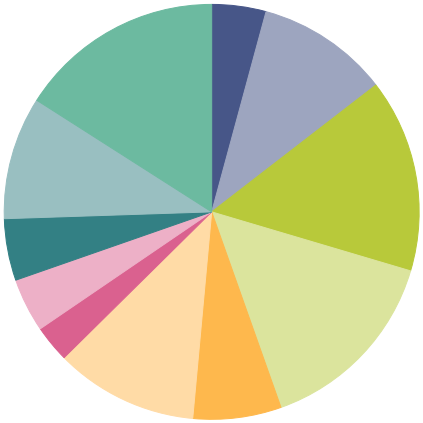
The performance data shown represent past performance, which is not a guarantee of future results. Investment returns and principal value will fluctuate, so investors' shares, when sold, may be worth more or less than their original cost. Current performance may be lower or higher than the performance data cited. Returns are net of the fund expense ratio, gross of advisory fees. Returns represent the historical performance for a Vanguard composite based on the portfolio holdings listed above.

Source: Morningstar Direct

PARS Investment Partnership - Balanced Portfolio

Equity sectors

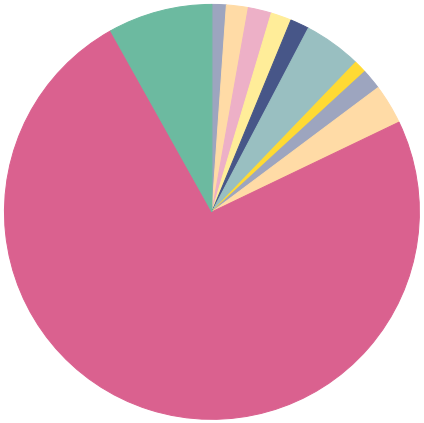
Portfolio Date: 12/31/2018



	%
Basic Materials	4.2
Consumer Cyclical	10.3
Financial Services	15.1
Real Estate	15.0
Consumer Defensive	6.9
Healthcare	11.1
Utilities	2.9
Communication Services	4.2
Energy	4.8
Industrials	9.6
Technology	16.0
Total	**100.0**

Equity country exposure

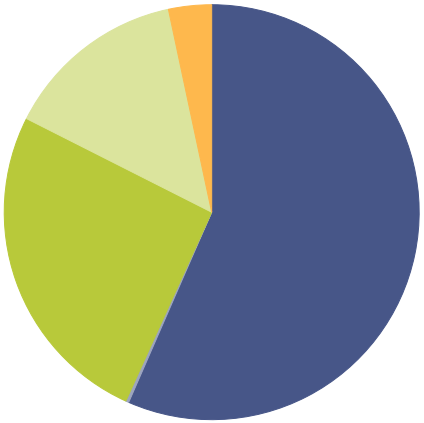
Portfolio Date: 12/31/2018



	%
Australia	1.1
Canada	1.7
China	1.8
France	1.6
Germany	1.5
Japan	4.5
South Korea	1.0
Switzerland	1.6
United Kingdom	3.1
United States	74.0
Other	8.1
Total	**100.0**

Fixed income sectors

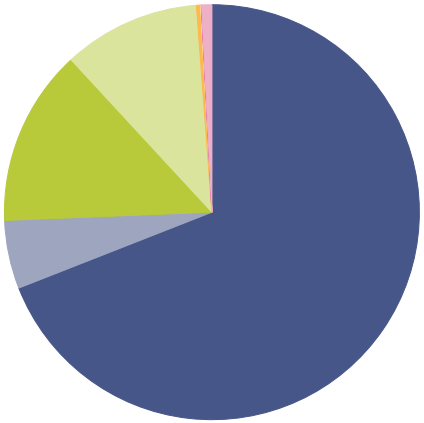
Portfolio Date: 12/31/2018



	%
Government	56.6
Municipal	0.2
Corporate	25.7
Securitized	14.2
Cash & Equivalents	3.3
Derivative	0.0
Total	**100.0**

Fixed income credit quality

Portfolio Date: 12/31/2018



	%
AAA	69.0
AA	5.3
A	13.8
BBB	10.7
BB	0.3
B	0.1
Below B	0.0
Not Rated	0.8
Total	**100.0**

Source: Morningstar Direct

Fact sheet | December 31, 2018

Vanguard Total Stock Market Index Fund

Domestic stock fund | Admiral™ Shares

Risk level Low ⟷ High	Total net assets	Expense ratio as of 04/25/18	Ticker symbol	Turnover rate as of 12/31/18	Inception date	Fund number
1 2 3 **4** 5	$185,102 MM	0.04%	VTSAX	3.4%	11/13/00	0585

Investment objective

Vanguard Total Stock Market Index Fund seeks to track the performance of a benchmark index that measures the investment return of the overall stock market.

Investment strategy

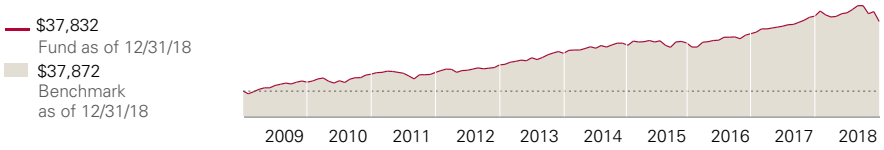
The fund employs an indexing investment approach designed to track the performance of the CRSP US Total Market Index, which represents approximately 100% of the investable U.S. stock market and includes large-, mid-, small-, and micro-cap stocks regularly traded on the New York Stock Exchange and Nasdaq. The fund invests by sampling the index, meaning that it holds a broadly diversified collection of securities that, in the aggregate, approximates the full Index in terms of key characteristics. These key characteristics include industry weightings and market capitalization, as well as certain financial measures, such as price/earnings ratio and dividend yield.

For the most up-to-date fund data, please scan the QR code below.

Benchmark

Spliced Total Stock Market Index

Growth of a $10,000 investment : January 31, 2009—December 31, 2018



Annual returns

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Fund	28.83	17.26	1.08	16.38	33.52	12.56	0.39	12.66	21.17	-5.17
Benchmark	28.76	17.28	1.08	16.44	33.51	12.58	0.40	12.68	21.19	-5.17

Total returns

Periods ended December 31, 2018

	Quarter	Year to date	One year	Three years	Five years	Ten years
Fund	-14.26%	-5.17%	-5.17%	8.99%	7.90%	13.25%
Benchmark	-14.26%	-5.17%	-5.17%	9.00%	7.92%	13.26%

The performance data shown represent past performance, which is not a guarantee of future results. Investment returns and principal value will fluctuate, so investors' shares, when sold, may be worth more or less than their original cost. Current performance may be lower or higher than the performance data cited. For performance data current to the most recent month-end, visit our website at vanguard.com/performance.

Figures for periods of less than one year are cumulative returns. All other figures represent average annual returns. Performance figures include the reinvestment of all dividends and any capital gains distributions. All returns are net of expenses.

Top sector holdings–stocks

Technology	19.5%	Consumer Goods	7.9
Financials	19.4	Oil & Gas	5.0
Health Care	13.9	Utilities	3.3
Consumer Services	13.6	Basic Materials	2.5
Industrials	12.9	Telecommunications	2.0

Sector categories are based on the Industry Classification Benchmark ("ICB"), except for the "Other" category (if applicable), which includes securities that have not been provided an ICB classification as of the effective reporting period.

Spliced Total Stock Market Index: Dow Jones U.S. Total Stock Market Index (formerly known as the Dow Jones Wilshire 5000 Index) through April 22, 2005; MSCI US Broad Market Index through June 2, 2013; and CRSP US Total Market Index thereafter.

F0585 122018

Fact sheet | December 31, 2018

Vanguard Total Stock Market Index Fund

Domestic stock fund | Admiral™ Shares

Ten largest holdings*

1	Microsoft Corp.	
2	Apple Inc.	
3	Amazon.com Inc.	
4	Alphabet Inc.	
5	Berkshire Hathaway Inc.	
6	Johnson & Johnson	
7	JPMorgan Chase & Co.	
8	Facebook Inc.	
9	Exxon Mobil Corp.	
10	Pfizer Inc.	
Top 10 as % of total net assets		18.5%

* The holdings listed exclude any temporary cash investments and equity index products.

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Plain talk about risk

An investment in the fund could lose money over short or even long periods. You should expect the fund's share price and total return to fluctuate within a wide range, like the fluctuations of the overall stock market. The fund's performance could be hurt by:

Stock market risk: The chance that stock prices overall will decline. Stock markets tend to move in cycles, with periods of rising stock prices and periods of falling stock prices. The fund's target index may, at times, become focused in stocks of a particular sector, category, or group of companies.

Index sampling risk: The chance that the securities selected for the fund, in the aggregate, will not provide investment performance matching that of the index. Index sampling risk for the fund should be low.

Note on frequent trading restrictions

Frequent trading policies may apply to those funds offered as investment options within your plan. Please log on to Vanguard.com for your employer plans or contact Participant Services at 800-523-1188 for additional information.

For more information about Vanguard funds or to obtain a prospectus, see below for which situation is right for you.

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If you receive your retirement plan statement from a service provider other than Vanguard or log on to a record keeper's website that is not Vanguard to view your plan, please call **855-402-2646**.

Visit vanguard.com to obtain a prospectus or, if available, a summary prospectus. Investment objectives, risks, charges, expenses, and other important information about a fund are contained in the prospectus; read and consider it carefully before investing.

Financial advisor clients: For more information about Vanguard funds, contact your financial advisor to obtain a prospectus.

Investment Products: Not FDIC Insured • No Bank Guarantee • May Lose Value

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Fact sheet | December 31, 2018

Vanguard Total Bond Market Index Fund

Bond fund | Admiral™ Shares

Risk level Low ⟷ High	Total net assets	Expense ratio as of 04/26/18	Ticker symbol	Turnover rate as of 12/31/18	Inception date	Fund number
1 **2** 3 4 5	$88,281 MM	0.05%	VBTLX	60.0%	11/12/01	0584

Investment objective

Vanguard Total Bond Market Index Fund seeks to track the performance of a broad, market-weighted bond index.

Investment strategy

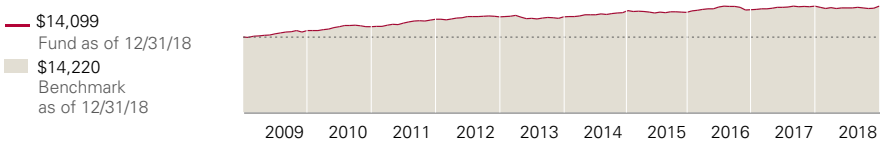
The fund employs an indexing investment approach designed to track the performance of the Bloomberg Barclays U.S. Aggregate Float Adjusted Bond Index. This index measures a wide spectrum of public, investment-grade, taxable, fixed income securities in the United States—including government, corporate, and international dollar-denominated bonds, as well as mortgage-backed and asset-backed securities, all with maturities of more than 1 year. The fund invests by sampling the index, meaning that it holds a range of securities that, in the aggregate, approximate the full index in terms of key risk factors and other characteristics. All of the fund's investments will be selected through the sampling process, and at least 80% of the fund's assets will be invested in bonds held in the index. The fund maintains a dollar-weighted average maturity consistent with that of the index, which currently ranges between 5 and 10 years.

For the most up-to-date fund data, please scan the QR code below.

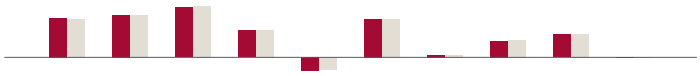
Benchmark

Spliced BloomBarc USAgg Flt Adjlx

Growth of a $10,000 investment : January 31, 2009—December 31, 2018



Annual returns



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Fund	6.04	6.54	7.69	4.15	-2.15	5.89	0.40	2.60	3.56	-0.03
Benchmark	5.93	6.58	7.92	4.32	-1.97	5.85	0.44	2.75	3.63	-0.08

Total returns

Periods ended December 31, 2018

	Quarter	Year to date	One year	Three years	Five years	Ten years
Fund	1.61%	-0.03%	-0.03%	2.03%	2.46%	3.42%
Benchmark	1.58%	-0.08%	-0.08%	2.09%	2.50%	3.49%

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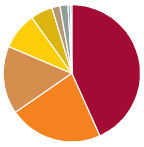
Figures for periods of less than one year are cumulative returns. All other figures represent average annual returns. Performance figures include the reinvestment of all dividends and any capital gains distributions. All returns are net of expenses.

Distribution by issuer–bonds



Treasury/Agency	43.3%	Commercial Mortgage-Backed	1.9
Government Mortgage-Backed	22.1	Utilities	1.9
Industrial	16.0	Other	0.5
Finance	8.7	Asset-Backed	0.4
Foreign	5.2		

Spliced BloomBarc USAgg Flt Adjlx: Bloomberg Barclays U.S. Aggregate Bond Index through December 31, 2009; Bloomberg Barclays U.S. Aggregate Float Adjusted Index thereafter.

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Fact sheet | December 31, 2018

Vanguard Total Bond Market Index Fund

Bond fund | Admiral™ Shares

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Plain talk about risk

An investment in the fund could lose money over short or even long periods. You should expect the fund's share price and total return to fluctuate within a wide range, like the fluctuations of the overall bond market. The fund's performance could be hurt by:

Interest rate risk: The chance that bond prices will decline because of rising interest rates. Interest rate risk should be moderate for the fund because it invests primarily in short- and intermediate-term bonds, whose prices are less sensitive to interest rate changes than are the prices of long-term bonds.

Income risk: The chance that the fund's income will decline because of falling interest rates.

Prepayment risk: The chance that during periods of falling interest rates, homeowners will refinance their mortgages before their maturity dates, resulting in prepayment of mortgage-backed securities held by the fund. The fund would then lose any price appreciation above the mortgage's principal and would be forced to reinvest the unanticipated proceeds at lower interest rates, resulting in a decline in the fund's income.

Extension risk: The chance that during periods of rising interest rates, certain debt obligations will be paid off substantially more slowly than originally anticipated, and the value of those securities may fall. For funds that invest in mortgage-backed securities, extension risk is the chance that during periods of rising interest rates, homeowners will prepay their mortgages at slower rates.

Credit risk: The chance that a bond issuer will fail to pay interest or principal in a timely manner or that negative perceptions of the issuer's ability to make such payments will cause the price of that bond to decline. Credit risk should be low for the fund because it purchases only bonds that are of investment-grade quality.

Call risk: The chance that during periods of falling interest rates, issuers of callable bonds may call (redeem) securities with higher coupon rates or interest rates before their maturity dates. The fund would then lose any price appreciation above the bond's call price and would be forced to reinvest the unanticipated proceeds at lower interest rates, resulting in a decline in the fund's income.

Index sampling risk: The chance that the securities selected for the fund, in the aggregate, will not provide investment performance matching that of the index. Index sampling risk for the fund should be low.

Note on frequent trading restrictions

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Visit vanguard.com to obtain a prospectus or, if available, a summary prospectus. Investment objectives, risks, charges, expenses, and other important information about a fund are contained in the prospectus; read and consider it carefully before investing.

Financial advisor clients: For more information about Vanguard funds, contact your financial advisor to obtain a prospectus.

Investment Products: Not FDIC Insured • No Bank Guarantee • May Lose Value

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Fact sheet | December 31, 2018

Vanguard Inflation-Protected Securities Fund

Bond fund | Admiral™ Shares

Risk level Low ⟷ High	Total net assets	Expense ratio as of 04/26/18	Ticker symbol	Turnover rate as of 12/31/18	Inception date	Fund number
1 **2** 3 4 5	$13,661 MM	0.10%	VAIPX	29.2%	06/10/05	5119

Investment objective

Vanguard Inflation-Protected Securities Fund seeks to provide investors inflation protection and income consistent with investment in inflation-indexed securities.

Investment strategy

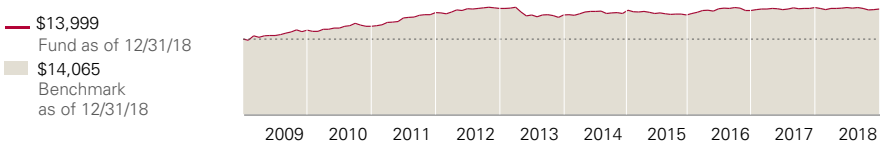
The fund invests at least 80% of its assets in inflation-indexed bonds issued by the U.S. government, its agencies and instrumentalities, and corporations. The fund may invest in bonds of any maturity; however, its dollar-weighted average maturity is expected to be in a range of 7 to 20 years. At a minimum, all bonds purchased by the fund will be rated "investment grade" or, if unrated, will be considered by the advisor to be investment grade.

For the most up-to-date fund data, please scan the QR code below.

Benchmark

BloomBarc US Trsy Inflat Prtcd Idx

Growth of a $10,000 investment : January 31, 2009—December 31, 2018



Annual returns

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Fund	10.96	6.31	13.29	6.90	-8.86	3.97	-1.69	4.62	2.91	-1.39
Benchmark	11.41	6.31	13.56	6.98	-8.61	3.64	-1.44	4.68	3.01	-1.26

Total returns

Periods ended December 31, 2018

	Quarter	Year to date	One year	Three years	Five years	Ten years
Fund	-0.50%	-1.39%	-1.39%	2.02%	1.65%	3.52%
Benchmark	-0.42%	-1.26%	-1.26%	2.11%	1.69%	3.64%

The performance data shown represent past performance, which is not a guarantee of future results. Investment returns and principal value will fluctuate, so investors' shares, when sold, may be worth more or less than their original cost. Current performance may be lower or higher than the performance data cited. For performance data current to the most recent month-end, visit our website at vanguard.com/performance.

Figures for periods of less than one year are cumulative returns. All other figures represent average annual returns. Performance figures include the reinvestment of all dividends and any capital gains distributions. All returns are net of expenses.

Distribution by issuer–bonds

Treasury/Agency	100.0%	Foreign	0.0
Asset-Backed	0.0	Government Mortgage-Backed	0.0
Commercial Mortgage-Backed	0.0	Industrial	0.0
Finance	0.0	Utilities	0.0

BloomBarc US Trsy Inflat Prtcd Idx: Includes the inflation-indexed securities within the Bloomberg Barclays U.S. Treasury Bond Index, which represents U.S. Treasury obligations with maturities of more than 1 year.
The fund held a subscription period from June 5, 2000 (the effective date of the fund) to June 29, 2000, during which time all assets were held directly or indirectly in money market instruments. Performance measurement began June 29, 2000.

F5119 122018

Fact sheet | December 31, 2018

Vanguard Inflation-Protected Securities Fund

Bond fund | Admiral™ Shares

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Plain talk about risk

An investment in the fund could lose money over short or even long periods. You should expect the fund's share price and total return to fluctuate within a wide range, like the fluctuations of the overall bond market. The fund's performance could be hurt by:

Income fluctuations: The fund's quarterly income distributions are likely to fluctuate considerably more than the income distributions of a typical bond fund. Income fluctuations associated with changes in interest rates are expected to be low; however, income fluctuations associated with changes in inflation are expected to be high. Overall, investors can expect income fluctuations to be high for the fund.

Interest rate risk: The chance that bond prices will decline because of rising interest rates. Although inflation-indexed bonds seek to provide inflation protection, their prices may decline when interest rates rise and vice versa. Because the fund's dollar-weighted average maturity is expected to be in the range of 7 to 20 years, interest rate risk is expected to be moderate to high for the fund.

Manager risk: The chance that poor security selection will cause the fund to underperform relevant benchmarks or other funds with a similar investment objective.

Derivatives risk: The chance that investments in derivatives may involve risks different from, and possibly greater than, those of investments in the underlying securities, assets, or market indexes.

Note on frequent trading restrictions

Frequent trading policies may apply to those funds offered as investment options within your plan. Please log on to Vanguard.com for your employer plans or contact Participant Services at 800-523-1188 for additional information.

While U.S. Treasury or government agency securities provide substantial protection against credit risk, they do not protect investors against price changes due to changing interest rates. Unlike stocks and bonds, U.S. Treasury bills are guaranteed as to the timely payment of principal and interest.

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Visit vanguard.com to obtain a prospectus or, if available, a summary prospectus. Investment objectives, risks, charges, expenses, and other important information about a fund are contained in the prospectus; read and consider it carefully before investing.

Financial advisor clients: For more information about Vanguard funds, contact your financial advisor to obtain a prospectus.

Investment Products: Not FDIC Insured • No Bank Guarantee • May Lose Value

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Fact sheet | December 31, 2018

Vanguard Intermediate-Term Investment-Grade Fund

Bond fund | Admiral™ Shares

Risk level Low ⟷ High	Total net assets	Expense ratio as of 05/24/18	Ticker symbol	Turnover rate as of 01/31/18	Inception date	Fund number
1 **2** 3 4 5	$26,968 MM	0.10%	VFIDX	63.0%	02/12/01	0571

Investment objective

Vanguard Intermediate-Term Investment-Grade Fund seeks to provide a moderate and sustainable level of current income.

Investment strategy

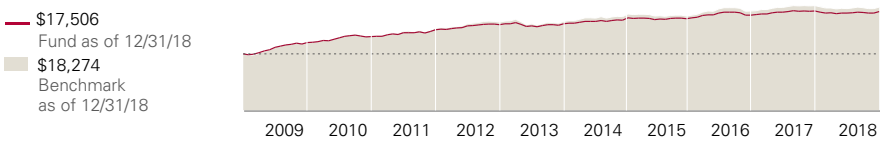
The fund invests in a variety of high-quality and, to a lesser extent, medium-quality fixed income securities, at least 80% of which will be short- and intermediate-term investment-grade securities. High-quality fixed income securities are those rated the equivalent of A3 or better by Moody's Investors Service, Inc., or another independent rating agency; medium-quality fixed income securities are those rated the equivalent of Baa1, Baa2, or Baa3 by Moody's, or another independent rating agency. (Investment-grade fixed income securities are those rated the equivalent of Baa3 and above by Moody's.) The fund is expected to maintain a dollar-weighted average maturity of 5 to 10 years.

For the most up-to-date fund data, please scan the QR code below.

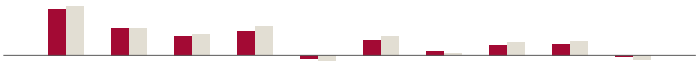
Benchmark

BloomBarc US 5-10 Year Credit Index

Growth of a $10,000 investment : January 31, 2009—December 31, 2018



Annual returns



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Fund	17.88	10.60	7.63	9.25	-1.27	5.91	1.63	3.93	4.26	-0.47
Benchmark	18.96	10.54	8.21	11.26	-2.05	7.38	0.69	5.23	5.57	-1.55

Total returns

Periods ended December 31, 2018

	Quarter	Year to date	One year	Three years	Five years	Ten years
Fund	1.12%	-0.47%	-0.47%	2.55%	3.03%	5.80%
Benchmark	0.49%	-1.55%	-1.55%	3.03%	3.41%	6.25%

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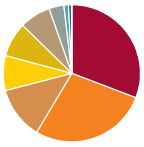
Figures for periods of less than one year are cumulative returns. All other figures represent average annual returns. Performance figures include the reinvestment of all dividends and any capital gains distributions. All returns are net of expenses.

Distribution by issuer–bonds



Finance	30.8%	Foreign	7.3
Industrial	27.8	Utilities	3.5
Asset-Backed	12.3	Short-Term Reserves	1.1
Treasury/Agency	8.3	Government Mortgage-Backed	0.7
Commercial Mortgage-Backed	8.1	Other	0.1

BloomBarc US 5-10 Year Credit Index: Includes investment-grade (rated Baa3 or above by Moody's) corporate and international dollar-denominated bonds with maturities of 5 to 10 years.

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Fact sheet | December 31, 2018

Vanguard Intermediate-Term Investment-Grade Fund

Bond fund | Admiral™ Shares

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Plain talk about risk

An investment in the fund could lose money over short or even long periods. You should expect the fund's share price and total return to fluctuate within a wide range, like the fluctuations of the overall bond market. The fund's performance could be hurt by:

Income risk: The chance that the fund's income will decline because of falling interest rates.

Interest rate risk: The chance that bond prices will decline because of rising interest rates. Interest rate risk should be moderate for the fund because it invests primarily in short- and intermediate-term bonds, whose prices are less sensitive to interest rate changes than are the prices of long-term bonds.

Liquidity risk: The chance that the fund may not be able to sell a security in a timely manner at a desired price. Liquidity risk is generally moderate for intermediate-term bond funds.

Call risk: The chance that during periods of falling interest rates, issuers of callable bonds may call (redeem) securities with higher coupon rates or interest rates before their maturity dates. The fund would then lose any price appreciation above the bond's call price and would be forced to reinvest the unanticipated proceeds at lower interest rates, resulting in a decline in the fund's income.

Extension risk: The chance that during periods of rising interest rates, certain debt obligations will be paid off substantially more slowly than originally anticipated, and the value of those securities may fall. Extension risk is generally moderate for intermediate-term bond funds.

Credit risk: The chance that a bond issuer will fail to pay interest or principal in a timely manner or that negative perceptions of the issuer's ability to make such payments will cause the price of that bond to decline. Credit risk should be relatively low for the fund because it invests primarily in bonds that are considered to be of high quality.

Manager risk: The chance that poor security selection will cause the fund to underperform relevant benchmarks or other funds with a similar investment objective.

Note on frequent trading restrictions

Frequent trading policies may apply to those funds offered as investment options within your plan. Please log on to Vanguard.com for your employer plans or contact Participant Services at 800-523-1188 for additional information.

