



# Chelmsford School Department School Committee

## *Notice of Public Meeting*

Email Posting to [townclerk@townofchelmsford.us](mailto:townclerk@townofchelmsford.us) Thank you.

Filed with Town Clerk:

As required by G.L. c. 30 A, §18-25

**DATE:** Tuesday May 5, 2026 **TIME:** 6:00 p.m. **ROOM:** Conf. Room 1

**PLACE:** CPS Central Administration Office **ADDRESS:** 230 North Road

The Chelmsford School Committee (CSC) intends to conduct an in-person meeting on the date and time specified. The meeting will be live-streamed by Chelmsford Telemedia for interested community members to access and watch. Interested community members may e-mail Superintendent of Schools, Dr. Jay Lang, at [langj@chelmsford.k12.ma.us](mailto:langj@chelmsford.k12.ma.us) prior to 12:00 p.m. on Tuesday May 5, 2026 to be scheduled to provide in-person input under the public participation portion(s) of the agenda.

### **CALL TO ORDER**

### **PLEDGE OF ALLEGIANCE**

### **CHAIR OPENING STATEMENT**

### **CONSENT AGENDA**

1. Approval of the minutes of the regular school committee meeting of April 28, 2026

### **CHS STUDENT REPRESENTATIVE ANNOUNCEMENTS**

### **GOOD NEWS**

### **PUBLIC COMMENTS:**

The School Committee will hear from members of the public on items listed under New Business on the posted agenda. Speakers are asked to limit comments to 3 minutes to allow others an opportunity to speak. The School Committee will not respond directly to public comments, however will try to address comments when the item is reached on the agenda.

### **NEW BUSINESS**

1. Parker Middle School Building Project Status Update
2. Spotlight on the Schools: Harrington Elementary School
3. Valley Collaborative Quarterly Report – FY2026 (3rd Quarter)
4. Approval of Field Trip & Travel Requests

**REPORTS**

1. Liaison Reports

**ACTION/NEW ITEMS**

1. Request for Reports & Updates

**PUBLIC COMMENTS:**

The School Committee will hear from members of the public on general matters of education interest. Speakers are asked to limit comments to 3 minutes to allow others an opportunity to speak. The School Committee will not respond directly to public comments, however will try to address comments at future meetings.

**ADJOURNMENT**

# CHELMSFORD PUBLIC SCHOOLS

---

Jay Lang, Ed.D., Superintendent

## **Memorandum**

To: Members of the School Committee  
From: Jay Lang, Ed.D., Superintendent of Schools  
Date: May 4, 2026  
Re: Spotlight on the Schools: Harrington Elementary School

---

Attached please find a PowerPoint presentation provided by Harrington Principal Robert Asselin in advance of the school committee meeting presentation. I look forward to hearing the presentation and discussing the good work that is occurring at Harrington Elementary School with the members of the school committee.

# Exposing Students within the SAIL Substantially Separate Program to Unified Arts

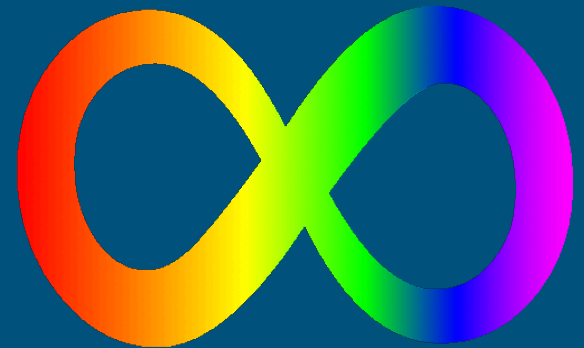
- Music • Art • Physical Education • Library
- Harrington Elementary School

# Purpose

- Ensure consistent access and exposure to unified arts for all students
- Clarify role in student development
- Provide SAIL students with opportunities to generalize skills across school setting and staff

# What We Know About Autism

- 1 in 31 students identified (CDC)
- It is a spectrum - level of support students require varies
- Communication differences
- Sensory needs
- Social interaction challenges
- Multiple pathways to learning required



# SAIL - “Students Achieving Independent Learning”

- Substantially separate special education program for students with Autism
- Students who require specially designed instruction and related services outside of the general education setting based on the principles of Applied Behavior Analysis (ABA)

# SAIL Program at Harrington

- Harrington has created opportunities for SAIL students to receive more access to the broader curriculum content within their substantially separate placement.
- Creating meaningful opportunities for SAIL students to practice generalizing skills across the Unified Arts curriculum.

# Unified Arts Are Core Instruction

- Music
- Art
- Physical Education
- Library

# Communication

- Music supports rhythm and language
- Art supports visual expression
- PE supports modeling and movement
- Library supports language development
- Improves participation and expression

# Regulation

- Predictable routines
- Structured movement
- Sensory input
- Improves access across the day

# Social Development

- Turn-taking
- Shared activities
- Peer modeling
- Builds real-world social skills

# Engagement

- Respond well to structure and visuals
- Unified arts align with strengths
- Higher engagement reduces avoidance behaviors

# Impact on Behavior

- Addresses communication, regulation, and engagement
- Provides alternative means of self regulation aligned with the Unified Arts curriculum.
- Increases SAIL students access to what can potentially be preferred activities.

# Academic Impact

- Supports attention
- Improves sequencing
- Strengthens classroom readiness
- Supports generalization of skills across school environments and staff

# Impact on Grades K-1 SAIL Students

- Students in K-1 may not have the ability to access these specials otherwise. Students at this age level have 25 minutes of meaningful instruction in these specials to build stamina in hopes of being able to access a full class period in the older grades
- By splitting classroom into two 25 minute groups, every student is able to access these specials with a ratio of 1:1 to create the most successful environment possible
- Gives students exposure to new areas of the school and allows students to be introduced to other staff members that they may not know otherwise

~Ms. Fitzgerald

# Impact on Grades 1-2 SAIL Students



- Meaningful access to curriculum in small, less stimulating, familiar groups
- Access to areas of the school they may not be able to safely access otherwise
- Additional opportunities to increase fine and gross motor skills
- Opportunities to access sensory input during instruction

~Ms. Rayball

# Impact on Grades 2-4 SAIL Students

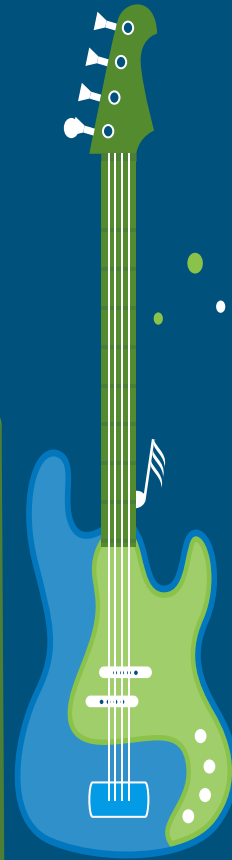
- **Meaningful access to curriculum**
  - In the higher grades, the general education arts curriculum is focused on higher level skills that most SAIL students are not able to access. The specialists are modifying the curriculum to meet my students where they are.
- **Small group learning**
  - Access to Music and Library in small/familiar groups helps students to learn and grow in a safe environment
- **Students able to safely access different areas of the building**
- **Students are introduced to new staff members they may otherwise not see**
- **Students are excited to go into the library and dance in music**

~Mrs. Proehl



# Music in SAIL Reflections from Mr. MacLeod

Teaching music to the students in SAIL has deeply broadened my perspective on both music education and human connection. I have learned to measure success in small, meaningful moments (a student engaging with a rhythm or expressing joy through sound/movement) rather than traditional benchmarks. This experience has strengthened my creativity, compassion, and ability to adapt with a demographic of students I had not previously worked with. It has shown me the importance of meeting students where they are, reminding me that growth looks different for everyone. Teaching music in the SAIL classrooms has been a real privilege. - Dylan



## Why Visual Art?

- Supports nonverbal communication
- Encourages self-expression & creativity
- Builds fine motor and sensory skills
- Provides a structured, calming activity



## Inclusive Strategies:

- Use step-by-step visual instructions
- Multi-modal instruction
  - Offer choice of materials (paint, clay, collage)
  - Multi-tiered approach to instruction
- Incorporates sensory-friendly tools
- Creates predictable routines



