Valley Collaborative
Annual Stakeholders' Meeting
25 Linnell Circle, Billerica, Massachusetts
Thursday, January 18, 2018 ▪ 10:00 a.m.

Action Required

I. Approval of Minutes

a. Board of Directors, General Session: December 1, 2017

No Action Required

II. Welcome: Mr. Timothy Piwowar
Chairman Valley Collaborative Board of Directors

III. Making a Difference

b. Students, Adult and Staff of the Month
c. Community Partner - Maria Hamilton
Branch Relationship Manager, Assistant Vice President, Enterprise Bank

IV. FY'17 Audit Results

V. FY'17 Annual Report

VI. FY'18 Financial Update

d. Quarterly Update
e. Treasurer's Report
f. PARS Statement

VII. Presentations

g. Heather Mackay, STEM Lead Teacher, Valley Elementary School
h. Annie Willis, Principal, Valley Elementary School
i. Nicole Noska, Principal, Valley Middle School
j. Chris Cowan, Principal, Site 1, Valley Transitional High School
k. Julie Fielding, Principal, Site 2, Valley Transitional High School
l. Kristine Bonsack, Principal, Site 3, Valley Transitional High School
m. Joe Venskus, Adult Services Coordinator

VIII. Communication

n. MOEC Update
o. Weekly Updates
p. Elementary/High School Book Buddy's Program
q. Holiday Food Drive
r. School Mascot
s. Professional Development – November 7, 2017
t. Middle School Welcomes Sophia – The Therapy Dog

Executive Session

IX. To consider the purchase and value of real property

Central Administration Office

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

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Approval of Minutes

Attached, please find the following minutes:

a. Board of Directors, General Session: December 1, 2017

Required Action:
Vote to approve the minutes:

a. Board of Directors, General Session: December 1, 2017

Attachments:

a. Board of Directors, General Session: December 1, 2017

Valley Collaborative Board of Directors
General Session Meeting Minutes
December 1, 2017
10:03 a.m. – 10:22 a.m.
25 Linnell Circle, Billerica, MA

Board Members Present: Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone, Ms. Joan Landers, Dr. Jay Lang

Board Members Absent: Mr. Christopher Malone, Dr. Laura Chesson

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

Also Present: Mr. Thomas Lent, Marathas Barrow Weatherhead Lent LLP; Paulajo Gaines, Office of School Finance and District Support, Massachusetts Department of Elementary and Secondary Education

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

Mr. Timothy Piwowar and Dr. Chris A. Scott welcomed the Board Members, Collaborative personnel and guests in attendance.

Mr. Piwowar welcomed Paulajo Gaines from the Massachusetts Department of Elementary and Secondary Education

Approval of Minutes

Mr. Timothy Piwowar asked for a motion relating to the November 9, 2017 meeting minutes.

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

VOTED: To approve the General Session Meeting Minutes for the Board of Directors meeting dated November 9, 2017.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

Financial Update

Budget and Tuition Rates for Fiscal Year 2019

The Board had been presented the proposed budget and tuition rates for fiscal year 2019 during the November 9, 2017 Board meeting, and provided written materials relating to the proposed budget summary and proposed tuition rate materials for fiscal year 2019 for their review and consideration. The Board noted that the tuition rates and fees-for-services again remained unchanged from past fiscal years. There was no further discussion.

Mr. Timothy Piwowar requested the Board for a motion relating to the tuition rates and fees-for services presented as part of the budget and recommended by Dr. Scott.

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

VOTED: That the Board of Directors accepts and approves the tuition rates and fees-for-services for member districts for Fiscal Year 2019 as presented; and requests that the Treasurer certify and transmit the tuition rates and fees-for-services for Fiscal Year 2019 to each member district by no later than February 1, 2018.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

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

VOTED: That the Board of Directors accepts and approves the assessment of surcharges on tuition rates and fees-for-services on non-member districts based on each student enrolled from a non-member district for Fiscal Year 2019 as presented and recommended by the Executive Director; and authorizes the Executive Director to publish the non-member district tuition rates and fees-for services for Fiscal Year 2019.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

Mr. Timothy Piwowar asked if there was any further discussion regarding the proposed budget for fiscal year 2019. There was none. Mr. Piwowar asked for a motion relating to the proposed budget.

On a motion made by Mr. Everett Olsen and seconded by Dr. Michael Flanagan, a quorum being present, it was voted:

VOTED: That the Board of Directors approves the Fiscal Year 2019 Budget, including an Operating Budget for the Collaborative in the amount of $19,337,426 as presented and recommended by the Executive Director; and requests that the Treasurer certify and transmit the budget for Fiscal Year 2019 to each member district by no later than February 1, 2018.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

Treasurer's Report

Ms. Heidi Kriger, the Collaborative Treasurer, provided the Board with her report. Ms. Kriger provided a verbal summary of her report, including available balances, transfers, withdrawals, interest income and ending balances. She also provided a verbal summary of her report relating to the OPEB Trust. Written summary reports were contained within the Board materials. The Board accepted the Treasurer's Report without any further discussion.

