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About EDCO Collaborative

EDCO is a collaborative of 18 urban and suburban school districts serving the Greater Boston area and beyond. We are governed by a board of directors comprised of superintendents and school committee members representing each of our member school districts.

All EDCO programs and services are developed and implemented through consultation with member school districts and other sponsoring agencies. EDCO Collaborative Roundtables often facilitate the gathering of information needed for planning programs, services, and professional learning opportunities. Programs align with EDCO’s mission, reflect the priorities of EDCO’s primary constituencies, and are provided in a cost effective manner through interdistrict and interagency collaboration.

EDCO Collaborative’s range of services includes professional learning opportunities for educators; special education and alternative education programs for students with disabilities and at-risk youth; in-district consultation, special education transportation through a cost effective consortium of adjacent communities; and cooperative purchasing of utilities and other items upon request.

In addition, EDCO provides services to youth and adults through a variety of state and federally funded programs, including the Massachusetts Migrant Education Program, the Special Education Surrogate Parent Program, Wrentham Habilitative Services, Boston Public Schools Titles I & II programs, and the EDCO Youth Alternative Program.

EDCO Collaborative – Contact Information

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Diana Fisher Gomberg, School Committee,
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Executive Director:
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Please visit the EDCO Collaborative website: www.edcollab.org
From the Executive Director

Fiscal year 2015 began with the central office and North Crossing Academy move to Bedford. Thanks to the perseverance of our Director of Business Management, Thomas Markham, the school side of the building was ready to welcome our students in September 2014. The new facility provides a warm and respectful space for learning and has received accolades from students, staff and constituents.

The central offices and professional learning spaces are similarly welcoming and offer state of the art technology and equipment conducive to work and learning. With more and larger spaces EDCO has been able to add to its typical professional development offerings. Director of the McSwiney Center, Rick Atkins, and his team have offered current and relevant workshop topics and respected presenters resulting in maximum utilization of spaces.

Enhancements to EDCO’s tuition programs include new technology, professional learning opportunities, and improvements to physical plant. Judith Vaillancourt, Associate Executive Director at EDCO, has provided valuable professional learning for staff aimed at improving instruction and student outcomes.

EDCO Collaborative’s central office saw several changes in FY15, including the addition of an Informational Technology Director, James Sullivan. Over the course of the year, James has facilitated economies through consolidation of vendors and services. EDCO now has the capacity to transfer phone calls to most of our remote sites.

As part of our strategic plan, EDCO is always looking to expand services to our member districts. During FY15, members of the leadership team offered mentoring, coaching, and onsite professional development. We received excellent feedback on the services and were able to generate additional revenue for the organization. We will continue to explore additional ways to serve our constituents over the coming year.

EDCO’s Board of Directors has historically provided tremendous support for the organization and its goals, but was particularly helpful and encouraging as EDCO planned, negotiated, and executed the move to Bedford. We are most grateful for the collaborative spirit of our Board and Advisory Council. Along with EDCO’s leadership team and staff, I look forward to continuing on the road to excellence.

Colleen Dolan
EDCO Collaborative’s Mission & Vision

Since 1969 EDCO’s mission has been to:

- Improve education through interdistrict and interagency collaboration.
- Provide high quality education and related services to students-at-risk.
- Enhance equity, intercultural understanding and equal opportunity in education.

EDCO Collaborative’s vision is to:

- Sustain its role as a statewide leader for excellence in education with a strong and positive political influence
- Support member districts through a variety of services that
  - Meet the special education service needs of students with low incidence disabilities
  - Provide the benefits of economies of scale
- Support the recruitment, retention, and development of high quality teachers and administrators.
- Integrate new Board members quickly into the roles and responsibilities of the Board and enjoy steady commitment and engagement from all Board members.
- Develop a budget annually from a balanced mix of member services and contract services.

Objectives of EDCO Collaborative

- To provide day programs and other services for students with low-incidence disabilities in the least restrictive environment consistent with MGL c. 40 § 4E and 603 CMR 50.00
- To provide day programs and services for at-risk students
- To provide therapeutic services for adults with disabilities in collaboration with the Department of Developmental Services and /or other agencies
- To offer quality professional learning opportunities to general and special education teachers and administrators, related service providers, School Committees, and Charter School Boards
- To explore and pursue grants and other funding to support identified needs of the Member Districts and community
- To offer cooperative and regional programs and/or services to help Member Districts maximize cost efficiency and program effectiveness through a collaborative effort
History of EDCO Collaborative

The EDCO Collaborative has a long and diverse history, beginning in 1969 as a private consortium of public schools prior to the enactment of the first Massachusetts collaborative legislation and continuing to the present as a public collaborative. EDCO’s mission has been consistent throughout its history, focusing on the power of inter-district and inter-agency collaboration to meet the needs of underserved and at-risk students and adults.

In its first form, Education Collaborative for Greater Boston, Inc. was a private, not-for-profit charitable corporation formed by superintendents from seven member school districts. Their purpose was to increase communication and understanding among staff and students in urban and suburban school districts. Initial programs were designed to cross racial, economic and social barriers. Early on, ECGB, Inc. received funding to operate voluntary desegregation programs, using the City of Boston as a classroom and bringing suburban students into Boston to work with inner city students. Over time, school districts began to see the value in collaborating on other education issues such as special education, school-to-work, vocational education and professional development for teachers. A grant from the Ford Foundation in the early 80’s allowed for the development of additional programs related to curriculum and instruction, and membership grew along with the services offered.

In 1988, after the passage of the legislation encouraging collaboration, EDCO Collaborative was formed as a public collaborative under Chapter 40, Section 4E, to complement the services offered by the private not-for-profit corporation. Many of the programs operated under the original organization were shifted to the public collaborative. The private corporation remained as an affiliated agency with shared administration.

When additional changes in the legislation were anticipated, the dissolution process of Education Collaborative for Greater Boston, Inc. occurred from FY12 through FY14. All of its assets were transferred to EDCO Collaborative, and the contracts and programs managed by ECGB, Inc. were reassigned by the funding agencies to EDCO.

Today, EDCO continues to strengthen programs and services to its member communities and to support both local and statewide educational programs funded by federal and state contracts.
Governance / Leadership

A Board of Directors that includes one voting representative from each member district governs EDCO Collaborative. District School Committees vote annually to appoint either a School Committee member or the superintendent to EDCO’s Board of Directors.

Board of Directors

Dr. Glenn Brand, Superintendent, Acton-Boxborough Regional School District
Dr. Kathleen Bodie, Superintendent, Arlington Public Schools
Mr. Jon Sills, Superintendent, Bedford Public Schools
Ms. Elyse Shuster, School Committee, Belmont Public Schools
Ms. Helen Charlupski, School Committee, The Public Schools of Brookline
Ms. Joan Wickman, Superintendent, Carlisle Public Schools
Ms. Diana Rigby, Superintendent, Concord Public Schools, Concord-Carlisle Regional School District
Dr. Paul Ash, Superintendent, Lexington Public Schools
Dr. Rebecca McFall, Superintendent, Lincoln Public Schools
Ms. Bella Wong, Superintendent, Lincoln-Sudbury Regional School District
Ms. Diana Fisher Gomberg, School Committee, Newton Public Schools
Dr. Anne Wilson, Superintendent, Sudbury Public Schools
Dr. Susan Nicholson, Superintendent, Waltham Public Schools
Dr. Jean Fitzgerald, Superintendent, Watertown Public Schools
Dr. David Lussier, Superintendent, Wellesley Public Schools
Dr. Cheryl Maloney, Superintendent, Weston Public Schools
Mr. William McAlduff, Interim Superintendent, Winchester Public Schools

Administrative Team

Ms. Colleen Dolan, Executive Director
Ms. Judith Vaillancourt, Associate Executive Director
Mr. Dean Poirier, Chief Financial Officer
Mr. Thomas Markham, Director of Business Management
Mr. Rick Atkins, Director, McSwiney Center for Professional Learning
Mr. Eric Halloran, Special Projects Director
Mr. James Sullivan, Director of Informational Technology

Dr. Cheryl Maloney, Superintendent, Weston Public Schools (retired June 2015) Chairperson, EDCO Board of Directors 2012-2015
Standing Committees / Advisory Committees

Executive Finance Committee

The Executive Finance Committee meets with the EDCO Leadership Team prior to each Board meeting to discuss matters that will be considered by the Board of Directors. The committee reviews finances, policies, and other relevant information in order to make recommendations to the Board. The Executive Finance Committee also prepares the Executive Director’s annual evaluation for presentation to the Board and makes recommendations on salary and benefits.