**“Art creates a safe space where every child can communicate, explore, and succeed.”**



# Supporting Students with Autism Students in the Library

Meghan Pimentel | Library Teacher, Harrington School

## The Diverse Learner

- Wide range of communication styles
- Sensory needs & varying engagement
- Benefit from predictable routines

## My Adaptations

### Instructional

- Clear time blocks
- Simplified modeling

### Library Collection

- Durable board books
- Sensory tactile books

## Impact & Growth

- ✓ Increased engagement
- ✓ Inclusive environment
- ✓ Flexible teaching
- ✓ Greater accessibility

**Key Takeaway: Designing for neurodiversity strengthens the library for all learners.**



# Moving Forward

- Continue providing access
- Build staff capacity
- Strengthen collaboration between SAIL teachers/staff and Unified Arts teachers.
- Introducing Unified PE to Harrington



# Bringing Unified PE to Harrington

Building Connections Through  
Inclusive Play

Harrington Elementary



Harrington Elementary

# What is Unified PE?

## Inclusive Play & Learning

Unified PE is a collaborative program that brings students together through shared movement and sport:

- **SAIL Classrooms:** Students Achieving Independent Learning join their peers for inclusive interaction.
- **General Education:** Students participate as partners and teammates.
- **Modified Curriculum:** Activities parallel the general PE curriculum through accessible, modified games.



Harrington Elementary

The Power of Early Inclusion

# Benefits of Unified PE

Starting Unified PE in elementary school ensures that **inclusion becomes the norm**, not the exception, fostering a culture of belonging from day one.

## Social-Emotional Growth

Builds empathy, creates new friendships, and develops confidence in all students.

## Leadership Skills

Empowers students to be mentors and change agents for a respectful school climate.

## Physical Progress

Improves locomotor skills, stamina, and coordination through shared movement.

## Inclusive Culture

Reduces bullying and increases engagement across the entire school community.



Harrington Elementary

Partners in Progress

# Mentorship & Connection

## From Peers to Mentors

General education students serve as coaches and mentors, providing the necessary support to help special education students access the **parallel PE curriculum** through modified games and shared instruction.

## Beyond the Gymnasium

These inclusive relationships don't end at the gym door; they flourish in the **hallways, lunchroom, and classrooms**, creating a true sense of belonging that carries over outside of school.



A Foundation for the Future

# Priming for Secondary Success

## Seamless Transition

Elementary exposure ensures students enter middle and high school with established comfort. Special education students feel secure in known environments, while general education peers are already skilled in **mentorship and coaching**.

## Long-Term Relationships

Unified PE builds bonds that last. By the time students reach secondary levels, the **rapport and mutual respect** are second nature, making inclusive interactions the standard throughout their educational journey.



Chelmsford Public Schools

# Unified Game Day

A culminating spring celebration held in collaboration with **Special Olympics of Massachusetts**, bringing students from across the district together.

## stars

### Showcase of Skills

Students rotate through specialized stations to demonstrate athletic growth.

## groups

### Unified Partnerships

Adapted PE students and Gen-Ed partners travel and compete as one team.

## celebration

### Closing Ceremony & Lunch

The day concludes with awards and a large unified community picnic.

Harrington Elementary



Closing Vision

# A Legacy of Belonging

Unified PE is more than a class; it is the **heartbeat of our school culture**, weaving a tapestry of empathy that spans entire grade levels.

## Enduring Foundations

We are building lifelong relationships between groups that rarely collaborated, ensuring no student walks the halls alone.

## District-Wide Impact

By prioritizing inclusion today, we define a future where every student in Chelmsford is valued, seen, and empowered to lead.

Harrington Elementary

# Questions

- Thank you

**From:** [Chris Scott](#)  
**To:** [Lang, Jay](#); [Dr. Kerry Clery](#); [Mr. Steven Stone](#); ["Geoff Bruno"](#); [Dr. Denise Pigeon](#); [Mr. Brad Morgan](#); [Ms. Brenda Theriault-Regan](#); [Dr. Michael Flanagan](#); [Dr. Christopher Chew](#)  
**Cc:** [Chris Scott](#)  
**Subject:** Quarterly Reports on Collaborative Business - FY26 3rd Qtr.  
**Date:** Tuesday, April 28, 2026 1:10:22 PM  
**Attachments:** [i. Valley Collaborative Spring 2026 Newsletter.pdf](#)  
[00 Quarterly Reports on Collaborative Business - FY26 Third Quarter.pdf](#)

---

Good afternoon Board Members,

As per 603CMR 50.00: Educational Collaboratives – Education Laws and Regulations and in accordance with the provisions of M.G.L. c. 40, § 4E, please find attached, the Quarterly Reports on Collaborative Business which includes information regarding Valley Collaborative’s FY’ 26 third quarter. Please share these reports with your school committee members.

Although the quarterly reports on collaborative business includes a copy of Valley’s most recent newsletter. I have also attached the newsletter as a separate document for ease of distribution. It is also linked [here](#).

Thank you.

Best,

Chris

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



*11 Executive Park Drive*  
*N. Billerica, MA 01862*  
*978-528-7826*

**All email correspondence are subject to the requirements of M.G.L. Chapter 66, §10. Under Massachusetts Law, any email created or received by an employee of Valley Collaborative is considered a public record. This email is intended for educational use only and must comply with Valley Collaborative’s 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 Valley Collaborative 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.**

## **Disclaimer**

The information contained in this communication from the sender is confidential. It is intended solely for use by the recipient and others authorized to receive it. If you are not the recipient, you are hereby notified that any disclosure, copying, distribution or taking action in relation of the contents of this information is strictly prohibited and may be unlawful.

This email has been scanned for viruses and malware, and may have been automatically archived by Mimecast, a leader in email security and cyber resilience. Mimecast integrates email defenses with brand protection, security awareness training, web security, compliance and other essential capabilities. Mimecast helps protect large and small organizations from malicious activity, human error and technology failure; and to lead the movement toward building a more resilient world. To find out more, visit our website.



# Central Administration

11 Executive Park Drive, N. Billerica, MA 01862 | Tel: (978) 528-7826 | [www.valleycollaborative.org](http://www.valleycollaborative.org)

## MEMORANDUM

To: Valley Collaborative Board of Directors  
From: Dr. Chris A. Scott, Ph.D., Executive Director  
Date: April 23, 2026  
Re: Quarterly Reports on Collaborative Business – FY26 Third Quarter

---

As per 603CMR 50.00: Educational Collaboratives – Education Laws and Regulations and in accordance with the provisions of M.G.L. c. 40, § 4E, please find below Valley Collaborative Quarterly Reports on Collaborative Business:

1. quarterly information and updates to the programs and services provided by the collaborative and any regional collaborative efforts;
  - Please find Valley Collaborative’s Spring Newsletter attached
  - Please find Valley Collaborative’s January 8th Finance Memo attached
  - Please find Valley Collaborative’s Dec 2025 - March 2026 Treasurer Report attached
  
2. a report on significant changes in programs, services, budgets, and property as they arise;
  - Please find attached the Interim Statement of Revenues, Expenses, and Changes in Net Assets January 2026 – March 2026
  - Please find attached a copy of the FY’27 Budget and tuition Rates and Services & Fees Distributed by Treasurer Heidi Kriger on January 12, 2026

## New Beginnings at Valley Collaborative



### Hitting Our Stride

■ Page 2: Valley Elementary students are head over heels for cross country skiing.



### Making Big Gains

■ Page 3: Students in the Transitional Programming at Valley Middle/High School are making big gains in reading, thanks to a new focus on literacy.



### Working Independently

■ Page 6: Individuals in Valley's Adult Services programs work independently at dozens of area organizations.



DR. CHRIS A. SCOTT, EXECUTIVE DIRECTOR; MATTHEW GENTILE, DIRECTOR OF DDS & MASSABILITY SERVICES; **MATT BOOTH OF CHELMSFORD, VALLEY'S DDS INDIVIDUAL OF THE MONTH**; AND DR. JAY LANG, CHAIRMAN OF THE BOARD, VALLEY COLLABORATIVE, EXECUTIVE COMMITTEE MEMBER, AND SUPERINTENDENT OF CHELMSFORD PUBLIC SCHOOLS.