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Fact sheet | December 31, 2018

Vanguard Total International Stock Index Fund

International stock fund | Admiral™ Shares

Risk level Low ⟷ High	Total net assets	Expense ratio as of 02/22/18	Ticker symbol	Turnover rate as of 10/31/18	Inception date	Fund number
1 2 3 4 **5**	$63,239 MM	0.11%	VTIAX	3.4%	11/29/10	0569

Investment objective

Vanguard Total International Stock Index Fund seeks to track the performance of a benchmark index that measures the investment return of stocks issued by companies located in developed and emerging markets, excluding the United States.

Investment strategy

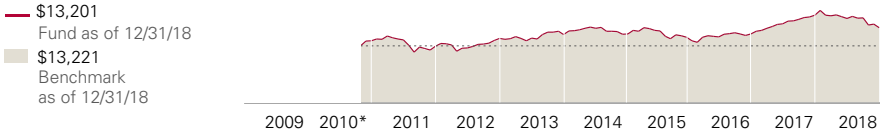
The fund employs an indexing investment approach designed to track the performance of the FTSE Global All Cap ex US Index, a free-float-adjusted market-capitalization-weighted index designed to measure equity market performance of companies located in developed and emerging markets, excluding the United States. The index includes more than 5,300 stocks of companies located in 46 countries. The fund invests substantially all of its assets in the common stocks included in its target index.

For the most up-to-date fund data, please scan the QR code below.

Benchmark

Primary: Spl Total International Stock Index, **Fair-valued priced**: FTSE Global All Cap ex US FV Ix

Growth of a $10,000 investment : November 30, 2010—December 31, 2018



Annual returns

	2009	2010*	2011	2012	2013	2014	2015	2016	2017	2018
Fund	—	7.09	-14.52	18.21	15.14	-4.17	-4.26	4.67	27.55	-14.43
Benchmark	—	6.94	-14.31	17.04	15.76	-3.39	-4.29	4.72	27.41	-14.61

Total returns

Periods ended December 31, 2018

	Quarter	Year to date	One year	Three years	Five years	Since inception
Fund	-11.68%	-14.43%	-14.43%	4.54%	0.94%	3.35%
Benchmark	-11.79%	-14.61%	-14.61%	4.44%	1.05%	—
FVP Benchmark	-11.61%	—	-14.53%	4.61%	—	—

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Figures for periods of less than one year are cumulative returns. All other figures represent average annual returns. Performance figures include the reinvestment of all dividends and any capital gains distributions. All returns are net of expenses.

Market allocation–stocks

Japan	17.4%	Germany	5.7
United Kingdom	11.9	Switzerland	5.5
China	6.8	Australia	4.8
France	6.5	Korea	3.5
Canada	6.3	Taiwan	3.2

* Partial return since fund started, November 29, 2010.
Spl Total International Stock Index: Total International Composite Index through August 31, 2006; MSCI EAFE + Emerging Markets Index through December 15, 2010; MSCI ACWI ex USA IMI Index through June 2, 2013; and FTSE Global All Cap ex US Index thereafter. Benchmark returns are adjusted for withholding taxes.

F0569 122018

Fact sheet | December 31, 2018

Vanguard Total International Stock Index Fund

International stock fund | Admiral™ Shares

Ten largest holdings*

1	Royal Dutch Shell plc	
2	Nestle SA	
3	Tencent Holdings Ltd.	
4	Samsung Electronics Co. Ltd.	
5	Novartis AG	
6	Roche Holding AG	
7	Taiwan Semiconductor Manufacturing Co. Ltd.	
8	HSBC Holdings plc	
9	Alibaba Group Holding Ltd.	
10	Toyota Motor Corp.	
Top 10 as % of total net assets		9.0%

* The holdings listed exclude any temporary cash investments and equity index products.

Top sector holdings–stocks

Financials	25.0%		Technology	8.0	
Consumer Goods	14.4		Basic Materials	7.1	
Industrials	14.1		Oil & Gas	6.8	
Consumer Services	9.2		Telecommunications	3.7	
Health Care	8.4		Utilities	3.3	

Sector categories are based on the Industry Classification Benchmark ("ICB"), except for the "Other" category (if applicable), which includes securities that have not been provided an ICB classification as of the effective reporting period.

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Plain talk about risk

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Stock market risk: The chance that stock prices overall will decline. Stock markets tend to move in cycles, with periods of rising stock prices and periods of falling stock prices. The fund's investments in foreign stocks can be riskier than U.S. stock investments. Foreign stocks tend to be more volatile and less liquid than U.S. stocks. The prices of foreign stocks and the prices of U.S. stocks may move in opposite directions. In addition, the fund's target index may, at times, become focused in stocks of a particular market sector, which would subject the fund to proportionately higher exposure to the risks of that sector.
Country/Regional risk: The chance that world events—such as political upheaval, financial troubles, or natural disasters—will adversely affect the value of securities issued by companies in foreign countries or regions. Because the fund may invest a large portion of its assets in securities of companies located in any one country or region, its performance may be hurt disproportionately by the poor performance of its investments in that area. Country/Regional risk is especially high in emerging markets.
Currency risk: The chance that the value of a foreign investment, measured in U.S. dollars, will decrease because of unfavorable changes in currency exchange rates.
Investment style risk: The chance that returns from small- and mid-capitalization stocks, to the extent that the fund invests in them, will trail returns from the overall stock market. Historically, these stocks have been more volatile in price than the large-cap stocks that dominate the overall market, and they often perform quite differently.
Emerging markets risk: The chance that the stocks of companies located in emerging markets will be substantially more volatile, and substantially less liquid, than the stocks of companies located in more developed foreign markets because, among other factors, emerging markets can have greater custodial and operational risks; less developed legal, tax, regulatory, and accounting systems; and greater political, social, and economic instability than developed markets.

Note on frequent trading restrictions

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Fact sheet | December 31, 2018

Vanguard Short-Term Investment-Grade Fund

Bond fund | Admiral™ Shares

Risk level Low ⟷ High	Total net assets	Expense ratio as of 05/24/18	Ticker symbol	Turnover rate as of 01/31/18	Inception date	Fund number
1 2 3 4 5	$40,027 MM	0.10%	VFSUX	86.3%	02/12/01	0539

Investment objective

Vanguard Short-Term Investment-Grade Fund seeks to provide current income while maintaining limited price volatility.

Investment strategy

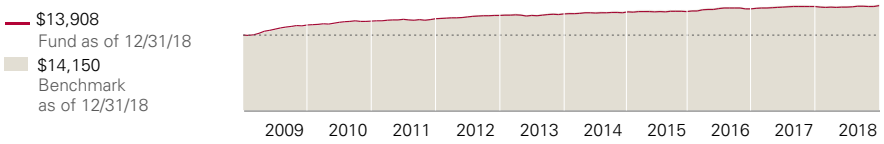
The fund invests in a variety of high-quality and, to a lesser extent, medium-quality fixed income securities, at least 80% of which will be short- and intermediate-term investment-grade securities. High-quality fixed income securities are those rated the equivalent of A3 or better by Moody's Investors Service, Inc., or another independent rating agency; medium-quality fixed income securities are those rated the equivalent of Baa1, Baa2, or Baa3 by Moody's or another independent rating agency. (Investment-grade fixed income securities are those rated the equivalent of Baa3 and above by Moody's.) The fund is expected to maintain a dollar-weighted average maturity of 1 to 4 years.

For the most up-to-date fund data, please scan the QR code below.

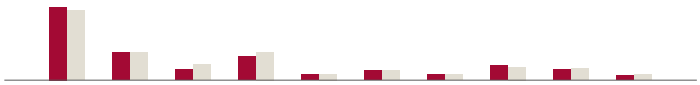
Benchmark

BloomBarc US 1-5 Year Credit Index

Growth of a $10,000 investment : January 31, 2009—December 31, 2018



Annual returns



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Fund	14.17	5.33	2.02	4.63	1.07	1.86	1.13	2.82	2.12	0.96
Benchmark	13.52	5.44	3.04	5.51	1.24	1.95	1.06	2.58	2.32	1.11

Total returns

Periods ended December 31, 2018

	Quarter	Year to date	One year	Three years	Five years	Ten years
Fund	0.67%	0.96%	0.96%	1.97%	1.78%	3.55%
Benchmark	0.93%	1.11%	1.11%	2.00%	1.80%	3.72%

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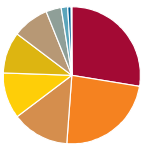
Distribution by issuer–bonds



Finance	27.6%	Foreign	8.6
Industrial	23.6	Utilities	3.6
Asset-Backed	13.5	Short-Term Reserves	1.5
Commercial Mortgage-Backed	10.9	Government Mortgage-Backed	0.8
Treasury/Agency	9.7	Other	0.2

BloomBarc US 1-5 Year Credit Index: Includes investment-grade (rated Baa3 or above by Moody's) corporate and international dollar-denominated bonds with maturities of 1 to 5 years.

F0539 122018

Fact sheet | December 31, 2018

Vanguard Short-Term Investment-Grade Fund

Bond fund | Admiral™ Shares

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Plain talk about risk

The fund is designed for investors with a low tolerance for risk; however, the fund's performance could be hurt by:

Income risk: The chance that the fund's income will decline because of falling interest rates.

Interest rate risk: The chance that bond prices will decline because of rising interest rates. Interest rate risk should be low for the fund because it invests primarily in short-term bonds, whose prices are much less sensitive to interest rate changes than are the prices of longer term bonds.

Credit risk: The chance that a bond issuer will fail to pay interest or principal in a timely manner or that negative perceptions of the issuer's ability to make such payments will cause the price of that bond to decline. Credit risk should be relatively low for the fund because it invests primarily in bonds that are considered to be of high quality.

Call risk: The chance that during periods of falling interest rates, issuers of callable bonds may call (redeem) securities with higher coupon rates or interest rates before their maturity dates. The fund would then lose any price appreciation above the bond's call price and would be forced to reinvest the unanticipated proceeds at lower interest rates, resulting in a decline in the fund's income.

Extension risk: The chance that during periods of rising interest rates, certain debt obligations will be paid off substantially more slowly than originally anticipated, and the value of those securities may fall. Extension risk is generally low for short-term bond funds.

Liquidity risk: The chance that the fund may not be able to sell a security in a timely manner at a desired price. Liquidity risk is generally low for short-term bond funds.

Manager risk: The chance that poor security selection will cause the fund to underperform relevant benchmarks or other funds with a similar investment objective.

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For more information about Vanguard funds or to obtain a prospectus, see below for which situation is right for you.

If you receive your retirement plan statement from Vanguard or log on to Vanguard's website to view your plan, visit **vanguard.com** or call **800-523-1188**.

If you receive your retirement plan statement from a service provider other than Vanguard or log on to a record keeper's website that is not Vanguard to view your plan, please call **855-402-2646**.

Visit vanguard.com to obtain a prospectus or, if available, a summary prospectus. Investment objectives, risks, charges, expenses, and other important information about a fund are contained in the prospectus; read and consider it carefully before investing.

Financial advisor clients: For more information about Vanguard funds, contact your financial advisor to obtain a prospectus.

Investment Products: Not FDIC Insured • No Bank Guarantee • May Lose Value

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Fact sheet | December 31, 2018

Vanguard Real Estate Index Fund

Real estate stock fund | Admiral™ Shares

Risk level Low → High	Total net assets	Expense ratio as of 05/25/18	Ticker symbol	Turnover rate as of 01/31/18	Inception date	Fund number
1 2 3 **4** 5	$16,344 MM	0.12%	VGSLX	6.1%	11/12/01	5123

Investment objective

Vanguard Real Estate Index Fund seeks to provide a high level of income and moderate long-term capital appreciation by tracking the performance of a benchmark index that measures the performance of publicly traded equity REITs and other real estate-related investments.

Investment strategy

The fund employs an indexing investment approach designed to track the performance of the MSCI US Investable Market Real Estate 25/50 Index. The MSCI US Investable Market Real Estate 25/50 Index is made up of stocks of large, mid-size, and small U.S. companies within the real estate sector, as classified under the Global Industry Classification Standard (GICS). The GICS real estate sector is composed of equity real estate investment trusts (known as REITs), which includes specialized REITs, and real estate management and development companies. The fund attempts to replicate the index by investing all, or substantially all, of its assets—either directly or indirectly through a wholly owned subsidiary (the underlying fund), which is itself a registered investment company—in the stocks that make up the index, holding each stock in approximately the same proportion as its weighting in the index. The fund may invest a portion of its assets in the underlying fund.

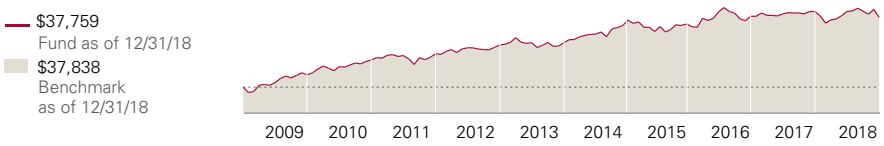
INDEXED TO MSCI®

For the most up-to-date fund data, please scan the QR code below.

Benchmark

Real Estate Spliced Index

Growth of a $10,000 investment : January 31, 2009—December 31, 2018



Annual returns

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Fund	29.76	28.49	8.62	17.69	2.42	30.32	2.39	8.50	4.94	-5.95
Benchmark	29.15	28.48	8.69	17.77	2.47	30.38	2.52	8.60	5.07	-5.88

Total returns

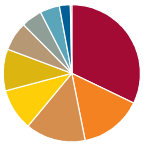
Periods ended December 31, 2018

	Quarter	Year to date	One year	Three years	Five years	Ten years
Fund	-6.44%	-5.95%	-5.95%	2.31%	7.40%	12.05%
Benchmark	-6.44%	-5.88%	-5.88%	2.41%	7.50%	12.07%

The performance data shown represent past performance, which is not a guarantee of future results. Investment returns and principal value will fluctuate, so investors' shares, when sold, may be worth more or less than their original cost. Current performance may be lower or higher than the performance data cited. For performance data current to the most recent month-end, visit our website at vanguard.com/performance.

Figures for periods of less than one year are cumulative returns. All other figures represent average annual returns. Performance figures include the reinvestment of all dividends and any capital gains distributions. All returns are net of expenses.

Top sector holdings–stocks



Specialized REITs	32.0%	Industrial REITs	6.8
Retail REITs	14.6	Hotel & Resort REITs	4.9
Residential REITs	14.1	Diversified REITs	4.6
Health Care REITs	9.8	Real Estate Services	2.5
Office REITs	9.8	Real Estate Development	0.4

Sector categories are based on the Global Industry Classification Standard ("GICS"), except for the "Other" category (if applicable), which includes securities that have not been provided a GICS classification as of the effective reporting period.

Real Estate Spliced Index: MSCI US REIT Index adjusted to include a 2% cash position (Lipper Money Market Average) through April 30, 2009; MSCI US REIT Index through January 31, 2018; MSCI US Investable Market Real Estate 25/50 Transition Index through July 24, 2018; MSCI US Investable Market Real Estate 25/50 Index thereafter.

F5123 122018

Fact sheet | December 31, 2018

Vanguard Real Estate Index Fund

Real estate stock fund | Admiral™ Shares

Ten largest holdings*

1	Vanguard Real Estate II Index Fund	
2	American Tower Corp.	
3	Simon Property Group Inc.	
4	Crown Castle International Corp.	
5	Prologis Inc.	
6	Public Storage	
7	Equinix Inc.	
8	Welltower Inc.	
9	Equity Residential	
10	AvalonBay Communities Inc.	
Top 10 as % of total net assets		41.7%

* The holdings listed exclude any temporary cash investments and equity index products.

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Plain talk about risk

An investment in the fund could lose money over short or even long periods. You should expect the fund's share price and total return to fluctuate within a wide range, like the fluctuations of the overall stock market. The fund's performance could be hurt by:

Industry concentration risk: The chance that the stocks of REITs and other real estate-related investments will decline because of adverse developments affecting the real estate industry and real property values. Because the fund concentrates its assets in real estate stocks, industry concentration risk is high.

Stock market risk: The chance that stock prices overall will decline. Stock markets tend to move in cycles, with periods of rising stock prices and periods of falling stock prices. The fund's target index may, at times, become focused in stocks of a particular sector, category, or group of companies. Because the fund seeks to track its target index, the fund may underperform the overall stock market.

Interest rate risk: The chance that REIT stock prices overall will decline, and that the cost of borrowing for REITs will increase because of rising interest rates. Interest rate risk is high for the portfolio.

Investment style risk: The chance that the returns from REIT stocks—which frequently are small- or mid-capitalization stocks—will trail returns from the overall stock market. Historically, REIT stocks have performed quite differently from the overall market.

Nondiversification risk: The chance that the fund may invest a greater percentage of its assets in a particular issuer or group of issuers or may own larger positions of an issuer's voting stock than a diversified fund.

Note on frequent trading restrictions

Frequent trading policies may apply to those funds offered as investment options within your plan. Please log on to Vanguard.com for your employer plans or contact Participant Services at 800-523-1188 for additional information.

For more information about Vanguard funds or to obtain a prospectus, see below for which situation is right for you.

If you receive your retirement plan statement from Vanguard or log on to Vanguard's website to view your plan, visit **vanguard.com** or call **800-523-1188**.

If you receive your retirement plan statement from a service provider other than Vanguard or log on to a record keeper's website that is not Vanguard to view your plan, please call **855-402-2646**.

Visit vanguard.com to obtain a prospectus or, if available, a summary prospectus. Investment objectives, risks, charges, expenses, and other important information about a fund are contained in the prospectus; read and consider it carefully before investing.

Financial advisor clients: For more information about Vanguard funds, contact your financial advisor to obtain a prospectus.

Investment Products: Not FDIC Insured • No Bank Guarantee • May Lose Value

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Valley COLLABORATIVE

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 A. Scott, Executive Director
Date: April 12, 2019
Re: Approval of Valley's Updated Finance Policy Manual

Valley has attached its Updated Finance Policy Manual for your approval.

Required Action:
Vote to Approve Valley's Updated Finance Policy Manual

Attachments:
Valley's Updated Finance Policy Manual

Financial Policies & Procedures Manual

Approved by:
Valley Collaborative Board of Directors
April 12th 2019

Valley Collaborative
Financial Policies & Procedures Manual
2018-2019

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100 INTRODUCTION

Educational Collaboratives are formed by local school committees and charter boards under the provisions of Chapter 40, Section 4E. The purpose of an educational collaborative is to supplement and strengthen the programs and services of member school committees and charter boards. All educational collaborative agreements and amendments must be approved by the member school committees and charter boards (Board of Directors) and the Board of Elementary and Secondary Education.

In an effort to achieve and ideally surpass these requirements, Valley Collaborative has developed this Policies and Procedures Manual. The Manual has been approved by the Valley Collaborative Board of Directors, and is intended to serve as a guiding resource towards best practices and stakeholder information.

The Valley Collaborative Board of Directors acknowledges the guidance provided by the Massachusetts Department of Education during the development of this document. For further information please see "School Finance- Educational Collaboratives" issued by the Massachusetts Department of Education.

101 Scope and Organization

This manual consists of three sections:

Part I - Policies
Part II- Procedures
Appendices- Sample Forms

102 Purpose of Policies and Procedures Manual

A. The Policies and Procedures manual is the official document for the accounting and administrative functions conducted by Valley Collaborative.

B. The Policies and Procedures manual provides standards and directives for sound management and promotes consistent, prudent financial and administrative practices. Also, it also provides guidance to the Collaborative in the application of various federal and Massachusetts laws and regulations and the Department of Education's requirements for the administration of grants and contracts awarded by the U.S. Government and other funding sources.

C. The Policies and Procedures manual is used in conjunction with and referenced to Valley Collaborative's existing personnel policy manual, job descriptions and other policy manuals maintained by the collaborative.

103 Amending the Guide

This document contains the essential fiscal policies and procedures for Valley Collaborative, as of the above date of promulgation. From time to time, as additional matters require changes to this document, the management of Valley Collaborative shall amend this essential document. As the document changes, it will need to be reapproved by the Board of Directors.

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PART I – POLICIES

200 INTERNAL CONTROL POLICIES

Valley Collaborative, under the direction of the Valley Collaborative Board of Directors, is required to establish and maintain adequate accounting records and internal control procedures. Internal control consists of five components: control environment, risk assessment, control activities, information and communication, and monitoring. The objectives of internal control relate to financial reporting, operations, and compliance.

Valley Collaborative and all levels of management are responsible for preventing and detecting instances of fraud and related misconduct and for establishing and maintaining proper internal controls that provide security and accountability of the resources of the Collaborative. Management is also responsible for recognizing risks and exposures inherent to these areas of responsibility and for being aware of indications of fraud or related misconduct.

Any employee with a reasonable basis for believing fraudulent or related misconduct has occurred should report such incidents to the designated authorities within the Collaborative or the Office of the Inspector General as stated in M.G.L Chapter 12A, §14 'Complaints by public employees; investigation.'

Internal control policies provide Valley Collaborative with the foundation to properly safeguard its assets, implement management's internal policies, provide compliance with state and federal laws and regulations and produce timely and accurate financial information. The following policies highlight the areas of internal control that Valley Collaborative has considered:

201 Compliance with Laws

Valley Collaborative will follow all the relevant laws and regulations that govern Educational Collaborative within the Commonwealth of Massachusetts. Additionally, U.S. Government laws and regulations that relate to grant funding will be adopted as the grant funding is received. The following are specific policies of Valley Collaborative:

A. Political Contributions

No funds or assets of Valley Collaborative may be contributed to any political party or organization or to any individual who either holds public office or is a candidate for public office. The direct or indirect use of any funds or other assets of Valley Collaborative for political contributions in any form—whether in cash or other property, services, or the use of facilities—is strictly prohibited. Valley Collaborative also cannot be involved with any committee or other organization that raises funds for political purposes.

Following are examples of prohibited activities:

1. Contributions by an employee that are reimbursed through expense accounts or in other ways.
2. Purchase by the organization of tickets for political fundraising events.
3. Contributions in-kind, such as lending employees to political parties or using the Collaborative's assets in political campaigns.

B. Record Keeping

To provide an accurate and auditable record of all financial transactions, the Collaborative's books, records, and accounts are maintained in conformity with generally accepted accounting principles as required by the Commonwealth's statutes, applicable to Educational Collaboratives.

Further, the Collaborative specifically requires that:

1. No funds or accounts may be established or maintained for purposes that are not fully and accurately described within the books and records of the Collaborative.
2. Receipts and disbursements must be fully and accurately described in the books and records.
3. No false entries may be made on the books or records nor any false or misleading reports issued.
4. Payments may be made only to the contracting party and only for the actual services rendered or products delivered. No false or fictitious invoices may be paid.

202 Organizational Conflict of Interest or Self-Dealing (Related Parties)

Valley Collaborative may not be operated for the benefit of an affiliated or unaffiliated organization or an individual in his or her own private capacity or individuals related to Valley Collaborative or members of its management, unless the private benefit is considered merely incidental. Valley Collaborative will follow M.G.L. Chapter 268A and M.G.L. Chapter 71, §89(v) conflict of interest laws and disclosures which restrict public officials and employees from taking advantage of their position to gain improper benefits for themselves, relatives, their associates, or their friends. The law also restricts board members from voting on matters affecting their financial interest and limits the circumstances under which they can receive anything of value because of their official position. A board member may not vote or enter into any discussion if one of the following groups will receive financial benefit:

A. The Trustee, his/her immediate family, or his/her business partner;

B. A business organization in which the Trustee is serving as an officer, Valley Collaborative, trustee, partner or employee; or

C. Any person or organization with which the Trustee is negotiating or has any arrangement concerning prospective employment (M.G.L. Chapter 268a, §6).

The private benefit preclusion will extend to:

A. Sale or exchange, or leasing, of property between the Collaborative and an affiliated or unaffiliated organization or a private or related individual.

B. Lending of money or other extension of credit between the Collaborative and an affiliated organization (excluding component units) or unaffiliated organization or a private or related individual.

C. Furnishing of goods, services or facilities between the Collaborative and an affiliated organization (excluding component units) or unaffiliated organization or a private or related individual.

D. Payment of compensation, unless authorized by the Valley Collaborative Board of Directors or its governing body, by the Collaborative to an affiliated or unaffiliated organization or a private or related individual.

E. Transfer to, use by, or for the benefit of a private or related individual of the income or assets of the Collaborative.

Thus, Valley Collaborative will be guided by the principle of arms-length standards with all affiliated or unaffiliated organizations or with a private or related individual(s). Annually, the Valley Collaborative Board of Directors will file a financial disclosure form as required by M.G.L. Chapter 40, section 4(e).

Related party transactions shall include transactions between a school and members of the board, management, contracted management organization, employees, related individuals and affiliated companies. Related individuals within the scope of this definition include spouses, parents, children, spouses of children, grandchildren, siblings, father-in-law, and mother in law, sister-in-law and brother-in-law of a board member or Collaborative employee.

203 Valley Collaborative Board of Directors Authorities

The Valley Collaborative Board of Directors is responsible for the operation of Valley Collaborative in accordance with the provisions of M.G.L. Chapter 40, Section 4E and all other state and federal laws and regulations and conditions as the Board or Commissioner of Education may establish from time to time. The Valley Collaborative Board of Directors is also responsible for operating the Collaborative in accordance with the representations made in its Educational Collaborative application submitted to and approved by the Board of Education.

Specifically, the Valley Collaborative Board of Directors shall have the sole authority to approve and will incorporate into its own minutes such matters as (i) change of the Collaborative's name, with the Department of Education's Educational Collaboratives office approval (ii) adoption of the annual operating and capital budgets, (iii) selection or termination of key employees (iv) key employees' salary and salary changes, (v) incurrence of debt, mortgages or other encumbrances and their covenants and restrictions, within the terms of the collaborative (vi) investment policies, (vii) depository and investment banks, (viii) purchase or sale of property (ix) opening up or closing checking or savings accounts, and (x) selection of Valley Collaborative's certified public accountants and (xi) other activities associated with the operations of Valley Collaborative.