Public Policy

EDCO Collaborative works on behalf of the Board of Directors and member district school committees to advocate on relevant policy, regulations, and legislation.

Information Technology at EDCO Collaborative

The Information Technology department played a major role in renovating the 36 Middlesex Turnpike location and creating an infrastructure able to meet the needs of all users. First, a computer network was constructed with the aim of supporting all building functions including central office computers and peripherals, North Crossing Academy’s instructional technology, and building-wide telephones and mobile devices. The next phase was installation of instructional technology for the classrooms and Thoreau Room. Fourteen eno interactive whiteboards, each with Epson BrightLink projectors and ceiling speakers were installed. The Thoreau Room and School Library were also outfitted with Apple TV for wireless projecting from Apple devices and project collaboration.

The final step was the outfitting of the McSwiney Center’s Seefurth Room. This space was designed and engineered to allow full or individual space usage with the ability to transition from one to the other with the tap of a finger. The room is outfitted with two high definition projectors, electronic screens, wall plates with device adapters, integrated cloud-based video conferencing and telephone, Apple TV, Cable TV and a Blu-ray/DVD player. This technology enables any presentation or specific technology to be provided or brought in from outside. A high capacity guest wireless network provides participants and guests access to high speed Internet and online course materials, while still maintaining network security.

The Information Technology Department also worked to review and consolidate technology contracts and systems across EDCO locations in an effort to ensure efficiencies and cost savings. Migrant Education program locations in Charlestown, New Bedford, and Northampton received infrastructure upgrades allowing them to connect to the Central Office network through VPN technologies. With this capability, the Migrant Education program also discontinued the use of outside IT consultants and support is now provided directly by the EDCO Collaborative IT department.

Finally, two PC laptop carts with twenty laptops were deployed to the Youth Alternative Program in Boston for student use. A more robust firewall, network switch, and wireless network were installed to better support new and existing devices. Youth Alternative was also connected to the new Central Office Network using VPN Technologies to allow for connection to servers already in use.

Seefurth Room at the McSwiney Center for Professional Learning
EDCO Collaborative objective:

- To provide day programs and other services for students with low-incidence disabilities in the least restrictive environment consistent with MGL c. 40 § 4E and 603 CMR 50.00
- Improve education through interdistrict and interagency collaboration
- Provide high quality education and related services to students at-risk
- Enhance equity, intercultural understanding and equal opportunity in education

Progress toward objective:

EDCO Collaborative offers four special education programs to meet our districts’ needs for programming for students with low incidence disabilities. These programs are EDCO Program for the Deaf and Hard of Hearing, EDCO Partners Program, EDCO North Crossing Therapeutic Day School and EDCO 45-Day Assessment Program.

Both the EDCO Program for the Deaf and Hard of Hearing and EDCO Partners Program offer opportunities for students to be included in general education classes located within the public school district where the program is housed thus ensuring students are placed in the least restrictive educational environment.
EDCO Program for the Deaf and Hard of Hearing

Ed Mulligan, Program Director

Located at F.A. Day Middle School, Newton, and Newton North HS

This program serves students diagnosed as deaf or hearing impaired who are in grades 6 through 12. Both self contained and full inclusion service delivery options are offered and certified teachers of the Deaf and Hard of Hearing and Educational Interpreters staff the program. The program offers a Total Communication approach that includes the use of sign, speech, and gesture. In SY 2014 – 2015, twenty-nine students were served in the program.

Program Highlights:

• Opportunities for students to receive pre and post teaching
• Speech and language services
• Counseling services
• Full range of academic offerings at both schools
• Extracurricular opportunities geared toward student interests; athletics and clubs
• Community service and recreational events are scheduled on an intermittent basis
• Junior National Association of the Deaf ~ local chapter which promotes community involvement and development of leadership skills
• Selected students participate in the regional and national Academic Bowl sponsored by Gallaudet University.
• Students at the program are also afforded the benefit of being included in classes and extracurricular activities at Newton North High School.

For FY15 the daily rate for members of EDCO Collaborative was $231.72; for non-members it was $278.06. Comparable programs in the area average $278.38 per day with a range of $239.09 to $351.70. *
EDCO Partners Program

Natalie Labouchere, Program Director

Located at Brookline High School

The mission of the EDCO Partners Program is to provide comprehensive academic instruction as well as intensive social and life skills instruction to academically capable adolescents diagnosed with Asperger’s Syndrome or related challenges. Students participate in a rigorous academic program but also have opportunities for direct instruction in executive function skills, transition planning and internships as well as participation in college courses. In SY 2014 – 2015, nine students were served in the program with three students successfully participating in an optional fifth year of study to prepare for transition beyond high school.

Program Highlights:

• Student to staff ratio is approximately 3:1.
• Ongoing milieu counseling is provided on an as-needed basis.
• Staff members maintain consistent communication with families via phone or email.
• An online Google site is utilized to keep families informed and to provide access to schedule, curriculum, and homework.
• Individual MacBooks are provided for each student.
• Students are assisted in meeting home-district eligibility requirements for graduation and earn diplomas from their home school districts.
• Students participate in social skills, transition skills, and life skills groups on a weekly basis and participate in community trips to practice learned skills in real life settings.
• Integration into Brookline High School general education classes is determined on an individual student basis.
• Students may participate in BHS activities and attend school assemblies and events.
• A five-week summer program is available that focuses on transition planning, social & life skills.
• Students choosing to attend for an optional 5th year of studies attended Mass Bay Community College for half their day.
• Students in the EDCO Partners Program are also included in Brookline High School classes and activities.

For FY15 the daily rate for members of EDCO Collaborative was $314.71; for non-members it was $385.67. Comparable programs in the area average $346.87 per day with a range of $241.43 to $444.65. *
The EDCO North Crossing Academy opened in a beautifully renovated facility for the 2014-2015 school year. The renovation was designed to ensure students in all the Academy programs have access to current technology, welcoming and spacious school spaces and proximity to area high schools, Middlesex Community College and potential employment experiences in the Burlington-Bedford area. The next four programs described below constitute the range of services and options offered at the North Crossing Academy.