Dear Students, Staff, and Families:

As we move further into the school year, I am filled with pride and gratitude for the incredible work happening across Valley. It has truly been a successful and inspiring year, and I want to take a moment to recognize the many ways our students, staff, and families contribute to the vibrant community that makes Valley so special. One of the highlights of this year has been the exciting experiential trips our students have had the opportunity to participate in. These experiences extend learning

beyond the classroom walls and provide meaningful opportunities for students to grow socially and emotionally. Whether exploring new environments, participating in hands-on activities, or simply sharing time together outside of the typical school day, these trips help strengthen the connections that make our community thrive. At Valley, one of the most important factors influencing the positive impact we have on the youth and DDS participants we serve is the relationships we build with one another.

*\*continued on page 7*

# Elementary School: An Action Packed Year

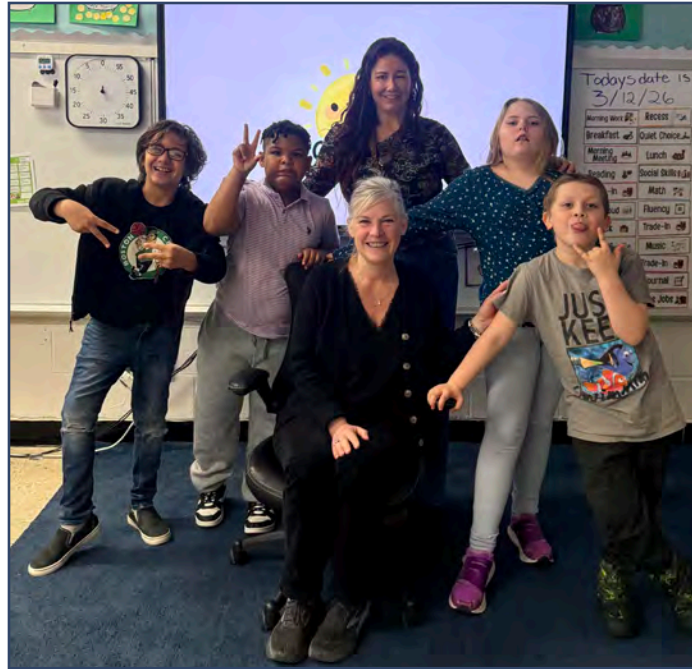
From out-door activities including cross-country skiing and horseback riding, to a revamped cooking program, and a celebration of reading, the school year at Valley Elementary has been action packed! Here's a look at some of the highlights of the school year so far.

## Hitting the trails

Students were invited to experience cross country skiing and snow shoeing at Northfield Mountain this winter free of charge. "There were a lot of falls and perseverance," says teacher Matt McCarthy, who led the outdoor adventures. In fact, students enjoyed their new winter activity so much that they made two more trips to Great Brook Farm in Carlisle, which generously gave the Valley skiers a discount. Says Matt: "We are hoping for another snowy winter next year for more cross-country skiing!"

## Cooking up skills and independence

When elementary students take part in a weekly cooking program led by our occupational therapists, they're learning to do more than follow a recipe. They're also building independence, practicing motor skills, and enjoying hands-on learning. Each classroom follows the same simple recipe each week, with the occupational therapists guiding students through the steps of preparing each recipe, encouraging communication, problem-solving, and teamwork. Students also participate in brief community shopping trips to purchase ingredients—an important opportunity to practice real-world skills such as planning, navigating stores, and interacting with community members.



READ ACROSS AMERICA COMES TO VALLEY ELEMENTARY LEFT TO RIGHT: KURTIS LEDOUX, OMARO CAPERS, JAZMYNA CATALANOTTI AND ETHAN BARRY. CENTER: DR. CHRIS A. SCOTT, EXECUTIVE DIRECTOR; REAR: HEATHER MACKAY, PRINCIPAL.

## A celebration of reading

Valley Elementary celebrated reading throughout the month of March, with a reading-themed spirit week, guest readers, including Dr. Scott and the Tyngsboro Fire Department, a guest author assembly and a door decorating contest. This year's Scholastic Book Fair was a huge success, says administrative assistant Karen Blackburn, who oversaw the fair. "We earned \$808 dollars of scholastic money for our classrooms, doubling what we earned in the previous two years. Thanks to all who participated!"

## In the saddle

Valley Collaborative Elementary School is now partnering with Ironstone Farm to offer a therapeutic horseback riding program for our students. "This unique experience gives students the opportunity to build strength, confidence, communication skills, and emotional well-being while working with trained therapeutic riding instructors and the wonderful horses at the farm," explains occupational therapist Madison Pesa. During visits to

the farm, students work together to complete obstacle courses and relay activities on horseback, as well as spending time with the farm's friendly donkey, Spud. "The program has been a fantastic way for students to connect with animals, enjoy time outdoors, and grow both socially and emotionally in a supportive and fun environment," says Madison.



TOMMY O'MELIA DURING A VISIT TO IRONSTONE FARM.



# Alternative Programming at Valley Middle/ High School: Hitting the Slopes

By Jennifer C. Berkshire, newspaper editor, with help from student Cam Greene.

During a frigid stretch of March, Valley students piled into the vans. The destination: Mount Wachusett, the 2,000 foot ski resort in central Massachusetts. Over two different trips, 30 students in Valley's middle and high school alternative programming would hit the slopes.

Student Cam Greene was one of them. "I've been snowboarding since I was eight, so it was fun to be able to go with my friends and stuff and just have a good time out on the mountain," says Cam.

For students without Cam's experience, the day started with lessons at the base of the mountain—an introduction to equipment, technique and the skiing basics, including how to stop. Outdoor educator Pete Loring says that thanks to the warmth and flexibility of the Mt. Wachusett team, Valley's new skiers did great. "We've been going there for a few years now and the group services folks are just great to work with," says Pete. "That's definitely a big part of what makes these trips so special."

With skis and helmets on, and some essential new skills under the belts, it was time to head to the summit in one of the resort's high-speed chairlifts—something one student in particular couldn't wait to try out, says Pete. "He just couldn't wait to get on the lift, and even though this was his first time on the mountain he did great, and he made it down safely."



HIGH SCHOOL STUDENT MICHAEL "MJ" JEAN (LEFT) TAKES A BREAK FROM SNOWBOARDING; MIDDLE SCHOOL STUDENT ANTHONY "TONY" ESTRADA TAKES A SNOWBOARDING LESSON ON MT. WACHUSETT'S NEW SHORTY CARPET LIFT.



Speech pathologist Christine Brennick, who led the trip along with Pete, says that adventures like this one allow the students to try out an activity that they might never do on their own. Even students who might have found skiing intimidating or scary didn't want to miss out on something their friends were doing. "I think there's a group mentality that works in our favor. When everybody you know is going, you want to go too, and you want to try to be good at it even if you're scared."

For Cam, that meant helping his friends who'd never skied before get over their fear of falling. "I was falling, though not as bad as some of the other kids. It's not that big of a deal. You just get up and try it again."

Skiing activities aren't new at Valley. This was the fourth year that

Pete and Christine have run a ski trip together. Valley staff also previously worked with a small group of students who were passionate about skiing, taking them to the Nashoba Valley Ski Area. What's different about the current trips, says Pete, is that they include students who are brand new to skiing. "This is an activity that lets students take risks, but in a way that's respectful of others and is about making good choices," says Pete.

\*continued on next page

# Hitting the Slopes

*\*continued from previous page*

Some of the students' favorite memories of the trips involved the opportunity to interact with other skiers on the mountain. Cam says that he especially enjoyed getting to meet new people. "I met some really nice people on the hill, a bunch of nice people. We'd meet in the lift or coming down the hill. It was just a fun experience to be out there and be with everybody."

Cam says that other students on the trip had experiences that were just as positive. When he interviewed three fellow adventurers, they all said that they'd had a great time skiing, even if it was their very first time.

Cam: "What'd you think about the ski trip?"

Nathaniel Goodwin, "I think it was amazing. It was good bonding

time with friends, and helping people out, and a good environment."