Fiscal Year 2017 Annual Report

Dr. Chris Scott reviewed with the Board the Annual Report. Dr. Scott indicated that the Annual Report contained the statutory and regulatory required materials, as well as additional materials relating to staff, therapist and other employee ratios. Dr. Scott also indicated that the Annual Report contains additional information relating to the Collaborative programs and studies. The Board noted their collective appreciation for a successful year and a professional Annual Report. Timothy Piwowar asked for a motion relating to the Collaborative's Annual Report for Fiscal Year ending June 30, 2017.

On a motion made by Ms. Joan Landers and seconded by Dr. Michael Flanagan, a quorum being present, it was voted:

VOTED: That the Board of Directors approves and accepts the Annual Report for Fiscal Year ending 2017 as presented; and authorizes Timothy Piwowar, Chairman, and Dr. Chris Scott, Executive Director, to execute necessary signatures and file the Annual Report and related documentation with the Massachusetts Department of Elementary and Secondary Education and to take any other necessary action with respect to the Annual Report on behalf of the Collaborative.

The vote was 6-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone and Ms. Joan Landers voted yes. Dr. Jay Lang was absent for the vote.

Department of Developmental Services Audit

Dr. Scott explained to the Board that the Collaborative's Adult Services Program recently was audited by, and received the audit results from, the Executive Office of Health and Human Services Department of Developmental Services. The Executive Summary and Licensing information was provided within the Board materials. Dr. Scott reviewed with the Board the executive summary and the audit results, which included (i) 100% on quality management, (ii) 66% on employment and day support indicators; and (iii) 93% on license indicators with all critical indicators met. Dr. Scott explained the factors relating to the employment and day support indicators and the efforts being made to address certain issues. There was no further discussion.

Retiree of the Decade

The Board and Dr. Scott recognized Ms. Isabelle Kunselman who was retiring after more than 20 years of service to the Collaborative. The Board expressed their collective gratitude and appreciation for her years of service, and wished her all the best in retirement.

Communications

Dr. Scott reviewed with the Board the communications and weekly updates provided within the Board materials. There was no further discussion.

[Dr. Jay Lang arrived at 10:20 a.m.]

On a motion made by Mr. Steven Stone and seconded by Dr. Denise Pigeon, a quorum being present, it was voted:

VOTED: To adjourn the Board meeting.

The vote was 7-0. Mr. Timothy Piwowar, Dr. Michael Flanagan, Dr. Denise Pigeon, Mr. Everett Olsen, Mr. Steven Stone, Dr. Jay Lang and Ms. Joan Landers voted yes.

Mr. Timothy Piwowar adjourned the Collaborative Board Meeting at 10:22 a.m.

Respectfully Submitted,

_____

Mr. Timothy Piwowar, Chairman

Dated: _____

Central Administration Office

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

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Welcome: Mr. Timothy Piwowar

Valley Collaborative's Chair, Tim Piwowar, will welcome stakeholders to the Annual Stakeholders' Meeting.

Required Action:

None

Attachments:

None

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Students, Adult, and Staff of the Month

We would like to recognize Valley's student and staff members of the month from the Elementary, Middle, and High Schools as well as an adult from the Adult Services Program for all their hard work and dedication to the Collaborative.

Valley Elementary School
Student of the Month: Aidan MacDonald/Tewksbury
Staff of the Month: Devon Sheehan

Valley Middle School
Student of the Month: Michael 'Mikey' Jeffrey/Acton-Boxborough
Staff of the Month: Lorelei Meuse

Valley Transitional High School – Site 1
Student of the Month: Michael Dumont/North Middlesex
Staff of the Month: Matt Manfredi

Valley Transitional High School – Site 2
Student of the Month: Soroush Syed/Dracut
Staff of the Month: Mark Morreale

Valley Transitional High School – Site 3
Student of the Month: Charles 'Michael' Staff, Jr./North Andover
Staff of the Month: Tammy Richard

Valley Adult Services
Adult of the Month: Erin McGrath
Staff of the Month: Deneen Cymbura

Required Action:
None

Attachments:
None

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Community Partner – Maria Hamilton
Branch Relationship Manager, Assistant Vice President, Enterprise Bank

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Valley Collaborative was honored to be asked to present at the 2017 Blue Ribbon Schools of Excellence Conference in November. Valley's presentations on "Recovering from Malfeasance" and "Trauma Informed Schools" were well received. Valley would like to extend a very special thank you to Enterprise Bank for sponsoring this event for our team; as well as for 4 of our students and 2 staff to attend the Student Leadership Conference at Walt Disney World in June 2018.

In recognition of our gratitude Valley Collaborative is acknowledging Maria Hamilton with Valley's 'Making a Difference' award.

Required Action:

None

Attachments:

None

Valley Collaborative

Financial Statements

For the Year Ended June 30, 2017

Valley Collaborative
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For the Year Ended June 30, 2016

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FRITZ DEGUGLIELMO LLC
CERTIFIED PUBLIC ACCOUNTANTS
& BUSINESS ADVISORS

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
Valley Collaborative
Billerica, Massachusetts

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of Valley Collaborative, a collaborative organized under the Laws of the Commonwealth of Massachusetts, as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise Valley Collaborative's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of Valley Collaborative, as of June 30, 2017, and the respective changes in its financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, budgetary comparison information, Schedule of Funding Progress – Other Postemployment Healthcare Benefits and pension schedules on pages 3-6 and 28-31 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 27, 2017, on our consideration of Valley Collaborative's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Valley Collaborative's internal control over financial reporting and compliance.