The Valley Collaborative Board of Directors will meet regularly to ensure that its fiduciary duty is maintained. The Board will review the following: prior meeting minutes, business items, educational items, subcommittee reports, Executive Director Reports, new business and other items. For additional guidance on the regulatory and statutory obligations of a Valley Collaborative Board of Directors, please refer to the Commonwealth of Massachusetts Department of Education's publication, *Duties and Responsibilities of Collaborative Board Members and Boards of Directors*, which can be found at
http://www.doe.mass.edu/finance/collaboratives/DutiesResponsibilities.pdf

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204 Signature Authorities

All checks are signed by Valley Collaborative's Treasurer. Any check over $10,000.00 requires the signature of both Executive Director and Treasurer. The Treasurer is responsible for authorizing all cash transfers between banking entities.

205 Government Access to Records

The Business Manager / Accountant will provide access to Valley Collaborative's records if requested to the Comptroller General of the Commonwealth of Massachusetts or his designee and provide supporting records, as requested by government auditors, to facilitate the completion of such audits or reviews in a timely manner.

206 Security of Financial Data

A. The Collaborative's accounting software should be reviewed to ensure that general and application controls to unauthorized access to data is precluded (i.e., proper password protection and authorizations for inquiry or browse only functions.)

B. The system's accounting data is hosted offsite and is continuously backed up offsite. This is done to ensure the recoverability of financial information in case of hardware failure.

C. All other financial data, petty cash box, unused checks and unclaimed checks will be secured by the Business Manager / Accountant and his staff from unauthorized access.

207 Security of Collaborative Documents

Originals of the following corporate documents are maintained and their presence is verified on a periodic basis:

A. Articles of Agreement and all related amendments
B. Minutes of the Valley Collaborative Board of Directors
C. Banking agreements
D. Leases
E. Insurance policies
F. Vendor invoices
G. Grant and contract agreements
H. Fixed asset inventory list
I. Contract and grant billings

208 Use of Collaborative Assets

Collaborative employees should not use any of the Collaborative's assets for personal use without prior approval and proper justification.

209 Use Of Collaborative Credit Cards

Valley Collaborative credit cards are limited to Commercial Charge Cards used by department heads of Operations and Technology as well as Vocational Shops. Each account has a spending limit. Receipts are required to be turned in post-purchase to match with Commercial Charge Card monthly statement.

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300 FINANCIAL MANAGEMENT POLICIES

Educational Collaboratives are granted a program approval by the Board of Education of the Commonwealth of Massachusetts under MGL Chapter 40, Section 4E. Educational Collaboratives are considered public entities and shall follow all Commonwealth of Massachusetts and Federal Laws and Regulations as such.

301 Basis of Accounting

Valley Collaborative will maintain its accounting records and related financial reports on the accrual basis of accounting.

302 Accounting Policies

The accounting policies and financial reporting adopted are consistent with the special purpose governmental entity requirements of the Governmental Accounting Standards Board (GASB), including Statement of Governmental Accounting Standards No. 34 – *Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments*. GASB is the recognized standard setting body for establishing governmental accounting and financial reporting principles. Pursuant to GASB Statement No. 20, *Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities That Use Proprietary Fund Accounting*, the Collaborative has elected to apply the provisions of all relevant pronouncements of Financial Accounting Standards Board (FASB) that do not conflict with or contradict GASB pronouncements.

303 Basis of Presentation

Valley Collaborative adheres to all Federal, State and Department of Education guidelines as they apply to Educational Collaboratives. As referred to as a "Special Education School District" by the Commonwealth, the Collaborative presents accounts as specified by the Commonwealth of Massachusetts and the Department of Elementary and Secondary Education.

304 Revenues

Under the accrual basis of accounting, revenues are recognized when earned, consistent with generally accepted accounting principles applicable to Educational Collaboratives.

305 Expenditures

Under the accrual basis of accounting, expenses are recognized when services are incurred or goods are received.

306 In-Kind Expenses

The collaborative recognizes services that are donated, if these services would have been purchased by the collaborative if not donated (e.g., transportation). These expenses are recorded when incurred.

307 Incurred Costs

For the purpose of invoicing funding sources for allowable costs under cost reimbursement grants or contracts, the term "costs incurred" is defined as follows: costs related to items or services incurred

directly for the grant or contract and received at the time of the request for reimbursement and not specifically disallowed by the funding source.

308 Cash Management

A. The collaborative maintains the following cash accounts:

1. Payroll
2. Operating
3. Community Catering
4. Independence Project
5. ICS MMDA
6. MMDT Investments
7. OPEB Liability

B. A schedule of aged accounts and grants receivable is prepared monthly and reviewed by the Business Manager / Accountant for collection. Appropriate collection procedures are initiated, if necessary.

309 Accounts Receivable Aging Criteria

Outstanding accounts receivable are aged on a thirty, sixty, ninety, and over-ninety day basis.

310 Grant/Contract Invoicing

In accordance with state finance regulation 815 CMR 2:00, section 2.05 (4)(b), *Grant Effective Start Date*, grant recipients may expend state, federal, and other grant funds only as of the date their grant (the Standard Contract Form) was executed by the authorized signatory of the Department of Education. In the case of the Department of Education, this means the date that the grant is entered as **approved** into the Department of Education's grants management system.

A. All invoices are submitted to the funding sources by dates specified in the grant or contract agreement.

B. The invoicing format is that specified by the funding source.

311 Investments

Valley Collaborative shall follow, to the extent possible, M.G.L. Chapter 44 *Municipal Finance* in regards to purchasing investments.

312 Budgets

A. Valley Collaborative shall prepare an annual operating budget of revenues and expenses, a cash flow projection, and a capital budget. These budgets and projections shall be reviewed and approved by the Valley Collaborative Board of Directors at the annual meeting and modified, as necessary.

B. Financial statements displaying budget vs. actual results shall be prepared by the Business Manager / Accountant and reviewed by Executive Director and the Treasurer and presented to the Valley Collaborative Board of Directors at each board meeting.

313 Insurance and Bonding

A. The Collaborative maintains minimum levels of coverage, as deemed appropriate by the Valley Collaborative Board of Directors, for the follow policies:

1. General liability
2. Business & personal property (including auto/bus)
3. Computer equipment
4. Workers' compensation
5. Personal injury liability
6. Fidelity bond
7. Directors and Officers Insurance
8. Excess Liability

B. The Collaborative requires proof of adequate insurance coverage from all prospective contractors, as deemed applicable.

314 Massachusetts Teacher Retirement System/Massachusetts State Employee Retirement System

The Massachusetts Teacher Retirement System (MTRS) and Massachusetts State Employee Retirement System (MSERS) are contributory retirement systems designed to provide benefits to Massachusetts Teachers, Administrators and State Employees per MGL Chapter 32. Staff members employed by the Collaborative who are eligible for membership are required to join the system. See http://www.mass.gov/mtrb/ or http://www.mass.gov/treasury/retirement/ for full details about eligibility, required payroll deductions and reporting deadlines.

315 Record Retention and Disposal

A. Records are maintained for the following minimum periods:

1. Books, records, documents, and other supporting evidence including paid, cancelled, or voided checks, accounts payable records, vendors' invoices, payroll sheets and registers of salaries and wages, tax withholding statements, employee timesheets and other public documents are retained for seven years after the original entry date.

B. The following records supporting federal contracts, as required by U.S. Office of Management and Budget, are retained for the indicated minimum periods:

1. For three years after submission of the final report of expenditures: general ledger, trial balance, accounts payable and accounts receivable ledger, payroll register, and petty cash book, check register and checks, invoices. Except for:

a) If any litigation, claim, or audit is started before the expiration of the 3-year period, the records shall be retained until all litigation, claims or audit findings involving the records have been resolved and final action taken.

b) Records for real property and equipment acquired with Federal funds shall be retained for 3 years after final disposition.

2. Permanently: Audit reports, annual corporate reports, board minutes, tax and legal correspondence, labor contracts, insurance claims and policies, and retirement and pension records.

C. The disposal date determined under this policy is the end of the fiscal year, or the date of final payment of government grants.

D. All records not supporting government grants or otherwise covered by rules of the Internal Revenue Service are retained for three years from the end of the fiscal year in which the records were originally prepared.

E. All financial records are maintained in chronological order, organized by fiscal year.

F. In connection with the disposal of any records, a memorandum of record disposal shall be prepared by the Business Manager / Accountant listing the record or the class of records disposed of. The Valley Collaborative Board of Directors shall certify this memorandum of records disposal.

316 Financial Reporting

The Business Office maintains supporting records in sufficient detail to prepare the Collaborative's financial reports, including:

A. Annually:

1. Financial statements for audit
2. Annual budget

B. Monthly:

1. Trial balance
2. Internally generated budget vs. actual financial statements with explanations for significant variances
3. Billing invoices to funding sources
4. Updating of the cash flow projection
5. Accounts receivable aging report
6. Accounts payable listing

C. Quarterly:

1. IRS Form 941 and payroll tax returns and comparable state taxing authority returns
2. Other reports upon request

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317 Audit

The Valley Collaborative Board of Directors shall contract annually with a qualified independent certified public accounting firm to conduct an audit of Valley Collaborative's financial statements in accordance with auditing standards generally accepted in the United States of America, *Government Auditing Standards* issued by the Comptroller General of the United States, 2003 Revision (GAS) and, if applicable, the *U.S Office of Management and Budget's Circular A-133.* The selected audit firm must be familiar with these standards, related Commonwealth of Massachusetts and Educational Collaborative regulations, specifically 603 CMR 50.07- (12): **Audit**: Each collaborative shall annually have an independent audit conducted of its accounts, in accordance with generally accepted government auditing standards, and consistent with any guidelines the Department may issue. Such audit will be conducted consistent with 603 CMR 50.08(2). Audit results shall be discussed annually at a public meeting of the collaborative board of directors.

318 Chart Of Accounts

The Chart of Accounts of Valley Collaborative is noted in *Appendix* A. The chart of accounts will assist Collaboratives in managing their operations, preparing financial statements and also facilitating their preparation of the *End of Year Financial Report* as required by the regulation 603 CMR 50.00 and Massachusetts General Law Chapter 40 section 4E.

319 Surplus Funds

At the end of the fiscal year, unexpended general funds, as defined by 603 CMR 50.07, plus any previous year's remaining surplus funds, as determined through the Collaborative's financial statements, will be considered cumulative surplus funds. On an annual basis, the Board shall, upon review of the Collaborative's audit results for the previous fiscal year, determine by a majority vote the final dollar amount of cumulative surplus funds. Surplus funds shall not include funds deposited in a capital reserve as provided for in 603 CMR 50.07(10), funds deposited in trust in accordance with Massachusetts General Laws, Chapter 32B, Section 20, or any amounts prepaid for tuition or services in accordance with Massachusetts General Laws, Chapter 40, Section 4E. As set forth in 603 CMR 50.07(9), in no event shall cumulative surplus funds exceed twenty-five percent (25%) of the previous fiscal year's general expenditures from the Collaborative Fund.

320 Unclaimed/Uncashed Checks and Unclaimed Wages/Payments

Valley Collaborative uses frequent reconciliation and diligence to determine the presence unclaimed or uncashed checks as well as unclaimed wages or payments. The Collaborative will continue to seek out the assignee by all contact means available. The Collaborative adheres to M.G.L. 200A when handling each instance.

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400 POLICIES RELATED TO ASSETS, LIABILITIES, AND NET ASSETS

401 Assets

Economic resources that are recognized and measured in conformity with generally accepted accounting principles. Assets also include certain deferred charges that are not resources, but are recognized and measured in conformity with generally accepted accounting principles. The following sections describe policies related to the recognition of assets.

402 Bank Accounts

Bank accounts have been authorized at Federal Deposit Insurance Corporation (FDIC) or Depository Insurance Fund of Massachusetts (DIFM) insured banks.

403 Petty Cash Payments

A. Petty cash payments shall be made from a fund not to exceed $250, and should be for cash advances, local expense reimbursement, and small-dollar vendor purchases, provided proper documentation is furnished with each request.

B. The petty cash account shall be balanced on a monthly basis by the petty cash custodian. The replenishment check is made out to *Petty Cash "School Name*" on an as needed basis.

404 Criteria for Capitalizing and Depreciating for Property and Equipment

All tangible personal property with a useful life equal to or more than three years and a unit acquisition cost of $5,000 or more is capitalized and recorded in the statement of net assets. Depreciation associated with the fixed asset will be calculated based on its useful life and straight-line depreciation method. The depreciation expense will be recorded in the statement of revenues, expenses, and changes in net assets.

405 Impairment of Assets

A recognized impairment of an asset is reflected when circumstances warrant. The appropriate adjustment is made for any impaired assets, accompanied by a description of the impaired asset and the measurement assumptions used in determining the impairment. All impairments shall be reported.

406 Betterments

Expenditures for significant betterments of existing leased/owned properties are recorded in fixed assets at cost. Maintenance and repairs are expensed as incurred. Depreciation associated with the betterment will be calculated based on its useful life and straight-line depreciation method. The depreciation expense will be recorded in the statement of revenues, expenses, and changes in net assets.

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407 Liabilities

Economic obligations that are recognized and measured in conformity with generally accepted accounting principles. Liabilities also include certain deferred amounts that are not obligated, but are recognized and measured in conformity with generally accepted accounting principles. The following sections describe policies related to the recognition of liabilities.

408 Accounts Payable

Only valid accounts payable transactions based on documented vendor invoices, receiving reports, or other approved documentation are recorded as accounts payable.

409 Accounts Payable Payment Policy

Vendors and suppliers are paid after goods and/or services are delivered. If cash flow problems exist, payments are made on a greatest dependency/greatest need basis.

410 Accrued Liabilities

Salaries, wages earned, and payroll taxes, together with professional fees, rent, and insurance costs incurred, but unpaid, are reflected as a liability when entitlement to payment occurs.

411 Liability for Compensated Absences

A. Compensated absences arise from employees' absences from employment due to vacation leave or other school-designated circumstances. When Valley Collaborative expects to pay an employee for such compensated absences, a liability for the estimated probable future payments is accrued if all of the following conditions are met:

   1. The employee's right to receive compensation for the future absences is attributable to services already performed by the employee.
   2. The employee's right to receive the compensation for the future absences is vested or accumulates.
   3. It is probable that the compensation will be paid.
   4. The amount of compensation is reasonably estimable.

B. Compensated absences not required to be paid upon employee termination are only recorded when paid.

412 Accrued Teachers' Salary

The portion of any teachers' salaries and benefits paid for a school year that extends into the next fiscal year (e.g., a twelve-month salary schedule from August 16th to August 15th of the following year) shall be accrued at the end of the fiscal year for which services were rendered.

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413 Debt

A. When applicable, short-term debt consists of financing expected to be paid within one year of the date of the annual audited financial statements. Long-term debt consists of financing that is not expected to be repaid within one year.

B. All short-term and long-term debt is approved by the Valley Collaborative Board of Directors and may not exceed the duration of the Educational Collaborative without the consent of the Board of Education.

C. Loan agreements approved by the Valley Collaborative Board of Directors should be in writing and should specify all applicable terms, including the purpose of the loan, the interest rate, and the repayment schedule.

414 Net Assets

Net assets are recorded in accordance with generally accepted accounting principles applicable to special purpose governmental units. Net assets include the following:

A. Unrestricted

B. Restricted

C. Investment in Capital Assets, net of related debt

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500 COST ACCOUNTING POLICIES

501 Consistency in Cost Accounting

Practices used by Valley Collaborative in estimating costs in grant/contract proposals shall be consistent with its accounting practices used in accumulating and reporting costs. Accounting practices used by Valley Collaborative in accumulating and reporting actual costs shall be consistent with its practices used in estimating costs in its grant and contract proposals.

502 Unallowable Costs

Costs expressly unallowable or mutually agreed to be unallowable shall be identified in separate general ledger accounts and excluded from billings to a grant or contract with the respective funding source. Available guidance includes, but is not limited to, OMB Circular A-87 - *Cost Principles for State, Local and Indian Tribunal Governments*, OMB Circular A-102 - *Grant and Cooperative Agreements with State and Local Governments*, OMB Circular A-133 - *Audits of State and Local Governments and Nonprofit Organizations.*

503 Separate Records of Unallowable Costs

Valley Collaborative shall maintain separate records of all expressly and mutually agreed upon unallowable costs.

504 Cost Accounting Period

The fiscal year of Valley Collaborative shall be July 1st through June 30th. The same accounting period is used for all adjusting entries and accruals.

505 Gain or Loss on Disposition of Assets

Gains and losses from the sale or other disposition of property shall be recorded as revenue in the year in which they occur, and shall be reflected as such on the *Statement of Revenue, Expenditures, and Changes in Net Assets.*

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600 PROPERTY MANAGEMENT POLICIES

601 Property and Equipment

Valley Collaborative shall maintain detailed records of all government-furnished property and equipment, with an identification and segregation of property and equipment acquired through government contracts.

602 Identification of Property

Valley Collaborative shall tag all property upon receipt and shall assign an identification number to the property and all applicable documents.

603 Recording and Reporting of Property

A. Valley Collaborative shall maintain a log identifying all property in its possession, as follows:

1. Name and description
2. Serial number, model number, or other identification
3. Whether title vests with Valley Collaborative or a governmental entity
4. Vendor name, acquisition date, and cost
5. Location and condition of the equipment
6. Ultimate disposition data, including date of disposal and sales price or method of disposal

604 Physical Inventories

A. Valley Collaborative shall perform a physical inventory of all property in its possession or control on an annual basis.

B. The physical inventory records shall include at a minimum each asset, the related control number, location, and a brief description of its condition.

C. The physical inventory shall be reconciled to the detailed fixed asset subsidiary ledger, and differences, if any, shall be investigated and reconciled.

605 Disposal of Property and Equipment

A. No item of property or equipment shall be removed from the premises without prior approval from the Business Manager / Accountant and/or Executive Director.

B. When property is retired, the appropriate asset in the fixed asset subsidiary shall be adjusted and properly reflected in the general ledger.

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700 PROCUREMENT POLICIES

701 Procurement – Goods and Services

Valley Collaborative shall procure only those items and services that are required in order to perform the mission and/or fill a bona fide need. Valley Collaborative is required to designate a procurement officer who must participate in the public purchasing official certification program conducted by the Office of the Inspector General.

Procurements shall be made using best value contracting which includes assessing the best value considering quality, performance and price. MGL, Chapter 30B is required to be followed by all Commonwealth Educational Collaboratives. Collaboratives shall use a competitive procurement process, which requires sound business practices for purchases less than $10,000. The Collaborative will also select the best value by obtaining three written quotes for items greater than $10,000 and less than $35,000. Finally, a formal bid process will be used for items greater than $35,000, in which bids will be received and evaluated using a formal evaluation process.

A. The Collaborative shall adhere to the following objectives:

1. Procurements will be completely impartial based strictly on the merits of supplier and contractor proposals and applicable related considerations such as delivery, quantity, etc.
2. Make all purchases in the best interests of the Collaborative and its funding sources.
3. Obtain quality supplies/services needed for delivery at the time and place required.
4. Buy from responsible and dependable sources of supply.
5. Obtain maximum value for all expenditures.
6. Deal fairly and impartially with all vendors.
7. Be above suspicion of unethical behavior at all times; avoid any conflict of interest, related parties or even the appearance of a conflict of interest in Valley Collaborative supplier relationships.
8. Adhere to all MGL 30B requirements and guidelines.

B. Valley Collaborative shall execute a *Purchase Order* for all purchases and it shall be approved by the Executive Director of Valley Collaborative.

C. All lease agreements shall be evidenced by a lease or sublease agreement approved by the Valley Collaborative Board of Directors and signed by the Executive Director. The agreement will identify all the terms and conditions of the lease. Any real estate agreement to rent or sell will require a beneficial interest disclosure as required in MGL Chapter 7, §40J.

702 Emergency Purchases

An “emergency purchase” is the purchase of goods or services that are so badly needed that the Collaborative will suffer financial or operational damage if they are not secured immediately. A decision to purchase may be declared in an emergency at the Collaborative’s discretion and “best value” procurement guidelines must be followed. In addition, the purchase must be authorized by the Executive Director.

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703 Procurement – Construction

The Collaborative is required to comply with certain laws while constructing a new facility or performing construction on its current facility. These laws include numerous federal and state laws inclusive of the Commonwealth's public bidding and prevailing wage laws. When undertaking construction or renovation projects, the Collaborative shall seek advice from the Commonwealth of Massachusetts Office of the Attorney General and the Commonwealth of Massachusetts Division of Occupational Safety regarding the applicability of these laws and also the advice of legal counsel regarding the specific construction project. Educational Collaboratives will follow all regulations and guidelines set forth by M.G.L Chapter 30B.

Public Bidding Laws - This law applies to the "construction, reconstruction, installation, demolition, maintenance or repair of any building by a public agency estimated to cost more than $35,000" (M.G.L. c. 149, § 44A(2)). Educational Collaboratives are considered public agencies under the statutes of the Commonwealth.

Prevailing Wage Statute - This law requires payment of a minimum hourly wage rate for certain classifications of labor performed on state and local construction projects. (M.G.L. c. 149, §§ 26-27D). The Division of Occupational Safety issues prevailing wage schedules for construction projects covered by the prevailing wage statute and determines whether the prevailing wage statute applies to certain construction projects.

704 Procurement – Educational Services

The Commonwealth of Massachusetts Board of Education must approve the terms of the contracts with individuals or organizations that provide "substantially all educational services" (M.G.L. 71, §89(j)(5). These contracts are not valid or in effect prior to receiving final approval from the Board of Education.

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800 PAYROLL AND TRAVEL POLICIES

801 Payroll Policies

A. Employee Types/Schedules:
   1. Year-Round Employees are paid on a 12-month, bi-weekly schedule from July 1st to the following June 30th.
   2. Extended School Year Employees are paid on a 12-month, bi-weekly schedule from July 1st to the following June 30th.
   3. School Year Employees are paid on a 10-month bi-weekly schedule from early September to late June.

B. Employee's time is properly approved by both the individual and the supervisor and reported to the Business Office or designated representative.

C. All employee payroll amounts are calculated based upon approved rates included in the individual's personnel file.

D. Any changes to the pay rates or benefits are properly authorized.

E. Valley Collaborative issues STIPENDS to Leadership and Mentorship positions that have taken on additional responsibilities from their contract in order to make Valley Collaborative better for Students and Adults.

F. All payroll taxes—including MTRS and MSERS deductions—and benefits are properly calculated and any deposits made in a timely manner.

G. Payroll liabilities and expenses are recorded in the general ledger by the Business Manager / Accountant after review and approval of the payroll register.

H. All payroll tax reports are prepared in a timely manner and reviewed by a designated individual for accuracy prior to filing.

802 Employee Mileage Reimbursement

A. All employees are reimbursed at a standard mileage rate per mile, as established annually by the Internal Revenue System. In addition, parking fees and tolls paid are reimbursable if properly supported.

B. All employees requesting such mileage reimbursement are required to furnish a *Travel Report* containing the destination of each trip, its purpose and the miles driven, parking fees and tolls, within one month after the travel date. Each employee is responsible for detailing the travel and related expenses and including the required supporting documentation.

C. The travel report must be signed by the employee and approved by their direct supervisor.

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900 CONSULTANTS AND CONTRACTORS POLICIES

901 Consultant Utilization

The utilization of all consultants and contract personnel shall be sufficiently evidenced by:

A. Details of all agreements (e.g., work requirements, rate of compensation, and nature and amount of other expenses, if any) with the individuals or organizations providing the services and details of actual services performed.

B. Invoices or billings submitted by consultants, including sufficient detail as to the time expended and nature of the actual services performed.

C. The use of a management contract for educational and administrative services will clearly identify the contractor's performance requirements, including students' academic achievement, contractor's compensation and Valley Collaborative's rights to educational curricula and intellectual property developed. If the contract provides substantially all educational services, then the contract will be approved by the Commonwealth of Massachusetts Board of Education prior to signature by Valley Collaborative. (Also see *Section 704: Procurement – Educational Services.*)

902 Independent Contractors

The use of consultants shall be closely monitored so as not to vary from the rules of the Internal Revenue Code and M.G.L Chapter 193. In particular, consultants will:

A. Be free from the employer's control and direction in performing the service, both under a contract and in fact.

B. Provide a service that is outside the employer's usual course of business.

C. Must be engaged in an independent trade, occupation, profession, or business of the same type.

D. Not receive any fringe benefits as such, although their fee may include provision for fringe benefits.

E. Not be assigned a permanent workstation.

F. Use own stationery or time sheet in billing for services.

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PART II – PROCEDURES

The following section provides the procedures which will support the policies contained in Part I of this document.

1100 GENERAL ACCOUNTING PROCEDURES

In this section, procedures are described for the overall accounting system design, General Ledger activity and General Ledger closeout for Valley Collaborative.

1101 Overall Accounting System Design

Control Objective

To establish a coding structure that supports financial reporting and management's decision-making.

Major Controls

A. **Business Manager / Accountant Involved in Designing the Chart of Accounts/Coding Structure**

To support decision-making, the Business Manager / Accountant, along with assistance from additional resources, including Executive Director, management, and outside consultants, shall be involved from the outset in setting the chart of accounts/coding structure. The coding generally follows a four-digit general ledger account number with classes designated for grants or other funding to be accounted for separately.

B. **Establishment of Control Accounts**

Control accounts for fixed assets, accounts receivable and accounts payable shall be established with subsidiary detail listings and will be reconciled monthly to these control accounts.

C. **Use of Contra Accounts**

If necessary, the accounting structure shall provide for offsetting contra accounts (e.g. an allowance for doubtful accounts, accumulated depreciation) to adjust historical cost to current levels for financial reporting purposes.

