

Executive Board of Directors of the
Keystone Educational Collaborative
Meeting Minutes for October 24, 2024, 8:30 am

Zoom Meeting link:

<https://us06web.zoom.us/j/89613152432?pwd=6mlmvsUDnH7OTm9b57GJCT9w69bHTM.1>

Voting Members Present:

Dr. Steven Meyer
Mr. Brad Morgan
Dr. Chris Cassavant
Dr. Mark Pellegrino
Ms. Kim Russo
Dr. Kathleen Burnham
Mr. Richard Meagher
Ms. Colleen Mucha

Non-Members Present:

Ms. Terri Burchfield
Mr. John Demanche
Ms. Meghan Hewett

Dr. Pellegrino called the meeting to order at 8:33 am.

An announcement was made that this meeting was being recorded.

Roll Call: Dr. Christopher Casavant-Yes, Dr. Mark Pellegrino-Yes, Ms. Colleen Mucha-Yes, Mr. Richard Meagher-Yes, Ms. Kim Russo-Yes, Mr. Brad Morgan-Yes, Dr. Steve Meyer-Yes, Dr. Kathleen Burnham-Yes. Quorum present.

Approval of Minutes

Dr. Casavant motioned to approve the minutes of the September 12, 2024, meeting. Ms. Mucha seconded the motion. Roll Call: Dr. Christopher Casavant-Yes, Dr. Mark Pellegrino-Yes, Ms. Colleen Mucha-Yes, Mr. Richard Meagher-Yes, Ms. Kim Russo-Yes, Mr. Brad Morgan-Yes, Dr. Steve Meyer-Yes, Dr. Kathleen Burnham-Yes. Vote was 8 yes. The motion passed unanimously.

Executive Directors Report

Census- Mr. Demanche reported census for Key Program at 81, Elementary Program at 34 students, and Keystone Academy at 42 with a total census of 157. Mr. Demanche reported that the Key Program continues to have the majority of student referrals and has gone above census

to support member district needs and in anticipation of upcoming graduations with accepting referrals. Mr. Demanche reported that the census for the Elementary/Middle School Alternative Program is starting below census to start the year but that there has been an uptick in referrals in the month of October. Mr. Demanche reported that the Academy Program continues to work on its overall census, as well as to identify the appropriate peer grouping amongst students and student referrals. Mr. Demanche reported that there has been an increase in student challenges as they get acclimated with the new school year and the changes that have occurred for students that transitioned from the middle school to the high school.

Status Update/Discussion:

143 Joslin Property: Mr. Demanche reported that Mill City Construction continues to be hard at work with the 143 Joslin property with minor concerns of the November 15th timeline. Mr. Demanche reported that temperature changes are the current concern for the curing time of flooring which is the last step of the project. Mr. Demanche reported that Redline will be working with the sub floor contractor and is confident that they will be able to get Temporary Occupancy Certificate in place for DESE to approve the site during a December walkthrough.

135 Joslin Property: Mr. Demanche reported that the Collaborative has come into a PS agreement for the property for a purchase price of 880K. Mr. Demanche reported that the bank is appraising the property to ensure it is a sound investment with an anticipated date of closing to occur at the end of October, beginning of November. Mr. Demanche reported that the purchase has involved the seller having the septic tied into the town sewer, which has been completed.

Staffing- Mr. Demanche reported:

- The collaborative has been able to bring on board a new TVI who will be taking on some of Jean Sauer's caseload and nonmember cases that we had to decline from last year.
- Currently we have one teacher out due to a concussion that was incurred over the ESY from one of our students.

Annual Audit: The annual audit is underway and will be presented to the board by December.

DESE Mid Cycle Review: Mr. Demanche reported that Keystone will have its Mid Cycle review on May 19, 2025. Mr. Demanche reported that DESE recently administered a site visit and

walkthrough at the Townsend location to review timeout usage and practices with no concerns noted.

Advisory Board Attendance: Mr. Demanche reviewed the Advisory Board attendance, which was at 58% on September 19th. Mr. Demanche reviewed the agenda for the Advisory Board's meeting which included a range of discussions on Safety Care/CPI training, BSEA: Pro Se, and IEP acceptance from other states as well as the new IEP training.

Executive Director Goals FY25: Mr. Demanche reviewed his goals for FY25:

Collaborative Improvement:

- Goal 1: By May 31, 2025, our goal is to increase staff retention in the educational field by reducing annual turnover through targeted strategies that address key retention challenges. This is part of a multi-year effort to create sustainable improvements in retention. For the current academic year, we aim to achieve a 10% reduction in turnover, with progress tracked quarterly. To support this objective, we will implement initiatives such as mentorship programs, professional development opportunities, work-life balance support, and competitive compensation packages. Maintaining high staff retention is essential for fostering long-term stability and consistency, which directly enhances student learning outcomes. Ongoing monitoring of turnover data and quarterly evaluations will ensure the effectiveness of these strategies, with adjustments made as needed to sustain improvement over the coming years.
- Goal 2: By May 31, 2025, our goal is to enhance staff communication and boost morale by fostering a more connected and positive work environment. This is part of a multi-year effort to create lasting improvements in workplace culture. For the current academic year, we aim to increase meeting attendance by 30% and improve employee morale survey scores by 15% within the first six months. We will develop a comprehensive communication plan that includes regular team meetings, cross-functional collaboration, and team-building activities, while promoting open and transparent communication channels. Strengthening communication and morale will lead to better teamwork, increased job satisfaction, and higher productivity. Progress will be monitored quarterly through meeting attendance records and morale surveys, with adjustments made as needed to ensure continuous improvement over the coming years.