This public day program is designed to serve students in grades 6 through 12 who are diagnosed with clinical mental health issues that adversely influence daily performance in the classroom. EDCO North Crossing Therapeutic Day Program provides comprehensive educational instruction to students with special academic, emotional, and social challenges, by offering a highly structured therapeutic environment while maintaining academic integrity. The program is dedicated to helping students reach full potential by fostering individuality and personal growth within a safe and supportive learning community. Students engage in purposeful learning that stimulates curiosity, enjoyment, and understanding. Program clinical staff provide individual counseling using evidence-based strategies. Treatment modalities include, but are not limited to: Dialectical Behavior Therapy, Cognitive Behavior Therapy and trauma-focused therapy. These counseling services are designed to support the student in building skills of independence, problem solving, positive choices and preparation for life beyond high school. The EDCO North Crossing Therapeutic Day Program is committed to promoting diversity, acceptance, and a sense of belonging. In SY 2014 – 2015, twenty-eight students were served in the program.

Program highlights:

- Licensed special education teachers and/or general education teachers with content area expertise
- Small student-to-staff ratio with frequent 1:1 academic support
- Individualized and multi-modal approach to teaching
- Counseling, offered both 1:1 and small, clinical groups
- Instruction and commitment to engage reluctant learners
- Intensive and continuous instruction with a focus toward preparation for transition to life after high school
- Technology addressed in classroom and computer lab
- Community trips to practice and reinforce skills and to engage in community service

For FY15 the daily rate for members of EDCO Collaborative was $256.42; for non-members it was $307.71. Comparable programs in the area average $303.32 per day with a range of $241.43 to $406.83.

North Crossing
Graduation
June 2015
North Crossing 45-Day Assessment Program

Debra McElroy, Director

Located at 36 Middlesex Turnpike in Bedford, MA

The EDCO 45-Day Assessment Program serves students in grades 6 – 12 who are referred by their school districts for an in-depth analysis of learning, social, emotional and/or behavioral needs. Our small student population enables the 45-Day Program staff to provide individualized instruction while maintaining the integrity of the curriculum. Curriculum guidelines are obtained from the students’ home schools and lessons are designed to keep the students current in academic subjects.

The EDCO 45-Day Assessment Program uses a positive behavioral support system and provides frequent behavioral feedback to the student. Students are guided to identify triggers, behaviors, and appropriate tools to manage negative behaviors. Program clinical staff provides individual counseling using evidence-based strategies. Treatment modalities include, but are not limited to: Dialectical Behavior Therapy, Cognitive Behavior Therapy and trauma-focused therapy. All staff members are trained in evidence-based strategies to offer a therapeutic milieu that provides a supportive and safe environment in which students can meet academic and clinical goals.

Depending on the referral questions, assessment services include, but are not limited to: classroom observations, clinical observations, structured interviews with student and family, with collateral contacts and with school district personnel and a comprehensive review of student records. Additionally, our staff is able to conduct formal psycho-diagnostic testing and evaluation that can include projective/personality assessments as well as cognitive and academic testing.

As a result of our work with the student and with attention toward school district referral questions, the EDCO 45-Day Assessment Program staff produce a thorough written assessment which offers the school district, students and families specific recommendations for maximizing and fostering student academic, emotional, behavioral, and social gains in an educational setting. In FY 15, EDCO served twenty-three students in the 45-Day Assessment Program.

Program Highlights:

- Thorough formal and informal assessment measures are matched to district referral questions and student needs
- Placement culminates with a thorough written academic and psychosocial report
- Instruction and commitment to engage reluctant learners
- Individualized lessons and collaboration with students to develop de-escalation tools
- Promotion of student self-advocacy for use of de-escalation tools
- Weekly counseling sessions with additional clinical support as needed
- Ongoing communication with family and outside providers

For members, in FY 15, the daily rate of EDCO Collaborative’s 45-Day Assessment Program was $278.00; for non-members it was $305.00. Comparable programs in the area average $293.15 per day with a range of $241.43 to $351.18. *

*Operational Services Division, Authorized Prices Fiscal Year 2014, In-State Special Education Programs
General Education Programs

In FY 15, EDCO continued to offer an interim placement for students for whom the district needed temporary programming, but no assessment. During FY14, EDCO surveyed member districts to assess needs resulting from changes in discipline regulations. Further, EDCO has surveyed district needs for programming for students who are at risk of dropping out or failure to earn a diploma. As a result of the information gleaned from these surveys, EDCO created two new programs to meet the needs of students who meet the “at-risk” profile.

These new and enhanced programs are designed to meet the above stated objective and present districts with educational opportunities for at risk students. In reviewing the program descriptions below, the reader will note that the identified student population served matches EDCO’s stated objective of serving students with low incidence disabilities and those who are at risk of school failure.

EDCO Youth Alternative ~ Interim
EDCO Youth Alternative ~ West

Debra McElroy, Director
Located at 36 Middlesex Turnpike in Bedford, MA

These programs were either enhanced or new to EDCO in FY 15, and were created to serve district needs to support students in general education who may be at risk for school failure or those who violate school discipline policies.

The Youth Alternative ~ Interim program serves students in grades nine through twelve. There may be times when a student is suspended from his/her school program for disciplinary code violations and/or school district personnel are unclear about the most effective educational options for students. EDCO Youth Alternative ~ Interim offers a short-term educational program for students who meet these criteria. Students in this program continue to work on academic assignments provided by their home district, overseen, supported and coordinated by general education teachers. Students have access to counseling services either on an individual or group basis. Student tenure in the program may vary based upon the duration of the student’s suspension (5-90 days). For stays longer than 45 days, progress is summarized through the development of an individual observational assessment report that addresses academic progress as well as behavioral and social/emotional observational data. The report culminates in recommendations for instructional methodology, support services and transition planning, addressing both long term as well as short-term transition needs. For students who attend for less than 45 days, districts receive an academic summary of topics covered and work completed in each subject area.

The Youth Alternative ~ West program was designed to provide educational services to students in grades 9-12 who have experienced challenges in a traditional public school setting.

These challenges have resulted in chronic academic failure, high absentee rates and/or disciplinary infractions resulting in multiple or long term suspensions from school. Students referred to the EDCO Youth Alternative ~ West program may be behind in credit acquisition resulting in delayed and/or high risk of dropping out of high school. The primary common link amongst students referred to EDCO Youth Alternative programs is that students require a different approach to high school; one that offers a personalized and flexible approach while still ensuring rigor, high standards and high expectations. Students who participate in this full day, full school year program receive a personalized approach to their high school experience with teachers who have subject content expertise but who also demonstrate a strong philosophy toward and success and experience with differentiated instruction based upon individual student needs. Counseling services are offered with an emphasis on evidence-based practices designed to build skills of independence, problem solving, positive choices and preparation for life beyond high school.
EDCO Youth Alternative (continued)

Program highlights:

- The programs offer a continuum of general education classes, including special area subjects, designed to meet local school district graduation requirements.
- Classes in the long term and short-term programs are conducted by DESE certified content area teachers.
- Students receive a personalized approach to their educational program with education-related mental health services are infused throughout the school day.
- Strong collaboration between teaching and counseling staff
- Targeted instruction in college and career readiness skills and the development of individualized transition plans
- Staff participates in daily “debriefing’ sessions and weekly staff meetings to plan and collaborate about students.
- Students are taught to identify their emotional and social responses to stressors and to learn new coping mechanisms
- Interventions emphasize self-monitoring, self-control, and self-management strategies
- Communication with parents is on-going
- Students are referred and transitioned to their local school district school programs based upon student needs and team recommendations.
Contract Services

EDCO objectives:

- To provide day programs and services for at-risk students
- To provide therapeutic services for adults with disabilities in collaboration with The Department of Developmental Services and/or other agencies
- To explore and pursue grants and other funding to support identified needs of the Member Districts and community

Progress toward objectives:

In support of our mission, to improve education through interdistrict and interagency collaboration, to provide high quality education and related services to students-at-risk and to enhance equity, intercultural understanding and equal opportunity in education EDCO has partnered with state and federal agencies. The partnerships allow us to serve diverse populations. Contracts have been awarded to EDCO as a result of the competitive grant process or inter-agency agreements.