Isaiah Deans, "It was a good experience. This was my second time skiing and I like going to Mt. Wachusett. It's a nice place."

Gavin Correia, "It was fun. I liked that it was a new experience for me. I did a lesson by myself, then went down the bunny hill, but I didn't even really need to do that."

For Christine and Pete, the rave reviews from these students are confirmation that these ski trips are a worthwhile investment. They're also an opportunity for Christine and Pete, both seasoned skiers, to share their experience on the slopes with Valley students. "We feel really fortunate to have the skills to be able to do this," says Christine. "Having these opportunities in our lives has

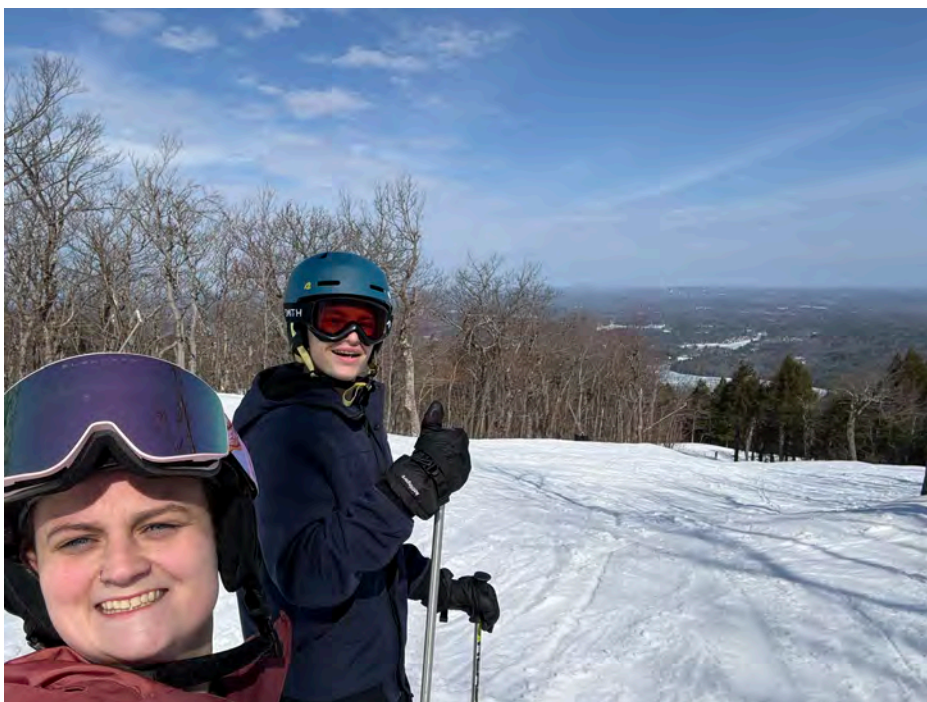
"Skiing field trips provide students with the opportunity to engage in outdoor learning, build confidence, and try a sport they might not otherwise have access to. Several staff members fondly remember learning to ski as students themselves and understand firsthand how meaningful it is to overcome challenges and celebrate progress on the mountain."

Dr. Chris A. Scott, Executive Director, Valley Collaborative

been really important, so being able to share that with our students is really meaningful to both of us."

Dr. Chris A. Scott, Valley Collaborative executive director, says that she's thrilled that Valley is able to offer an opportunity to students that they might not otherwise have. "Skiing field trips provide students with the opportunity to engage in outdoor learning, build confidence, and try a sport they might not otherwise have access to. Several staff members fondly remember learning to ski as students themselves and understand firsthand how meaningful it is to overcome challenges and celebrate progress on the mountain," says Dr. Scott. "With Valley's support, we are able to offer this experience to our students—an opportunity that might otherwise be out of reach for many due to cost, access, or limited exposure."

While skiing season may be done for this year, these Valley adventurers are just getting started. On the agenda: a hiking trip to New Hampshire's Lonesome Lake, where students are hoping to complete their most ambitious hike to date, 4,000 feet up Cannon Mountain. Says Christine: "The momentum's not stopping."

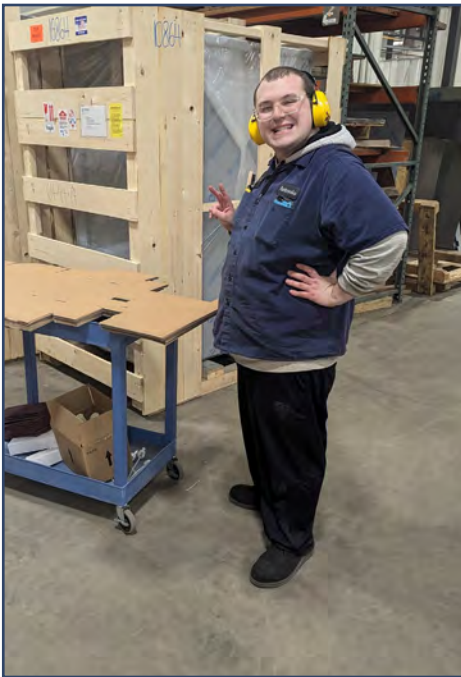


TEACHER COLLEEN MCANESPIE AND STUDENT SKYLAR MOLOY-PILGRIM PREPARE TO SKI MOUNT WACHUSETT, THE SITE OF TWO RECENT VALLEY FIELD TRIPS.

# Adult Services: Expanding Opportunity, One Community Connection at a Time

As the Today and Tomorrow program continues to expand and grow, it is important to recognize the three main services we provide the individuals served: Community Based Day Supports, Group Supported Employment, and Independent Employment Supports. These services are meant to transition into one another, with growth in one service leading to enhancement in the next service. Individuals use Community Based Day Supports (CBDS) to engage with their surrounding communities through recreational activities and social learning opportunities.

The soft skills individuals develop in CBDS are then put to work, literally, in a group setting where they complete employment tasks with four of their peers and a Direct Support Professional in a 5:1 ratio,



TONY BERRY AT CONSOLIDATED STERILIZER SYSTEMS.

while also being compensated.

For some individuals, this is the extent of their service plan. They have a mix of CBDS and Group Supported Employment and they focus on goals geared toward continuous personal growth and achievement. But for many individuals, the Group Supported Employment acts as a catalyst toward the individual one-day working independently, with on-going support from a Valley Job Developer.

Independent employment can be difficult for any person to manage on their own. The individuals served by Valley through the Independent Employment Supports model are provided with 1:1 job development and coaching as they highlight interests, search for opportunities that align with these interests, apply for jobs, navigate the onboarding process, and then receive continuous support on the job to ensure both the individual's and employer's needs are being met. While independent employment may not be the goal for all of the individuals, Valley currently serves 50 individuals who do receive this specific service through the DDS contract. Of the 50 individuals currently in the contract, 40 of them actively hold an independent employment position.

Organizations our individuals work at independently include; Jones Lang LaSalle, Market Basket, Five Guys, Consolidated Sterilizer Systems, Sodexo Catering, TJ MAXX, Tyngsboro High School, Build a Bear, Wegmans, Tyngsboro Sports Center, Stop & Shop, Knowledge Beginnings, Chelmsford High School, Walmart, O'Conner's Hardware, 3M, Billerica Access Television, Carleton-Willard Village, Bedford Public Schools, and Four Oaks Country Club.



LEO VAHEY FILMING A HIGH SCHOOL-HOCKEY GAME FOR BATV.

All of these organizations listed on the next page continue to be essential community partners and play a vital role in the lives of the individuals we serve. These employment opportunities continue to display how capable the individuals served by Valley Collaborative truly are. With just a touch of support on the job site, our individuals are able to contribute to different organizations overall output while leaving a lasting and positive impact on each and every specific organizational culture. The adults served by Valley Collaborative continue to show how successful they can be if provided the opportunity. With reinforcement from the job development team, our individuals are able to work independently as they continue to grow and hone their skills in order to unlock new employment opportunities in the future.

# New Beginnings at Valley Collaborative

*»continued from cover*

The bonds that develop between our students, DDS individuals, and our dedicated staff are at the heart of everything we do. These relationships create trust, foster growth, and ensure that every individual feels supported and valued.