Certified Public Accountants

Newburyport, Massachusetts
October 27, 2017

Valley Collaborative
Management's Discussion and Analysis
(unaudited)
June 30, 2017

Our discussion and analysis of Valley Collaborative's ("The Collaborative") financial performance provides an overview of the Collaborative's financial activities for the fiscal year ended June 30, 2017 with comparative information from the fiscal years ended June 30, 2016 and 2015. Please read it in conjunction with the financial statements that begin on page 7.

Overview of Financial Statements

This discussion and analysis is intended to serve as an introduction to the Collaborative's financial statements. The Collaborative's financial statements comprise three components: 1) government-wide financial statements; 2) fund financial statements; and 3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide Statements:

The government-wide financial statements report information about the Collaborative as a whole using accounting methods similar to those used by private sector companies.

- The **Statement of Net Position** presents information on all of the Collaborative's assets and liabilities with the difference between the two reported as net position. It is one way of measuring the Collaborative's financial health or position.

- The **Statement of Activities** presents information showing how the Collaborative's net position changed during the most recent fiscal year. All of the current year's revenues and expenses are accounted for in the Statement of Activities regardless of when cash is received or paid.

Over time, increases or decreases in the Collaborative's net position is an indicator of whether its financial position is improving or deteriorating. The reader will also need to consider other non-financial factors such as changes in economic conditions when evaluating the overall financial health of the Collaborative.

Fund Financial Statements:

Funds are accounting devices used to keep track of specific sources of funding and spending in particular categories: governmental funds, proprietary funds, and fiduciary funds. Presently, the Collaborative has only governmental and fiduciary funds.

- **Governmental funds –** The Collaborative's basic services are included in governmental funds, which generally focus on: 1) how cash and other financial assets that can readily be converted to cash flow in and out, and 2) the balances left at year-end that are available for spending. Consequently, the governmental funds statements provide a detailed short-term view that helps to determine whether there are more or fewer financial resources that can be spent in the near future to finance the Collaborative's programs. Because this information does not encompass the additional long-term focus of the government-wide statements, additional information (reconciliation schedules) is provided following the governmental funds statements that explains the relationship (or differences) between these two types of financial statement presentations.

- **Fiduciary fund** – Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the Collaborative's own programs.

Valley Collaborative
Management's Discussion and Analysis
(unaudited)
June 30, 2017

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 the Collaborative's financial statements.

Required Supplementary Information:

In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information which is required to be disclosed by accounting principles generally accepted in the United States of America.

Government-Wide Financial Highlights

Collaborative's Net Position:

ASSETS

	2017	2016	2015
Current Assets	$ 9,108,104	$ 6,849,842	$ 6,245,285
Pre-funded OPEB obligation	-	-	1,750,000
Property & Equipment, net	7,662,561	7,728,024	8,275,238
	$16,770,665	$14,577,866	$16,270,523

LIABILITIES AND NET POSITION

Liabilities			
Current Liabilities	$ 3,200,904	$ 1,257,449	$ 1,276,586
Long Term Liabilities	-	-	-
Total Liabilities	$ 3,200,904	$ 1,257,449	$ 1,276,586
Net Position			
Unrestricted	$ 4,378,081	$ 4,270,524	$ 4,700,489
Restricted – grants and contributions	29,119	21,869	18,210
Restricted – OPEB obligations	-	-	1,750,000
Restricted – renovation project/capital reserve	1,500,000	1,300,000	250,000
Invested in capital assets, net of related debt	7,662,561	7,728,024	8,275,238
	$13,569,761	$13,320,417	$14,993,937

During the fiscal year ended June 30, 2017, the Collaborative's overall net position increased by approximately $250,000, primarily due to increases in program revenue in excess of increases in operating expenditures. The increase in net position from operations, before credits to member districts, was approximately $2,250,000. The increase in unrestricted net position of approximately $110,000 was primarily due to increases in program participants causing significant increases in program revenue, net of $2,000,000 of member credits and a $500,000 transfer to the Collaborative's capital reserve fund.

During the fiscal year ended June 30, 2016, the Collaborative's overall net position decreased by approximately $1,674,000, primarily due to funding the other postemployment benefits trust. The increase in net position from operations, before other postemployment benefits funding and credits to member districts, was approximately $1,700,000. The increase in unrestricted net position of approximately $430,000 was primarily due to the Collaborative's contributions of funds to the postemployment benefit trust and the capital reserve fund, net of operating funds received.

Valley Collaborative
Management's Discussion and Analysis
(unaudited)
June 30, 2017

SUMMARY OF ACTIVITIES

	2017	2016	2015
Revenues/Gains*	$18,865,126	$17,226,154	$17,964,974
Program Expenses/Losses*	14,590,439	13,571,760	14,477,492
Administrative Expenses/Losses*	2,025,343	1,954,416	2,030,471
Total Expense	16,615,782	15,526,176	16,507,963
Change in net position*	$ 2,249,344	$ 1,699,978	$ 1,457,011

* Excludes Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments, settlement income, credits to members, and other postemployment benefits funding.