Student Learning:

- Goal 1: By May 31, 2025, the collaborative will enhance students' sense of belonging and well-being by fostering a more inclusive and supportive school environment. This multi-year effort aims to ensure that students feel emotionally safe, valued, and connected within their learning community. For the current academic year, the goal is for 80% of students to report a strong sense of belonging and emotional safety, as measured by school climate surveys. Progress will be monitored through focus groups, one-on-one feedback sessions, and regular check-ins, with adjustments made to initiatives as needed to ensure continuous improvement in students' well-being.
- Goal 2: By May 31, 2025, the collaborative will enhance student learning through a two-pronged, multi-year approach: first, by identifying and selecting empirically based curricula that align with academic and social-emotional goals, and second, by equipping staff with the necessary training to implement these curricula effectively. The initial phase, to be completed by mid-year, will involve a comprehensive curriculum review and selection process to ensure alignment with student needs and program objectives. In the subsequent phases, 80% of instructional staff will participate in targeted professional development by the end of the academic year, building competency in delivering the new content. Progress will be monitored through staff feedback, classroom observations, and student performance data, with adjustments made to the training plan and implementation strategies as needed to support continuous growth in both staff effectiveness and student outcomes over the multi-year initiative.

Professional Practice:

- Goal 1: By May 31, 2025, I will enhance my professional practice by attending the Institute for Inclusive Leadership and participating in conferences focused on Organizational Behavior Management (OBM) and supervisory leadership through the Behavior Analyst Certification Board (BACB). My goal is to complete at least two conferences and the Institute within the academic year to broaden my skill set in inclusive leadership and effective supervisory practices. I will apply the knowledge

gained to improve team dynamics, foster a more inclusive work environment, and enhance overall organizational effectiveness.

Dr. Meyer asked a follow-up question regarding any baseline data for Mr. Demanche's student learning goals.

Action Items:

Executive Session to review Mr. Demanche's FY24 evaluation

Vote on acceptance of Mr. Demanche's FY25 goals.

Dr. Meyer motioned to approve Mr. Demanche's FY25 goals. Mr. Morgan seconded the motion. Roll Call: Dr. Christopher Casavant-Yes, Dr. Mark Pellegrino-Yes, Ms. Colleen Mucha-Yes, Mr. Richard Meagher-Yes, Ms. Kim Russo-Yes, Mr. Brad Morgan-Yes, Dr. Steve Meyer-Yes, Dr. Kathleen Burnham-Yes. Vote was 8 yes. The motion passed unanimously.

Executive Session: Mr. Morgan motioned to go into Executive Session to review Mr. Demanche's FY24 evaluation. Mr. Meagher seconded the motion. Roll Call: Dr. Christopher Casavant-Yes, Dr. Mark Pellegrino-Yes, Ms. Colleen Mucha-Yes, Mr. Richard Meagher-Yes, Ms. Kim Russo-Yes, Mr. Brad Morgan-Yes, Dr. Steve Meyer-Yes, Dr. Kathleen Burnham-Yes. Vote was 8 yes. The motion passed unanimously.

Public Forum Discussion of Conclusion of Executive Session: Dr. Pellegrino reported that the Executive Board is requesting data from the Employee Engagement Survey to identify questions that directly relate to specific areas of staff morale and identifiers of Mr. Demanche's rapport/interactions with staff before the next Executive Board meeting in December. Dr. Pellegrino reported that the Executive Director contractually received a 2% COLA salary increase for FY25 and explained that in addition to the 2% COLA increase, the Executive Board has approved an additional 2% increase to total a 4% increase overall for FY25 for the following:

- 2% COLA increase
- .75 increase for staff goals as outlined by Mr. Demanche
- .5 increase for student goals as outlined by Mr. Demanche
- .75 increase for Mr. Demanche's overall evaluation

Mr. Pellegrino reported that there was a mixture of both positive comments collectively as well as questions and requests for more data to help the Executive Board inform the evaluation

process further. Mr. Pellegrino suggested to Mr. Demanche that they begin working collaboratively offline to identify specific questions that can be presented to the Executive Board as it directly relates to the evaluation process.

New Business: None

Adjournment:

Dr. Meyer motioned to adjourn the meeting at 9:19am, seconded by Ms. Mucha. All in favor.

Respectfully submitted,

Meghan Hewett

Recording Secretary