When you walk through our schools or visit our DDS headquarters, it becomes immediately clear that Valley is a place where people genuinely care about one another. You can feel it in the conversations in the hallways, the encouragement offered in classrooms and programs, and the way our community celebrates each person's successes. Our students, DDS individuals, and staff share a profound sense of belonging, and that sense of connection is what makes Valley such a powerful place for learning and growth.

As we welcome the arrival of spring, we are reminded of the beauty of new beginnings and growth. Just as we see the world around us coming back to life, we also see tremendous growth in our students—academically, socially, and emotionally. It is a privilege to witness the progress they make each day and the confidence they build along the way.

Thank you to our remarkable staff for your dedication and compassion, to our families for your continued partnership, and to our students and DDS participants for bringing energy, curiosity, and joy to our community. I look forward to all that the remainder of the school year will bring. Please reach out if I can ever be of assistance. We are here to serve. My door is always open.

My best to you always,



Chris A. Scott  
Executive Director  
Valley Collaborative



TOP: JILLIAN WENDLER, SLP; ERIN FRAZIER, BCBA; DR. JAY LANG VALLEY, CHAIRMAN OF THE BOARD, VALLEY COLLABORATIVE, EXECUTIVE COMMITTEE MEMBER, SUPERINTENDENT OF CHELMSFORD PUBLIC SCHOOLS; BRYAN THOMAS, ASSISTANT PRINCIPAL; HEATHER MACKAY, PRINCIPAL; OLIVIA BUONAMANO, VALLEY ELEMENTARY SCHOOL STUDENT OF THE MONTH.

BOTTOM: DR. CHRIS A. SCOTT, EXECUTIVE DIRECTOR; DR. KERRY CLERY, BOARD OF DIRECTORS, VALLEY COLLABORATIVE, SUPERINTENDENT, BILLERICA PUBLIC SCHOOLS; NICOLE NOSKA, PRINCIPAL, MIDDLE SCHOOL, TRANSITIONAL PROGRAMS, TRANSITIONAL HIGH SCHOOL, TRANSITIONAL PROGRAMS; AND LOUIS LORINO, GRADE 7 BILLERICA, VALLEY TRANSITIONAL PROGRAMMING MIDDLE SCHOOL STUDENT OF THE MONTH.

# Valley Collaborative Leadership Team



**Chris A. Scott, PhD**

Executive Director,  
Finance and Operations  
cscott@valleycollaborative.org



**Mazyar Moshtaghi**

Chief Technology Officer  
mmoshtaghi@valleycollaborative.org



**Matthew Gentile**

Director of DDS & Mass  
Ability  
mgentile@valleycollaborative.org



**James George**

Business Manager/Accountant  
jgeorge@valleycollaborative.org



**Heather Mackay**

Principal, Valley  
Elementary School  
hmackay@valleycollaborative.org



**Jessica Marcotte**

Lead Nurse  
jscalzi@valleycollaborative.org



**Joia Mercurio**

Deputy Director  
jmercurio@valleycollaborative.org



**Nick LeClair**

Principal, Valley Middle School  
& Transitional High School:  
Alternative Programming  
nleclair@valleycollaborative.org



**Renato Silva**

School Safety & Facilities  
Manager  
rsilva@valleycollaborative.org



**Kari Morrin**

Director of HR, Title IX and  
504 Coordinator  
kmorrin@valleycollaborative.org



**Nicole Noska**

Principal, Valley Middle School  
& Transitional High School:  
Transitional Programming  
nnoska@valleycollaborative.org

# Valley Collaborative Board of Directors



**Dr. Jay Lang, Chair**

Chairman of the Board,  
Executive Committee  
Member  
  
Superintendent  
Chelmsford Public Schools



**Dr. Kerry Clery**

Superintendent  
Billerica Public Schools



**Mr. Steven Stone**

Superintendent  
Dracut Public Schools



**Dr. Geoff Bruno**

Superintendent  
Groton-Dunstable  
Regional School District



**Dr. Denise Pigeon**

Executive Committee  
Member  
  
Superintendent  
Nashoba Valley  
Technical School District



**Mr. Brad Morgan**

Superintendent  
North Middlesex  
Regional School District



**Ms. Brenda  
Theriault-Regan**

Executive Committee  
Member  
  
Superintendent  
Tewksbury Public Schools



**Dr. Michael  
Flanagan**

Executive Committee  
Member  
  
Superintendent  
Tyngsborough Public  
Schools



**Dr. Christopher  
Chew**

Superintendent  
Westford Public Schools



# Central Administration

11 Executive Park Drive, N. Billerica MA 01821 | Tel: (978) 528-7826 | [www.valleycollaborative.org](http://www.valleycollaborative.org)

## MEMORANDUM

To: Valley Collaborative Board of Directors  
From: Dr. Chris A. Scott, Executive Director  
Mr. James George, Accountant/Business Manager  
Date: January 8, 2026  
Re: Financial Update – FY'26

---

### **FY' 26 Budget Amendment**

Valley has concluded a very strong first quarter and the second quarter is also very healthy. Typically, the first quarter of the year's expenses exceed the percentage of the year complete, as Valley does most of its capital purchasing for the school year in Q1. Valley's revenue is above expectation as we do not usually see revenues outpace expenses in the second quarter. Enrollment as of January 5, 2026 is 271 students, whereas last year at this time, enrollment totaled 262 students. Enrollment currently is comprised of approximately 50% member and 50% non-member students. A financially significant data point, as non-members pay approximately 25% more to attend. DDS/Adult Services will hit a January enrollment record of 141 individuals and its revenue is up approximately 15% over last year. The Board amended the FY'26 budget at the December 4, 2025 Board meeting to reflect the increase in revenue from the original \$28,279,500 to \$29,592,981 and expenses from \$27,517,015 to \$27,557,015. The increase in expenses is due primarily to healthcare costs associated with being fully staffed and support of the five-year technology plan.

As of November 30, 2025, Valley has completed 90 of 210 days (42.9%) for FY'26 and revenues are on target at 42.09% and expenses are significantly lower at 40.06% of the amended budget. Valley is on track to return upwards of \$2M to its member districts in FY'27 due to the 25% surplus regulation.

**VALLEY COLLABORATIVE  
TREASURER'S REPORT  
DECEMBER 31, 2025**

|                                      |                       | <u>Beginning</u>        |                        |                          | <u>Accounts</u>        |                     |                   | <u>Ending</u>           |
|--------------------------------------|-----------------------|-------------------------|------------------------|--------------------------|------------------------|---------------------|-------------------|-------------------------|
|                                      |                       | <u>Balance</u>          | <u>Receipts</u>        | <u>Payroll</u>           | <u>Payable</u>         | <u>Earnings</u>     | <u>Transfers</u>  | <u>Balance</u>          |
| <b>ROCKLAND TRUST ACCOUNTS</b>       |                       |                         |                        |                          |                        |                     |                   |                         |
| Operating                            | a/c 493426            | \$ 3,297,732.69         | \$ 2,441,322.41        |                          | \$ (290,092.25)        |                     | \$ (2,596,000.00) | \$ 2,852,962.85         |
| Payroll                              | a/c 795823            | \$ 98,611.00            |                        | \$ (2,482,890.15)        |                        |                     | \$ 2,600,000.00   | \$ 215,720.85           |
| Joe's Bistro                         | a/c 531401            | \$ 3,293.42             | \$ 1,767.84            |                          |                        |                     | \$ (4,000.00)     | \$ 1,061.26             |
| ICS MMDA                             | a/c 856490            | \$ 4,787.82             |                        |                          |                        | \$ 1.01             |                   | \$ 4,788.83             |
| Capital Reserve                      | a/c 4063467           | \$ 1,500,000.00         |                        |                          |                        |                     |                   | \$ 1,500,000.00         |
| Independence Project                 | a/c 821315            | \$ 114.36               | \$ -                   | \$ -                     | \$ -                   | \$ -                | \$ -              | \$ 114.36               |
| <b>TOTAL ROCKLAND TRUST ACCOUNTS</b> |                       | <u>\$ 4,904,539.29</u>  | <u>\$ 2,443,090.25</u> | <u>\$ (2,482,890.15)</u> | <u>\$ (290,092.25)</u> | <u>\$ 1.01</u>      | <u>\$ -</u>       | <u>\$ 4,574,648.15</u>  |
| <b>MMDT</b>                          | <b>a/c 0044263747</b> | <u>\$ 1,178,223.13</u>  | <u>\$ -</u>            | <u>\$ -</u>              | <u>\$ -</u>            | <u>\$ 4,016.39</u>  | <u>\$ -</u>       | <u>\$ 1,182,239.52</u>  |
| <b>Total Unrestricted Cash</b>       |                       | <u>\$ 6,082,762.42</u>  | <u>\$ 2,443,090.25</u> | <u>\$ (2,482,890.15)</u> | <u>\$ (290,092.25)</u> | <u>\$ 4,017.40</u>  | <u>\$ -</u>       | <u>\$ 5,756,887.67</u>  |
| <b>PARS OPEB Trust</b>               |                       | <u>\$ 8,859,619.81</u>  | <u>\$ -</u>            | <u>\$ -</u>              | <u>\$ (2,346.15)</u>   | <u>\$ 21,207.80</u> | <u>\$ -</u>       | <u>\$ 8,878,481.46</u>  |
| <b>TOTAL CASH</b>                    |                       | <u>\$ 14,942,382.23</u> | <u>\$ 2,443,090.25</u> | <u>\$ (2,482,890.15)</u> | <u>\$ (292,438.40)</u> | <u>\$ 25,225.20</u> | <u>\$ -</u>       | <u>\$ 14,635,369.13</u> |