D. **Segregation of Unallowable Costs**

Accounts shall be established to capture and segregate unallowable costs.

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1102 General Ledger Activity

Control Objective

To ensure that all General Ledger entries are current, accurate, and complete.

Major Controls

A. **Timeliness of Entries**

All entries shall be made soon after the underlying accounting event to ensure the financial records and reporting is current.

B. **Support Documentation**

All entries shall be supported by adequate documentation that clearly indicates the justification and authorization for the transaction.

C. **Audit Trail**

A complete audit trail shall be maintained by the use of reference codes, from source documentation through the books of original entry and general ledger, to periodic reporting statements.

Procedures

1. Financial data on source documentation shall be verified against original documents (e.g., invoice, purchase order, etc.) by the Business Manager / Accountant before entering into the accounting system.
2. Provisions shall be made for using recurring General Journal entries for certain transactions, such as recording the monthly portion of prepaid insurance.
3. Non-recurring entries, such as for correcting entries, recording accruals, and recording non-cash transactions, shall be prepared as circumstances warrant and on an as needed basis.
4. All entries in the books of original entry (e.g., cash receipts journal and disbursements) shall be made soon after the accounting event from authorized forms, and are prepared and reviewed by qualified accounting personnel.

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1103 General Ledger Close-Out

Control Objective

To ensure the accuracy of financial records and reports.

Major Controls

A. **Trial Balance**

Monthly, a trial balance shall be prepared to ensure the accuracy of the general ledger account balances.

Procedures

1. At the end of each month, a trial balance of all general ledger accounts shall be prepared by the Business Manager / Accountant.
2. At fiscal year-end and after the annual audit, all income and expense accounts shall be closed out, and the general ledger balances shall agree to the audited financial statements.

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1200 CASH MANAGEMENT PROCEDURES

In this section, procedures are described for cash receipts, cash disbursements, and petty cash funds and prepaid items.

1201 Cash Receipts

Control Objective

To record cash receipts completely and accurately and to prevent the diversion of cash assets.

Major Controls

A. **Cash Receipts Policies**

Valley Collaborative shall have internal control systems in place to monitor cash receipts, and to ensure that deposits are made in a timely manner.

B. **Internal Accounting Controls**

(i) Opening of mail shall be assigned to an employee with responsibilities independent of access to files or documents pertaining to accounts receivable or cash accounts.

(ii) Listed receipts and credits shall be compared to the accounts receivable and bank deposits.

(iii) General Ledger control accounts shall be reconciled with the Accounts Receivable Subsidiary Ledger.

Procedures

1. Mail shall be opened by the Receptionist who sorts the checks and forwards them to the Business Office, if applicable, or Business Manager / Accountant
2. All checks shall be restrictively endorsed immediately by the Business Clerk or Executive Assistant.
3. The Accounting Manager, if applicable, or Business Manager / Accountant shall prepare all journal entries and deposit slips.
4. A copy of each check to be deposited shall be made via deposit software, and is able to be sourced as needed.
5. The Accounting Manager, if applicable or Business Manager / Accountant shall input all journal entries.
6. Accounting Manager shall make deposits on a daily or no later than on a weekly basis. If deposits are made other than daily, the deposit shall be maintained in a secure area with limited access.
7. The Business Manager / Accountant or Treasurer shall perform reconciliation of cash receipts to deposit slips and bank statements on a monthly basis.

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1202 Cash Disbursements

Control Objective

To disburse cash for authorized purposes and record cash disbursements completely and accurately.

Major Controls

A. **Cash Disbursement Policies**

Check preparation and signatures shall be delayed until the due date, consistent with discounts, if available.

B. **Internal Accounting Controls**

(i) Checks shall be pre-numbered and printed on special check protective paper.

(ii) The Executive Assistant shall match disbursement records against accounts payable/open invoice files on a monthly basis.

(iii) Bank statements shall be reconciled to cash accounts and any outstanding checks verified by either the Business Manager / Accountant or the Accounting Manager, if applicable on a monthly basis.

(iv) Supporting documentation shall be provided by to the Accounting Manager for all canceled invoices to prevent resubmission for payment.

(v) The Business Manager / Accountant shall perform a detailed comparison of actual vs. budget disbursements on a periodic basis.

(vi) Separation of duties shall be accomplished to the extent possible for an organization the size of the Collaborative.

Procedures

1. When the transaction is complete and payment is due, a pre-numbered check is prepared by the Accounting Manager who attaches all supporting documentation: (e.g. vendor invoice, purchase order, purchase requisition, etc.) and submits the package to the Executive Director or the Treasurer for approval.
2. All invoices submitted for signature will include approvals for payment, expense account(s) charged, grant account(s) charged, if applicable; check number and date of payment.
3. The Executive Director or the Treasurer signs checks, after examining the supporting documentation.
4. After having been signed, the checks shall be mailed directly to the payee by Business Clerk or Executive Assistant.
5. All supporting documents shall be canceled (i.e. stamped *PAID*) by the signatory and filed by Accounting Manager or assistant.
6. On a monthly basis, cash disbursement records shall be matched against accounts payable/open invoice files for any discrepancies.
7. Bank statements shall be reconciled soon after receipt by either the Business Manager / Accountant.

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1203 Petty Cash Funds

Control Objective

To control the use of petty cash funds for valid transactions.

Major Controls

Internal Accounting Controls

Reconciliation of petty cash funds shall be by employees with responsibilities independent of cash receipts, disbursements or custody.

Procedures

1. Valley Collaborative shall maintain a petty cash fund with a balance of not more than $250, which will be maintained and secured by the Accounting Manager.
2. The Business Office shall maintain a log of all disbursements made from the petty cash fund and they shall use a *Petty Cash Voucher* for all petty cash disbursements.
3. When the fund needs to be replenished, the Accounting Manager shall prepare a check request. The check request will include the log of disbursements and the supporting vouchers as an attachment. See cash disbursement procedure above for payment.
4. Any differences between the check request to bring the fund up to the petty cash amount and total disbursements made shall be reviewed and a written justification for the variance shall be prepared.
5. Fund disbursements are entered into the general ledger by expense category when the fund is replenished.

1204 Prepaid Items

Control Objective

To ensure proper accounting for prepaid expenses.

Major Controls

Internal Accounting Controls

(i) Preparation and updating of an amortization schedule to reflect the incurring of expenses for prepaid items (e.g., prepaid insurance).

(ii) Detailed prepaid expenses reconciled with the general ledger control account.

Procedures

1. Vendor invoices shall be reviewed by the Business Office to identify all required prepayments.
2. For payment of prepaid items, the transaction shall be coded to reflect the appropriate portion of the payment representing the prepaid portion.
3. An amortization schedule shall be prepared to reflect the incurring of an expense for prepaid items.
4. A standard journal entry shall be prepared by the Business Office, if applicable to record the monthly expense.
5. Reconciliation shall be performed on a monthly basis between the subsidiary ledger and the prepaid expense General Ledger control account.

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1300 GRANTS MANAGEMENT PROCEDURES

In this section, the procedures are described that cover revenue recognition and invoicing, billing, accounts and contributions receivable.

1301 Revenue Recognition and Invoicing

Control Objective

To ensure that grant and contract billings are adequately supported, recorded on a timely basis, and reflect the terms and conditions of the grant or contract.

Major Controls

A. Invoicing Policy

Invoices shall be prepared based on contract agreement dates.

B. Invoice Format

Invoice formats shall vary depending on the funding source.

C. Segregation of Unallowable Costs

Accounts shall be maintained for explicitly unallowable costs.

D. Internal Accounting Controls

(i) Verification of services shall be performed before invoice processing.

(ii) A Reconciliation of expenditures incurred or units billed to invoices shall be prepared.

(iii) Control of revenue shall be achieved with the use of General Ledger control accounts.

(iv) Separation of duties between the preparation of the invoice and its review and approval shall be to the extent possible for an organization the size of the school.

Procedures

1. On a monthly basis, program costs, or an electronic spreadsheet/software noting total units served, shall be reviewed by the Interim Assistant Business Manager and recorded on an invoice format prescribed by the funding source. Unallowable or unbillable costs shall be excluded from claimed costs.
2. The invoice is entered in the Grants Receivable ledger, which, depending on the accounting software, should automatically prepare an entry to record the corresponding revenue.
3. Arithmetic extensions are verified and invoices shall be reviewed for accuracy and completeness by the Business Office and signed by the Executive Director.
4. Invoices shall be mailed to the funding source by the Business Office.
5. Copies of invoices and supporting documents shall be filed by funding source.

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1302 Grants Receivable

Control Objective

To ensure the accuracy, completeness, and timeliness of accounts receivable balances and collection.

Major Controls

A. **Separation of Duties**

To the extent possible, the responsibility for posting invoices shall be kept separate from those with responsibilities for cash functions.

B. **Use of Control Accounts**

A General Ledger control account shall be reconciled to individual receivable balances within the Grants Receivable subsidiary ledger.

Procedures

1. Payments and other adjustments shall be posted to the Grants Receivable subsidiary ledger.
2. The Grants Receivable subsidiary ledger shall be reconciled to the General Ledger control account on a monthly basis.
3. Any Grants Receivable balance greater than 90 days old shall be followed up and investigated.
4. A final report shall be submitted to the respective funding source after the end of the project period.

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1400 PAYROLL PROCEDURES

Payroll procedures shall be organized under six categories: personnel requirements, personnel data, timekeeping, and preparation of payroll, payroll payment, and payroll withholdings.

1401 Personnel Requirements

Control Objective

To ensure that the Collaborative hires only those employees—full or part-time—that it absolutely needs and exerts tight control over hiring new employees.

Major Controls

Payroll Policies

The Collaborative shall adopt payroll policies for installing new employees on the payroll system and removing terminated employees from the system, as well as monitoring vacation and sick pay.

Procedures

New Employees

1. Requests for new employees shall be initiated by the Principal or Manager and compared with the approved annual personnel budget. The request is approved or denied by the Executive Director.
2. A *Personnel Action Form* shall be initiated when hiring a new employee. Included on this form shall be the job description, approved pay rate, and grant funding, if any. Information on this form shall be reviewed by the Director of Student Services and Human Resources and communicated to the payroll office.
3. New employees shall complete an *Application for Employment*.
4. New employees shall complete an *IRS W-4 Form and Federal I-9 Form.*
5. A CORI (Criminal Offender Record Information) background check shall be conducted on all new employees and their CORI reports shall be placed in their employment files. Human Resources handles this processing.

Vacation and Sick Pay

1. Employees shall accrue vacation time based on personnel policy of Valley Collaborative.
2. Specific regular part-time employees shall earn vacation time on a pro-rata bases based upon the Employee Handbook of Valley Collaborative.
4. Employees' earned vacation balances shall be adjusted monthly to reflect vacation time earned and taken and these records shall be reviewed by Valley Collaborative Business Office on a monthly basis.
5. Sick leave taken shall be monitored against each employee's available sick time on accounting software and these records shall be reviewed by Valley Collaborative Business Office on a monthly basis.
6. Before vacation time is paid, a *Leave Request* shall be prepared by the employee, which shall be reviewed and approved by employee supervisor.
7. Program Principals and Managers shall monitor vacation and sick time by evaluating data in Accounting/Human Resources system.

8. A General Journal entry shall be prepared at year-end to record the accrued vacation liability.
9. Unused vacation time shall be based on the Employee Handbook of Valley Collaborative.

1402 Personnel Data

Control Objective

To calculate and record payroll data accurately and completely for all employees.

Major Controls

Internal Accounting Controls

(i) A precise paper trail covering all transactions shall be kept.

(ii) Changes in personnel data shall be approved by responsible officials.

(iii) Separate payroll and personnel files shall be periodically reviewed and reconciled.

Procedures

1. Changes to personnel data shall be initiated with a *Personnel Action Form* when making changes in new hires, terminations, pay rate changes, or payroll deductions.
2. Authorized changes shall be communicated to the payroll office.
3. A copy of the *Personnel Action Form* shall be retained in the employee's personnel file.

1403 Timekeeping

Control Objective

To ensure that payment for salaries and wages is made in accordance with documented time records.

Major Controls

A. **Timekeeping Policies**

Employees shall be instructed on the proper charging of time to assure the accuracy of recorded time to cost objectives.

B. **Time Sheet**

Labor hours shall be accurately recorded and any corrections to timekeeping records, including the appropriate authorizations and approvals shall be documented.

C. **Internal Reviews**

The Collaborative's supervisory personnel shall monitor the overall integrity of timekeeping.

D. **Internal Accounting Controls**

A reconciliation of the hours charged on time sheets to attendance records shall be completed by the Business Office on a bi-weekly basis.

Procedures

Electronic Time Entry Process

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1. Hourly employees shall approve of labor hours in Time and Attendance Software from ADP weekly.

Approval of Electronic Time Entry

1. Each employee's time entry is first approved by the employee. Supervisors require a second approval of the time before data is made available for payroll processing.
2. Approvals are again reviewed in Payroll Office before Payroll Processing. All exceptions are reported and corrected.

Reconciliation of Payroll to Time Entry

1. An overall payroll review shall be completed by the Interim Assistant Business Manager for each pay period.

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1404 Preparation of Payroll

Control Objective

To ensure that payment of salaries and wages is accurately calculated.

Major Controls

Internal Accounting Controls

(i) Time records or contracts shall be periodically reconciled with payroll records.

Procedures

1. The Principals or a designee shall forward approved time sheets to the Business Office through ADP's online system.
2. The total time recorded on time sheets and the number of employees shall be calculated by the Payroll Staff.
3. Recorded hours from the bi-weekly time sheets shall be accumulated by the Payroll Office.
4. The payroll reports received from the payroll office (e.g., calculations, payrolls and payroll summaries) shall be compared with time sheets, pay rates, payroll deductions, compensated absences etc., by the Interim Assistant Business Manager.
5. The Interim Assistant Business Manager shall verify gross pay and payroll deductions.
6. The total hours and number of employees shall be compared with the totals in the Payroll Register by the Director of Student Services and Human Resources.
7. The Payroll Register shall be reviewed and approved by the Interim Assistant Business Manager prior to forwarding of the payroll checks to the Human Resources Coordinator for distribution.

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1405 Payroll Payment

Control Objective

To ensure payment for salaries and wages by check, direct deposit, cash or other means shall be made only to employees entitled to receive payment.

Major Controls

Internal Accounting Controls

(i) Pre-numbered checks shall be used and all check numbers shall be accounted for. These come directly from ADP. Valley does not issue the live payroll checks.

Procedures

1. Checks and payroll register shall are available to be reviewed on the ADP system.
2. Payroll payments by check, direct deposit or cash shall be distributed by the Collaborative for forwarding to employees and the payroll register shall be filed.
3. The Interim Assistant Business Manager shall control and monitor all undelivered and un-cashed payroll checks, respectively.
4. The payroll bank account shall be reconciled monthly by the Business Manager / Accountant and reviewed by the Executive Director.

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1406 Payroll Withholdings

Control Objective

To ensure that payment withholdings are correctly reflected and paid to the appropriate third parties.

Major Controls

A. **Reconciliation of Payment and Payroll Withholdings**

Payroll withholdings shall be recorded in the appropriate General Ledger control accounts and reconciled with payments made to third parties.

B. **Internal Accounting Controls**

The payroll office calculates payroll withholdings, which shall be reviewed and verified by the Director of Student Services and Human Resources.

Procedures

1. The payroll office calculates payroll withholdings—including MTRS and MSERS deductions—for each employee. These shall be summarized by pay period and recorded in General Ledger.
2. Payments for payroll withholdings shall be reconciled with the amounts recorded in the General Ledger control accounts by the Business Manager / Accountant.
3. The Business Manager / Accountant shall review the accuracy and timeliness of payments made to third parties—including MTRS and MSRES—for payroll withholdings.
4. Original withholding and benefit election forms, maintained in the employee file, shall be prepared by employees and reviewed and approved on a periodic basis by the Director of Student Services and Human Resources.
5. The Director of Student Services and Human Resources shall prepare and file the required MTRS and MSRES reports and Internal Revenue Service and Commonwealth of Massachusetts payroll tax forms.

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1500 PROPERTY AND EQUIPMENT (P&E) PROCEDURES

This section is organized into six parts: P&E acquisitions, record keeping over P&E, depreciation of P&E, inventory of P&E, disposal of P&E, and Government-furnished and Collaborative-acquired property and equipment.

1501 Property & Equipment Acquisitions

Control Objective

To control the acquisition of P&E and completely and accurately record fixed asset acquisitions in order to safeguard fixed assets from loss.

Major Controls

A. **P&E Acquisitions Tied to Budget**

All acquisitions of property and capital equipment shall either be designated in the approved budget, or subsequently approved by the Valley Collaborative Board of Directors.

B. **P&E Acquisitions Based on Approved Requests**

Official approval shall be obtained before a P & E purchase is made. This is performed by reviewing the *Purchase Requisition Form* prepared for the item.

C. **Internal Accounting Controls**

Fixed asset acquisitions shall be reconciled with capital expenditure authorizations by the Business Manager / Accountant on a quarterly basis.

Procedures

1. Capital budget requests shall be submitted annually for review and approval by the Valley Collaborative Board of Directors.
2. Authorization requests for the acquisition of fixed assets shall be reviewed against the capital budget and approved by the Treasurer, or Executive Director.
3. Each item of property and equipment received shall be identified and tagged in a visible area on the asset.
4. A copy of the *Purchase Order* for capital expenditures shall be entered into the fixed assets subsidiary or comparable worksheet for proper identification of all fixed assets.
5. Information on each tagged asset shall be entered in the fixed assets subsidiary or comparable worksheet.

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1502 Recordkeeping Over Property & Equipment

Control Objective

To completely and accurately record fixed asset acquisitions, transfers, and dispositions on a current basis.

Major Controls

A. **Capitalization Policies**

The Collaborative follows generally accepted accounting principles as applicable to special purpose business-type activity government entities. All fixed assets purchased shall be capitalized in the year of purchase, and recorded in the general ledger. The Collaborative follows the policy of capitalizing all fixed assets purchased greater than $5,000 per unit.

B. **Fixed Asset Classification**

Fixed assets shall be accounted for by the following classifications: land, building, equipment, betterment, leasehold improvements, equipment, furniture, and computer hardware and software.

C. **Complete Record of P&E Acquisition Costs**

The fixed assets subsidiary ledger contains the full history of each capital asset acquired: original acquisition cost, and any costs incurred to prepare the asset for use.

Procedures

1. Asset acquisitions, transfers, and dispositions shall be entered in the fixed assets subsidiary ledger on a periodic basis.
2. The fixed assets subsidiary ledger shall be reconciled with the control account in the general ledger on a monthly basis. Any differences shall be analyzed and resolved by the Business Manager / Accountant.

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1503 Depreciation

Procedures

The Collaborative capitalizes all fixed assets when acquired, and records the historical cost of these items in the general ledger. In accordance with generally accepted accounting principles as they relate to special purpose business-type activity, government entities, under GASB 34, depreciation expense must be recorded in the general ledger. Valley Collaborative will use the straight-line method of depreciation over the assets useful life as determined as follow:

Computers	3 years
Office Equipment	5 years
Vehicles	5 years
Office Furniture	7 years
Leasehold Improvements	Useful life or life of lease, whichever is less
Building Improvements	20 years
Building	40 years

1504 Inventory of Property & Equipment

Control Objective

To ensure that all recorded assets exist and are in use.

Major Controls

Internal Accounting Controls

(i) All property and equipment shall be tagged when received.

(ii) Physical inventories shall be performed bi-annually.

(iii) Differences between physical inventories and amounts recorded in the control account shall be analyzed and reconciled monthly.

Procedures

1. The Business Manager / Accountant shall prepare a printout of recorded fixed assets by asset classification.
2. An inventory of fixed assets shall be taken bi-annually.
3. The inventory of fixed assets shall be compared to the amounts recorded in the general ledger control account. Differences shall be investigated and resolved by the Business Manager / Accountant monthly.

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1505 Disposal of Property & Equipment

Control Objective

To ensure that assets no longer in use are disposed of in accordance with existing policies.

Major Controls

A. **Disposal Policies**

The Collaborative has adopted policies on the disposition of property and equipment.

B. **Internal Accounting Controls**

(i) Disposal or transfer of fixed assets shall occur only with proper authorization.

(ii) Periodic counts of fixed assets that is reconciled with the fixed assets recorded in the control account within the general ledger.

Procedures

1. A determination shall be made by the Collaborative personnel as to the usefulness of a fixed asset.

4. If an asset is disposed, it is recorded in the general ledger and fixed asset ledger. These accounts are reconciled quarterly.

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1506 Property & Equipment Acquired Through Government Grants/Contracts

Control Objective

To assure that property and equipment are properly obtained, used, and managed during the performance of government grants or contracts.

Major Controls

A. **Record keeping**

The Collaborative shall maintain detailed records on all property and equipment.

B. **Custody**

All property and equipment, when not in use, shall be stored in a secure area.

C. **Inventory**

All property and equipment shall be inventoried.

Procedures

1. All property and equipment acquired through government grants or contracts shall be assigned tag numbers and properly identified with this number in the fixed asset subsidiary ledger.
2. On a semi-annual basis, the Business Office shall request inventory of all property and equipment and shall ensure that fixed assets are being used for the purpose intended.
3. If necessary, the Collaborative shall obtain approval from the appropriate government agency for the disposition of property and equipment acquired through a government grant or contract, and only then shall the Business Manager / Accountant authorize the disposition as described in the previous section.

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1600 ACCOUNTS PAYABLE PROCEDURES

This section is organized into three major parts: accounts payable, purchasing, and expense reimbursement.

1601 Accounts Payable

Control Objective

To ensure that invoices shall be accurately recorded on a timely basis for authorized purchases.

Major Control

A. **Reconciliation of Accounts Payable Records**

Reconciliation of source data, subsidiary ledger totals, and general ledger control accounts shall be performed periodically to ascertain the accuracy of accounts payable entries.

B. **Internal Reviews**

Internal reviews shall be conducted to determine if duplicate payments or overpayments exist.

Procedures

Voucher Preparation and Review of Voucher

1. Invoices shall be received by the Account Payable Office.
2. Invoices shall be compared to the *Purchase Order* and the packing list.
3. The invoice shall be reviewed for:
   (i) The nature, quality, and quantity of goods ordered and the related price
   (ii) Accuracy of all arithmetic calculations and extensions
   (iii) Allowance of expenditure
   (iv) Proper general ledger account and department coding
4. The invoice shall be input into the general ledger through the accounts payable subsidiary ledger after it is reviewed by the Business Office.

Purchase Discounts

1. The Business Office shall establish all vendor accounts within the accounting system upon initial use of the vendor.
2. The Business Office shall review the invoice for any purchase discount date and ensures that the vendor file is established and properly capturing any discounts allowed.

Reconciliation of Accounts Payable Records

1. The total balance in the accounts payable subsidiary ledger shall be reconciled with the general ledger control account monthly.
2. Debit balances in the accounts payable subsidiary ledger shall be resolved appropriately (e.g., an offset against other amounts due the vendor, requesting payment from the vendor, etc.)

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1602 Purchasing

Control Objective

To ensure that goods and services shall be acquired at fair and reasonable prices and the highest personal standards of conduct shall be maintained in all relationships with vendors, suppliers, and subcontractors.

Major Controls

A. **Purchase Requirements**

The Collaborative shall develop cost-effective and efficient purchase requirements in order to achieve full and open competition, meet delivery schedules, control inventory and material, and expedite purchases.

B. **Required Competition**

The Collaborative shall utilize the following procurement guidelines (In accordance with M.G.L 30B):

Contracts under $10,000 - The Collaborative shall use sound business practices when procuring goods and services for amounts less than $10,000.

Contracts from $10,000 to $35,000 - The Collaborative shall seek price quotes from at least three vendors and shall award the contract to the responsible vendor offering the supply or service needed for the lowest price.

Contracts greater $35,000 - The Collaborative shall conduct a formal advertised competition using sealed bids or proposals. An award shall be offered to the qualified bidder who meets the Collaborative's specifications and offers the lowest price. M.G.L. 30B guidelines ad regulations will be followed

Construction contracts – The Collaborative follows all state and federal guidelines inclusive of the Commonwealth's public bidding laws.

C. **Selecting the Vendor**

The Collaborative shall select the most responsive and responsible vendor to provide the required materials and services, and shall promote competition in order to obtain fair and reasonable prices.

D. **Internal Accounting Controls**

(i) All unethical purchasing conduct shall be reported to management as required under Valley Collaborative's *Fraud Detection and Mitigation Policy*. Upon completion of an investigation, management shall recover restitution for any gain resulting from such conduct.

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Procedures

Purchase Requirements

1. After approval of the annual budget, the Business Manager / Accountant shall review the Collaborative's needs to uncover patterns of orders and opportunities for clustering orders. This shall be done to achieve volume discounts.

2 In preparing purchase requisitions, the Executive Director or designee shall identify minimum needs.

Processing Purchase Requisitions

1. The *Purchase Requisitions* shall include the following minimum requirements:

   (i) A description of items ordered

   (ii) A cost estimate

   (iii) The required delivery information

   (iv) A statement of the nature and purpose of the procurement

3. *Purchase Requisitions* shall be approved by the Principal or Executive Director, upon a careful review of the remaining budget.

4. The Principal's shall present all *Purchase Requisitions* to the Executive Director for review and approval.

5. Approved *Purchase Requisitions* shall be forwarded to the Accounting Manager.

Processing Purchase Orders

1. All *Purchase Orders* shall be created by Accounting Manager shall approve the *Purchase Order* information that may be input by the Accounting Manager

3. Purchase Orders shall only be approved by the the Executive Director.

4. A copy of the *Purchase Order* shall be prepared. One copy shall be forwarded to the vendor, and an electronic copy is kept in the accounting system.