EDCO enjoys a robust partnership with Boston Public Schools. First, EDCO manages the Youth Alternative Program in Kenmore Square. The City of Boston, the Boston Public Schools, the Department of Labor and other sponsoring agencies fund the program. The EDCO Youth Alternative has a 32-year track record of serving off-track youth and returning high school dropouts, making it one of the longest-standing alternative education and school-to-career (STC) programs in the nation. EDCO Youth Alternative has the capacity to support and empower youth to achieve their educational and career goals.

EDCO Collaborative also works on behalf of Boston Public Schools as the provider of Title I and Title II services for private and parochial schools in Boston. In 2014-2015 these supplemental services contributed to the academic support for children in 28 schools in the city of Boston.

EDCO is the lead agency for a Title III consortium, comprised of seven EDCO districts with fewer than 100 English language learners enrolled. The consortium received a grant of $77,092 in FY 2015 to provide professional development for teachers.

EDCO has been awarded the contract as a subgrantee of the Department of Elementary and Secondary Education for the Massachusetts Migrant Education Program. During FY15 the program served over 600 migratory children and youth.

EDCO Collaborative’s Special Education Surrogate Parent Program works in partnership with the Massachusetts Federation for Children appointing volunteers to act as special education decision makers for children in Massachusetts who are in the custody of a state agency.

Lastly, the Department of Developmental Services has awarded EDCO Collaborative a grant to provide therapeutic services to residents of the Wrentham Habilitative Center. The partnership meets EDCO’s objective to provide adult services in partnership with DDS. In FY 15, over 250 adults with developmental disabilities received related services through EDCO’s Wrentham Habilitative Program. Services including occupational therapy, physical therapy, adapted physical education and orientation and mobility provided residents with significant opportunities for improved health, safety, recreation, and leisure throughout the year.

Resident of Wrentham Habilitative Center modeling “OT Friendly” Clothing
EDCO Youth Alternative Program

Ajay Trivedi, Program Director

Located in Kenmore Square, Boston

EDCO Youth Alternative (EYA) provides a full academic program, along with counseling and related support services, for students who have dropped out, are significantly at risk of dropping out, or are several years delayed in earning a high school diploma. These students require a more supportive environment than a large, traditional high school can offer. The program is funded by the City of Boston and Department of Labor through the Mayor’s Office of Workforce Development, along with the Boston Public Schools. Students at EYA enjoy small, accredited classes in regular high school subjects with the goal of attaining a BPS high school diploma. An individualized case plan is developed for each student to set high, attainable, goals. At a minimum, these goals include the attainment of a high school diploma and a successful step beyond graduation. In SY 2014 – 2015, sixty-five students were served in the program. EDCO Youth Alternative Program, in Boston, has enjoyed a long and successful relationship with Boston Public Schools due to the excellence services and positive results it has achieved over its thirty plus years.

Program highlights and emphases:

• Respect for one’s self and others
• Honesty and open communication
• Personal responsibility for one’s own actions and progress
• Non-violent and thoughtful resolution of difficulties
• Tolerance of individual differences
• Value of academic skills
• Development of problem-solving and long-term planning skills
Boston Public Schools, Title I and Title IIa

Eric Halloran, Director

Boston Schools, Boston MA

EDCO Collaborative serves as fiscal agent for the Boston Public Schools in providing Title I and Title IIa services to eligible students and staff at twenty-eight parochial and private schools in Boston. Services for Title I children take the form of tutoring, small group instruction, computer assisted instruction, and summer programming in reading, math and language arts. In FY15, over 1,000 children were provided supplemental Title I services by thirty-eight staff including six full time teachers, and twenty-two part-time teachers, tutors and Computer Assisted Instruction Lab managers. Over thirty-five consultants were engaged to provide direct and indirect services such as tutoring and coaching in support of this effort.

Professional development opportunities aimed at enhancing teacher effectiveness were provided under Title IIa to more than three hundred teachers through enrollment in workshops and professional organization conferences and through direct services to schools. Under this effort, more than seventy-five consultants were contracted to provide research based professional learning workshops, coaching, curriculum development, planning and evaluation services. We estimate that over 8,500 students were impacted directly or indirectly through supplemental services and more effective instruction as a result of these Title 1 and Title IIa programs.

Title 1 services were provided to just under 1000 students in the Catholic Schools and to another 250+ students in the other private schools. The numbers of teachers trained using Title IIa funds are estimated at 225 for the Archdiocese and 88 for the other private schools. Achievement data for students served shows gains in the Successmaker program of the Archdiocese ranged from .16 to .72 NCE’s in Reading and .12 to .58 NCE’s in Math.

Wrentham Habilitative Services

Anthony Ferris, Program Director

Located at the Wrentham Developmental Center, Wrentham, MA

The Department of Developmental Services has awarded EDCO Collaborative a grant to provide therapeutic related services to the residents of the Wrentham Habilitative Center. Services including occupational therapy, physical therapy, adapted physical education and orientation and mobility provided residents with significant opportunities for improved health, safety, recreation, and leisure throughout the year. This unique partnership meets EDCO’s objective to provide adult services in partnership with DDS. In FY 15, over 250 adults with developmental disabilities received related services through EDCO’s Wrentham Habilitative Program.

The Habilitative Services Project is dedicated to a set of core values that contribute to its mission and philosophy. These values include:

• Respect for human differences
• Recognition that in diversity there is strength
• Commitment to quality and continuous improvement
• Acknowledgement of the resident as the primary focus of all efforts and activity
• Responsibility to open communication and consensus decision making
• Dedication to responsible stewardship of public resources

Quality Through Collaboration
Massachusetts Migrant Education Program

Emily Hoffman, EDCO Director

Located throughout the EDCO Member District

MMEP is a federally funded program through Title I aimed at providing supplemental educational supports to the children of migratory agricultural workers, migratory fisherman and in some situations, migratory workers considered out of school youth. The program serves migratory children who reside in over 30 communities located throughout the Commonwealth. The program’s major components include working with the school districts and community based organizations to identify and recruit all eligible students and to provide supplemental learning opportunities such as homework assistance and tutoring; educational programs for out of school youth; parent empowerment and family literacy services; student and family advocacy; outreach and recruitment services; and summer services that provide language development instruction and academic enrichment through site-based summer programming.

In FY15, more than 600 students were served in the Massachusetts Migrant Education Program and the Out of School Youth Program. Services provided include:

- Support for preschoolers to enroll in structured Early Childhood Education programs
- Site and home-based supplemental educational supports
- Academic interventions
- Academic summer programs (Pre K -12)
- Support for Out-of-School Youth: English classes Life Skills, Adult Basic Education, High School Equivalency Test preparation (HiSET)
- Referral services to educational, health and other services in the community
- Programming aimed at family involvement
- Career and Graduation Readiness Workshops and Field trips for 9-12 and OSY students
Special Education Surrogate Parent Program

Megan Ronzio, Director

Working in conjunction with DESE

Through a shared grant of the Department of Elementary and Secondary Education, EDCO Collaborative’s Special Education Surrogate Parent Program works in partnership with the Massachusetts Federation for Children to provide trained surrogate parents to students with disabilities whose parents are unable to represent them in their special education process. For FY15, the SESP program generated 407 SESP appointments, the most in any fiscal year since FY11. In addition, SESP personnel increased outreach efforts to DCF offices and to school districts by offering training, attendance and distribution of information at state meetings. As part of the outreach, over 400 DCF personnel and Administrators of Special Education received information and materials from SESP leadership.