**VALLEY COLLABORATIVE  
TREASURER'S REPORT  
JANUARY 31, 2026**

|                                      |                | <u>Beginning</u>        | <u>Receipts</u>        | <u>Payroll</u>           | <u>Accounts</u>        | <u>Earnings</u>      | <u>Transfers</u>  | <u>Ending</u>           |
|--------------------------------------|----------------|-------------------------|------------------------|--------------------------|------------------------|----------------------|-------------------|-------------------------|
|                                      |                | <u>Balance</u>          |                        |                          | <u>Payable</u>         |                      |                   | <u>Balance</u>          |
| <b>ROCKLAND TRUST ACCOUNTS</b>       |                |                         |                        |                          |                        |                      |                   |                         |
| Operating                            | a/c 493426     | \$ 2,852,962.85         | \$ 1,982,998.29        |                          | \$ (255,258.51)        |                      | \$ (2,110,000.00) | \$ 2,470,702.63         |
| Payroll                              | a/c 795823     | \$ 215,720.85           |                        | \$ (2,036,376.30)        |                        |                      | \$ 2,110,000.00   | \$ 289,344.55           |
| Joe's Bistro                         | a/c 531401     | \$ 1,061.26             | \$ 1,490.53            |                          |                        |                      |                   | \$ 2,551.79             |
| ICS MMDA                             | a/c 856490     | \$ 4,788.83             |                        |                          |                        | \$ 1.00              |                   | \$ 4,789.83             |
| Capital Reserve                      | a/c 4063467    | \$ 1,500,000.00         |                        |                          |                        |                      |                   | \$ 1,500,000.00         |
| Independence Project                 | a/c 821315     | \$ 114.36               | \$ -                   | \$ -                     | \$ -                   | \$ -                 | \$ -              | \$ 114.36               |
| <b>TOTAL ROCKLAND TRUST ACCOUNTS</b> |                | <u>\$ 4,574,648.15</u>  | <u>\$ 1,984,488.82</u> | <u>\$ (2,036,376.30)</u> | <u>\$ (255,258.51)</u> | <u>\$ 1.00</u>       | <u>\$ -</u>       | <u>\$ 4,267,503.16</u>  |
| MMDT                                 | a/c 0044263747 | \$ 1,182,239.52         | \$ -                   | \$ -                     | \$ -                   | \$ 3,945.13          | \$ -              | \$ 1,186,184.65         |
| <b>Total Unrestricted Cash</b>       |                | <u>\$ 5,756,887.67</u>  | <u>\$ 1,984,488.82</u> | <u>\$ (2,036,376.30)</u> | <u>\$ (255,258.51)</u> | <u>\$ 3,946.13</u>   | <u>\$ -</u>       | <u>\$ 5,453,687.81</u>  |
| <b>PARS OPEB Trust</b>               |                | <u>\$ 8,878,481.46</u>  | <u>\$ -</u>            | <u>\$ -</u>              | <u>\$ (2,351.61)</u>   | <u>\$ 169,584.75</u> | <u>\$ -</u>       | <u>\$ 9,045,714.60</u>  |
| <b>TOTAL CASH</b>                    |                | <u>\$ 14,635,369.13</u> | <u>\$ 1,984,488.82</u> | <u>\$ (2,036,376.30)</u> | <u>\$ (257,610.12)</u> | <u>\$ 173,530.88</u> | <u>\$ -</u>       | <u>\$ 14,499,402.41</u> |

**VALLEY COLLABORATIVE  
TREASURER'S REPORT  
FEBRUARY 28, 2026**

|                                      |                | <u>Beginning<br/>Balance</u> | <u>Receipts</u>        | <u>Payroll</u>           | <u>Accounts<br/>Payable</u> | <u>Earnings</u>      | <u>Transfers</u>  | <u>Ending<br/>Balance</u> |
|--------------------------------------|----------------|------------------------------|------------------------|--------------------------|-----------------------------|----------------------|-------------------|---------------------------|
| <b>ROCKLAND TRUST ACCOUNTS</b>       |                |                              |                        |                          |                             |                      |                   |                           |
| Operating                            | a/c 493426     | \$ 2,470,702.63              | \$ 1,669,038.55        |                          | \$ (176,107.74)             |                      | \$ (1,380,000.00) | \$ 2,583,633.44           |
| Payroll                              | a/c 795823     | \$ 289,344.55                |                        | \$ (1,478,448.65)        |                             |                      | \$ 1,380,000.00   | \$ 190,895.90             |
| Joe's Bistro                         | a/c 531401     | \$ 2,551.79                  | \$ 1,261.46            |                          |                             |                      |                   | \$ 3,813.25               |
| ICS MMDA                             | a/c 856490     | \$ 4,789.83                  |                        |                          |                             | \$ 0.90              |                   | \$ 4,790.73               |
| Capital Reserve                      | a/c 4063467    | \$ 1,500,000.00              |                        |                          |                             |                      |                   | \$ 1,500,000.00           |
| Independence Project                 | a/c 821315     | <u>\$ 114.36</u>             | <u>\$ -</u>            | <u>\$ -</u>              | <u>\$ -</u>                 | <u>\$ -</u>          | <u>\$ -</u>       | <u>\$ 114.36</u>          |
| <b>TOTAL ROCKLAND TRUST ACCOUNTS</b> |                | <u>\$ 4,267,503.16</u>       | <u>\$ 1,670,300.01</u> | <u>\$ (1,478,448.65)</u> | <u>\$ (176,107.74)</u>      | <u>\$ 0.90</u>       | <u>\$ -</u>       | <u>\$ 4,283,247.68</u>    |
| <b>MMDT</b>                          | a/c 0044263747 | <u>\$ 1,186,184.65</u>       | <u>\$ -</u>            | <u>\$ -</u>              | <u>\$ -</u>                 | <u>\$ 3,528.37</u>   | <u>\$ -</u>       | <u>\$ 1,189,713.02</u>    |
| <b>Total Unrestricted Cash</b>       |                | <u>\$ 5,453,687.81</u>       | <u>\$ 1,670,300.01</u> | <u>\$ (1,478,448.65)</u> | <u>\$ (176,107.74)</u>      | <u>\$ 3,529.27</u>   | <u>\$ -</u>       | <u>\$ 5,472,960.70</u>    |
| <b>PARS OPEB Trust</b>               |                | <u>\$ 9,045,714.60</u>       | <u>\$ -</u>            | <u>\$ -</u>              | <u>\$ (2,394.34)</u>        | <u>\$ 160,228.38</u> | <u>\$ -</u>       | <u>\$ 9,203,548.64</u>    |
| <b>TOTAL CASH</b>                    |                | <u>\$ 14,499,402.41</u>      | <u>\$ 1,670,300.01</u> | <u>\$ (1,478,448.65)</u> | <u>\$ (178,502.08)</u>      | <u>\$ 163,757.65</u> | <u>\$ -</u>       | <u>\$ 14,676,509.34</u>   |