Revenues
In the fiscal year ended June 30, 2017, revenues, excluding Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments, increased by approximately $1,639,000 (10%). In the fiscal year ended June 30, 2016, revenues, excluding Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments, decreased by approximately $739,000 (4%). The changes within fiscal years are due primarily to consolidation of the Collaborative's programs and changes in student enrollment in the respective years. The Collaborative has not increased tuition rates since the fiscal year ended June 30, 2011, as other collaboratives have been required to do to fund increasing costs.

Operating Expenses
In the fiscal year ended June 30, 2017, operating expenses, excluding Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments, increased by approximately $1,090,000, or 7%, compared to the fiscal year ended June 30, 2016. Student enrollment in the fiscal year ended June 30, 2017 increased by approximately 17% and the increase in operating expenses was due primarily to increases in personnel and other program costs to cover the increased enrollment. Personnel costs increased by approximately $935,000 in the fiscal year ended June 30, 2017 as a result of increased staffing and cost of living adjustments. Materials, supplies and equipment costs increased by approximately $130,000 due to increases of approximately $20,000 in therapists' supplies, approximately $15,000 in classroom supplies and approximately $93,000 in computer technology supplies.

In the fiscal year ended June 30, 2016, operating expenses, excluding Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments and other postemployment benefits funding, decreased by approximately $982,000, or 6%, compared to the fiscal year ended June 30, 2015. The decrease was due primarily to significant reductions in personnel and other program costs. Personnel costs decreased by approximately $845,000 in the fiscal year ended June 30, 2016 as a result of continued internal evaluation and staffing plan implementation. Other program costs, decreased by approximately $167,000 in the fiscal year ended June 30, 2016.

Governmental Funds Financial Highlights

The Collaborative reported a total general fund balance of $4,378,081, all of which is unassigned. The fund balance increased $107,557 over the prior fiscal year, primarily due to increases in program revenues in excess of increases in operating expenditures. Accounts receivable decreased by $556,581, primarily due to the timing of invoicing and payments from districts. Cash increased $1,026,180.

Valley Collaborative
Management's Discussion and Analysis
(unaudited)
June 30, 2017

Due to strong management, since the year ended June 30, 2013, the Collaborative has returned $4,373,496 from its general fund in the form of cash and tuition credits to its member districts, including $2,000,000 returned during the year ended June 30, 2017. In addition, subsequent to June 30, 2017, Valley's Board of Directors voted to return an additional $150,000 and is required to vote on the return of excess surplus funds as of June 30, 2017 in the amount of $51,859.

CAPITAL ASSETS AND OTHER OBLIGATIONS

During the fiscal year ended June 30, 2017, the Collaborative purchased and capitalized $281,984 of renovation costs to the building it purchased in the fiscal year ended June 30, 2014. The Collaborative also purchased and capitalized several vehicles, leasehold improvements and other equipment for use in its program with a total cost of $338,253.

During the fiscal year ended June 30, 2016, the Collaborative purchased and capitalized leasehold improvements and other equipment for use in its programs with a total cost of $188,008.

During the fiscal year ended June 30, 2016, the Collaborative's Board of Directors approved a transfer of $1,050,000 to its capital reserve fund in accordance with state regulations. During the fiscal year ended June 30, 2017, the Collaborative's Board of Directors approved utilization of $300,000 from the fund for capital asset purchases and approved an additional $500,000 funding to the capital reserve fund. As of June 30, 2017, the balance in the capital reserve fund was $1,500,000, which is the maximum balance as voted on by the Collaborative's member districts. This fund is considered restricted until utilized for its intended purpose.

During the fiscal year ended June 30, 2015, the Collaborative established a postemployment benefit plan, taking effect in fiscal 2016, and set aside initial funding for the plan of $1,750,000 into an irrevocable trust. During the year ended June 30, 2016, the Collaborative set aside additional funding of $1,400,000 into the trust. As of June 30, 2017, the balance in the trust was $3,542,216 and the plan is considered fully funded.

BUDGETARY HIGHLIGHTS

The Collaborative's annual budget for the fiscal year ended June 30, 2017 was approved by its Board of Directors. For the fiscal year ended June 30, 2017, the Collaborative received operating revenues, excluding on-behalf payments by the Massachusetts Teachers' and State Employees' Retirement Systems, of approximately $18,812,000 compared to final budgeted revenues of approximately $16,892,000. The difference between actual revenues received and budgeted revenues is primarily due to higher than expected revenues from services the organization provides due to higher than expected enrollments.

For the fiscal year ended June 30, 2016, the Collaborative incurred actual expenses, excluding on-behalf payments by the Massachusetts Teachers' and State Employees' Retirement Systems, of approximately $15,885,000 compared to final budgeted expenses of approximately $15,489,000. The difference between actual expenses incurred and budgeted expenses is primarily due to higher than expected personnel costs.

CONTACTING THE COLLABORATIVE

This financial report is designed to provide readers of the financial statement an overview of the Collaborative's financial activities. If you have questions in regard to this report, contact Chris A. Scott, Ph.D., 40 Linnell Circle, Billerica, MA 01821, or at 978-528-7800.