Professional Learning / Partnerships

EDCO objectives:

• To offer quality professional learning opportunities to general and special education teachers and administrators, related service providers, School Committees, and Charter School Boards

• To explore and pursue grants and other funding to support identified needs of the Member Districts and community

Progress toward objectives:

EDCO Collaborative aims to provide quality professional learning opportunities for teachers and administrators, related service providers, and school committees. This is accomplished through the work of Seefurth Education Center, our Roundtables, programs geared toward promoting and supporting cultural diversity, and our Educator Leadership Institute.

Participation in EDCO Collaborative roundtables has increased over FY15. Roundtables are offered for school committee members, administrators, curriculum and instruction coordinators, special education administrators, and more. Our School Committee orientation program continued with eight new school committee members receiving training certification.

The Educator Leadership Institute recently received reapproval from the Department of Elementary and Secondary Education as a leadership licensure program. The program graduated and endorsed thirty-three candidates in June of 2015.

The late Grant Wiggins leading a workshop: Instructional Design Strategies at the Secondary Level: Matching Pedagogy to Learning Outcomes
McSwiney Center for Professional Learning

Rick Atkins, Director

Located at 36 Middlesex Turnpike in Bedford, MA

Mission:

The McSwiney Center for Professional Learning provides professional learning programs, networking opportunities, and special projects to assist member school districts in strengthening their curriculum and instruction. The McSwiney Center program goals are developed by district representatives on EDCO’s Program Advisory Committee in concert with EDCO staff to address current issues and needs across the collaborative.

McSwiney Center Objectives:

• Establish and support networks and forums for sharing information, resources, and state-of-the-art theory and practice about teaching and learning
• Design and manage high quality, cost effective professional learning programs that address members’ interests and needs
• Provide technical assistance programs for member districts on new state regulations
• Extend member systems’ access to programs, resources and materials of local institutions through collaborative projects and alliances

Program Highlights from the 2014-2015 School Year:

• Provided support to districts around current ESE initiatives, including workshops for new administrators on the Evaluation System, and SEI Endorsement courses for teachers and administrators
• Developed specialized professional learning seminars, workshops and courses in the fields of art, early childhood education, foreign language, history/social studies, language arts, library research, mathematics, multicultural education, music, physical education, science, special education and technology.
  • Hosted several teleconferences with experts from as far away as California
• Registered over 1800 teachers and administrators in professional learning programs led by current and former EDCO teachers and administrators and by leaders in their field
• Convened and managed a Title III consortium focused on English language learning for seven EDCO districts who would not otherwise have access to the funds. The funds ($77,092) supported before and after school and summer tutoring for ELLs, and professional learning with regional and national experts, including Dr. Li-Rong Cheng of San Diego University, who presented both a 3-hour teleconference and a full day face-to-face workshop on Speech and Language Issues Among English Language Learners. Over 80 educators attended at least one of her workshops.
• Convened and facilitated over 20 inter-district professional learning groups comprised of specialists, lead teachers, coordinators and administrators
• Linked with area institutions to bring programs, research and information to districts, including: Boston College, Education Development Center, deCordova Sculpture Park and Museum, Framingham State University, Fitchburg State University, Harvard Graduate School of Education, MA Audubon Society, Salem State University, Suffolk University, Thoreau Institute, Wheelock College, and Worcester State University
Benefits for Member Districts:

EDCO Collaborative’s professional learning workshops and courses are offered at the lowest possible fee to cover the cost of the presenter and a modest overhead rate. Tuitions range from $15 - $495, depending upon course length and provider fees. These rates compare favorably to other institutions where fees may range from $100 to $1000.

A two-credit course is offered through the McSwiney Center for $295 - 375. Rates at colleges and universities in our geographical area range from $328 per credit at a public university to $1556 at a private university.

EDCO Collaborative Roundtables (job-alikes) are offered at no charge to member districts.

McSwiney Center Staff celebrating the dedication of the professional learning space in honor of retired director, Eileen McSwiney, October, 2014
L-R: Rick Atkins, Dana Mullaley, Eileen McSwiney, Ingrid Eppelsheimer

Dr. Li-Rong Cheng, San Diego State University providing a teleconference on Speech and Language Issues among ELLs
IDEAS

Initiatives for Developing Equity and Achievement for Students

IDEAS is committed to achievement and success for all students via culturally proficient classrooms and schools that honor the individuality of students and families of all racial, ethnic, and cultural backgrounds. IDEAS builds upon EDCO’s mission in supporting member and non-member districts as they focus on culturally proficient schools and classrooms. IDEAS will extend the professional learning opportunities available to school districts as they work to enhance the culturally proficient practices identified in Standards II and III of the MA DESE Model Teacher Rubric.

Program Highlights:

- Professional learning opportunities in cultural proficiency to support equity and success for all students
- Student Leadership Conferences for middle and high school students to help shape diversity initiatives
- Consultation about curriculum and developing culturally proficient classrooms and schools
- Customized professional development workshops
- Monthly Affinity Group meetings for educators of color
- Ongoing Book Group discussions on topics of equity, race and teaching practices
- Tenacity Challenge: Academic Scholarship Competition for Latino and African-American students

Progress Toward Objectives:

IDEAS supports member and non-member districts in promoting and sustaining culturally proficient classrooms.

During FY15, seventeen courses were offered through IDEAS with over 200 educators participating.

Leadership Roundtables

EDCO’s membership fee supports unique opportunities for information exchange, collaborative project development, and shared professional learning experiences at no additional cost to the member districts. The professional learning groups are a key component of EDCO’s professional learning. Frequently, we receive requests from educators in non-member districts to join our groups.

- School Committee
- Superintendents
- Assistant Superintendents for Curriculum and Instruction
- High School Principals
- Middle School Principals
- Special Education Administrators
- School Psychologists
- Team Chairpersons
- Early Childhood Directors
- K-8 ELA Coordinators
- K-8 Math Coordinators
- K-8 Science Coordinators
- K-8 Social Studies Coordinators
- Technology Leadership
- Data Specialists
- Network Managers
- Technology Integration Specialists
- Library Coordinators/Teachers
- Health and Wellness Coordinators
- Arts Directors
- English Language Learners Coordinators
- Foreign Language Coordinators
- School Counselors
Benefits / Cost Savings for Member Districts:

There are few similar opportunities in the area, however, those we found are offered for $600 - $1500 for the year and meet ten times. EDCO roundtables also offer the opportunity for professionals from like districts to brainstorm issues and challenges. Attendees express their gratitude for the opportunity to reach out to peers who have experienced similar challenges, thus promoting collaboration and saving on attorney fees.

New School Committee Orientation Program

EDCO Collaborative provides training annually for new school committee members. The training is approved by The Department of Elementary and Secondary Schools and is free of charge. Topics covered include Board Roles and Responsibilities, Legal Aspects of School Committee membership, Special education Issues, and Working with the Superintendent.

Other Services

EDCO Objective:

• To offer cooperative and regional programs and/or services to help Member Districts maximize cost efficiency and program effectiveness through a collaborative effort

Progress toward objective:

EDCO Collaborative works to address the diverse needs of our member districts. Toward that end, EDCO works collaboratively with LABBB Collaborative to provide special education transportation for several EDCO districts. Cooperative transportation supports the districts in providing services cost-effectively.