**VALLEY COLLABORATIVE  
TREASURER'S REPORT  
MARCH 31, 2026**

|                                      |                       | <u>Beginning</u><br><u>Balance</u> | <u>Receipts</u>        | <u>Payroll</u>           | <u>Accounts</u><br><u>Payable</u> | <u>Earnings</u>        | <u>Transfers</u>  | <u>Ending</u><br><u>Balance</u> |
|--------------------------------------|-----------------------|------------------------------------|------------------------|--------------------------|-----------------------------------|------------------------|-------------------|---------------------------------|
| <b>ROCKLAND TRUST ACCOUNTS</b>       |                       |                                    |                        |                          |                                   |                        |                   |                                 |
| Operating                            | a/c 493426            | \$ 2,583,633.44                    | \$ 3,655,122.59        |                          | \$ (486,044.24)                   |                        | \$ (2,220,000.00) | \$ 3,532,711.79                 |
| Payroll                              | a/c 795823            | \$ 190,895.90                      |                        | \$ (1,607,055.74)        |                                   |                        | \$ 2,220,000.00   | \$ 803,840.16                   |
| Joe's Bistro                         | a/c 531401            | \$ 3,813.25                        | \$ 1,773.49            |                          |                                   |                        |                   | \$ 5,586.74                     |
| ICS MMDA                             | a/c 856490            | \$ 4,790.73                        |                        |                          |                                   | \$ 1.00                |                   | \$ 4,791.73                     |
| Capital Reserve                      | a/c 4063467           | \$ 1,500,000.00                    |                        |                          |                                   |                        |                   | \$ 1,500,000.00                 |
| Independence Project                 | a/c 821315            | \$ 114.36                          | \$ -                   | \$ -                     | \$ -                              | \$ -                   | \$ -              | \$ 114.36                       |
| <b>TOTAL ROCKLAND TRUST ACCOUNTS</b> |                       | <u>\$ 4,283,247.68</u>             | <u>\$ 3,656,896.08</u> | <u>\$ (1,607,055.74)</u> | <u>\$ (486,044.24)</u>            | <u>\$ 1.00</u>         | <u>\$ -</u>       | <u>\$ 5,847,044.78</u>          |
| <b>MMDT</b>                          | <b>a/c 0044263747</b> | <u>\$ 1,189,713.02</u>             | <u>\$ -</u>            | <u>\$ -</u>              | <u>\$ -</u>                       | <u>\$ 3,878.83</u>     | <u>\$ -</u>       | <u>\$ 1,193,591.85</u>          |
| <b>Total Unrestricted Cash</b>       |                       | <u>\$ 5,472,960.70</u>             | <u>\$ 3,656,896.08</u> | <u>\$ (1,607,055.74)</u> | <u>\$ (486,044.24)</u>            | <u>\$ 3,879.83</u>     | <u>\$ -</u>       | <u>\$ 7,040,636.63</u>          |
| <b>PARS OPEB Trust</b>               |                       | <u>\$ 9,203,548.64</u>             | <u>\$ -</u>            | <u>\$ -</u>              | <u>\$ (2,430.95)</u>              | <u>\$ (385,779.10)</u> | <u>\$ -</u>       | <u>\$ 8,815,338.59</u>          |
| <b>TOTAL CASH</b>                    |                       | <u>\$ 14,676,509.34</u>            | <u>\$ 3,656,896.08</u> | <u>\$ (1,607,055.74)</u> | <u>\$ (488,475.19)</u>            | <u>\$ (381,899.27)</u> | <u>\$ -</u>       | <u>\$ 15,855,975.22</u>         |

**Valley Collaborative**  
Interim Statement of Revenues, Expenses and Changes in Net Assets  
For the Period Ending January 31, 2026  
124 of 210 (59%) School Days

| <b>UNAUDITED</b>                        |                           |                          |
|---|---------------------------|--------------------------|
|   | <b>AMENDED<br/>BUDGET</b> | <b>ACTUAL</b>            |
| <b>REVENUES</b>                         |                           |                          |
| Services                                | \$ 23,012,981             | \$ 13,287,555            |
| State Contracts                         | 5,800,000                 | 3,180,902                |
| Other                                   | 750,000                   | 428,876                  |
| Interest                                | 30,000                    | 25,265                   |
| <b>Total Revenues</b>                   | <b>29,592,981</b>         | <b>16,922,598</b> 57.18% |
| <b>EXPENSES</b>                         |                           |                          |
| Salaries                                | 18,788,975                | 11,464,827               |
| Employee Benefits                       | 4,074,850                 | 2,140,888                |
| Operating Expenses                      | 3,347,463                 | 1,659,806                |
| Leases & Rentals                        | 594,727                   | 319,473                  |
| Depreciation                            | 751,000                   | 509,845                  |
| <b>Total Expenses</b>                   | <b>27,557,015</b>         | <b>16,094,839</b> 58.41% |
| <b>Change in Net Assets - Operating</b> | <b>\$ 2,035,966</b>       | <b>\$ 827,759</b>        |
| <b>Non Operating Activities</b>         |                           |                          |
| Return to Member Districts              | -                         |                          |
| Non-Operating Expenses (1)              | (1,275,000)               | (927,991)                |
| <b>Change in Net Assets</b>             | <b>\$ 760,966</b>         | <b>\$ (100,232)</b>      |

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, 2026  
136 of 210 (64.8%) School Days

| <b>UNAUDITED</b>                        |                           |                          |
|---|---------------------------|--------------------------|
|   | <b>AMENDED<br/>BUDGET</b> | <b>ACTUAL</b>            |
| <b>REVENUES</b>                         |                           |                          |
| Services                                | \$ 23,012,981             | \$ 14,752,143            |
| State Contracts                         | 5,800,000                 | 3,551,543                |
| Other                                   | 750,000                   | 468,082                  |
| Interest                                | 30,000                    | 32,739                   |
| <b>Total Revenues</b>                   | <b>29,592,981</b>         | <b>18,804,507</b> 63.54% |
| <b>EXPENSES</b>                         |                           |                          |
| Salaries                                | 18,788,975                | 12,827,580               |
| Employee Benefits                       | 4,074,850                 | 2,413,051                |
| Operating Expenses                      | 3,347,463                 | 1,786,956                |
| Leases & Rentals                        | 594,727                   | 334,583                  |
| Depreciation                            | 751,000                   | 0                        |
| <b>Total Expenses</b>                   | <b>27,557,015</b>         | <b>17,362,170</b> 63.00% |
| <b>Change in Net Assets - Operating</b> | <b>\$ 2,035,966</b>       | <b>\$ 1,442,337</b>      |
| <b>Non Operating Activities</b>         |                           |                          |
| Return to Member Districts              | -                         |                          |
| Non-Operating Expenses (1)              | (1,275,000)               | (981,032)                |
| <b>Change in Net Assets</b>             | <b>\$ 760,966</b>         | <b>\$ 461,305</b>        |

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 March 31, 2026  
158 of 210 (75.2%) School Days

| <b>UNAUDITED</b>                        |                            |                                 |
|---|----------------------------|---------------------------------|
|   | <u>AMENDED<br/>BUDGET</u>  | <u>ACTUAL</u>                   |
| <b>REVENUES</b>                         |                            |                                 |
| Services                                | \$ 23,012,981              | \$ 17,278,407                   |
| State Contracts                         | 5,800,000                  | 4,002,092                       |
| Other                                   | 750,000                    | 512,497                         |
| Interest                                | 30,000                     | 36,617                          |
| <b>Total Revenues</b>                   | <b><u>29,592,981</u></b>   | <b><u>21,829,613</u></b> 73.77% |
| <b>EXPENSES</b>                         |                            |                                 |
| Salaries                                | 18,788,975                 | 14,217,674                      |
| Employee Benefits                       | 4,074,850                  | 2,709,706                       |
| Operating Expenses                      | 3,347,463                  | 2,012,722                       |
| Leases & Rentals                        | 594,727                    | 349,693                         |
| Depreciation                            | 751,000                    | 563,250                         |
| <b>Total Expenses</b>                   | <b><u>27,557,015</u></b>   | <b><u>19,853,045</u></b> 72.04% |
| <b>Change in Net Assets - Operating</b> | <b><u>\$ 2,035,966</u></b> | <b><u>\$ 1,976,568</u></b>      |
| <b>Non Operating Activities</b>         |                            |                                 |
| Return to Member Districts              | -                          |                                 |
| Non-Operating Expenses (1)              | <u>(1,275,000)</u>         | <u>(1,014,291)</u>              |
| <b>Change in Net Assets</b>             | <b><u>\$ 760,966</u></b>   | <b><u>\$ 962,277</u></b>        |

