COLLABORATIVE UPDATES

JANUARY 18, 2018
10:00 A.M.
25 LINNELL CIRCLE, BILLERICA
Introductions: 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
- **Ms. Joan Landers**, Superintendent of the North Middlesex Regional School District
- **Mr. Christopher Malone**, Superintendent of the Tewksbury Public Schools
- **Dr. Michael Flanagan**, Superintendent of the Tyngsborough Public Schools
- **Mr. Everett (Bill) Olsen**, Superintendent of the Westford Public Schools
Introductions: Valley Collaborative Leadership Team

- **Dr. Chris A. Scott**, Executive Director
- **Joia Mercurio**, Assistant Executive Director of Curriculum and Technology
- **Kari Morrin**, Director of Student and Adult Services
- **Sean Glavin**, Director of Finance and Operations
- **Annie Willis**, Principal, Valley Elementary School
- **Nicole Noska**, Principal, Valley Middle School
- **Chris Cowan**, Principal, Site 1, Valley Transitional High School
- **Julie Fielding**, Principal, Site 2, Valley Transitional High School
- **Kristine Bonsack**, Principal, Site 3, Valley Transitional High School
- **Joe Venskus**, Adult Services Coordinator
- **Jessica Scalzi**, Lead Nurse
- **Mark Morreale**, Operations and Facilities Manager
FY’18 Financial Update:

- The Collaborative’s overall Net Position grew from $14,993,937 in 2015 to $17,478,555 (through December 31st 2017), while returning $4,373,4964 to Member Districts.

- Tuition rates remain unchanged, and have not changed since prior to 2011.
FY’18 Financial Update continued:

• Even though the FY’18 Budget increased by 6.1% over FY’17, at the end of the second quarter this year, the Revenue and Operating Expense budgets are on target at 50%. This is a powerful artifact justifying the 6.1% budget increase over FY’17. It is important to note that tuition and fees did not increase (and have not increased since before 2011) in order to support the FY’18 Budget increase of 6.1%.
FY’18 Financial Update continued:

• In other words, YTD actual Revenues and Operating Expenses as a percentage of budget, were consistent at December 31, 2017 compared to December 31, 2016 despite an annual budget increase of 6.1% from FY’17 to FY’18, reflecting strong management of the budget. Last year at this time, Valley’s budget was on target within 1%. This is the case again this year. If the budget had not been increased in FY’18, we would be trending 3% over budget at the end of the second quarter.
FY’18 Financial Update continued:

- Since Valley’s revenues primarily are generated by the unpredictable variable of student enrollment/tuitions, it adds another level of complexity to managing the various components that make up Valley’s Expense Budget.
FY’18 Financial Update continued:

• Enrollment continues to trend high; Over 300 students for all of FY’18.

• Expenses trending nearly a full percentage point below Revenues.

• The third and fourth quarter historically are the most favorable (Revenues are up and Expenses are down).

• In other words, how the Collaborative performs in the third and fourth quarter determines the majority of the surplus that is returned to the 9 Member towns.
Payroll Expense as a Percentage of Revenue

Prior to purchase of 40 Linnell Circle, rent and maintenance costs represented approximately 8% of total revenues. Rent and maintenance costs in FY17 represented approximately 3.5% of total revenues.
Payroll Expense as a Percentage of Total Expense

*Prior to purchase of 40 Linnell Circle, rent and maintenance costs represented approximately 9% of total expenses. Rent and maintenance costs in FY17 represented approximately 3.6% of total expenses.*
Valley Collaborative
Program Expense Comparison (Excludes Payroll)

Derived from audited financial statements for discussion purposes only.
FY’17 Financial Highlights:

• Over $2 Million Dollars ($2,201,859) returned to Member District in the form of Cash or Tuition Credits.

  • Over $4 Million Dollars ($4,373,496) returned to Member Districts in total since year ending June 30th, 2013.

• Independent External FY’17 Audit - “Finding Free” for the fourth consecutive year.
FY’17 Financial Highlights continued:

• DESE Collaborative Compliance and Fiscal Review- An audit from DESE to occur at each Collaborative every six years. Valley scored 100% on its first ever review.