Valley Collaborative
Statement of Net Position
June 30, 2017

Assets

Current Assets	
Cash and cash equivalents	$ 4,324,298
Accounts receivable, net	2,753,294
Prepaid expenses and other assets	22,861
Cash held for municipalities	2,007,651
Total Current Assets	9,108,104
Non-current Assets	
Furniture, equipment, vehicles and leasehold improvements, net	7,662,561
Total Non-current Assets	7,662,561
Total Assets	$ 16,770,665

Liabilities and Net Position

Current Liabilities	
Accounts payable and accrued liabilities	$ 1,193,253
Deferred revenue - member districts	2,007,651
Total Current Liabilities	3,200,904
Total Liabilities	3,200,904
Net Position	
Unrestricted	4,378,081
Restricted - contributions and other	29,119
Restricted - capital reserve fund	1,500,000
Invested in capital assets, net of related debt	7,662,561
Total Net Position	13,569,761
Total Liabilities and Net Position	$ 16,770,665

See accompanying notes to financial statements and independent auditor's report.

Valley Collaborative
Statement of Activities
For the year ended June 30, 2017

Functions/ Programs	Expenses	Program Revenues: Charges for Services	Program Revenues: Operating Grants and Contributions	Net (Expense) Revenue and Changes in Net Position
Governmental Activities:				
Administration	$ 2,025,343	$ -	$ -	$ (2,025,343)
Education	13,883,368	16,581,863	2,223,585	4,922,080
Intergovernmental revenue and expense	3,379,292	-	3,379,292	-
Depreciation and amortization	707,071	-	-	(707,071)
Total Governmental Activities	$ 19,995,074	$ 16,581,863	$ 5,602,877	$ 2,189,666
General Revenue and Other:				
Interest				10,945
Other				7,501
Credits to member districts				(2,000,000)
Gain on disposal of assets				41,232
Total General Revenue and Other				(1,940,322)
Change in Net Position				249,344
Net Position, Beginning of Year				13,320,417
Net Position, End of Year				$ 13,569,761

See accompanying notes to financial statements and independent auditor's report.

Valley Collaborative
Balance Sheet
Governmental Funds
June 30, 2017

	General Fund	Capital Reserve Fund	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS				
Cash and cash equivalents	$ 2,795,179	$ 1,500,000	$ 29,119	$ 4,324,298
Accounts receivable, net	2,753,294	-	-	2,753,294
Prepaid expenses and other assets	22,861	-	-	22,861
Cash held for municipalities	2,007,651	-	-	2,007,651
Total Assets	$ 7,578,985	$ 1,500,000	$ 29,119	$ 9,108,104
LIABILITIES AND FUND BALANCES				
Liabilities:				
Accounts payable and accrued liabilities	$ 1,193,253	$ -	$ -	$ 1,193,253
Deferred revenue - member districts	2,007,651	-	-	2,007,651
Total Liabilities	3,200,904	-	-	3,200,904
Fund Balances:				
Nonspendable	-	-	-	-
Restricted	-	1,500,000	29,119	1,529,119
Committed	-	-	-	-
Assigned	-	-	-	-
Unassigned	4,378,081	-	-	4,378,081
Total Fund Balances	4,378,081	1,500,000	29,119	5,907,200
Total Liabilities and Fund Balances	$ 7,578,985	$ 1,500,000	$ 29,119	$ 9,108,104

The accompanying notes are an integral part of these financial statements.
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Valley Collaborative
Reconciliation of the Governmental Funds Balance Sheet to the Statement of Net Position
June 30, 2017

Total fund balances, governmental funds	$ 5,907,200
Amounts reported for governmental activities in the Statement of Net Position are different because:	
Capital assets, net of related debt, used in governmental activities are not current financial resources and therefore are not reported in this fund financial statement, but are reported in the governmental activities of the Statement of Net Position	7,662,561
Net position of governmental activities	$ 13,569,761

The accompanying notes are an integral part of these financial statements.

Valley Collaborative
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For the Year Ended June 30, 2017

	General Fund	Capital Reserve Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:				
Tutition and service revenues	$ 16,581,863	$ -	$ -	$ 16,581,863
Grants and contributions	2,192,274	-	31,311	2,223,585
Intergovernmental revenue	3,379,292	-	-	3,379,292
Interest	10,945	-	-	10,945
Other	7,501	-	-	7,501
Insurance proceeds on disposal of asset	19,861	-	-	19,861
Credits to member districts	(2,000,000)	-	-	(2,000,000)
Total Revenues	20,191,736	-	31,311	20,223,047
Expenditures:				
Administration	2,001,282	-	24,061	2,025,343
Program payroll	10,323,499	-	-	10,323,499
Program fringe benefits and payroll taxes	1,804,279	-	-	1,804,279
Professional and consulting fees	3,325	-	-	3,325
Transportation and travel	137,570	-	-	137,570
Rent	393,945	-	-	393,945
Maintenance	198,142	-	-	198,142
Telephone, communications and utilities	164,033	-	-	164,033
Materials, supplies and equipment	483,827	-	-	483,827
Small business expenses	196,048	-	-	196,048
Field trips	91,692	-	-	91,692
Training programs	44,430	-	-	44,430
Other	41,069	-	-	41,069
Bad debt expense	1,509	-	-	1,509
Intergovernmental expense	3,379,292	-	-	3,379,292
Capital outlay, net of debt incurred	320,237	300,000	-	620,237
Total Expenditures	19,584,179	300,000	24,061	19,908,240
Excess of Revenues over Expenditures	607,557	(300,000)	7,250	314,807
Other Financing Sources:				
Transfer to restricted funds	(500,000)	500,000	-	-
Net Change in Fund Balances	107,557	200,000	7,250	314,807
Fund Balances, Beginning of Year	4,270,524	1,300,000	21,869	5,592,393
Fund Balances, End of Year	$ 4,378,081	$ 1,500,000	$ 29,119	$ 5,907,200