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



### Valley Collaborative 2026 - 2027 Tuition Rates

| <b>Program</b>  | Grades     | Member District Rates |                        |                 |                  |                           | Non-Member District Rates |                        |                 |                  |                           |
|---|------------|-----------------------|------------------------|-----------------|------------------|---------------------------|---------------------------|------------------------|-----------------|------------------|---------------------------|
|   |            | School Year Per Diem  | School Year (180 Days) | Summer Per Diem | Summer (30 Days) | Total Tuition (SY+Summer) | School Year Per Diem      | School Year (180 Days) | Summer Per Diem | Summer (30 Days) | Total Tuition (SY+Summer) |
| <b>Intensive Special Needs (ISN)</b><br>Member and Non-Member Tuition Includes: SLP, OT, PT, BCBA, SW | K – Age 22 | \$326                 | \$58,680               | \$342           | \$10,260         | \$68,940                  | \$414                     | \$74,520               | \$435           | \$13,050         | \$87,570                  |
| <b>Elementary School</b><br>Member and Non-Member Tuition Includes: SLP, OT, PT, BCBA, SW             | K-6        | \$266                 | \$47,880               | \$280           | \$8,400          | \$56,280                  | \$339                     | \$61,020               | \$356           | \$10,680         | \$71,700                  |
| <b>Middle School</b><br>Member and Non-Member Tuition Includes: SLP, OT, PT, BCBA, SW                 | 6-8        | \$266                 | \$47,880               | \$280           | \$8,400          | \$56,280                  | \$339                     | \$61,020               | \$356           | \$10,680         | \$71,700                  |
| <b>High School</b><br>Member and Non-Member Tuition Includes: SLP, OT, PT, BCBA, SW                   | 9 – Age 22 | \$238                 | \$42,840               | \$250           | \$7,500          | \$50,340                  | \$303                     | \$54,540               | \$319           | \$9,570          | \$64,110                  |

### Valley Collaborative 2026 -2027 Contract & Related Services Rates

| Hourly Services  | Member District                                      | Non-Member District                                   |
|--|--|---|
| Speech, Occupational, Physical Therapy, BCBA, Social Work, Reading Specialist, and Cognitive/Intelligence Testing - Three Year Evaluations | \$112/hr.  | \$145/hr.   |
| Tutoring   | \$56/hr.   | \$74/hr.  |
| 1:1 District Paid Aide   | \$261/day  | \$338/day   |
| Nurse  | Contingent on qualifications                         | Contingent on qualifications                          |
| Interim Alternative Education Setting – Extended Evaluation  | program tuition day rate + \$56/hr. related services | program tuition day rate + \$74/hr. related services  |
| Initial/Reevaluation/ 3 year Evaluations   | N/A  | billed at the hourly rate for the appropriate service |

## **Approval of Field Trip Requests**

1.) Chelmsford High School

Best Buddies Program

Nashua Knights Baseball Game

May 27, 2026

Nashua, New Hampshire

RECEIVED  
5-4-26

Needs to go to S.C. for approval

|  |   |
|--|---|
| <b>FIELD TRIP APPLICATION FORM</b><br><b>CHELMSFORD PUBLIC SCHOOLS</b><br><br>230 North Road, Chelmsford, MA 01824<br>Phone (978) 251-5100 | Teacher Sub(s) Needed:<br>YES ___ NO <input checked="" type="checkbox"/><br>___ Full-Day Sub(s)<br>___ Half Day Sub(s)<br>needed for: AM / PM |
|--|---|

Please fill out application form completely. Please print. \* Apply for only one trip per form.

School Requesting Permission: CHS PARKER \_\_\_ McCARTHY \_\_\_  
\_\_\_ BYAM \_\_\_ CENTER \_\_\_ HARRINGTON \_\_\_ SOUTH ROW

Day(s) of Week for Trip: MON \_\_\_ TUE \_\_\_ WED \_\_\_ THR \_\_\_ FRI \_\_\_ SAT \_\_\_ SUN

Trip Date: 5/27/26 of Overnight Trip, Return Date: 5/27/26

Requests for school day field trips should be made at least thirty calendar days in advance. All overnight trip requests should be two months in advance and will be submitted to the School Committee for final approval.

Faculty Trip Sponsor: BEST BUDDIES Cell Phone: Shauna Mottram 978-973-4080

Grade, Group, Class(es) or Course(es): PAVE & NECC grades 9-12

Total Number of Students: 22 Number of Male \_\_\_ Number of Female \_\_\_

Number of Students Assigned Per Chaperone: attached

Total Number of Chaperones: 14 Number of Male \_\_\_ Number of Female \_\_\_

Non-faculty chaperones must be over 25 years of age and must have a CORI submitted at time of application.

Faculty/Chaperones (Names): Julie Furtado, Dana Degen, Shauna Mottram  
see attached list for chaperones Cell Phone #: \_\_\_

Faculty/Chaperone with Epi-Pen Designation (Name): \_\_\_  
If applicable

Is a Nurse Needed? Yes \_\_\_ No

Prior to booking a field trip, speak to your building school nurse to evaluate if there are individuals with special or medical needs participating in this trip. If yes, the nurse will need to evaluate whether a parent, staff member, or nurse will be required to attend the trip with student.

Reviewed by: Sheba Jacob RN 5/4/2026  
Signature of School Nurse Date

Event:/Purpose of the Trip: Community engagement - ADL

Curriculum Standard Addressed by Trip (Reason for the Trip)

~~WMA~~ Nashua Nights Baseball game

*Community engagement*

Destination: Holman Stadium

(603) 718-8883

Facility

Facility Telephone

67 Amherst St, Nashua, NH

Facility Street Address

City

State

Estimated Leave Time: 9:15

a.m. / p.m. Estimated Return Time:

1:15

a.m. / p.m.

No. of Regular School Buses Needed: 0 No. of Wheel Chair Accessible Buses Needed: 1

District Transportation Department will try to secure bus(es) from Transportation Company. Transportation to and from school takes precedent over any other field trip transportation request. After your bus request is processed, you will receive a quoted price and written confirmation from the Transportation Department. If no Chelmsford buses are needed, what are your alternate transportation arrangements?

(Changes in plans must be reported to the Principal's Office before the day of the trip.)

Bus Pick-Up Location (be specific) \_\_\_\_\_

Equipment Space Needed (such as music instruments): Yes \_\_\_ NO \_\_\_

Equipment: \_\_\_\_\_

Please indicate if bus space is needed for equipment. All equipment (athletic, music, or luggage) must be secured, must not obstruct the vision of the bus driver, and the bus aisle must be kept clear.

Meal Plans: \_\_\_\_\_

TRIP COST/FUNDING

Price per Bus: \$ \_\_\_\_\_

Total Cost of Bus Transportation \$ \_\_\_\_\_

Total Price of event \$ \_\_\_\_\_

Additional Costs \_\_\_\_\_ \$ \_\_\_\_\_

Total Cost of Trip \$ \_\_\_\_\_

School/Org. to pay for: \_\_\_\_\_ \$ \_\_\_\_\_

Student paying \$ 15.00 per person for: \_\_\_\_\_ \$ \_\_\_\_\_

Please list any other circumstances that may affect the trip:

Submitted by:

Signature of Trip Sponsor: Shauna Holman

Date: 5/4/26

Approved by:

Signature of Dept. Head/Coordinator: \_\_\_\_\_

Date: \_\_\_\_\_

Signature of Building Principal: \_\_\_\_\_

Date: 5-4-26

If an overnight trip, attach an itinerary and lodging information complete with name, location, & phone