Obtaining Bids and Quotations

1. The requester of the purchase order shall request bids or quotations verbally on transactions not expected to exceed $1,000, and in writing for transactions between $1,000 and $5,000. Items greater than $5,000 shall require formal bid requests and evaluation before a *Purchase Order* is issued.

2. In evaluating bids received, the requester shall perform and document in writing a cost or price analysis.

Negotiation and Award

1. Consistent with the Collaborative's goal of expanding opportunities for minority business enterprises, companies which are minority or women owned, to the extent they are available locally and qualified, shall be given an opportunity to bid on a procurement in the Collaborative's selection process.

2. Awards may be made to other than the low bidder in circumstances where the higher bid demonstrates best value contracting procedures to the Collaborative (can use MGL c.30B as a guide). In such situations, the Business Manager / Accountant shall prepare a justification statement for such awards, furnishing a brief explanation of the factors leading to such a decision.

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1603 Expense Reimbursement

Control Objective

To ensure Valley Collaborative shall pay only for properly authorized business expenses.

Major Controls

A. **Travel Policies**

The Collaborative shall adopt policies on travel reimbursement.

B. **Employee Expense Reimbursement Documentation**

Employees shall obtain and furnish documentation for individual expenses and company credit card purchases.

C. **Internal Accounting Controls**

(i) Justification for travel shall only be approved by Principal or the Executive Director.

(ii) Documentation shall be provided for incurred reimbursable employee expenses.

(iii) Documentation and approval shall be required for all Collaborative commercial charge accounts.

Procedures

Expense Advance or Reimbursement

1. Soon after traveling, but not exceeding 30 days, an employee who seeks reimbursement for authorized expenses shall complete a *Travel Report* detailing the expenses incurred and also attached supporting documentation.
2. All commercial charge account purchases shall be supported by previously approved invoices in order to be reimbursed.
3. All employees' *Travel Reports* and associated invoices shall be directly reviewed and approved for payment by the Principal or Executive Director.

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1700 OTHER LIABILITIES PROCEDURES

This section describes procedures for recognizing and recording accrued liabilities and deferred revenue.

1701 Accrued Liabilities

Control Objective

To accurately control and record accrued liabilities.

Major Controls

A. **Maintaining an Accrual Register**

Valley Collaborative shall properly set up and monitor accrued liabilities and accrual accounts related to salaries and wages, vacation pay, and payroll taxes.

B. **Reconciliation of the Subsidiary Schedules with the General Ledger Control Account**

On a periodic basis, the Business Manager / Accountant shall perform a reconciliation between the subsidiary schedule and the general ledger control account.

Procedures

1. An accrual subsidiary schedule shall be established and maintained by the Business Manager / Accountant for each type of accrual.
2. The Collaborative shall record all accruals at fiscal year-end, or when determined necessary by the Business Manger
3. A general journal entry shall be prepared at year-end to record all accruals only after they have been reviewed and approved by the Business Manager / Accountant.

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1702 Deferred Revenue

Control Objective

To accurately control and record deferred revenue.

Major Controls

A. **Maintaining a subsidiary schedule of revenue deferred**

Valley Collaborative shall properly set up and monitor deferred revenue and properly record revenue in accordance with generally accepted accounting principles.

B. **Reconciliation of the Subsidiary Schedule with the General Ledger Control Account**

On a periodic basis, the Business Manager / Accountant shall perform reconciliation between the subsidiary schedule and the general ledger control account.

Procedures

1. A deferred revenue subsidiary schedule shall be established and maintained by the Business Manager / Accountant for each type or source of revenue for which the Collaborative receives advanced funding.
2. The Business Manager / Accountant shall determine the extent of revenue recognized and consequently the revenue deferred for all revenue sources for which the Collaborative receives advanced funding.
3. A general journal entry shall be prepared at year-end to record all deferred revenue only after the records have been reviewed and approved by the Business Manager / Accountant.

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1800 MANAGEMENT REPORTING PROCEDURES

In this section, procedures are covered for supporting the annual budget, financial reporting, and tax compliance.

1801 Annual Budget

Control Objective

Valley Collaborative shall develop systems to effectively support the preparation of the annual budget and its periodic review.

Major Controls

A. **Budget Process**

The Finance Committee shall work with the Executive Director and Business Manager / Accountant to prepare the annual operating and capital budgets and the annual cash flow projection. The budgets and projections shall be submitted to the Valley Collaborative Board of Directors for approval.

B. **Internal Accounting Controls**

Accuracy and completeness of the budgets and projection

Procedures

1. In preparation of the annual operating and capital budgets and cash flow projection, the Business Manager / Accountant shall prepare preliminary budgets and the projection for review by the Executive Director in consultation with the Finance Committee.
2. To support the budgets and projection estimates, the Business Manager / Accountant shall prepare current year-to-date financial data with projections of year-end totals.
3. The Executive Director and the Finance Committee shall review the budgets and projection submitted by the Business Manager / Accountant for completeness and reasonableness.
4. The Valley Collaborative Board of Directors shall approve and adopt the final budgets and projections.
5. The adopted budget totals shall be entered in the general ledger by the Business Manager / Accountant for the new fiscal year, in order to prepare budget to actual reports.

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1802 Financial Reporting

Control Objective

Valley Collaborative shall develop systems to ensure the accuracy, completeness, and timeliness of financial reporting to support decision-making.

Major Controls

A. **Schedule**

Monthly managerial reports shall be prepared based on a pre-determined schedule.

B. **Review and Approval**

Financial reports shall be reviewed for accuracy and completeness.

C. **Audit**

The annual financial statements of the Collaborative shall be audited by a certified public accounting firm.

Procedures

1. The Business Manager / Accountant shall prepare monthly budget vs. actual financial reports and a cash flow projection for all regular Valley Collaborative Board of Directors meetings.
2. The Collaborative shall submit to an annual audit of its financial statements by a qualified certified public accounting firm, in accordance with 603 CMR 50.00 and M.G.L. Chapter 40 Section 4E
3. The Collaborative shall submit the audited financial statements to the Office of the State Auditor and the Commonwealth of Massachusetts Department of Education Educational Collaborative Office by the January 1 statutory deadline.

1803 Payroll Tax Compliance

Control Objective

Valley Collaborative shall develop systems to accurately prepare and file required tax documents on a timely basis.

Major Controls

A. **Preparation**

The Collaborative utilizes ADP to assist in the preparation of periodic payroll tax filings.

B. **Approval of Tax Returns**

Payroll tax documents shall be reviewed and approved by ADP.

Procedures

1. The Collaborative shall maintain a schedule of required filing due dates for at a minimum the following documents:

   (i) *IRS Form W-2* - Wage and Tax Statement.

(ii) *IRS Form W-3* - Transmittal of Income and Tax Statements.

(iii) *IRS Form 941* - Employer's Quarterly Federal Tax Return for Federal Income Tax Withheld from Wages and FICA Taxes.

(iv) *IRS Form 1099 MISC* - U.S. Annual Information Return for Recipients of Miscellaneous Income.

(v) Quarterly and annual state(s) unemployment tax return(s).

(vi) MTRS and MSERS retirement deduction reporting

2. Before submission, all payroll tax documents and the supporting schedules shall be reviewed and approved by ADP for accuracy and completeness.

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APPENDIX A: Sample Forms

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Valley Collaborative Sample Purchase Order

Purchase Order

VALLEY COLLABORATIVE
40 LINNELL CIRCLE
BILLERICA MA 01821

No. 170748

PO# must appear on all documents
Tax Exempt #

Mail invoice to address above or email
accountspayable@valleycollaborative.org

Changes to any items or prices must be approved before shipping order.

P.O. Date: 10/25/2016 **Questions ?** Accounts Payable (978) 528-7824 **Ext:** **Account:**

P.O. Issued To :

Ship To:
Valley Collaborative - Admin CBO

40 Linnell Circle
Billerica MA 01821
(978) 528-7800

Contact: Location: Central Office

Phone: Fax: **Project:** Undesignated **Req#** 1800

Reference: **Date Required:** 11/04/2016 **Award Number:**

Line	Qty	Unit	Part#	Description	Unit Price	Extended
1	325	EA		Student Information Management Subscription Service	22.00	7,150.00

Total Amount: 7,150.00

APPROVAL SIGNATURES:

NOTES:

Order Via: Fax

VENDOR COPY

Monday, November 14, 2016

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Valley Collaborative Sample Request for Purchase Order Form

REQUEST FOR PURCHASE ORDER - SUPPLIES AND SERVICES

Requestor Name: _____ Vendor Name: _____
Room/Location: _____ Vendor Address: _____
Program# to Charge: _____ Vendor Phone #: _____
Quote #: _____ Vendor Fax #: _____
Website Address: _____ Amazon.com
Check need by date: _____
PO Change Order Date and Reason: _____

			Qty.	Unit Price	Total
Catalog Page Number	Model or Item Number	Description			
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
					$0.00
				Total:	$0.00

Shipping Charges: $_____ or _____% Date: _____

Approved: _____

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Valley Collaborative Sample Petty Cash Worksheet

Date	Name	Description	Account Charge	Account Charge	Account Charge	Account Charge	Account Charge	Account Charge	Account Charge	Total
										-
										-
										-
										-
										-
										-
										-
										-
										-
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										-
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										-
										-
										-
										-
			-	-	-	-	-	-	-	-
		Reimbursement Request								-

"Count" - Cash On Hand

Total Petty Cash Fund $250 -

5340	POSTAGE
5350	FIELD TRIPS
5420	MATERIALS AND SUPPLIES
5500	SUPPLIES - NURSING
5550	GRADUATION/STUDENT RELATIONS

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Valley Collaborative Sample Weekly Time Sheet

2016-2017 Timesheet

180-210 Days

Valley Collaborative

Pay period start date:

Pay period end date:

Employee Name:

Job Title:

School/Program:

Location:

Number of Hours Contracted per Day:

	Date	Time In	Time Out	Contract Hours Worked	Extra Hours See Below	Sick Day Hours	Personal Day Hours	Jury Duty or Bereavement
Monday								
Tuesday								
Wednesday								
Thursday								
Friday								
Monday								
Tuesday								
Wednesday								
Thursday								
Friday								
Total for Pay Period								

Employee signature

Print Principal Name

Principal Signature

All extra hours (including but not limited to Training and Open House) need to be pre-approved by the principal.

All extra hours over 40 hours per week need to be pre-approved by the Executive Director.

Beginning 5/4/2015 everyone must complete the Time In, Time Out columns.

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Valley Collaborative Sample Expense Report

Date	Program to charge	Complete Route Traveled	Description/Purpose	Total Miles	Typical Commute Start (Home Address)	Typical Commute End (Work Base Address)	Total Miles R/T Home/ Work	Differential	IRS Std Mileage Rate .54/mile 2016	Parking , Tolls, Other Exp	TOTAL
								0	0		-
								0	0		-
								0	0		-
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		TOTALS		0.00			0.00	0.00	0.00	0.00	0.00
										VERIFY, cross-foot	-

Submitted: PRINT*
Site Location:

Approval signature and date:

C:\Users\kvazquez\Desktop\Valley Forms Manual\EXPENSE Reimbursement Form Sept 2016

100	0		
101	0	450	0
102	0	500	0
200	0	660	0
400	0	665	0
410	0	712	0

Valley Collaborative
Financial Policies & Procedures Manual
2018-2019
Valley Collaborative Sample Employee New Hire /Information Change Form

New Hire Notice/Employee Change Form
Human Resources

Candidate/Employee Name:

Position Title:

Information Checklist:

- ☐ Add to Staff: reason for addition:
- ☐ Replacement of Staff (Name):
- ☐ Program Account # (Cycle):

Control Code:

100 Cntrl Off 101 MRC 102 MRC 300 HSA 400 HSP 450 HSI
450 Or Assess 500 DDS 600 Elem 700 MS Trans 701 MS Alt
Split %: _____

☐ Number of Contracted Days (Circle):	180	182	207	210	213	220	260

	Monday	Tuesday	Wednesday	Thursday	Friday
☐ Weekly Schedule/Hours a Day:					
☐ Full-Time Equivalent (FTE):					Contracted Hours/Week:
☐ Suggested Step (if education offer):					
☐ Suggested Salary:					
☐ Start Date:					

New Hire/Rehire Required Completed Documents:

- Completed Application
- Completed CORI
- Completed Driver Form
- Resume
- Transcripts/Proof of Highest Level of Ed
- Copy of all Applicable Licenses

New Hire/Rehire Technology Needed:

Hardware:		Software:	
E-Mail		ASPEN	
Desk Phone		Zoned	
Cell Phone		IV	
Driver Training		ADP	
Laptop Required			

Submitted by: Date:

Valley Collaborative
Financial Policies & Procedures Manual
2018-2019

VALLEY COLLABORATIVE

COURSE REIMBURSEMENT FORM

Requestor Name: _____ Date: _____

Building Location: _____ Program# to charge_____

**** All courses must be approved for reimbursement in advance of start date.**

Step 1 Bring this form to your principal for approval together with a copy of the course/workshop description published by the offering institution. After principal approval, submit the form and the course/workshop description to the Business Office at 40 Linnell Circle, attention Gail DeGregory.

Institution offering course/workshop: _____

Name and number of course/workshop: _____

Cost of Tuition: _____ Number of credits: _____

Start Date: _____ End Date: _____

_____
Principal Signature Date

Step 2 Purchase Order will be returned to you stating amount approved - PO#_____

Reimbursement amount approved: _____ _____
Approval Signature Date

Step 3 After you complete the course/program with a grade of "B" or better, send the following documentation to the Business Office at 40 Linnell Circle, attention Gail DeGregory:

- Invoice or receipt from granting institution
- Credit card statement and/or proof of payment for course/workshop
- Final grade transcript for the course or a certificate of attendance from workshop
- A copy of the approved Purchase Order

Regular full-time employees are eligible for tuition reimbursement for graduate and undergraduate courses which have been preapproved by their Principal. Employees are reimbursed up to $750.00 per fiscal year for tuition, books, and lab fees. Employees receive reimbursement for completed courses in which they receive a grade of "B" or higher. Employees are not reimbursed mileage to and from courses and/or workshops.

July 2015

40 Linnell Circle • Billerica, MA 01821 • (978) 528-7800 • Fax: (978) 528-7810 • www.valleycollaborative.org

Valley COLLABORATIVE

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 A. Scott, Executive Director
Joia Mercurio, Assistant Executive Director of Curriculum and Technology
Date: April 12, 2019
Re: ADP Comprehensive Package Implementation

Valley Collaborative continues to implement ADP's Comprehensive package. To date, we have run ten payrolls this fiscal year using the ADP system. Although it became quite apparent at the onset of implementation that ADP struggled to understand our non-corporate structure and the impact of being a public municipality complete with non-traditional work calendars and payroll deductions, we have come a long way. Each payroll requires less and less manual interventions. We continue to work with the implementation team on Retirement Board Reporting, we are currently finishing up the Time-Off Request functionality and will soon move onto activating the Benefit Module aspect of implementation.

Required Action:
None

Attachments:
None

Valley COLLABORATIVE

Central Administration Office

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

MEMORANDUM

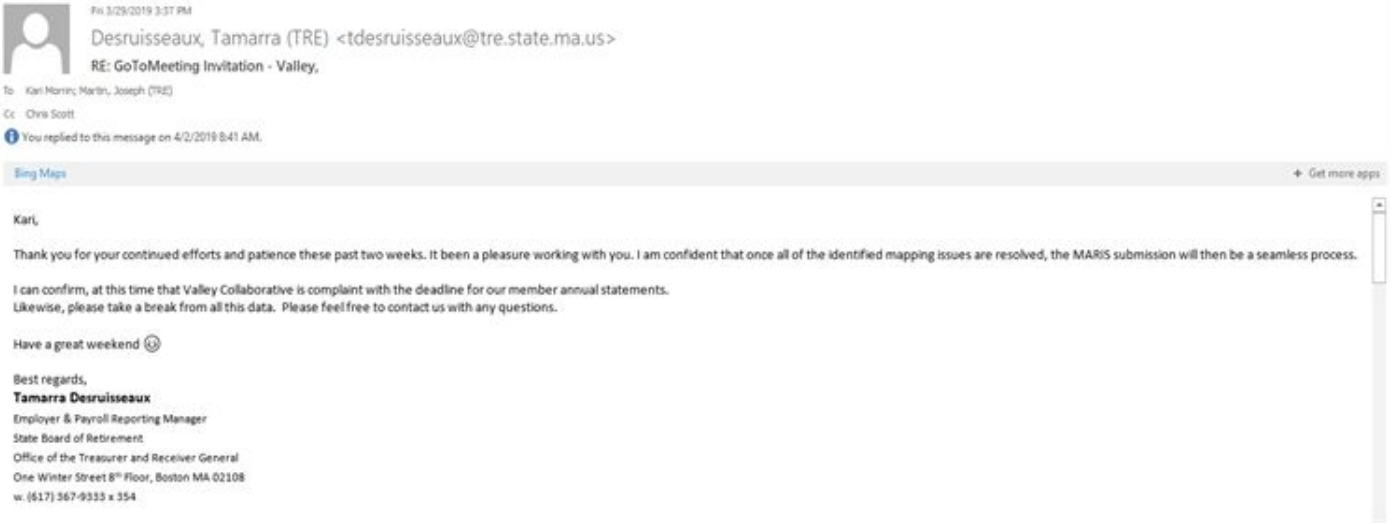
To: Valley Collaborative Board of Directors
From: Dr. Chris A. Scott, Executive Director
Kari Morrin, Director of Student Services and Human Resources
Date: April 12, 2019
Re: Massachusetts State Retirement Board (MSRB), Massachusetts Teachers Retirement System (MTRS), and Human Resource GIC Updates

---

Great progress has been made in regard to Valley's accurate reporting to both the Massachusetts State Retirement Board (MSRB) and the Massachusetts Teachers Retirement System (MTRS). You may recall, last spring I met with the MSRB in Boston and discussed outstanding issues that resulted in a significant staff reorganization in the Business Office. Kari Morrin, Director of Student Services and Human Resources, took over this previously mismanaged project.

The two emails on the next page are from MSRB and MTRS stating we are now in full compliance – Thanks Kari!

Also, the GIC's annual enrollment period began April 3rd, 2019 and will extend until May 1st, 2019. This year, the GIC has changed Flexible Spending Vendors and has elected Benefit Strategies, an online vendor, for this benefit. In FY19, there was a 0% aggregate rate increase for all health insurance plans offered. In FY20, the projected aggregate rate increase 3.3% for all health insurance plans offered.



Fri 3/29/2019 3:37 PM

Desruisseaux, Tamarra (TRE) <tdesruisseaux@tre.state.ma.us>

RE: GoToMeeting Invitation - Valley,

To Kari Morrin; Martin, Joseph (TRE)

Cc Chris Scott

You replied to this message on 4/2/2019 8:41 AM.

Bing Maps + Get more apps

Kari,

Thank you for your continued efforts and patience these past two weeks. It been a pleasure working with you. I am confident that once all of the identified mapping issues are resolved, the MARIS submission will then be a seamless process.

I can confirm, at this time that Valley Collaborative is complaint with the deadline for our member annual statements.
Likewise, please take a break from all this data. Please feel free to contact us with any questions.

Have a great weekend

Best regards,
Tamarra Desruisseaux
Employer & Payroll Reporting Manager
State Board of Retirement
Office of the Treasurer and Receiver General
One Winter Street 8th Floor, Boston MA 02108
w. (617) 367-9333 x 354

Thu 4/4/2019 1:27 PM

George, Robert (MTRS) <robert.george@trb.state.ma.us>

RE: Start Date

To Kari Morrin

Bing Maps + Get more apps

Awesome news (March file).

Yes, you are full compliant with mgl ch32 again. Feels great, no?

Robert M. George
Director of Employer Services
Massachusetts Teachers' Retirement System
Main Office
500 Rutherford Avenue, Suite 210, Charlestown, MA 02129-1628
Main phone: 617-679-MTRS (6877)
Direct phone: 617-679-6869
Fax: 617-679-1661
robert.george@trb.state.ma.us
http://mass.gov/mtrs

The MTRS: Proudly serving Massachusetts educators since 1914.

Note: Regular e-mail is not a secure means of communication. Please do not send Social Security numbers, account numbers, and other sensitive information via e-mail, as the MTRS cannot guarantee or ensure the privacy, confidentiality and/or security of e-mails sent to us. If you wish to inquire about a matter requiring the inclusion of personal and/or confidential information, please contact us at 617-679-6877, between 9:00 a.m. and 5:00 p.m., Monday through Friday.

Additionally, this information is for the use of the intended recipient(s) only. If you are not an intended recipient, note that disclosure, copying, distribution, or use of the contents of this message is prohibited. If you have received this e-mail in error, please contact the sender immediately at 617-679-6877 and delete all copies from your system.

Required Action
None

Attachments:
None

Valley COLLABORATIVE

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 A. Scott, Executive Director
Date: April 12, 2019
Re: Approvals from the Massachusetts Department of Elementary and Secondary Education

---

This is to inform you that the Massachusetts Department of Elementary and Secondary Education conducted a Mid-cycle Review at Valley Collaborative on February 4-5, 2019. The Department has found Valley Collaborative to be in full compliance with all of the criteria monitored during the Mid-cycle Review.

Valley Collaborative is also in full compliance with the reporting requirements of M.G.L. c. 40, § 4E and CMR 603 CMR 50.00 with our submission of the FY'18 Annual Report.

Required Action:
None

Attachments:
Coordinated Program Review – Mid-Cycle Report
Valley Collaborative FY'18 Annual Report
Valley Collaborative FY'18 Annual Independent Audit Report

Massachusetts Department of Elementary and Secondary Education

75 Pleasant Street, Malden, Massachusetts 02148-4096

Telephone: (781) 338-3700
TTY: N.E.T. Relay 1-800-439-2370

March 8, 2019

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

Re: Mid-cycle Report

Dear Dr. Scott:

The Department of Elementary and Secondary Education conducted a Mid-cycle Review in your collaborative on February 4- 5, 2019. For this Mid-cycle Review, the Department monitored selected special education criteria to determine your collaborative's compliance with special education laws and regulations. The review consisted of information gathered from one or more of the following activities: staff interviews, review of student records, examination of documentation, and/or observation of instructional spaces.

We are pleased to tell you that the Department has found your collaborative to be in compliance with all of the criteria monitored during the Mid-cycle Review. The findings of the Department are now available online at the Web-Based Monitoring System (WBMS) site. You and your entire staff are to be congratulated for your success in implementing the requirements included in these criteria.

Your staff's cooperation throughout this Mid-cycle Review is appreciated. If you have questions about this letter or need assistance with the Web-Based Monitoring System (WBMS), please do not hesitate to contact Christine Romancewicz at 781-338-3723.

Sincerely,

Christine Romancewicz, Mid-cycle Review Chairperson
Office of Approved Special Education Schools

Nina M. Marchese, M.Ed., Director
Office of Approved Special Education Schools

Encl.

Massachusetts Department of
ELEMENTARY & SECONDARY
EDUCATION

COORDINATED PROGRAM REVIEW

MID-CYCLE REPORT

Collaborative School or District: Valley Collaborative

MCR Onsite Dates: 02/04/2019 - 02/05/2019

Program Area: Special Education

Jeffrey C. Riley
Commissioner of Elementary and Secondary Education

COORDINATED PROGRAM REVIEW
MID-CYCLE REPORT

CSE Criterion # 13 - Progress Reports and Content

Rating:
Implemented

Basis for Findings:
A review of student records and staff interviews indicated that parents receive reports on students' progress toward reaching the goals set in their IEPs, that progress report information sent to parents includes written information on progress toward annual IEP goals, and that the collaborative sends copies of progress reports to parents/guardians and public school districts. Staff interviews indicated that the collaborative works with students, parent/guardians, and public school districts to complete a summary of academic achievement and functional performance for students whose eligibility terminates because the student has graduated or exceeds the age of special education.

CSE Criterion # 22 - IEP implementation and availability

Rating:
Implemented

Basis for Findings:
Staff interviews indicated that the collaborative works with sending public school districts to ensure that each collaborative student has a current and consented to IEP at the beginning of the school year. A review of student records and staff interviews indicated that the collaborative does not delay the implementation of IEPs and maintains documentation of correspondence with public school districts.

CSE Criterion # 29 - Communications are in English and primary language of the home

Rating:
Implemented

Basis for Findings:
A review of student records and staff interviews indicated that communications are in clear and commonly understood words and are provided in English and the primary language of the home if such language is not English. When notices are provided orally, the collaborative maintains written documentation that such notice was provided in an alternate manner, as well as the content of the notice and the steps taken to ensure that parents/guardians understand the content of the notice.

CSE Criterion # 40 - Instructional grouping requirements for students aged five and older

Rating:
Implemented

Basis for Findings:
A review of documentation and staff interviews indicated that the instructional groupings in collaborative classes did not exceed eight students to one licensed educator or twelve students to one licensed educator and an aide.

CSE Criterion # 41 - Age Span Requirements

Rating:
Implemented

Basis for Findings:
A review of documentation and staff interviews indicated that the collaborative has obtained approval from the Department of Elementary and Secondary Education for the instructional groupings where the ages of the youngest and oldest students differ by more than 48 months.

CSE Criterion # 44 - Procedure for recording suspensions

Rating:
Implemented

Basis for Findings:
A review of documentation and staff interviews indicated that the collaborative has a procedure to record the number and duration of suspensions from any part of the students' programs, and that collaborative administrators review suspension data for patterns of removals from students' IEP programs.

CSE Criterion # 51 - Appropriate special education teacher certification/licensure

Rating:
Implemented

Basis for Findings:
A review of documentation and staff interviews indicated that, at the time of the mid-cycle review, the teaching staff were appropriately licensed or had been granted an appropriate waiver for the 2018-2019 school year.