The accompanying notes are an integral part of these financial statements.
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Valley Collaborative

Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balances of Governmental Funds to the Statement of Activities

For the Year Ended June 30, 2017

Net change in fund balances of total governmental funds	$	314,807

Amounts reported for governmental activities in the Statement of Activities are different because:

Governmental funds report outlays for capital assets as expenditures because such outlays use current financial resources. In contrast, the Statement of Activities reports only a portion of the outlay as expense. The outlay is allocated over the assets' estimated useful lives as depreciation expense for the period.

Capital outlay purchases, net of debt incurred	620,237
Depreciation	(707,071)
Gain on disposal of assets	41,232
Insurance proceeds on disposal of asset	(19,861)
Change in net position of governmental activities	$ 249,344

The accompanying notes are an integral part of these financial statements.

Valley Collaborative
Statement of Fiduciary Net Position
Retirees' Health Insurance Trust Fund
June 30, 2017

Assets

Assets	
Investments	$ 3,542,216
Total Assets	$ 3,542,216

Net Position

Net Position	
Net position held in trust for retirees' health insurance	$ 3,542,216
Total Net Position	$ 3,542,216

See accompanying notes to financial statements and independent auditor's report.

Valley Collaborative
Statement of Changes in Fiduciary Net Position
Retirees' Health Insurance Trust Fund
For the year ended June 30, 2017

Additions:	
Contributions	$ -
Investment gain	307,708
Total Additions	307,708
Change in Net Position	307,708
Net Position – Beginning of Year	3,234,508
Net Position – End of Year	$ 3,542,216

See accompanying notes to financial statements and independent auditor's report.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Collaborative

Valley Collaborative (The "Collaborative") is an educational collaborative of the school districts of Billerica, Chelmsford, Dracut, Groton-Dunstable Regional, Nashoba Valley Technical, North Middlesex Regional, Tewksbury, Tyngsborough, and Westford. The Collaborative is a public entity under the jurisdiction of its member school committees, whose appointees comprise its board of directors. The Collaborative provides high quality academic, therapeutic and vocational services to individuals referred by local school districts and social service agencies.

Basis of Presentation

The Collaborative's financial statements are prepared in accordance with accounting principles generally accepted in the United States of America "(GAAP)". The Governmental Accounting Standards Board "(GASB)" is responsible for establishing GAAP for state and local governments through its pronouncements (Statements and Interpretations). The more significant accounting policies established in GAAP and used by the Collaborative are discussed below.

The Collaborative's basic financial statements include both government-wide (reporting the Collaborative as a whole) and fund financial statements (reporting the Collaborative's major funds). Both the government-wide and fund financial statements categorize primary activities as either governmental or business type. Governmental activities are generally financed through intergovernmental assessments or other non-exchange transactions. The Collaborative does not have any activities classified as business type activities.

Government-wide Statements

In the government-wide Statement of Net Position, governmental columns are presented on a consolidated basis and are reported on a full accrual, economic resource basis, which recognizes all long- term assets, receivables and deferred outflows of resources, as well as long-term liabilities, deferred inflows of resources and other liabilities reported on a full accrual basis. The Collaborative's net position is reported in three parts—net investment in capital assets; restricted; and unrestricted. The Collaborative first utilizes restricted resources to finance qualifying activities.

The government-wide Statement of Activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. The Collaborative does allocate indirect expenses to functions in the Statement of Activities if there is a reasonable basis for doing so. Depreciation is reported as one amount, in total, on the Statement of Activities, and is not allocated among the respective functions.

The government-wide focus is more on the sustainability of the Collaborative as an entity and the change in the Collaborative's net position resulting from the current year's activities.

Fund Financial Statements

The financial transactions of the Collaborative are reported in individual funds in the fund financial statements. Each fund is accounted for by providing a separate set of self-balancing accounts that comprises its assets, liabilities, reserves, fund equity, revenues and expenditures/expenses. The various funds are reported by generic classification within the financial statements.