• In the spirit of collegiality, the Executive Director of Valley Collaborative developed and presented three Financial Workshops highlighting best financial practices for Collaborative leaders across the Commonwealth for the Massachusetts Organization of Educational Collaboratives (MOEC).
### Total Distribution of Surplus Funds to Member Districts in FY’17

<table>
<thead>
<tr>
<th>Member District</th>
<th>Summer Tuition</th>
<th>School Year Tuition</th>
<th>Total Fiscal Year Tuition</th>
<th>Percentage of Total</th>
<th>Return</th>
<th>Percentage of Tuition To Be Returned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billerica Public Schools</td>
<td>125,644</td>
<td>692,867</td>
<td>818,511</td>
<td>14.83%</td>
<td>326,469.49</td>
<td>39.89%</td>
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<tr>
<td>Chelmsford Public Schools</td>
<td>195,333</td>
<td>1,130,496</td>
<td>1,325,829</td>
<td>24.02%</td>
<td>528,817.36</td>
<td>39.89%</td>
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<tr>
<td>Dracut Public Schools</td>
<td>105,750</td>
<td>670,176</td>
<td>775,926</td>
<td>14.06%</td>
<td>309,484.21</td>
<td>39.89%</td>
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<tr>
<td>Groton-Dunstable Regional School District</td>
<td>12,570</td>
<td>91,664</td>
<td>104,234</td>
<td>1.89%</td>
<td>41,574.55</td>
<td>39.89%</td>
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<tr>
<td>Nashoba Valley Technical High School</td>
<td>-</td>
<td>8,463</td>
<td>8,463</td>
<td>0.15%</td>
<td>3,375.53</td>
<td>39.89%</td>
</tr>
<tr>
<td>North Middlesex Regional School District</td>
<td>96,712</td>
<td>780,454</td>
<td>877,166</td>
<td>15.89%</td>
<td>349,864.42</td>
<td>39.89%</td>
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<tr>
<td>Tewksbury Public Schools</td>
<td>65,688</td>
<td>747,934</td>
<td>813,622</td>
<td>14.74%</td>
<td>324,519.55</td>
<td>39.89%</td>
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<tr>
<td>Tyngsborough Public Schools</td>
<td>49,860</td>
<td>281,499</td>
<td>331,359</td>
<td>6.00%</td>
<td>132,165.15</td>
<td>39.89%</td>
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<tr>
<td>Westford Public Schools</td>
<td>46,668</td>
<td>418,632</td>
<td>465,300</td>
<td>8.43%</td>
<td>185,588.74</td>
<td>39.89%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>698,225</strong></td>
<td><strong>4,822,185</strong></td>
<td><strong>5,520,410</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>2,201,859.00</strong></td>
<td><strong>39.89%</strong></td>
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Honors

• The Executive Director and her Team are very pleased that their deep understanding of high quality programming and sound fiscal management have resulted in Valley being invited to present at the National Blue Ribbon Schools of Excellence Conference in Orlando, Florida this past fall.

• Thanks to Enterprise Bank and the National Blue Ribbon Committee for sponsoring Valley’s attendance.
Collaborative Improvement Plan

• Valley Collaborative was chosen by the Department of Elementary and Secondary Education as a pilot site for the School Improvement Planning Process

• Copy of 5 year District Plan is in the FY’17 Annual Report

• **Mission:** To work collaboratively to create a structured learning environment that empowers individuals to lifelong learning and to navigate confidently and with optimal independence in their community.
Collaborative Improvement Plan continued

• **Vision:** Valley Collaborative partners with families, districts, and the community to provide innovative programming that empowers students and adults to discover their individual strengths, interests, and abilities. In doing so, students become responsible contributing members of society.
Collaborative Improvement Plan continued

- **Strategic Objective 1** - All students and adults will be prepared for successful adult living.

- **Strategic Objective 2** - Valley Collaborative will provide professional development to build capacity and retain high quality staff.