CSE Criterion # 52 - Appropriate certifications/licenses or other credentials-related service providers

Rating:
Implemented

Basis for Findings:
A review of documentation and staff interviews indicated that, at the time of the mid-cycle review, all related service providers were appropriately certified, licensed or registered in their professional area.

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

Jeffrey C. Riley
Commissioner

March 20, 2019

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

Re: The Valley Collaborative FY18 Annual Report

Dear Dr. Scott:

Thank you for the timely submission of the Valley Collaborative (Valley) FY18 Annual 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, and we ask that you share this communication with your board of directors at their next meeting. If additional documentation is required, it is noted at the end of this letter.

Information on the programs and services provided by the collaborative
Your response meets the requirement.

Discussion of the cost-effectiveness of all programs and services
Your response meets the requirement.

Progress made toward achieving the objectives and purposes set forth in the collaborative agreement
Your response meets the requirement.

Evidence of approval of the Annual Report by the collaborative board of directors
Your response meets the requirement.

The Annual Report is co-located on the Valley website with the Annual Independent Audit Report.
Your collaborative has met this requirement.

Should you have questions about this letter, please email collaboratives@doe.mass.edu.

Sincerely,

Paulajo Gaines

Paulajo Gaines, Collaborative Coordinator

c: Valley Collaborative File

From: Gaines, Paulajo (DESE)
To: Chris Scott
Subject: RE: Valley"s Financials
Date: Tuesday, March 5, 2019 11:20:42 AM
Attachments: Valley FY18 Audit Letter 2.28.19.pdf

Hi Chris,
Thanks for directing me to the link for your reports. Here is another copy of your letter.
I hope you are well!
Best,
Paulajo

From: Chris Scott <cscott@valleycollaborative.org>
Sent: Tuesday, March 5, 2019 10:49 AM
To: Gaines, Paulajo (DESE) <PGaines@doe.mass.edu>
Subject: Valley's Financials

Hi Paulajo,

Thank you for your letter. Valley's FY'18 Financials are next to the Annual Report on the home page, under the Board of Directors and Financial Statements. The hard copy of this letter has been misplaced. Can you please send an electronic version? I apologize for the inconvenience.

Hope your winter is going well.

Best,

-Chris

Chris A. Scott, Ph.D.
Executive Director

Valley
COLLABORATIVE

25 Linnell Circle
Billerica, MA 01821
978-528-7826

When writing or responding, please remember that the Secretary of State's Office has determined that email is public record.

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

Jeffrey C. Riley
Commissioner

February 28, 2019

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

Re: Valley Collaborative FY18 Annual Independent Audit Report

Dear Dr. Scott:

Thank you for the timely submission of Valley Educational Collaborative (Valley) FY18 Annual Independent Audit Report. This letter confirms that 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, and we ask that you share this communication with your board of directors at their next meeting.

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**
  Your response meets the requirement.
- **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 meets the requirement.
- **Transactions or contracts related to purchase, sale, rental or lease of real property**
  Your response meets the requirement.

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 not met this requirement. Please post the FY18 Annual Independent Audit to your website, proximate to the FY18 Valley Annual Report, to ensure both reports are accessible to the public.

In addition to our review, we have made your submission and a copy of this letter, available to the Audit and Compliance unit of the Department. 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 File
Audit and Compliance

Valley COLLABORATIVE

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 A. Scott, Executive Director
Heather Valcanas, Associate Director of Adult Services
Date: April 12, 2019
Re: Adult Services Revenue Update

Valley's FY'19 third quarter billing is complete and revenues are trending favorably. State contracts have increased across all Valley Adult Services Departments as the demand for our high quality Adult Programming continues to grow.

In March, The Department of Developmental Services (DDS) approved an increase of more than $450,000 over Valley's FY'19 budget, bringing anticipated revenues for FY'19 to $2,365,900 for Valley's Today and Tomorrow Program. In addition, Valley's new Agency with Choice (AWC) program, also funded by DDS; welcomed its first individual enrollment in the third quarter.

Massachusetts Rehabilitation Commission (MRC) contracts were both increased in the third quarter by $20,000 each which represents a revenue increase Valley's Evaluation and Training and Employment Supports Programs of 12% in FY'19.

Finally, Valley's partnership with the Social Security Administration (SSA) to provide employment supports through the Ticket to Work program has also begun to generate revenues, as our first clients began to receive employment services in the third quarter. In Valley's first three months as an active SSA Employer Network, we have actively supported five new clients and another five are scheduled for intakes in the fourth quarter of this fiscal year.

Required Action:
None

Attachments:
None

Valley COLLABORATIVE

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 A. Scott, Executive Director
Heather Valcanas, Associate Director of Adult Services
Date: April 12, 2019
Re: CARF Education and Training for Successful Accreditation in Employment and Community Services

---

This May, Heather Valcanas, Valley's Associate Director of Adult Services, and I will be attending the Commission on Accreditation of Rehabilitation Facilities, CARF International; an independent, nonprofit accreditor of health and human services, education and training conference on Successful Accreditation in Employment and Community Services.

This two-day session provides a solid foundation for organizations seeking CARF accreditation. Participants will gain valuable insight into the accreditation process as well as helpful information in preparing for a survey and how to avoid the pitfalls some organizations may experience on their survey.

Session topics include:

- The CARF accreditation process and what happens during a survey.
- Helpful tips in preparing for your CARF survey.
- A review of the 2019 standards, including the ASPIRE to Excellence quality framework, designed to provide a logical, action-oriented approach to quality improvement.
- A review of program standards for employment services and community services programs.

This session is highly recommended for any first-time organization preparing for the accreditation survey process, organizational contacts new to the CARF accreditation process, or those who need a quick update and refresher course.

When	**Where**
Wed., May 29, 2019 – Thurs., May 30, 2019 8:30 AM - 4:15 PM	The Catamaran Resort Hotel and Spa 3999 Mission Boulevard San Diego, CA 92109

Required Action:
None
Attachments:
None

Valley COLLABORATIVE

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 A. Scott, Executive Director
Jessica Scalzi, RN BSN, Lead Nurse
Date: April 12, 2019
Re: Valley Elementary School Dental Visit

Dr. Bellas and his team of 2 hygienists visited the Elementary School for two days and set up an in school dental clinic. 16 Valley students were seen by Dr. Bellas and his team through the SMILE Program. During his visits, students received thorough cleanings, fluoride, x-rays and even fillings if needed. Students were educated on the importance of dental hygiene and were given a toothbrush and a report card to take home. Access to dental care can be difficult for many of our families and students because of transportation or anxiety related to visiting a typical dental office. The comfort and familiar surroundings of their school and staff made for very successful visits. Dr. Bellas and his team were very patient and understanding of our students' individual challenges. We look forward to having them back every 6 months to provide continued dental care to our students'.

Valley COLLABORATIVE

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 A. Scott, Executive Director
Jessica Scalzi, RN BSN, Lead Nurse
Date: April 12, 2019
Re: LEND Fellowship

As the Lead Nurse for Valley Collaborative, I received a scholarship to be a part of the LEND (Leadership Education in Neurodevelopmental and Related Disabilities) Fellowship through Boston Children's Hospital. We are a multidisciplinary team consisting of medical students, audiologists, physical therapists, parents and self-advocates working to advocate for community inclusion of individuals with disabilities. We are educated by medical professionals working at Children's Hospital about disability through all stages of life. Parents and self-advocates also share their experiences and answer questions by fellows to help improve their practice and what could be done differently to help improve systems of care. Throughout LEND, we acquired current resources for individuals with disabilities to help them through Early Intervention, success in school and the transition into adulthood. Such resources include the ABLE account, ASK Clinic, Care Coordination as well as many others.

As LEND fellows, we attend the Disability Policy Seminar in Washington D.C which provides us with the most up to date policy considerations on the national level and concludes with visits to Capitol Hill with legislature. This is an important part of the fellowship as it gives us an opportunity to see how the legislative process works and how advocacy policy is carried out. Stay tuned for an update from Capitol Hill!

Valley COLLABORATIVE

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 A. Scott, Executive Director
Date: April 12, 2019
Re: Making a Difference – Students, Adult and Staff of the Month Awards

---

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: **Eva Harris** (will perform)
Staff of the Month: **Megan Flaherty**

Valley Alternative Programming Middle and High School
Student of the Month: **Nolan Sullivan**
Staff of the Month: **David Illg**

Valley Transitional Programming Middle and High School
Student of the Month: **Kayleigh Tatroe**
Staff of the Month: **Jennifer Schultz Bray**

Valley Adult Services
Adult of the Month: **Colleen Bird**
Staff of the Month: **John Resteghini**

Valley Staff of the Month
Christopher Dunn

Required Action:
None

Attachments:
None

Valley COLLABORATIVE

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 A. Scott, Executive Director
Date: April 12, 2019
Re: Community Partners

Valley's Adult Services Department would like to recognize the following four community partners:

1. Mr. Timothy Piwowar
   Superintendent of the Billerica Public Schools
   Town of Billerica
   Billerica Town Hall/ Billerica Police Station - Valley is at the town hall five days a week processing and delivering the mail. Valley is at the police station five days a week performing janitorial duties.

2. Dr. Jay Lang
   Superintendent of the Chelmsford Public Schools
   Chelmsford Public Schools
   Chelmsford High School - Ryan Poisson works five days a week performing a variety of duties. He is in charge of changing the sign at the front of the school entrance that describes any upcoming events or important messages. He delivers packages throughout the high school. He assists the head custodian with cleaning the lunchroom and any other necessary custodial duties. After school, Ryan works in the athletic department and helps the Athletic Director set up the fields or courts for upcoming athletic events. He also will assist with game time activities such as helping to run the scoreboard and showing referees and visiting teams to their locker rooms. Ryan is always part of awards night and is on stage with the principal, athletic director and the coaches. Every coach who comes to the podium will thank Ryan aka "Ry Guy" for all of his help during the season.

3. Dr. Michael Flanagan
   Superintendent of the Tyngsborough Public Schools
   Tyngsborough Public Schools
   Tyngsborough High School - Ray Busby works two days a week as a custodial assistant. Ray performs general custodial duties. Ray was thrilled when he recently received his own mailbox like the rest of the high school staff, and when Dr. Flanagan bought him a red and white Tyngsborough scarf.

4. Mr. Everett (Bill) Olsen
   Superintendent of the Westford Public Schools
   Westford Public Schools
   Westford Academy - Valley is at the Academy one day a week performing janitorial duties throughout the school, and in good weather on the school grounds.

Required Action:
None

Attachments:
Job Site Information Forms for the Job Sites

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

Location:
The Billerica Town Hall and the Billerica Police Department, 365 Boston Road, Billerica, MA 01821

Description: Mail Services/Janitorial – Office Environment
Individuals at the Billerica Town Hall and the Billerica Police Department perform the following services:

- **Mail Services:** At the Billerica Town Hall individuals check in and sort mail by location, write up packages on tracking sheets, file, data entry, directly interface with Billerica Town Hall and the Billerica Police Department employees for signatures while delivering mail, utilize a stamp machine.
- **Janitorial:** At the Billerica Police Department individuals empty trash and replace liners in receptacles from offices, cubicles and common areas.
- Individuals will stand while they perform most of these tasks. They will also work in a fully integrated environment, often in the presence of Billerica Town Hall and the Billerica Police Department employees and residents. Individuals can also practice being independent, working away from the job coach but within proximity of them if they should require or seek support.

Individuals developing their skills by working at the Billerica Town Hall and the Billerica Police Department can practice the following:

SKILLS:

- **Fine and gross motor skills**
  - Sorting and delivering mail.
  - Writing up mail on tracking sheets.
  - Filing and data entry.
  - Utilizing a stamp machine.
  - Opening and tying off trash bags.

JOB READINESS:

- **Time management**
  - Moving from each location in a consistent manner in order to complete the required tasks in a single work day.
  - Managing time during breaks, lunch and during transitions to different locations.
- **Self-advocacy**
  - When individuals have a question they should seek out a job coach to assist them.
- **Soft skills**
  - Individuals working at the Billerica Town Hall and the Billerica Police Department regularly interact with Valley co-workers, job coaches and employees of the Billerica Town Hall and the Billerica Police Department, utilizing appropriate interpersonal skills.
  - The Billerica Town Hall and the Billerica Police Department are professional office environments, therefore appropriate dress and safety gear should be worn, and proper workplace etiquette should be practiced at all times.

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

LEVEL OF SUPPORT:

- Individuals may work under the direct or indirect supervision of a job coach, as well as work independently.
- Individuals will be trained to use various pieces of equipment to perform tasks.

COMMUNICATION:

- Individuals will need to communicate their needs while working and replenishing stock.
- Individuals may be required to communicate with Billerica Town Hall and the Billerica Police Department employees directly to request signatures while delivering mail.

SPECIFIC VOCATIONAL TASKS:

- Individuals may be required to do the following: Writing, matching, sorting, filing, data entry, as well as reaching, grabbing, bending, lifting, and being comfortable in open spaces around large groups of people.
- The Billerica Town Hall and the Billerica Police Department are large buildings consisting of several levels. Although they are handicap accessible, there is a significant amount of walking required.

SAFETY:

- Individuals will be trained on safety practices of how to use each piece of equipment.
- Individuals will participate in evacuation and fire drills.

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

Location:
Billerica Housing Authority – Talbot Building, 33 Talbot Ave., Billerica, MA 01821

Description: Paid Janitorial – Residential Environment
Individuals at Billerica Housing Authority perform the following janitorial tasks: Vacuuming, sweeping, cleaning windows, surfaces and appliances, emptying trash and dusting. Tasks are performed in all common areas of all three floors of the Talbot Building. Individuals will stand while they perform these tasks. They will also work in a fully integrated environment, at times in the presence of Billerica Housing Authority employees and residents. Individuals can also practice being independent, working away from the job coach but within proximity of them if they should require or seek support.

Individuals developing their skills by working at Billerica Housing Authority can practice the following:
SKILLS:

- **Fine and gross motor skills**
  - Using spray bottles to dust and clean tables, chairs, equipment, microwaves and flat surfaces.
  - Sweeping and picking up small debris by hand or with a "grabber".
  - Opening and tying off trash bags.
  - Refilling bottles and supplies from maintenance closet.
  - Vacuuming rugs and sweeping floors.

JOB READINESS:

- **Time management**
  - Moving from each location in a consistent manner in order to complete the required tasks in a single work day.
  - Managing time during breaks, lunch and during transitions to different locations within the building.
- **Self-advocacy**
  - When supplies run low individuals are to seek assistance with replenishing supplies, or if they are able they can seek to replenish supplies themselves.
  - When individuals have a question they should seek out a job coach to assist them when needed.
- **Soft skills**
  - Individuals working at Billerica Housing Authority regularly interact with Valley co-workers, job coaches and employees or residents of Billerica Housing Authority, utilizing appropriate interpersonal skills.
  - Billerica Housing Authority is a professional environment and residence, therefore appropriate dress and safety gear should be worn, and proper workplace etiquette should be practiced at all times.

LEVEL OF SUPPORT:

- Individuals may work under the direct or indirect supervision of a job coach, as well as work independently.
- Individuals will be trained to use various pieces of equipment to perform tasks.
- Individuals are required to wear safety gloves to perform most tasks.

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

COMMUNICATION:

- Individuals will need to communicate their needs while working and replenishing stock.

SPECIFIC VOCATIONAL TASKS:

- Reaching, grabbing, bending and lifting.
- Billerica Housing Authority is a multi-level facility with stairs and an elevator; therefore there is a significant amount of walking required.

SAFETY:

- Individuals will be trained on safety practices of how to use each piece of equipment.
- Individuals will participate in evacuation and fire drills.
- Individuals are required to wear safety gloves while performing certain tasks.

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

Location:
Chelmsford High School, 200 Richardson Rd, North Chelmsford, MA 01863

Description: Mail Services/Janitorial – High School Environment
Individuals at Chelmsford High School perform the following services:

- **Mail Services:** At Chelmsford High School individuals receive mail and packages from the main office and deliver to appropriate persons in classrooms or departments.
- **Janitorial:** At Chelmsford High School individuals empty recycle receptacles from offices, classrooms and common areas, wipe surfaces, sweep floors, arrange tables and chairs in cafeteria and meeting rooms, as well as maintain paper levels and deliver paper to copy rooms.
- **Independent Workers:** Individuals who work independently at CHS work directly with the Athletic Director assisting with preparing equipment for events. Other individuals who work independently at CHS work in the media center assisting staff with cataloging, data entry, badge checking, filing, answering phones and other office related tasks.
- Individuals will stand while they perform most of these tasks. They will also work in a fully integrated environment, often in the presence of Chelmsford High School employees and students. Individuals can also practice being independent, working away from the job coach but within proximity of them if they should require or seek support.

Individuals developing their skills by working at Chelmsford High School can practice the following:
SKILLS:

- **Fine and gross motor skills**
  - Sorting and delivering mail and packages.
  - Using spray bottles to dust and clean tables, chairs, equipment, microwaves and flat surfaces.
  - Sweeping and picking up small debris by hand or with a *grabber*.
  - Opening and tying off trash bags.
  - Refilling bottles and supplies from maintenance closet.
  - Sweeping floors.
  - Arrange tables and chairs.

JOB READINESS:

- **Time management**
  - Moving from each location in a consistent manner in order to complete the required tasks in a single work day.
  - Managing time during breaks, lunch and during transitions to different locations.
- **Self-advocacy**
  - When individuals have a question they should seek out a job coach to assist them.
- **Soft skills**
  - Individuals working at Chelmsford High School regularly interact with Valley co-workers, job coaches and employees and students of Chelmsford High School, utilizing appropriate interpersonal skills.

Valley COLLABORATIVE

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

- Chelmsford High School is a professional environment, therefore appropriate dress and safety gear should be worn, and proper workplace etiquette should be practiced at all times.

LEVEL OF SUPPORT:

- Individuals may work under the direct or indirect supervision of a job coach, as well as work independently.
- Individuals will be trained to use various pieces of equipment to perform tasks.

COMMUNICATION:

- Individuals will need to communicate their needs while working and replenishing stock.
- Individuals may be required to communicate with Chelmsford High School employees or students directly while working.

SPECIFIC VOCATIONAL TASKS:

- Individuals may be required to do the following: Writing, matching, sorting, filing, as well as reaching, grabbing, bending, lifting, and being comfortable in open spaces around large groups of people.
- Chelmsford High School is a large building consisting of several levels. Although it is handicap accessible, there is a significant amount of walking required.

SAFETY:

- Individuals will be trained on safety practices of how to use each piece of equipment.
- Individuals will participate in evacuation and fire drills.

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

Location:
Tyngsboro High School, 36 Norris Rd, North, Tyngsboro, MA 01879

Description: Clerical Services/Janitorial – High School Environment
Individuals at Tyngsboro High School perform the following services:

- **Clerical Services:** At Tyngsboro High School individuals file, collate and shred documents for the main office and athletic department.
- **Janitorial:** At Tyngsboro High School individuals empty recycle receptacles from offices, classrooms and common areas, wipe surfaces, sweep and vacuum floors, breakdown cardboard boxes, and empty barrels in cafeteria.
- Individuals will stand while they perform most of these tasks. They will also work in a fully integrated environment, often in the presence of Tyngsboro High School employees and students. Individuals can also practice being independent, working away from the job coach but within proximity of them if they should require or seek support.

Individuals developing their skills by working at Tyngsboro High School can practice the following:
SKILLS:

- **Fine and gross motor skills**
  - Using spray bottles to dust and clean tables, chairs, equipment, microwaves and flat surfaces.
  - Sweeping and picking up small debris by hand or with a *grabber*.
  - Opening and tying off trash bags.
  - Refilling bottles and supplies from maintenance closet.
  - Sweeping and vacuuming floors.
  - Arrange tables and chairs.

JOB READINESS:

- **Time management**
  - Moving from each location in a consistent manner in order to complete the required tasks in a single work day.
  - Managing time during breaks, lunch and during transitions to different locations.
- **Self-advocacy**
  - When individuals have a question they should seek out a job coach to assist them.
- **Soft skills**
  - Individuals working at Tyngsboro High School regularly interact with Valley co-workers, job coaches and employees and students of Tyngsboro High School, utilizing appropriate interpersonal skills.
  - Tyngsboro High School is a professional environment, therefore appropriate dress and safety gear should be worn, and proper workplace etiquette should be practiced at all times.

Valley COLLABORATIVE

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

LEVEL OF SUPPORT:

- Individuals may work under the direct or indirect supervision of a job coach, as well as work independently.
- Individuals will be trained to use various pieces of equipment to perform tasks.

COMMUNICATION:

- Individuals will need to communicate their needs while working and replenishing stock.
- Individuals may be required to communicate with Tyngsboro High School employees or students directly while working.

SPECIFIC VOCATIONAL TASKS:

- Individuals may be required to do the following: Matching, sorting, filing, as well as reaching, grabbing, bending, lifting, and being comfortable in open spaces around large groups of people.
- Tyngsboro High School is a large building consisting of several levels. Although it is handicap accessible, there is a significant amount of walking required.

SAFETY:

- Individuals will be trained on safety practices of how to use each piece of equipment.
- Individuals will participate in evacuation and fire drills.

2.

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

Location:
Tyngsboro Elementary, 205 Westford Rd, Tyngsboro, MA 01879

Description: Mail Services/Janitorial – Elementary School Environment
Individuals at Tyngsboro Elementary School perform the following services:

- **Mail Services:** At Tyngsboro Elementary School individuals receive mail and packages from the main office and deliver to appropriate persons in classrooms or departments.
- **Janitorial:** At Tyngsboro Elementary School individuals empty recycle receptacles from offices, classrooms and common areas, wipe surfaces, sweep floors, arrange tables and chairs in cafeteria and meeting rooms, as well as maintain paper levels and deliver paper to copy rooms.
- Individuals will stand while they perform most of these tasks. They will also work in a fully integrated environment, often in the presence of Tyngsboro Elementary School employees and students. Individuals can also practice being independent, working away from the job coach but within proximity of them if they should require or seek support.

Individuals developing their skills by working at Tyngsboro Elementary School can practice the following:
SKILLS:

- **Fine and gross motor skills**
  - Using spray bottles to dust and clean windows, tables, chairs, equipment, microwaves and flat surfaces.
  - Sweeping and picking up small debris by hand or with a *grabber*.
  - Opening and tying off trash bags.
  - Refilling bottles and supplies from maintenance closet.
  - Sweeping and vacuuming floors.
  - Arrange tables and chairs.

JOB READINESS:

- **Time management**
  - Moving from each location in a consistent manner in order to complete the required tasks in a single work day.
  - Managing time during breaks, lunch and during transitions to different locations.
- **Self-advocacy**
  - When individuals have a question they should seek out a job coach to assist them.
- **Soft skills**
  - Individuals working at Tyngsboro Elementary School regularly interact with Valley co-workers, job coaches and employees and students of Tyngsboro Elementary School, utilizing appropriate interpersonal skills.
  - Tyngsboro Elementary School is a professional environment, therefore appropriate dress and safety gear should be worn, and proper workplace etiquette should be practiced at all times.

Valley COLLABORATIVE

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

LEVEL OF SUPPORT:

- Individuals may work under the direct or indirect supervision of a job coach, as well as work independently.
- Individuals will be trained to use various pieces of equipment to perform tasks.

COMMUNICATION:

- Individuals will need to communicate their needs while working and replenishing stock.
- Individuals may be required to communicate with Tyngsboro Elementary School employees or students directly while working.

SPECIFIC VOCATIONAL TASKS:

- Individuals may be required to do the following: Matching, sorting, filing, as well as reaching, grabbing, bending, lifting, and being comfortable in open spaces around large groups of people.
- Tyngsboro Elementary School is a large building consisting of several levels. Although it is handicap accessible, there is a significant amount of walking required.

SAFETY:

- Individuals will be trained on safety practices of how to use each piece of equipment.
- Individuals will participate in evacuation and fire drills.

2.

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

Location:
Westford Academy –30 Patten Rd. Westford, MA 01886

Description: Paid Janitorial – High School Environment
Individuals at Westford Academy perform the following janitorial tasks: Cleaning windows, wiping surfaces and appliances. These tasks are performed in common areas and breakrooms on the first and second floors.
In favorable weather individuals will also work outside picking up loose trash and debris near entryways, along pathways and around the football field. Individuals will stand while they perform these tasks. They will work in a fully integrated environment, at times in the presence of Westford Academy employees and students. Individuals can also practice being independent, working away from the job coach but within proximity of them if they should require or seek support.

Individuals developing their skills by working at Westford Academy can practice the following:
SKILLS:

- **Fine and gross motor skills**
  - Using spray bottles to dust and clean windows, tables, chairs, microwaves and flat surfaces.
  - Picking up small debris by hand or with a "grabber".
  - Opening and tying off trash bags.
  - Refilling bottles and supplies from maintenance closet.

JOB READINESS:

- **Time management**
  - Moving from each location in a consistent manner in order to complete the required tasks in a single work day.
  - Managing time during breaks, lunch and during transitions to different locations within the school.
- **Self-advocacy**
  - When supplies run low individuals are to seek assistance with replenishing supplies, or if they are able they can seek to replenish supplies themselves.
  - When individuals have a question they should seek out a job coach to assist them when needed.
- **Soft skills**
  - Individuals working at Westford Academy regularly interact with Valley co-workers, job coaches and employees or students of Westford Academy, utilizing appropriate interpersonal skills.
  - Westford Academy is a professional environment and school, therefore appropriate dress should be worn and proper workplace etiquette should be practiced at all times.

LEVEL OF SUPPORT:

- Individuals may work under the direct or indirect supervision of a job coach, as well as work independently.
- Individuals will be trained to use various pieces of equipment to perform tasks.
- Individuals are required to wear safety gloves to perform most tasks.