The emphasis in fund financial statements is on the major funds in either the governmental or business-type activities categories. GASB pronouncements set forth minimum criteria (percentage of the assets and deferred outflows of resources, liabilities and deferred inflows of resources, revenues or expenditures/expenses of either fund category or the governmental and enterprise combined) for the determination of major funds. The Collaborative may electively add funds, as major funds, which have specific community focus. The nonmajor funds are combined in a column in the fund financial statements.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – *continued*

The following governmental fund types are used by the Collaborative - the Collaborative does not use proprietary funds:

Governmental Funds:
The focus of the governmental funds' measurement (in the fund statements) is upon determination of financial position and changes in financial position (sources, uses, and balances of financial resources) rather than upon net income. The following is a description of the governmental funds of the Collaborative:

General fund - is the general operating fund of the Collaborative. It is used to account for all financial resources not accounted for and reported in another fund.

Capital reserve fund - used to account for and report financial resources that are restricted, committed, or assigned to be used for the acquisition, construction, or renovation of major capital facilities or equipment.

Non-major governmental funds - consist of other special revenue and permanent funds that are aggregated and presented in the non-major governmental funds column on the government funds financial statements.

Fiduciary Funds:
Fiduciary Funds are used to report assets held in a trustee or agency capacity for others and therefore are not available to support Collaborative programs. The reporting focus is on net position and changes in net position presented in fiduciary fund financial statements. Since by definition these assets are being held for the benefit of a third party (retirees) and cannot be used to address activities or obligations of the government, these funds are not incorporated into the government-wide statements.

Measurement Focus and Basis of Accounting
The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Cash and Cash Equivalents
The Collaborative considers all highly liquid investments with a maturity of three months or less when purchased to be cash equivalents. The Collaborative maintains its uncollateralized cash balances in two financial institutions, including an insured cash sweep account. The balance in the insured cash sweep account is fully insured by the Federal Deposit Insurance Company (FDIC). All other balances in the two financial institutions are insured by the Federal Deposit Insurance Company up to $250,000. From time to time, the Collaborative maintains bank account balances in excess of the federally insured limits. The Collaborative also maintains cash and cash equivalents at the Massachusetts Municipal Depository Trust which is collateralized by its underlying assets. At June 30, 2017, the Collaborative's uninsured cash balances totaled $4,006,640. The Collaborative monitors its exposure associated with cash and cash equivalents and has not experienced any losses in such accounts.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – *continued*

Fair Value Measurements and Investments

The Collaborative has contributed $3,150,000 to a public employee retirement trust account with U.S Bank National Association as trustee, on behalf of its retirees' health insurance trust fund. The trustee invests the funds in Vanguard mutual funds. As of June 30, 2017, the balance in these investments consisted of the following:

	Cost	Fair Value	Unrealized Gain
Mutual Funds	$3,150,000	$3,542,216	$392,216

All investments of the Collaborative are measured at fair value, generally based on quoted market prices in accordance with level 1 of the Fair Value Hierarchy established under GASB Statement No. 72, *Fair Value Measurement and Application*.

Net increase in the fair value on investments for the year ended June 30, 2017 was $311,138. There were no realized gains or losses during the year ended June 30, 2017. Investment fees for the year ended June 30, 2017 were $3,430.

The Collaborative manages its investments in accordance with state public finance laws that require that all moneys held in the name of the Collaborative, which are not required to be kept liquid for purposes of distribution, shall be invested in such a manner as to require the payment of interest on the money at the highest possible rate reasonably available, taking account of safety, liquidity and yield. The Collaborative has directed a local investment management service to manage the funds as conservatively as possible. However, the investments are still subject to market risk of loss. For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the Collaborative will not be able to recover the value of its investments or collateral securities that are in possession of an outside party. The Collaborative's investments are uninsured, not registered in the name of the Collaborative, and held by the counterparty's trust department or agent but not in the Collaborative's name.

Operating Revenues and Expenses

Operating revenues consist primarily of billings to member municipalities or other cities and towns for providing programs and services. The Collaborative also receives approximately 12% of its revenues under social service contracts issued by agencies of the Commonwealth of Massachusetts, excluding Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments. Operating expenses include educational costs, administrative expenses and depreciation on capital assets.

Accounts Receivable

Accounts receivable consist of all revenues earned at year end and not yet collected. Major receivable balances include tuitions and certain related charges. The Collaborative records its bad debts using the allowance method. As of June 30, 2017, there was an allowance for doubtful accounts of $45,000.

Deferred Revenue – Member Districts

"Deferred revenue – member districts" represent member funds held by the Collaborative for use as directed by the individual member municipalities in the Collaborative's various programs and services. The funds are considered deferred revenue as they are to be applied against future Collaborative invoices and are not considered an agency fund of the Collaborative. "Cash held for municipalities" represents amounts to be distributed to the member municipalities. See Note L for more information on funds held on behalf of member municipalities.

Property and Equipment

Property and equipment are capitalized at historical cost. Depreciation is computed on the straight-line method using estimated useful lives of two to five years for websites, computer equipment, furniture, fixtures, vehicles and program equipment and five to ten years for leasehold improvements. The Collaborative has purchased and renovated a building. The building and renovations are depreciated using estimated useful lives of 40 and 20 years, respectively.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – *continued*

Equity Classifications

Government-wide Statements

Equity is classified as net position and displayed in three components:

Invested in capital assets, net of related debt - this component of net position consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of bonds, notes or other borrowings that are attributable to the acquisition, construction, or improvement of those assets. Deferred outflows of resources and deferred inflows of resources that are attributable to the acquisition, construction, or improvement of those assets or related debt are also included in this component of net position.