In addition, EDCO Collaborative sponsors cooperative purchasing of electricity and natural gas. This collaborative venture supports member and non-member districts in procurement of heating and electricity services for school and municipal buildings.

EDCO provides financial services for LABBB Collaborative including accounts payable, accounts receivable, payroll, and human resources. In addition, LABBB leases office space from EDCO Collaborative. EDCO, LABBB, and CASE Collaboratives have joined forces to provide professional learning opportunities aimed at special education to member districts.
Special Education Transportation

EDCO has joined together with LABBB Collaborative to coordinate transportation for students with disabilities in seven of our member districts (Arlington, Belmont, Burlington, Lexington, Waltham, Watertown, and Weston.)

EDCO objective:

• To offer cooperative and regional programs and/or services to help Member Districts maximize cost efficiency and program effectiveness through a collaborative effort

Progress toward objective:

In FY15 the transportation network safely transported 463 students; 177 within districts, 275 to out of district placements, and 11 privately paid. Top priorities of the network are safety and communication. The cultivation of excellent relationships with both families and vendors has resulted in satisfaction of all stakeholders as well as tremendous savings on transportation costs.
## Appendix A – Cost Comparison

Cost Comparison:

### EDCO Special Education Programs / Comparable Private Separate Day Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Daily Rate</th>
<th>Program</th>
<th>Daily Rate</th>
<th>Program</th>
<th>Daily Rate</th>
<th>Program</th>
<th>Daily Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDCO Deaf &amp; Hard of Hearing</td>
<td>$231.72</td>
<td>Partners Program</td>
<td>$314.71</td>
<td>North Crossing Therapeutic Day</td>
<td>$256.42</td>
<td>North Crossing Int. Alt. &amp; Assessment</td>
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<td>$351.14</td>
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<td>Private Day</td>
<td>$298.14</td>
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<td>Private Day</td>
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<td>$271.21</td>
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<td>$334.23</td>
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<tr>
<td><strong>Average</strong></td>
<td><strong>$278.38</strong></td>
<td><strong>Average</strong></td>
<td><strong>$372.28</strong></td>
<td><strong>Average</strong></td>
<td><strong>$303.95</strong></td>
<td><strong>Average</strong></td>
<td><strong>$348.76</strong></td>
</tr>
</tbody>
</table>

*Source: Operational Services Division, Authorized Prices Fiscal Year 2015, In-State Special Education Programs*
Appendix B – FY15 Audit

By the Audit Firm

FRITZ DEGUILLIELMO LLC
Certified Public Accountants

To view the complete FY15 audit, please visit http://www.edcollab.org/?page_id=99
Our discussion and analysis of EDCO Collaborative’s (“EDCO”) financial performance provides an overview of EDCO’s financial activities for the fiscal year ended June 30, 2015. Please read it in conjunction with the financial statements that begin on page 33.

This financial report consists of several financial statements:

**Statement of Net Position** – The Statement of Net Position provides a presentation of EDCO’s assets and liabilities, as well as remaining net position, as of the date of the financial statements. The purpose of the Statement of Net Position is to present a fiscal snapshot of EDCO to the readers of the financial statements and includes year-end information concerning current and noncurrent assets, current and noncurrent liabilities, and net position and deferred inflows and outflows, if any.

**Statement of Revenues, Expenses and Changes in Net Position** – The Statement of Revenues, Expenses and Changes in Net Position presents the results of the operations of EDCO, providing information of the revenue sources and related expenses during the year. This statement helps users to determine whether EDCO had sufficient revenues to cover expenses during the year and its net increase or decrease in net position based on current year operations.

**Statement of Cash Flows** – The Statement of Cash Flows provides information on the cash receipts and cash disbursements during the year and the changes in working capital components. This statement is an important tool in assisting users in assessing EDCO’s cash flow sources and uses. This statement also assists users in assessing EDCO’s ability to generate future net cash flows, its ability to meet its obligations as they come due, and its need for external financing.

**Notes to the Financial Statements** – The Notes to the Financial Statements provide additional information that is essential to a full understanding of the information provided in EDCO’s financial statements.

**FINANCIAL HIGHLIGHTS**

**Revenue and Other Support**
Operating revenue and other support for the fiscal year ended June 30, 2015 increased $959,365 or 6.6% from the prior fiscal year, excluding retirement systems on-behalf revenue. EDCO Collaborative (EDCO) recorded nonoperating revenues, including unrestricted contributions, dividend and interest income, and realized and unrealized gains on investments of $25,196, $35,327, and $12,958, respectively, in fiscal year 2015. While numerous EDCO programs experienced revenue increases, including the LABBB/EDCO Transportation program, the Massachusetts Migrant Education program (MMEP), the EDCO Youth Alternative program, the Wrentham Habilitative Services program, tuition programs, and revenue from membership fees, other programs and grants decreased. The program that experienced the most significant decrease in revenue was the Title I program. The majority of the revenue increase is related to increased rates for transportation and tuition.

Service fee income increased $24,477 or 6.8% from the prior fiscal year. The increased service fee for fiscal year 2015 was agreed to by the LABBB Educational Collaborative (LABBB). The majority of the increase relates to sharing a larger portion of costs related to human resource and accounting staff.

**Expenses**
Expenses for the fiscal year ended June 30, 2015 increased $2,265,829 or 15.5% from the prior fiscal year, including investment fees and interest expense and excluding retirement systems on-behalf expense. While numerous programs experienced expense increases, including the LABBB/EDCO Transportation program, the Wrentham Habilitative Services program, the EDCO Youth Alternative program, MMEP, and tuition programs, other programs and grants decreased. Programs and grants that experienced decreases in expenses are the Title I program, the professional development program, and other miscellaneous programs.

Service fee expenses increased $15,183 or 4.5%. The majority of the increase relates to sharing a larger portion of costs related to human resource and accounting staff with LABBB.
Expenses (continued)

Management and general expenses increased $698,155 or 58.5%, excluding investment fees and interest expense. EDCO incurred $519,122 of increased occupancy expenses, including purchases of non-capital furniture and equipment and depreciation, and $76,882 of relocation expenses due to the move to 36 Middlesex Turnpike. There was also a $79,453 increase in management and general payroll expenses due to hiring more staff in fiscal year 2015.

Change in Net Position

The change in net position for the fiscal year ended June 30, 2015 decreased $3,851,928 or 148.6% from the prior fiscal year increase in net position. During the year ended June 30, 2014, EDCO received contributions in the amount of $2,395,704 upon the dissolution of EDCO, Inc. The remaining $1,456,224 decrease is primarily due to expense increases in excess of revenue increases. Expense increases are primarily due to increased occupancy and other expenses due to the relocation and increased payroll expenses. EDCO continues to develop and enhance the special education programs offered and it is anticipated these efforts will provide additional revenue, cost offsets, and increases in net position in future years. Also, cost containment measures, including the implementation of a high deductible medical plan, with the implementation of an HRA plan, were instituted for fiscal year 2011 and were continued in fiscal years 2012, 2013, 2014 and 2015.

Total Assets

Total assets as of June 30, 2015 increased $436,728 or 7.2% from June 30, 2014. Equipment and leasehold improvements increased by $1,840,192 or 655.0% while cash decreased $1,303,153 or 65.1%. The majority of the change relate to the use of contributions from EDCO, Inc. to fund the purchase of equipment and improvements at 36 Middlesex Turnpike.