VOCATIONAL SERVICES DEPARTMENT

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

Job Site Information Form

COMMUNICATION:

- Individuals will need to communicate their needs while working and replenishing stock.

SPECIFIC VOCATIONAL TASKS:

- Reaching, grabbing, bending and lifting.
- Westford Academy is a multilevel facility with stairs and an elevator; therefore there is a significant amount of walking required.

SAFETY:

- Individuals will be trained on safety practices of how to use each piece of equipment.
- Individuals will participate in evacuation and fire drills.
- Individuals are required to wear safety gloves while performing certain tasks.

Valley COLLABORATIVE

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 A. Scott, Executive Director
Date: April 12, 2019
Re: Communications

The following communications are attached for your review:

- Valley Spring 2019 Newsletter
- February 26 email to Board Members regarding Budget, Enrollment and Staff Layoffs
- Participation in GS-21 Delegation to Vancouver
- Town of Billerica Notice of Taking by Eminent Domain
- STEM Newsletter
- Valley Kudos from Tewksbury Out of District Coordinator
- Valley Site 3 Talent Show Program
- Valley Site 3 'Willy Wonka Junior' Play Program
- Ray B. got a Mailbox at Tyngsborough High School
- Jeremy begins work at T.J. Maxx (Photo)
- Valley Students participate in Greater Lowell Basketball League
- Monthly Updates from Principals and Adult Services Manager
- Save the Date – Valley Graduation – June 7, 2019

Required Action:
None

Attachments:

VALLEY COLLABORATIVE

Volume 7, Issue 3 News for the extended Valley Collaborative community April 2019

Turning a Vision into Reality

We are: Creating

■ Page 2: Valley's focus on the arts is helping students find their creative spirits — and build skills along the way.

We are: Looking Ahead

■ Page 4: Middle school students who meet classroom expectations get to explore the world as a reward.

We are: Working

■ Page 7: Former School-to-Work student Cole Nardone is starting a new career with the help of some Valley friends.

Dear friends and families:

Happy spring! Valley describes its mission as building a community that empowers children and adults with special needs to find their own way. In this issue of our newsletter we'd like to tell you about the programming and supports that are helping us turn that vision into a reality for the students and adults Valley serves.

Along with a rigorous reading and assessment program at all levels, our students have art, music, outdoor and indoor physical education, authentic learning opportunities through field trips, a robust STEM curriculum and social skills development with various therapies throughout the day and during after-school programs. This creative programming engages our students' creativity and offers them project-based learning that builds the essential skills they'll need when they leave school.

Valley's programming for middle-school students is focused on helping them transition to high school and beyond. Students in Valley's Site 2 Middle School who meet expectations in the classroom have the opportunity to stretch their wings on field trips and practice developing their life skills in the "real world." You will also read about our innovative peer-to-peer mentoring program, in which Valley high school students serve as role models for their younger peers.

Finally, our DDS program - Today and Tomorrow - is helping the adults that we serve realize the goal of working and living independently.

Whether our students are finding their creative voices through art, music or STEM projects, or developing the vocational and transitional skills for competitive employment as adults, Valley is helping them to find their way so that they might realize their fullest potential.

I hope that you are as inspired by this issue of the newsletter as I am. ■

My best to you always,

Chris

Chris A. Scott, Ph.D.
Executive Director

VALLEY COLLABORATIVE

The Valley Way: Art at the Heart

At Valley an art project is never just about art. Take a recent group activity involving a handful of Site 2 middle school students painting elaborate designs beneath the dim violet glow of a black light. Call it 'glow in the dark art,' 'stained glass class' or 'fluorescent-colored fun,' the project represented the mix of creativity and social skills-building that art teacher Libby DeBoalt loves.

"This is one of my favorite activities," says Libby, who is currently in her seventh year teaching art at Valley. "It's one that I use with students of all different ages and abilities. If someone wants to take it to the next level, there is a lot of freedom and flexibility for them to do that. And students also think the black lights are really cool."

Getting Creative

On this particular afternoon, while the middle schoolers are getting creative with fluorescent paint and Tiffany-inspired designs, Libby uses the opportunity to teach them some relevant terms and information about how stained glass is made—even working in a bit of history about the art nouveau movement. While the students may be unaware of it, the black lights do more than just make the vivid paints 'pop.' "The lights calm everyone down so that we can really focus on the art," says Libby.

ART TEACHER LIBBY DEBOALT SHOWS OFF A RECENT STUDENT ART PROJECT: WINTER TREES IN SILHOUETTE

Observe Libby in action and her love for what she does is obvious. That's because her role at Valley combines her two great passions: teaching and art. Libby fell in love with teaching at the ripe age of 16, when she led a rock climbing course at the Boston Rock Gym. She went on to major in education at UMass Dartmouth, then worked as a teachers aide at Masconomet High School, the same school that she attended.

Inner Exploration

During a recent class at Valley Elementary, Libby brings out a stack of pig-shaped stencils to mark the start of— what else?—the Year of the Pig.While a group of fifth graders traces around the stencils, Libby teaches them about Chinese New Year and its traditions, as well as the difference between a solar and lunar calendar.

Like many of Libby's art projects, there is an opening here for what she describes as inner exploration. Once the students have finished cutting, how they choose to design their pig is entirely up to them.

One student adds wings to his pig and names him "Pig-a-Sus"; another fashions a punk-rock version, complete with a studded collar. "I'm always in search of projects that are really going to fire kids' imaginations," says Libby.

A Therapeutic Approach

Libby embraces a therapeutic approach in her teaching, meaning that what students 'get' out of the experience of making art is just as important as the end result. Group projects are also an opportunity for students to work on their communication and problem-solving skills, and to be flexible when things go wrong. And individual exploration within the context of a group project—like personalized pig designs —allows students to follow their own imaginations while still remaining part of a group.

Whether her students are painting stained-glass inspired pictures, crafting pigs for Chinese New Year, creating tissue paper winter trees in silhouette, or mixing custom colors for a recent cupcake-decorating challenge, the art educator in Libby wants to make sure that they are also learning about art. "I want them to learn as much as they can and to have fun at the same time. That's my goal." ■

SITE 2 MIDDLE SCHOOL STUDENTS AT WORK ON A BLACK LIGHT ART PROJECT.

VALLEY COLLABORATIVE

Valley Elementary: STEM on Display

In a traditional science fair, students do much of the work on their own at home. Valley Elementary's first-ever Science and Art Fair took a very different approach, explains science and STEM teacher Emily Gilstrap. "We collaborated throughout the school to make sure that every student had the necessary support in order to be able to participate." And that's exactly what happened. "Of our 70 students, everyone participated in some way," says Emily.

Whole classes engaged in hands-on projects. Some students also did their own independent projects at home, further developing their individual interests. Everyone had an opportunity to present and show off their hard work for the rest of the school and the extended Valley community, including families and friends.

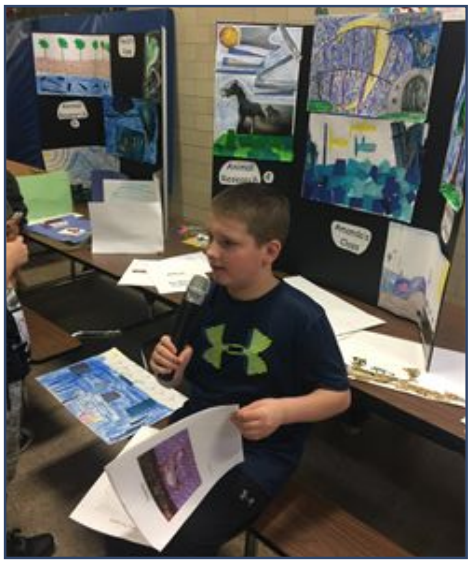
Early learners fashioned small "earths" out of Play-Doh, each of the planet's layer represented by a different color. Fourth and fifth grade students in Valley's intensive special needs classroom produced a two-scale model of the solar system using papier-mâché and clay, depending upon the size of the planet.

First and second-grade students dissected owl pellets, which as they found, contained rodent bones. They showed off their findings at the fair via a poster, and they weren't the only ones who were dazzled by the discovery. Their exhibit was awarded top honors by the fair's attendees, including teachers, parents and other members of the extended Valley community.

There was also plenty of art, because as Emily notes, "art and science go hand in hand." Students doing animal research worked on habitat collages with art teacher Libby DeBoalt. Students who've been using Bloxels to design their own video games had a chance to show off their understanding of electronic arts.

"It was a huge success," says Emily. "We had a great turnout, everybody voted — and students got to take their projects home." If you missed it, not to worry. Valley Elementary's first-ever Science and Art Fair was such a hit that Emily and her colleagues plan to make this an annual event. ■

STUDENTS IN GINA DITOMMASO'S 1-3 GRADE CLASS SHOW OFF THE VIDEO GAMES THEY DESIGNED USING BLOXELS.



ERIC NABYDOWSKI PRESENTING HIS DOLPHIN PROJECT. IN ADDITION TO CLASS PROJECTS, STUDENTS HAD THE OPPORTUNITY TO PURSUE THEIR OWN RESEARCH INTERESTS.

HOOT HOOT! THIS STUDY OF OWLS BY STUDENTS IN KELLI BUOTE'S 1-3 GRADE CLASS WON BEST CLASS PROJECT.

VALLEY COLLABORATIVE

Middle School Site 2: A Positive Place To Be

Cavin Dunn-Benson, an eighth grade student at Valley's Site 2 Middle School, is looking forward to Friday. That's because the end of the week is also an opportunity for Cavin and the other 16 middle school students to celebrate their good work in the classroom with a much-deserved field trip. Students who meet expectations regarding behavior Monday thru Thursday head out into the community on Friday. "They've demonstrated that they're trustworthy enough to go on a trip," says Assistant Principal Glen Costello.

Students get to pick from several different trip options tailored to reflect a broad range of interests. One recent Friday found a group headed into Boston to an indoor sporting facility to play capture the flag; another group went to a make-your-own-pottery studio to get creative.

Cavin joined the sports enthusiasts. "Since it's winter and we're inside all of the time I prefer to get out and run." He says that the prospect of getting to go on an adventure gives him something to look forward to and helps him stay focused during the week. "It's a good incentive." Jill Morton, also an eighth grade student, went to the pottery studio. "You have to get a certain number of points to earn the trip," she explains.

So far this year the students have gone to Purgatory Chasm State Reservation in Sutton, Mount Wachusett, Beverly's Endicott Park and Harold Parker State Forest where they had an opportunity to practice survival skills, including constructing a shelter out of forest debris. Another off-the-beaten-track destination: the Pepper Palace at Faneuil Hall, where they got to meet the owner and learn about the store's spicy offerings. "He was interesting to talk to," says Cavin.

The idea of having students earn their way to a reward is one that Valley's Site 2 High School has used successfully for several years. Now Glen and his staff at the middle school are implementing the same approach with seventh and eighth grade students. Glen says that building strong relationships between Valley students and the teachers and staff who work with them has been key to the program's effectiveness. "There's a positivity about the place—you can feel it," says Glen.

Tyler Nelson has worked with the middle school for the last five years as a behavior aide and has extensive experience working in the mental health field. He says that facilitating trust between students and staff is essential when working in a middle school setting. "Our middle school students need a lot of guidance but they're also craving a lot of independence," says Tyler.

For these Site 2 students, the positive behavior incentive program offers direction and room to move. And the end of the week brings yet another chance to leave the classroom behind and get out into the world. ■

SHANE BROOKE TAKING A SNOWBOARDING LESSON AT WACHUSETT MOUNTAIN.

JAYDEN CANALES BUILDING A FIRE DURING AN OUTDOOR EDUCATION FIELD TRIP TO HAROLD PARKER STATE FOREST.

VALLEY COLLABORATIVE

Site 3 Middle School: Future Focused

For students attending the Site 3 Middle School, the move to high school can be a momentous occasion, not to mention a little scary. That's why Site 3 teachers and staff decided that it was time to take some of the mystery out of the transition to ninth grade. Explains Principal Nicole Noska: "The students used to be really separate, and middle schoolers didn't really see high schoolers. We've tried to change that by creating clear pathways so that students can see where they're headed next."

During the 2018-2019 school year, the middle and high school programs have been collaborating on social activities and field trips. Whereas in the past eighth graders might have paid a visit to a high school classroom, the new emphasis is on a much more natural transition, allowing the middle schoolers to get to know some of their high-school counterparts. "They see for themselves that the high schoolers have more independence," says Nicole. "That gives them something to look forward to and work towards."

Valley Social worker Jen Schultz Bray says that the idea of getting the students together came in response to a challenge: four students in a Site 3 social/pragmatic classroom were in need of more social interaction. Jen approached John Shea, a teacher who works with ninth and tenth graders. "The younger students needed some positive role models. Seeing the older students interact with each other, and with their teachers and staff provided that," says Jen.

KAYLEIGH TATROE WITH A FURRY FRIEND ON A COMBINED CLASS TRIP TO CHIP-IN FARM.

The initial experiment was a success. Social activities including movie day and birthday parties, have sparked some friendships and have broadened the younger students' perspectives on life and school. The new middle school/high school group has also had opportunities to interact outside of school. In recent months the students have taken field trips to see the U.S.S. Constitution and to play laser tag. Supported by Valley staffers including social workers, speech therapists and classroom teachers, the students have visited Chip-In Farm in Bedford and stepped out onto the ice at Edge Ice Arena.

Gym teacher Micaelagh Campbell arranged a trip to CKS Training, where students enjoyed an hour-long high intensity workout with the facility's owner. "They got to learn new skills all while having fun," says Micaelagh. Joining the group of Site 3 high school students was middle schooler Adam Conant. "I was so impressed with how well he did on this trip being the only middle school student," says Micaelagh. "He was a rock star!"

"The trips have allowed the students to get to know one another in a less formal setting, and some new bonds have definitely formed," says Jen. During a recent trip to a trampoline park, a middle schooler and a high schooler discovered that they shared a love and a skill for dodgeball. The field trips and other social events are about more than just having a good time, explains Jen. "The younger students get role models at a time when they really need them. They really seemed to recognize that the older students have more self control, and they look at their own behavior as a result."

ADAM CONANT WORKS ON HIS BOXING SKILLS AT CKS TRAINING.

As for the high schoolers, they've appreciated the opportunity for additional social interaction and the chance to mentor and model good behavior for their younger peers. As Jen explains: "When I talked to them about this I told them that I wanted the middle school students to see how great you are and learn from you."

Next year, many of the middle schoolers will be joining or taking the place of their older peers in the Site 3 Alternative High School or Transitional High School. Thanks to some creative thinking by Valley staff that transition will be a lot less scary.

"It's going to feel more natural this year than ever before," says Nicole. "They've had so many more opportunities to engage and really see for themselves what the future looks like." ■

VALLEY COLLABORATIVE

Adult Services: Striving for Independence

The staff at Valley's Today and Tomorrow program began the year with an ambitious goal: to dramatically increase the number of Individuals who are independently employed. Since July, 13 more Individuals have found jobs, bringing to 27 the number who are now working independently at a range of job sites across the region.

The push to expand employment opportunities is part of a larger overhaul of the program that began two years ago. Today and Tomorrow has expanded its emphasis on job skills training, starting with helping the 93 Individuals who are currently in the program identify job areas that interest them. There's also a more systematic approach to providing the kinds of support needed to develop job readiness. Today and Tomorrow staff help with resume writing, role playing job-related skills, and provide guidance on how to behave in the workplace.

The process is also highly-tailored to the Individuals in the program. Once their specific skills and interests are identified, Individuals have the opportunity to see what a worksite is like. Someone with an interest in office work, for example, might try a stint at Billerica Town Hall. Individuals who are interested in pursuing kitchen work might be paired with Joe Reilly of Joe's Bistro to learn some skills before they move onto the next level. Once a match has been made, Valley's five job developers work to come up with a schedule that combines work with career planning. All of that support and attention to detail is paying off for the Individuals in the program. Ninety percent are currently employed, either individually or as part of a group, and earning the minimum wage or more.

DONALD B. AT WORK AT CINTAS.

Support Team

The list of job sites where Today and Tomorrow participants are currently employed includes 3M, Lantheus Medical Imaging, Billerica Town Hall, Bristol Meyers Squibb, CVS, Petco, TJ Maxx, Stop and Shop, Outback Steakhouse, and various other local restaurants and grocery stores. Valley job developers are always on the lookout for new potential employers. "When I see that somebody's got a job opening, the first question I ask is 'who would that be good for?'" says Darren Goad. "Our goal is to get the Individuals we serve recognized as a real asset for employers."

Making a job match is only part of the equation. The job developers also offer whatever assistance is needed in order to help the Individuals work independently, keeping a running assessment of who is doing well and who needs additional support. The Individuals typically receive more support at first, less as they grow more comfortable working independently. "We provide the kind of support that can help turn a job into a career," explains job developer Pam McNulty, noting that some of the Individuals in the program have held the same jobs for a decade or more.

CRYSTAL D. ON THE JOB AT WEGMANS.

The job developers also make a point of stopping by various worksites to see how things are going, and check in with managers regularly. "If there's a problem, we can work together to try to fix it," says Pam. "That little bit of extra support can make all the difference."

The Outback Steakhouse in Lowell, where Samantha W. has worked for the past year as a Kitchen Assistant, portioning and weighing food items before they are served to patrons, is one of Pam's regular stops. When Samantha first started at Outback she needed some help navigating the responsibilities of her new job, including figuring out how to use the time clock. Pam worked with Outback managers to find a solution, and these days Samantha needs less support.

»continued on page 7

VALLEY COLLABORATIVE

A School-to-Work Success Story

Cole Nardone has some advice for Valley students: don't get discouraged when things get hard. "Ask for help when you need it," says Cole, who recently started a new job in the IT department at MACOM Technology Solutions in Lowell.

Cole has always loved technology but his experiences at Valley helped him transform a passion into a career. He started out as a student at Valley's former school in Pepperell before transitioning into the School-to-Work program. A job at Bristol Myers Squibb delivering mail gave him his first taste of the routines of a big workplace; a stint at a veterinary clinic taught him his limits. "That was a little too traumatic," Cole recalls.

But it was his work with Valley's technology department that helped Cole figure out his true calling. He interned for a year and a half before joining the staff as a full-time technician, providing tech support and trouble-shooting expertise to Valley staff. "He was an essential part of the team," says Angel Cartagena, Valley's Senior IT Technician.

The tech part of his job came easy, says Cole. "I love to tinker with computers. I started out with my family's PC." Navigating the workplace, though, with its often unspoken rules, was a bigger challenge. For assistance, Cole relied on Sean Curran, a job development coach at Valley, calling upon him whenever he needed advice about how to handle a situation at work.

COLE NARDONE ATTENDED VALLEY'S SCHOOL-TO-WORK PROGRAM AND HAS JUST STARTED A JOB AT AN IT COMPANY.

"Cole's tech skills are unbelievable," says Sean. "He just needed to develop confidence and gain an understanding that people have different styles at work and that not everyone is a tech expert." In the course of his time in Valley's tech department, Cole made considerable progress, says Sean. "We've seen so much growth in him."

Sean and the other job development coaches, including Darren Goad and Pam McNulty, say that as proud as they are of Cole, it wasn't easy to see him move on. "We've become extremely close. We're like a family," says Sean. Cole plans to stay in touch from his new job, and if he needs help, his old friends at Valley will be on hand to offer support, assistance and advice. They may even call upon him with the occasional tech question. "I'm horrendous at tech," says Sean. "I miss Cole already."

So how are things going at Cole's new job? "He loves it," says Richard Infante, Valley's junior IT technician. "He just called us to tell us about a big new project he's working on." ■

Striving for Independence

»continued from page 6

"My goal is to be the very best that I can be," says Samantha.

In the event that a job doesn't work out, the job developers also want to make sure that they understand why, even sitting in on exit interviews to make sure that parting goes smoothly. "We try to end it with grace. You want to keep the door open," says Darren. Understanding what went wrong helps the job developers determine what kind of training and support is required to make the Individual's next job a success.

Building Independence

Until recently, the job developers worked separately based on the funding source that supported their work. These days they are increasingly working together, sharing leads on potential jobs and partnerships with local businesses. "We have a team of people—it's a village," says Darren.

A more unified structure isn't the only change at Today and Tomorrow. Last year, the program expanded its recreational offerings, specfically targeting Individuals who reside in group homes. Explains Adult Services Manager Joe Venskus: "They don't always have the opportunity to get out because transportation is such an issue, so we're providing that."

While the Today and Tomorrow staff members are still working on reaching the goal of finding independent employment for 25 more Individuals this year, they are on their way, says Joe. "Our goal is to help the people we serve live and work independently and we're building, building, building to get there." ■

Valley Collaborative Leadership Team

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Valley Collaborative Board

Chair: Mr. Timothy Piwowar
Superintendent of the Billerica Public Schools

Dr. Jay Lang
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

Mr. Brad Morgan
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

Special Thanks To:

Jennifer Berkshire, newsletter writing and editing

Joe Cronin, photography

QPL, printing

From: Chris Scott
To: Brad Morgan; Denise Pigeon; Dr. Jay Lang; Dr. Laura Chesson; Dr. Michael Flanagan; Mr. Christopher Malone; Mr. Everett Olsen; Mr. Steven Stone; Mr. Tim Piwowar
Subject: Board Meeting
Date: Tuesday, February 26, 2019 2:33:00 PM

Dear Board Members,

Chair Piwowar has a scheduling conflict next week. We would like to reschedule the Board Meeting to either Tuesday, April 9th or Friday, April 12th. Please let us know which date you prefer.

April is actually a better time for the Board Meeting because the 3rd Quarter will be closed. At that time I will have a better projection for the 4th Quarter.

In the meantime, I write to you below with an enrollment/budget update - as I know you are developing your budgets.

Each time I present Valley's budget to you I explain the uncertainties associated with Collaborative budgets which are predicated upon enrollment. As many of you know Lowell Public Schools significantly increased their enrollment of students at Valley over the past six years. However, Lowell Public Schools has recently had their own budget concerns and in an attempt to control Special Education costs they have opened up Special Education Programs to educate their students in district. As such Valley has 8 less Lowell students compared to this time last year. (Lowell still has 21 students enrolled.) The decrease of enrollment of 8 students is a combination of fewer referrals from Lowell and students returning to Lowell through the IEP process. This change in the enrollment trend, at this point in time, will result in an annual loss of between approximately $350k-$420k in revenue.

In September Valley's revenue was down $500 a day over FY'18. This variation year over year is not unusual however the January FY'19 daily revenues from tuitions are down $2,000 a day. Valley's overall enrollment is 302 students as of 2/1/19 (compared to 312 students this time last year). Valley has seen a slight increase in the number of adults (4) we serve in the DDS program. Staffing levels at Valley, as you may be aware, are adjusted throughout the year according to pre-set staffing formulas. And these staffing adjustments have been and continue to be made as necessary. In other words, Valley lays off staff if there is a significant decrease in enrollment (five tuition rates equates to approximately $250k) and hires staff when required. All of our programs are generously staffed. Staff-to-student ratios range from 1:1 to 1:5.

Given this new enrollment trend it is difficult, at this time, for me to project how strong Valley's revenues will be in the 3rd and 4th quarters. With that said we are still on target to meet the projected FY'19 revenue of $19.3 million and the projected surplus of approximately $480,000 (and this number could be higher but it is too soon to know). I will know more at the end of the 3rd quarter.

I appreciate that these uncertainties and fluctuations make it more challenging for both our member districts and Valley to budget.

Sincerely yours,

-Chris

Valley COLLABORATIVE

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 A. Scott, Executive Director
Date: April 12, 2019
Re: GS-21 Delegation to Vancouver

I spoke with Tim Piwowar, Valley Chair, regarding my participation in the GS-21 Vancouver Professional Learning Tour from October 13-19, 2019.

This will be in lieu of me attending a National Conference in FY'20 as per my contract.

Required Action:
None

Attachments:
GS-21 Vancouver Brochure

INCLUDED ON TOUR:

I've been a lucky participant of 7 EF Professional Learning Tours since 2012! I could go back and re-visit those sites on my own but it would never be like it was to travel with professional colleagues, to be able to digest our day to day experiences with each other in the moment guided by an experienced Group Leader and Tour Director.

EF deftly balances direct access to local schools and educational leaders and time to explore the cultural environs. Each experience has been personally transformative influenced not only by the site buy by the mix of professional travelers who choose to come together to share a journey.

- Bella Wong, Superintendent/Principal of Lincoln-Sudbury RSD

All of the six educational delegations thus far have been deep learning experiences and a lot of fun! We now look to visit classrooms, a teacher-prep university, and policy makers in Vancouver regarding equity education and closing achievement gaps. Thanks to EF for a track record of high-quality programs for us.

- Tony Bent, Chair, Global Studies-21st Century Skills; Mass. Association of School Superintendents

NOT INCLUDED ON TOUR:

Optional excursions; Insurance coverage; Beverages and lunches; Transportation to free-time activities; Porterage; Adult supplement (if applicable); Weekend supplement; Any applicable baggage-handling fee imposed by the airlines (see eftours.ca/baggage for details); Expenses caused by airline rescheduling, cancellations or delays caused by the airlines, bad weather or events beyond EF's control; Passports, visa and reciprocity fees

Your itinerary

Day 1

Arrive in Vancouver and settle in to your hotel

Hotel in Vancouver

Overnight in Vancouver

Day 2

Breakfast Vancouver

Vancouver Sightseeing Tour
A local guide leads today's sightseeing tour of Vancouver, where you will discover highlights such as Chinatown, Canada Place, scenic English Bay, and the picturesque Vancouver Harbour.