- **Strategic Objective 3** - All stakeholders (students, adults, families, staff, districts, community partners) will be fully engaged in the Collaborative community.
Curriculum

• Joia Mercurio, Assistant Executive Director of Curriculum and Technology
  • Development of STEM lab at 25 Linnell Circle
  • Pearson Online Learning
• Valley Collaborative Curriculum Department Heads
  • STEM
  • Humanities
  • Literacy
Professional Development Initiatives

• Charlie Applestein – Orientation Day keynote

• Members on the Steering Committee of the Northeast Professional Educators Network (NPEN)
  
  • Through NPEN, Valley coordinated PD for over 300 related service providers on November 7, 2017

• Curriculum focused PD teams facilitated at each school

• MCAS Computer Based Testing staff training
Facilities and Operations

- Sean Glavin, Director of Finance and Operations
- Capital Projects:
  - Full renovation and remodel of HVAC infrastructure at 40 Linnell Circle location (Valley Transitional High School and Valley Middle School)
  - Window removal and replacement project at 40 Linnell Circle Billerica location
Facilities and Operations continued

• Built a “Grow Dome” Greenhouse at Valley Elementary School located at 135 Coburn Road Tyngsboro

• Fleet Updates - Valley owns and operates a fleet of 47 school vehicles
  • Rotated 9 new school vehicles into the fleet through purchase/trade-in process in FY’17
  • Installed new graphics on each vehicle
Facilities and Operations continued

• Safety Committee Update
  • Active participant in the Town of Billerica’s Annual Safety Meeting
  • Staff have been fully trained in ALICE, Enhanced Lockdown Drills
Adult Services

• Kari Morrin, Director of Student and Adult Services

• Valley is one of only a handful of Collaboratives in the Commonwealth that offers Adult Programs in coordination with K12 programming.

• As such, Valley’s complex operations reflect the work of three State agencies: the “K12 Special Education School District” is accountable to and audited by the Massachusetts Department of Elementary and Secondary Education (DESE).
Adult Services continued

• The Adult Vocational/Transitional programming for Individuals with Special Needs is accountable to and audited by both the Department of Developmental Services (DDS) and the Massachusetts Rehabilitation Commission (MRC).

• Valley is proud of the robust Career Pathway that exists between Valley Transitional High School and its Adult Vocational/Transitional programming for Individuals with Special Needs. Individuals from our nine member towns have access to more services than most because of this coordination.
• The DDS contract with Valley has increased more than 50% from $937,000 in FY’13 to $2.05 million in FY’18

• Current enrollment in the DDS program: 84 Individuals ages 22 years through senior employable years
Adult Services continued

• In FY’18, Valley now has three contracts with MRC:
  • MRC North contract increased from $220,000 in FY’13 to $272,000 in FY’18 currently servicing 86 Individuals
  • MRC SES contract increased from $90,000 in FY’13 to $119,000 in FY’18 currently servicing 32 Individuals
  • Pre-ETS contract - newly awarded contract in FY’18 for $72,000 currently servicing 4 Individuals
Adult Services continued

• Biannually, Valley’s Adult Services program is audited by DDS through QUEST, similar to the DESE’s Coordinated Program Review (CPR) that Valley’s “K12 Special Education School District” completes.

• Results:
  • Certification indicators:
    • 100% received on Planning and Quality Management
    • 66% received on Employment and Day Supports
  • Licensing indicators:
    • 93% received with all critical indicators met
Valley Elementary School

• Annie Willis, Principal
  • School Enrichment Groups
  • Curriculum Development
  • Assessment Schedules
  • Parent Involvement
Valley Middle School

• Nicole Noska, Principal
  • Support Groups
    • Life Skills
    • Social Skills
    • Wellness
  • Therapeutic and behavioral supports throughout the day
Valley Transitional High School

- Chris Cowan, Principal, Site 1
- Julie Fielding, Principal, Site 2
- Kristine Bonsack, Principal, Site 3
Question and Answer Period

Valley Collaborative