EDCO maintains cash balances with Rockland Trust and the MMDT. Cash balances at Rockland Trust are maintained at levels that at times exceed FDIC protection. Cash balances at the MMDT are not FDIC insured. The MMDT is managed by the Massachusetts State Treasurer and Federated Investments and offers investors a stable investment option, competitive yields, low cost, liquidity, and professional management. The MMDT investment objectives are the preservation of capital, maintaining a high level of portfolio liquidity, and to attain the highest level of current income consistent with the objectives of preservation of capital and liquidity. To achieve the investment objectives, the MMDT limits investments to the highest quality U.S. dollar-denominated money market instruments of domestic and foreign issuers, U.S. government securities, and repurchase agreements. EDCO had an average of $128,189 invested with the MMDT during fiscal year 2015, and the largest investment during that period was $415,517. During fiscal year 2014, the average investment amount was $520,264 and the largest investment during that period was $814,599.

Investments decreased by $248,358 or 18.3% due to the transfer of investments for use in operations. Accounts receivable increased by $290,915 or 13.9% due to the timing of payments compared to the prior year. Prepaid expenses decreased $107,376 or 95.4% from the prior fiscal year. The majority of the change relates to a decrease in prepaid rent for EDCO’s new location at 36 Middlesex Turnpike.

In FY14, EDCO received and recorded investments and investment activity related to the contributions from EDCO, Inc. The investments are professionally managed by Boston Private Bank & Trust Company. As of June 30, 2015 the portfolio composition included 73% equity securities, 23% fixed income securities, 2% mutual funds, and 2% cash and cash equivalents.

Net equipment and improvements increased $1,840,192 or 655.0% in fiscal year 2015. The increase relates to EDCO’s new location in Bedford and required financial system software upgrades. Leasehold improvements totaled $1,808,291, furniture and equipment purchases totaled $108,603 and software upgrades totaled $57,793. Depreciation for fiscal year 2015 was $134,495. Capitalized items cost a minimum of $5,000 and are depreciated over a three or five-year period using the straight-line method of depreciation with a half year convention.
Total Assets (continued)

The value of the deposits as of June 30, 2015 decreased $46,440 or 75.7% from the prior year. The decrease relates to the return of rental security deposits upon relocation. The remaining deposits are rental security deposits for leased office space.

Liabilities and Net Position

Total liabilities as of June 30, 2015 increased $1,696,645 or 122.5% from June 30, 2013. During the year ended June 30, 2015, EDCO entered into a $1,200,000 note payable agreement with the owner of 36 Middlesex Turnpike to finance leasehold improvements.

Accounts payable increased $883,849 or 169.68%. The largest increases are related to the LABBB/EDCO Transportation program. Accrued liabilities decreased $297,168 or 45.0%. The largest changes relate to a decrease in accrued salary and fringe due to the timing of the payment of June 2015 wages.

Deferred revenue decreased $34,310 or 25.2%. The majority of the decreases are related to the timing of revenue from IDEAs membership fees.

Compensated absences increased by $28,229 or 42.1%. The increase is related to EDCO employees consuming fewer vacation days than the prior year.

During the year ended June 30, 2015, the balance of the total net position decreased by $1,259,917 or 26.8% from the prior fiscal year. During the year ended June 30, 2014, the balance of the total net position increased by $2,592,011 or 122.5% from the prior fiscal year.

Budgetary Highlights

EDCO’s annual budget for fiscal 2015 was approved by its Board of Directors. For the fiscal year ended June 30, 2015, EDCO received operating revenues, excluding retirement systems on-behalf revenue, of approximately $15,521,000 compared to budgeted revenues of approximately $15,329,000. The difference between actual revenues received and budgeted revenues is approximately 1% of budgeted revenues.

For the fiscal year ended June 30, 2015, EDCO incurred operating expenses, excluding retirement systems on-behalf revenue, of approximately $16,781,000 compared to budgeted expenses of approximately $15,493,000. The difference between actual expenses incurred and budgeted expenses is approximately 8% of budgeted expenses and is primarily due to higher than expected occupancy expenses, including the purchase of non-capital furniture and equipment and depreciation, due to the relocation to 36 Middlesex Turnpike and higher than expected payroll expenses.

Known Facts, Decisions, or Conditions

EDCO continues to invest in the quality of its educational programs through curriculum enhancements and professional development for our educators and administrators.

The McSwiney Center for Professional Learning, formerly the EDCO Seefurth Education Center, continues to offer high quality professional development programs for educators and administrators.

Center staff members work closely with member districts to identify and develop course offerings that meet the needs of the districts. During fiscal year 2013, 2014, and 2015, the Center sponsored institutes on The Art of Science, the Science of Art and Fostering Mathematical Practices with English Learners, initiated new roundtables for Guidance Counselors and Data Specialists and assisted districts in planning for implementation of district-determined measures. The Center staff continues to offer programs to support English Language Learners (ELL), and to sponsor math and literacy programs that address the Common Core standards for teaching and learning.
June 30, 2015

**Known Facts, Decisions, or Conditions – (continued)**

The LABBB/EDCO Transportation program continues and offers transportation services every month of the year. The program transports students with disabilities from six school districts. The program was developed to improve transportation services and substantially reduce costs for school districts. EDCO provides financial services for the program and offsets some administrative costs to the program.

EDCO Collaborative moved to a new building in Bedford, MA in September 2014. The building renovations began in the late spring of 2014. The new facility provides more office space for administration, larger and improved space for the McSwiney Center for Professional Learning, and a new school, EDCO Collaborative North Crossing Academy. The space includes fourteen classrooms, a science lab, an art studio, a media library, five sensory rooms, a recreation gym and fitness center, a warming kitchen and cafeteria. The Academy has the capacity to serve over one hundred students and also has a Clinical and School Psychologist on staff.

**The Academy offers four unique programs:**

1. **Youth Alternative West** – A general education alternative high school program that serves students in grades 9 to 12 who have experienced challenges in a tradition school setting.

2. **Youth Alternative Interim Program** – A program for students who have been suspended from their school program for disciplinary code violation and/or school district personnel are unclear about the most effective educational options for students. This is an interim program for students in grades 9 to 12.

3. **A Therapeutic Day School** – This program serves students in grades 6 to 12 who have had mental health, social/emotional, or behavioral needs, the impact of which adversely affects daily school performance.

4. **45-Day Assessment Program** – This program serves students in grades 6 to 12 who are referred by their school districts for an in-depth analysis of learning, social, emotional and/or behavioral needs.

EDCO implemented GASB Statement No. 68 in fiscal year 2015. The standard relates to the accounting and financial reporting for pensions. EDCO’s employees participate in the Massachusetts Teachers’ (MTRS) or State Employees’ Retirement System (MSERS), statewide cost-sharing multi-employer defined benefit plans public employee retirement systems (PERS) covering all employees of local school districts within the Commonwealth of Massachusetts (“the Commonwealth”).

Educational collaboratives contribute amounts equal to the normal cost of employees’ benefits participating in MSERS at a rate established by the Public Employees’ Retirement Administration Commission (PERAC), currently 5.6% of covered payroll. The Commonwealth is a nonemployer contributor in MTRS and MSERS and is required by statute to make all actuarially determined employer contributions on behalf of the member employers participating in MTRS. Therefore, the Collaborative is considered to be in a 100% special funding situation as defined by GASB Statement No. 68. Since the employers do not contribute directly to each system beyond the MSERS annual normal cost, there is no net pension liability to recognize. However, the notes to the financial statements must disclose the portion of the nonemployer contributing entities’ share of the collective net pension liability that is associated with the employer. In addition, EDCO must recognize its portion of the collective pension expense as both revenue and pension expense.