Welcome Dinner in Vancouver

Overnight in Vancouver

Day 3

Breakfast Vancouver

Visit School of Ed (UBC)
Visit the Faculty of Education at the University of British Columbia, connecting with faculty leadership while exploring the breathtaking Point Grey campus.

Squamish Lil'Wat Cultural Centre
The first ever centre dedicated to the history and culture of local First Nations, The Squamish Lil'wat Cultural Centre in Whistler is where mountains, rivers and people meet. Built to preserve their culture and share it with others, the building is designed to evoke the longhouses of the Squamish people and the Istken (traditional earthen pit house) of the Lil'wat people with a modern architectural interpretation.

Dinner in Whistler

Overnight in Vancouver

Day 4

Breakfast Vancouver

Ferry to Vancouver Island

Meeting with BC Ministry of Education Representative in Vancouver

Victoria sightseeing
The capital city of British Columbia, Victoria boasts many historic buildings and some of Canada's most breathtaking scenery. Step away from the city's historic streets and distinctive architecture to find the Inner Harbour, whose use dates back to the First Nations. Just around the corner, Fisherman's Wharf is home to working fishing vessels, many of which offer fresh seafood for sale right off the boat. Finally, explore Beacon Hill Park, home to more than 200 acres of natural areas and gardens.

Day 4 continued

Dinner in Victoria

Hotel in Victoria

Overnight in Victoria

Day 5

Breakfast Victoria

Depart Victoria and visit a rural school board on Vancouver Island

Fisgard Lighthouse National Park
A National Historic Site, The first Lighthouse on Canada's west coast is standing and still operational! Join the thousands of people who step inside this piece of history. Once a beacon for the British Royal Navy's Pacific Squadron, today Fisgard still makes home base for the Royal Canadian Navy

Dinner in Victoria

Overnight in Victoria

Day 6

Breakfast Victoria

Ferry from Victoria

School visit within the Vancouver School Board

Dinner in Vancouver

Hotel in Vancouver

Overnight in Vancouver

Day 7

Breakfast Vancouver

Transfer to the airport for your return flight
Your tour director assists with your transfer to the airport, where you will check in for your return flight home.

Itinerary is subject to change

For complete financial and registration details, please refer to the Booking Conditions at **www.eftours.ca/bc**.

The easiest ways to

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Enrol by fax
1-800-556-6046

Mail your Enrolment Form to:
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80 Bloor Street West, 16th Floor
Toronto, ON M5S 2V1

PLVC

TICO-2395858, 50018789 | CPBC-73991, 73990 | OPC-702732

My daughter has gained such an amazing view of the world and history from this experience. She has not stopped talking since I picked her up at the airport. Thank you for all the organization, helpful hints, flexible payment plan and knowledgeable tour guides.

–CHARLOTTE, DAUGHTER TRAVELLED JUNE 2014

Tour review

THE WORLD LEADER IN INTERNATIONAL EDUCATION

Your teacher has partnered with EF because of our unmatched experience and worldwide presence, as well as our commitment to providing students with life-changing travel opportunities that are immersive and affordable. For over 50 years, we've worked with educators across the globe to help millions of people become citizens of the world by breaking down barriers of language, culture and geography.

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– **All of our educational itineraries feature experiential learning activities** and visits to the best sites.

– **We're completely committed to your safety.** We have 500 schools and offices in over 50 countries around the world, so local EF staff members can react quickly and in person wherever you travel.

– **Your full-time Tour Director** is with your group every step of the way on tour, providing insight about your destinations as well as great local tips.

EducationFirst

NOTICE OF TAKING BY EMINENT DOMAIN

CERTIFIED MAIL - RETURN RECEIPT REQUESTED

TO:

Merrimack Special Education Collaborative
C/O Valley Collaborative
40 Linnell Circle
Billerica, MA 01821-3901

FROM: Town of Billerica

RE: Order of Taking - Street Acceptance - Fall 2018 Town Meeting
Apple Orchard Drive - Brandon Street - Clermore Road - Fardon Street - French Street - Gail Ann Drive - Gilman Road - James Road - Jamieson Way - Lexington Farms Way - Linnell Circle - Suburban Park Drive - Terry Lane - Westwood Avenue

In accordance with the provisions of Massachusetts General Laws Chapter 79, Section 7C, you are hereby notified that on January 28, 2019, the Board of Selectmen of the Town of Billerica adopted an order taking by eminent domain permanent easements within the above-referenced ways in which you are believed to have an interest of record.

The easement taken is more fully described in the aforesaid Order of Taking dated January 28, 2019, and recorded with the Northern Middlesex District Registry of Deeds on February 5, 2019, in Book 32751 Page 55 and filed with the Northern Middlesex Registry District of the Land Court on February 5, 2019 as Document No. 299446.

The Board of Selectmen awarded no damages for this taking. If you dispute the adequacy of this award, you may petition for an assessment of damages for said taking to the Middlesex County Superior Court under Massachusetts General Laws Chapter 79, Section 14, within three (3) years from the date of recording of the subject Order of Taking.

TOWN OF BILLERICA
BOARD OF SELECTMEN

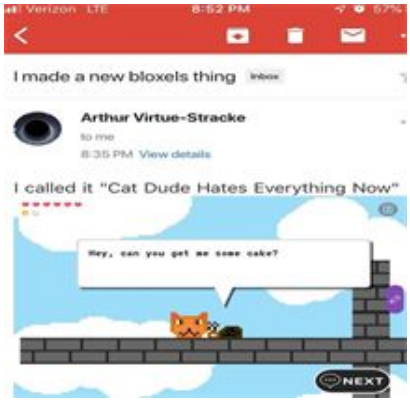
By: John C. Curran
Title: Town Manager

Dated: March 1, 2019

40 Linnell Circle

STEM Newsletter

Valley Collaborative



Science and Art Fair

The Valley Elementary School hosted its first Science and Art Fair this past February. Emily (Science Teacher) hosted along with Meghan (Art Therapist) and displayed student projects and designs throughout the cafeteria. During the fair, students were able to present and show off their hard work for the rest of the school to see as well as their families.

ST Math and JiJi

Yes, that's right- JiJi came for a visit at the Valley Elementary School! The penguin was very impressed with all the math work students have been putting in. The Elementary School had the opportunity to ask JiJi questions, dance and show off math skills!

Bloxels/3D Printing

Students at the Elementary School have been accessing this amazing new technology called Bloxels by creating their own characters, video games and story lines. It is a fan favorite for sure!

Alternative High School and Middle School students have been busy designing their own video games students can be found during breaks, lunch, and even on Saturday Nights!

For any STEM related questions or comments, please don't hesitate to contact Glen Costello (Middle/High School STEM Lead) or Heather Mackay (Elementary STEM coach)

STEM Newsletter

STEM Superstar Staff

Rachel Wedge has been at Valley for 5 years and has done an amazing job incorporating Bloxels into her classroom. Rachel's students have all received several weeks of instruction during their weekly STEAM elective. Students have created their own characters, developed their own story lines, and created their own games. Returning from break Rachel is hoping to offer Bloxel as another opportunity for students to demonstrate their understanding of the history curriculum. Rachel is planning to pilot Bloxel in her Junior History class as they enter the Roaring 20's … Hopefully not every game ends with great depression!

Resources:

http://www.bloxelsbuilder.com/bloxels-edu-student-login-app-tutorial

http://www.bloxelsbuilder.com/tutorials

http://www.bloxelsbuilder.com/bloxels-edu-creating-a-character-app-tutorial

http://www.bloxelsbuilder.com/bloxels-edu-creating-a-background-app-tutorial

For any STEM related questions or comments, please don't hesitate to contact Glen Costello (Middle/High School STEM Lead) or Heather Mackay (Elementary STEM coach)

From: Cheryl Crumb
To: Nicole Noska; Annie Willis; Julie Fielding
Cc: Chris Scott; Richard Pelletier
Subject: Nice to hear
Date: Wednesday, February 6, 2019 12:41:31 PM

Hi Nicole, Annie and Julie,

I just wanted to pass on a compliment that I heard while at an Allan Blume IEP training here in district. The focus was on Plep A, describing how a disability affects progress and the importance of aligning these areas of need with appropriate goals. We had to bring an IEP to share at the training and I brought one from Valley. I was told it was a perfect example of the correct way this should be written.

(:

Cheryl Crumb, LMHC
Out of District Coordinator
Tewksbury Public Schools
978-640-7800 x208

All email correspondence is subject to the requirements of M.G.L. Chapter 66, §10. Under Massachusetts Law, any email created or received by an employee of the Tewksbury Public Schools is considered a public record. This email is intended for educational use only and must comply with the Tewksbury Public Schools' Acceptable Use Policy. This email may contain confidential and privileged material for the sole use of the intended recipient. Any review or distribution by others is strictly prohibited. If you are not the intended recipient please contact the sender and delete all copies.

It is the policy of the Tewksbury Public Schools not to discriminate on the basis of race, color, gender, religion, national origin, sexual orientation, gender identity, disability, age, or homelessness in its educational programs, services, activities, or employment.

TALENT
SHOW

1. John Paul - Dancing to "Don't stop believing" by Journey

2. Alex P. - singing - "My House" by FloRida
"You've got a friend in me" - Randy Newman

3. Jimmy - singing - Miraculous

4. Cassie - singing - "Holy" by Florida Georgia Line

5. Jack - song

6. Shannon's Class - Can't stop the feeling

7. Vanessa - Jokes

8. Keely - Demons

9. Jevon - dancing

10. Christopher Sparks - singing - "Sunflower" by Post Malone

11. Jaden&Erik - My life in a nutshell

12. Mikey - lip syncing - "The Darkness" - Hardstyle

13. Brittany - singing - 7 rings by Ariana Grande

14. Joe D. - playing bass - Iron Maiden Mash-up

15. Lizzy - playing piano - Harry Potter soundtrack

16. Chris Ryan&Shawn Sargent - singing - "The devil in I" by Slipknot

17. Cat - singing - "Speechless" by Dan&Shay

18. Cassidy - singing - "Blind" by Prettymuch

19. Nick - singing - "A million dreams" from The Greatest Showman

20. Kaitlyn - singing - "Breathe" by Anna Nalick

21. The Band:
Drums - Alannah Cavallaro, Bass - Riley LaDuke
Guitar - Evan Olsen, Additional Percussion: Adam Harris,
Joshua Soly-Poirier, Joey Bauer
Vocals - Ashanti Wilson-Moreau
"Let her go" - Passenger

Director.....Joe Cronin
Music Director..... Vlad Stoicescu
Set Design .....Lorelei Meuse
Stage Manager..... Tom Vallante
Drama Coaches ..... , Ryan Cote, Tori Debeaucourt
..... Kristine Conroy, Mike Fedak
Stage Crew..... Louis Marino, Stephen Winslow

A Special Thank You to
Valley's Board of Directors

Mr. Timothy Piwowar
Chair, Superintendent
Billerica Public Schools

Dr. Jay Lang
Superintendent
Chelmsford Public Schools

Mr. Steven Stone
Superintendent
Dracut Public Schools

Dr. Laura Chesson
Superintendent
Groton-Dunstable RSD

Dr. Denise Pigeon
Superintendent
Nashoba Valley Tech School District

Mr. Brad Morgan
Superintendent
North Middlesex RSD

Mr. Christopher Malone
Superintendent
Tewksbury Public Schools

Dr. Michael Flanagan
Superintendent
Tyngsboro Public Schools

Mr. Everett Olsen
Superintendent
Westford Public Schools

Valley's Team
Dr. Chris A. Scott, Executive Director
Nicole Noska, Principal
Lia Metrakas & Brian Mihalek, Assistant Principals
Thank you to all the parents and teachers who have made this production possible!

Roald Dahl's Willy Wonka Jr. is presented through special arrangement with and all authorized materials are supplied by
Music Theatre International,
421 West 54th Street, New York, NY 10019

The videotaping or audio recording of this production is strictly prohibited

Valley Transitional High School

PRESENTS

Words and Music By
Leslie Bricusse and Anthony Newley

Adapted for the Stage by
Leslie Bricusse and Timothy A. McDonald

April 4, 2019
6:00pm
Locke Middle School
Billerica, MA

MUSICAL NUMBERS

Pure Imagination .....Willy Wonka

Golden Age of Chocolate.....Willy Wonka

The Candy Man.....Candy Man

I Eat More.....Augustus Gloop

Think Positive.....Charlie Bucket

I See It All on TV.....Mike Teavee

Cheer Up, Charlie.....Grandpa Joe and Mr. Bucket

Think Positive.....Charlie Bucket

(I've Got a) Golden Ticket.....Charlie Bucket

In This Room Here..... Willy Wonka

Oompa-Loompa 1.....Oompa-Loompas

Chew It .....Vlad Beauregarde

Oompa-Loompa 2.....Oompa-Loompas

Flying.....Charlie Bucket & Grandpa Joe

Burping Song.....Charlie Bucket & Grandpa Joe

I Want It Now.....Veruca Salt

Oompa-Loompa 3.....Oompa-Loompas

Oompa-Loompa 4 .....Oompa-Loompas

Finale.....Cast

CAST

Willy Wonka/Candy Man..... ....Joseph Distefano

Charlie Bucket.....Jacob Dumais

Grandpa Joe .....Tony Berry

Grandpa George/James/ Oompa-Loompa ..... Andrew Blais

Mr. Bucket/Mr. G/Mr. T/Oompa-Loompa .... Marcus Mengistab

Grandma Josephine/Matilda/Veruca Salt .....Mary Alice Jackson

Augustus Gloop/Oompa-Loompas ..... Nate Berry

Vlad Beauregarde/Oompa-Loompa ..... Arun Maudgal

Mr. Salt/Oompa-Loompa.....Nate Steigerwald

Mike Teevee/ Oompa-Loompa ..... Jack Saba

Photo Captions

1. Joe Distefano: Joe Distefano playing Willy Wonka holding the everlasting gobstopper
   Photo taken by John Shea

2. Bucket family: From left to right - Andrew Blais playing grandpa George, Marcus Mengistab playing Mr. Bucket, Jacob Dumais Playing Charlie Bucket, and MaryAlice Jackson playing Grandma Josephine. In this scene Charlie just found the golden ticket.
   Photo taken by John Shea

3. Tony Berry: Tony playing Grampa Joe in the Bucket shack with is cabbage soup.
   Photo taken by Bill Pedreira

4. Nate Berry: Nate Berry playing Augustus Gloop in the chocolate smelting room.
   Photo taken by Bill Pedreira

5. Andrew Blais: Andrew Blais Playing as an Oompa-Loompa
   Photo taken by Bill Pedreira

From:	Darren Goad
To:	Joseph Venskus; Chris Scott
Cc:	Sean Curran; Melina Seitzinger; Pamela McNulty; Melissa Alexa; Debora Pelletier; Patricia Evans; Lisa Phillion; Nikki Gounaris; Catherine Shortliffe (cshortliffe@thetrustees.org)
Subject:	Ray B. Mailbox
Date:	Friday, January 4, 2019 8:41:03 AM

Good morning Team,

This morning Ray Busby came to me to tell me that as an employee of Tyngsboro High School he now has his very own mailbox. He was so proud!
Often it's the little things that we sometimes take for granted that can mean so much to others. Let's all share in Ray's enthusiasm and congratulate him on a job well done!

All the best,

Darren Goad
Senior Job Developer

Valley
COLLABORATIVE

25 Linnell Circle
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Jeremy First Day at T.J. Maxx

Valley COLLABORATIVE

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris A. Scott, Executive Director
Julie Fielding, Principal Alternative Middle and High School
Date: April 12, 2019
Re: Valley Students participate in Greater Lowell Basketball League

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This past winter the students of Valley Collaborative' s Alternative Middle and High School programs participated in the Greater Boston Basketball League. More than 25 students from all programs worked side by side at practice, forming two teams that competed in the Junior Varsity and Varsity divisions. For more than 30 years, the Greater Boston Basketball League has provided an opportunity for students in alternative schooling to interact with students from other schools as well as letting them compete, experience success, experience defeat, and learn about sportsmanship and teamwork.

Valley Collaborative students capped off a successful season with a second place finish in the annual GBBL March Tournament at both the JV and the Varsity divisions. This was the first year that the Collaborative has participated in the postseason tournament. Both the JV and Varsity teams displayed tremendous grit, teamwork and sportsmanship that was noticed by other schools and the organizers of the tournament.

Coaches Matt Manfredi, David Illg, and Todd Fletcher focused on creating an environment for students to not only learn basketball fundamentals, but also one which keeps the overall mission in the forefront. Stressing fair play, teamwork, respect, and effort as a way of building a foundation on the court that can lead to achievement in the classroom and their everyday life. The season ended with a banquet held for the team where participation and individual awards were presented to students.

This spring, the coaches are hoping to participate in either a softball or soccer league depending on student interest. Based on the success seen in the winter basketball league, we look forward to seeing the students come together and another successful season.

Required Action:
None

Attachments:
None

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris A. Scott, Executive Director
Date: April 12, 2019
Re: Weekly Updates from
Annie Willis, Principal Elementary School

The Elementary School has been very busy for the month of March moving into April. As of Monday we will have 90 students enrolled, and I will be out on maternity leave! Students have begun MCAS testing for ELA and are enjoying the ability to go outside. This has allowed some outdoor field trips, mountain biking and visits to the park and the like in order to get that pent up energy out. Also, our outdoor classroom space, chickens and greenhouse is more available. It is great to see the kids outside.

Students made leprechaun traps in March and got to display their creations in the cafeteria for a vote. They were very excited to see that the traps mysteriously went off over the weekend leaving some treats behind. We have been lighting it up blue for Autism all week and the students have put together a little presentation on Autism for today to show in front of the whole school.

The school is busy with referrals, IEP meetings, evaluations etc… and planning for the summer renovations at Coburn Road and my Spring maternity leave! Seems like the days are flying by. Good luck to all of you for the end of the school year. See you in July :)

Required Action:
None

Attachments:
None

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris A. Scott, Executive Director
Date: April 12, 2019
Re: Weekly Updates from
Julie Fielding, Principal Alternative Programming
Valley Middle School and Valley Transitional High School

The month of March has been very busy! Students were getting a little stir crazy with the cold weather so the warm weather to get them outside has been welcomed!

The High Schools have taken their first Computer Based MCAS test for ELA - it went quite smoothly - Math is coming up next month. Students have been on college tours to Manchester Community College and job tours to IKEA and have gone on trips to Microsoft, LaserCraze, 3Trolls, Roller Kingdom, JFK Museum, the Aquarium, MetroRock, hiking, and geocaching. Students have also participated in transitional activities such as cooking, trips to the RMV and community service. Upcoming trips include Boston Skywalk, whitewater rafting, canoeing, Boda Borg, the State House, Plum Island, hiking, Boston Tea Party Ships and more cooking, college tours and job tours. Some high school students will be going on an overnight camping trip to New Hampshire.

The Middle School has also been taking MCAS this month. There trips this past month have been to MetroRock, snowshoeing, Boda Borg, sledding, Aquarium, cross country skiing, Disc Golfing, Basketball Hall of Fame and hiking. Upcoming trips are to In the Game, hiking, geocaching, Frisbee Golf and Bubble Soccer.

Students in the Middle Schools and High Schools finished the basketball season and participated in the GBBL tournament. The Spring Sport is TBD but the plan is to continue offering a sport for each season.

IEP meetings, 3 year Evals and tours have been in full swing. Quarter 3 ends tomorrow, report cards and progress reports will be mailed out next week!

Required Action:
None

Attachments:
None

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris A. Scott, Executive Director
Date: April 12, 2019
Re: Weekly Updates from
Nicole Noska, Principal Transitional Programming
Valley Middle School and Valley Transitional High School

It's been a busy start to the Spring. The 10th grade high school students took their first round of computer based MCAS testing (CBT) in early March. It went off without any technological glitches. Middle school students had the opportunity to transition to the MCAS CBT last year, so this week's ELA MCAS was a smooth roll out as well. Testing for Math will start up after the April vacation.

Vocationally, the vocational team developed the Independent Experiential Career Exploration Lab (iXL) program. It's a job-shadowing, independent study for students (in grade 12 or higher) looking to explore and develop their skills in a specific field of interest. Each 6 week lab will conclude with a capstone project, which will be presented at the student's next IEP meeting. In order to participate in this lab, students must meet certain criteria to foster this independent experience. We currently have two students participating in iXL, both in the music field. Our vocational aides and students have successfully transitioned into the incentive based data collection of student vocational work using a data collection tool based off of the Massachusetts Worked Based Learning Plan. Staff feedback has been highly positive with regard to the ease of use, "The Google survey is quick and easy." Another staff member who was initially apprehensive about "new technology" remarked, "I was nervous at first, but it's so easy to use with my students. The kids know how to use it and enjoy going over their work at the end of the day".

Thursday, April 4th was the annual Site 3 School Play. The high school students put on an amazing rendition of Willy Wonka. The audience enjoyed not only the acting, but the singing and dancing numbers as well! In addition to several months of play practice, the rec program has continued to offer additional after school opportunities such as indoor soccer, karaoke, cooking, and year book committee. The classrooms have also enjoyed educational trips out in the community, including: the Apex Center, swimming, Beaver Lodge, and hikes out at Breakheart Reservation.

We are in full swing with July transition planning with the elementary school and recent middle and high school referrals in preparation for the 2019/2020 school. Multiple tours have occurred in the past two weeks and will continue after the April vacation for students who will start in July. Referrals for this school year also continue to come in and we are starting one student from Methuen after the April break.

On March 28th we experienced the loss of one of our Middle School students after a very brief illness. I must again thank the entire Valley Team for coming together, as Valley always does, in not only the good times, but also in very difficult and unexpected times of grief, to help support and console those in need. After a two day bake sale, organized by the student's classroom team, the Valley Collaborative was able to raise and donate approximately $2,000 to the student's family for expenses. Thank you to those who donated either financially, with baked goods, or with kind words. The family was overwhelmed by the donation and I assured them that this young man will forever be in our hearts.

I hope everyone is able to get outside this weekend and enjoy some of the warmer weather. I know I have been looking forward to it.

Required Action:
None

Attachments:
None

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris A. Scott, Executive Director
Date: April 12, 2019
Re: Weekly Updates from
Joe Venskus – Adult Services Coordinator

Happy Spring!! It has been very busy in the program over the past month. With new activities being conducted, new individuals arriving, and getting our new kitchen up and running! We have started two new individuals into the program this past month. I anticipate three more individuals starting with us by June - One who will be transitioning from Nicole's program. Our Attainment Curriculum has finally come in. This will be a tremendous asset to our CBDS program. It is a very robust curriculum that focuses not only on adaptive living skills such as Healthy Eating, Budgeting, Stepping out in the community, Cooking Skills and Who's Future is it but it also provides our Career Planning group with curriculum on Workplace Social Skills and will add to our PRE-ETS program. We also purchased the SNAP Curriculum for our Career Planning group. This curriculum provides us with a series of discussion points that we can use at the job sites with our individuals to reinforce what they have learned during Career Planning.

This past month individuals participated in a St. Patrick's Day dance. This was a great evening and Curtis Knight was the DJ for this event. We also entered a video into a DDS Contest. The Department is looking for a new innovative way to let people know how to apply for DDS services and eligibility requirements. This was an amazing opportunity for our individuals. With the help of BATV and Kate in CBDS individuals created the script, edited, role played and put together this great video. We also plan on putting this video on our website to showcase our program.

This past month is CBDS individuals went to Greater Lawrence Technical School to go to the barber shop and hair salon to get services done. (This was our second visit with new individuals.) Some of the services to choose from the salon were: wash, cut blow-dry, manicure, and a facial. At the barbershop some of the services were: haircut, shave, facial, shape up. The individuals then went to the Four Winds Restaurant and had a white table cloth luncheon. The individuals expressed that they had a wonderful time and that they want to go back. You could see the smiles on their faces when they returned showing off their new looks!! Individuals also continue to participate in Healthy Bodies, the Food Pantry, Fire Safety Evacuation and Music with Vlad and Andrew. Individuals also worked on a lesson on The Cat in the Hat. This lesson addressed life learnings about the importance of telling the truth, how lying can get you into trouble, and stranger safety (discussing emergencies, locked doors, etc.).

The individuals also enjoyed a trip to the New England Aquarium in Boston. They saw many marine animals and were able to touch the starfish, stingrays, horseshoe crabs, and other animals in the touch tank. Other animals that they were able to view were penguins, sharks, fish, turtles, eels, etc. They were also able to watch a sea lion show. They had the opportunity to ask questions of the Aquarium staff about the animals and about their jobs. The job coaches heard the individuals talking about what a great time they had. They were so excited and many individuals took pictures on their own phones. They also ate lunch at the Aquarium.

In Career Planning individuals have been completing lessons on updating their skills and interests in order to help in choosing jobs/careers, money skills, time management, tolerance and how not to hurt others, acceptance and who are you, diversity and cultural awareness, stress management and interview skills. They also attended two job fairs. One at MASSHIRE at Northern Essex Community College and the second at Boston Career Fair in Waltham. They have also had several guest speakers talking with the individuals about their careers. Author/Illustrator Doug Sirrois, Musician Sandy Spence, Flower Arranging by Power of Flowers and Law Enforcement comparing security guard to police officer were just a few.

As we look ahead we will continue our success with finding individuals competitive employment. I have reached out to National Grid to do a fundraiser for the adult program. The theme will be centered around Earth Day on April 22. The individuals will also be selling energy efficient equipment with all proceeds going to the Adult Rec program.

Have a nice Spring!

Required Action:
None

Attachments:
None

Valley Alternative and Transitional High School Graduation

Save the Date

You are cordially invited to join
Valley Collaborative
as we celebrate our graduates!

Graduation will take place at

12:00 Noon on
Friday, June 7, 2019

At the

BILLERICA LODGE OF ELKS
14 Webb Brook Road
Billerica, MA 01821

Lunch will follow