**Requests for Information**

This financial report is designed to provide readers of the financial statements an overview of EDCO’s financial activities. If you have questions in regard to this report, contact our Executive Director, Colleen Dolan, or our Director of Business Management and Human Resources, Thomas Markham, at (617) 738-5600.
EDCO Collaborative Statement of Net Position June 30, 2015
(with summarized comparative information as of June 30, 2014)

ASSETS

Current Assets
- Cash and cash equivalents: $697,546, $2,000,699
- Investments: 1,110,965, 1,359,323
- Accounts receivable, net: 2,386,890, 2,095,975
- Unbilled receivables: 192,313, 181,365
- Prepaid expenses: 5,160, 112,536

Total Current Assets: 4,392,874, 5,749,898

Non-current Assets
- Equipment and improvements, net: 2,121,157, 280,965
- Deposits: 14,926, 61,366

Total Non-current Assets: 2,136,083, 342,331

Total Assets: $6,528,957, $6,092,229

LIABILITIES AND NET POSITION

Current Liabilities
- Current portion of note payable: $88,251, $-
- Accounts payable: 1,404,746, 520,897
- Accrued liabilities: 363,499, 660,667
- Deferred revenue: 102,047, 136,357

Total Current Liabilities: 1,958,543, 1,317,921

Non-current:
- Compensated absences: 95,259, 67,030
- Note payable, net of current portion: 1,027,794, $-

Total Non-current Liabilities: 1,123,053, 67,030

Total Liabilities: $3,081,596, $1,384,951

Net Position
- Unrestricted net position:
  - Available for operations: 1,463,318, 3,163,682
  - Net investment in equipment: 1,005,112, 280,965
  - Temporarily restricted net position: 978,931, 1,262,631

Total Net Position: 3,447,361, 4,707,278

Total Liabilities and Net Position: $6,528,957, $6,092,229

See accompanying Notes to Financial Statements and Independent Auditor’s Report.
EDCO Collaborative
Statement of Revenues, Expenses and Changes in Net Position
For the year ended June 30, 2015
(with summarized comparative information for the year ended June 30, 2014)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
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<tr>
<td>Operating Activities:</td>
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<tr>
<td>Revenue and Other Support:</td>
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<td></td>
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<tr>
<td>Grants, contracts and tuitions</td>
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<td>$ –</td>
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<tr>
<td>Service fee income</td>
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<td>–</td>
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<tr>
<td>Retirement systems on-behalf revenue</td>
<td>783,730</td>
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<tr>
<td>Net position released from restrictions</td>
<td>283,700</td>
<td>(283,700)</td>
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<tr>
<td>Total Revenue and Other Support</td>
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<td>(283,700)</td>
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<tr>
<td>Expenses:</td>
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<tr>
<td>Instructional and transportation</td>
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<td>Management and general</td>
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<td>Retirement systems on-behalf expense</td>
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<td>Total Expenses</td>
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<td>Change in Operating Net Position</td>
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<td>Non-operating Revenues (Expenses):</td>
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<tr>
<td>Dividend and interest income</td>
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<td>Realized and unrealized gains on investments</td>
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<td>Investment fees</td>
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<td>Total Non-operating Revenues (Expenses)</td>
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<td>Change in Net Position</td>
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<td>3,444,647</td>
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<tr>
<td>Net Position, ending</td>
<td>$ 2,468,430</td>
<td>$ 978,931</td>
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See accompanying Notes to Financial Statements and Independent Auditor’s Report.
## EDCO Collaborative

**Statement of Cash Flows • For the year ended June 30, 2015**

(with summarized comparative information for the year ended June 30, 2014)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Flows from operating activities:</strong></td>
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<tr>
<td>Receipts from grants, contracts and tuitions</td>
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<td>$14,346,808</td>
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<tr>
<td>Receipts from service fees</td>
<td>334,924</td>
<td>360,447</td>
</tr>
<tr>
<td>Payments to suppliers and vendors</td>
<td>(8,739,606)</td>
<td>(8,811,060)</td>
</tr>
<tr>
<td>Payments to employees</td>
<td>(7,138,289)</td>
<td>(6,110,669)</td>
</tr>
<tr>
<td><strong>Net cash used in operating activities</strong></td>
<td>(692,684)</td>
<td>(214,474)</td>
</tr>
<tr>
<td><strong>Cash Flows from investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from dividend and interest income</td>
<td>35,327</td>
<td>27,125</td>
</tr>
<tr>
<td>Payments of investment fees</td>
<td>(11,538)</td>
<td>(11,751)</td>
</tr>
<tr>
<td>Proceeds from sale of investments</td>
<td>495,704</td>
<td>1,240,773</td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>(234,388)</td>
<td>(1,141,349)</td>
</tr>
<tr>
<td>Purchases of equipment</td>
<td>(774,687)</td>
<td>(162,115)</td>
</tr>
<tr>
<td><strong>Net cash used in investing activities</strong></td>
<td>(489,582)</td>
<td>(47,317)</td>
</tr>
<tr>
<td><strong>Cash Flows from capital financing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments of interest expense</td>
<td>(62,128)</td>
<td>–</td>
</tr>
<tr>
<td>Payments of note payable</td>
<td>(83,955)</td>
<td>–</td>
</tr>
<tr>
<td><strong>Net cash provided by (used in) capital financing activities</strong></td>
<td>(146,083)</td>
<td>–</td>
</tr>
<tr>
<td><strong>Cash Flows from noncapital financing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from contributions</td>
<td>25,196</td>
<td>785,744</td>
</tr>
<tr>
<td><strong>Net cash provided by noncapital financing activities</strong></td>
<td>25,196</td>
<td>785,744</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash and cash equivalents</strong></td>
<td>(1,303,153)</td>
<td>523,953</td>
</tr>
<tr>
<td>Cash and cash equivalents, beginning</td>
<td>2,000,699</td>
<td>1,476,746</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents, ending</strong></td>
<td>$697,546</td>
<td>$2,000,699</td>
</tr>
</tbody>
</table>

### Reconciliation of change in operating net position to net cash used in operating activities:

| Change in operating net position | $ (1,259,732) | $ (15,183) |

### Reconciliation to cash flow:

- **Depreciation**: 134,495  
- 53,888

### Changes in:

<table>
<thead>
<tr>
<th>Account Type</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts receivable</td>
<td>(290,915)</td>
<td>89,375</td>
</tr>
<tr>
<td>Unbilled receivables</td>
<td>(10,948)</td>
<td>3,027</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>107,376</td>
<td>(32,550)</td>
</tr>
<tr>
<td>Deposits</td>
<td>46,440</td>
<td>(5,801)</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>883,849</td>
<td>(555,244)</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>(297,168)</td>
<td>149,069</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>(34,310)</td>
<td>76,069</td>
</tr>
<tr>
<td>Due to/from EDCO, Inc.</td>
<td>–</td>
<td>251</td>
</tr>
<tr>
<td>Compensated absences</td>
<td>28,229</td>
<td>22,625</td>
</tr>
</tbody>
</table>

**Net cash used in operating activities**: $ (692,684)  

**Non-cash investing and capital financing activities:**

During the year ended June 30, 2015, EDCO Collaborative financed the purchase of leasehold improvements in the amount of $1,200,000.