Restricted - this component of net position consists of restricted net assets reduced by liabilities and deferred inflows or resources related to those assets. These assets may be restricted by constraints placed on the use either by (1) external groups such as creditors, grantors, contributors, or laws or regulations of other governments; or (2) law through constitutional provisions or enabling legislation.

Unrestricted - this component of net position is the net amount of the assets, deferred outflows of resources, liabilities, and deferred inflows of resources that are not included in the determination of net investment in capital assets or the restricted component of net position.

Fund Financial Statements

Governmental fund equity is classified as fund balance. Fund balance is further classified based on the extent to which the government is bound to honor constraints on specific purposes for which amounts in the funds can be spent. Fund balances can be classified in the following components:

Nonspendable fund balance – consists of amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.

Restricted fund balance – consists of amounts upon which constraints have been placed on their use whether (a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; (b) imposed by law through constitutional provisions or enabling legislation.

Committed fund balance – consists of amounts which can only be used for specific purposes pursuant to constraints imposed by the Collaborative's highest level of decision making, the Board of Directors. Any modification or rescission must also be made by a vote of the Board of Directors.

Assigned fund balance – consists of amounts that are constrained by the Collaborative's intent to be used for specific purposes. Intent is expressed by (a) the governing body itself, or (b) a Board of Directors, or official to which the governing body has delegated the authority to assign amounts to be used for specific purposes.

Unassigned fund balance – consists of the residual classification for the remaining fund balance. It represents amounts that have not been assigned to other funds and has not been restricted, committed, or assigned to specific purposes.

Use of Estimates

Management uses estimates and assumptions in preparing financial statements in accordance with generally accepted accounting principles. Those estimates and assumptions affect the reported amounts of assets and liabilities, and reported revenues and expenses. Actual results could vary from the estimates used.

Subsequent Events

Subsequent events have been evaluated through October 27, 2017, which is the date the financial statements were available to be issued.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE B – CAPITAL ASSETS

A summary of depreciable capital assets follows:

	Buildings & Improvements	Furniture, Equipment & Software	Vehicles	Total
COST				
Balance, July 1, 2016	$6,636,588	$ 811,173	$1,190,826	$ 8,638,587
Additions	304,737	139,594	175,906	620,237
Disposals	—	(66,140)	(72,849)	(138,989)
	6,941,325	884,627	1,293,883	9,119,835
ACCUMULATED DEPRECIATION				
Balance, July 1, 2016	(681,435)	(340,760)	(565,868)	(1,588,063)
Additions	(290,924)	(167,676)	(248,471)	(707,071)
Disposals	—	64,993	95,367	160,360
	(972,359)	(443,443)	(718,972)	(2,134,774)
Net, June 30, 2017	$5,968,966	$ 441,184	$ 574,911	$ 6,985,061

Land in the amount of $677,500 is not being depreciated. In fiscal 2017, the Collaborative paid $304,737 for building improvements, $175,906 for vehicles, and $139,594 for office furniture and equipment. In fiscal 2017, the Collaborative disposed of vehicles and software. The gain on disposal of these assets was not allocated to governmental activities. It appears unallocated on the Statement of Activities. Depreciation expense of $707,071 was not allocated to governmental functions. It appears unallocated on the Statement of Activities.

NOTE C –LEASE OBLIGATIONS

The Collaborative leases various classroom and office spaces and office equipment under operating leases that expire at various times through June 2022. Classroom and office lease expense was $413,281 and equipment lease expense was $36,467 for the year ended June 30, 2017.

The future minimum lease obligations under these lease agreements are as follows:

2018	$ 421,143
2019	422,809
2020	170,073
2021	136,044
2022	140,146
	$1,290,215

NOTE D – ACCOUNTS RECEIVABLE

Accounts receivable consisted of the following as of June 30, 2017:

Tuition and services to districts	$2,385,950
State contracts	412,344
	2,798,294
Allowance for doubtful accounts	(45,000)
	$2,753,294

The Collaborative has established an allowance for doubtful accounts in the amount of $45,000. The allowance is based on specific identification of probable losses and an estimate of additional losses based on historical experience. Account balances are charged off against the allowance when it is probable the receivable will not be recovered. For the year ended June 30, 2017, bad debt expense in the amount of $1,510 was recorded for uncollectible accounts.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE E – MASSACHUSETTS TEACHERS' AND STATE EMPLOYEES' RETIREE SYSTEMS

Plan Descriptions:
The Collaborative's employees participate in the Massachusetts Teachers' (MTRS) or State Employee' 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 retirement systems issue publicly available annual reports that includes financial statements and required supplementary information, which may be obtained by writing to Public Employee Retirement Administration Commission (PERAC), 5 Middlesex Avenue, Suite 304, Somerville, Massachusetts, 02145.

Benefits Provided:
MSERS provides retirement, disability, survivor and death benefits to members and their beneficiaries. Massachusetts General Laws (MGL) establishes uniform benefit and contribution requirements for all contributory PERS. These requirements provide for superannuation retirement allowance benefits up to a maximum of 80% of a member's highest three-year average annual rate of regular compensation. For employees hired after April 1, 2012, retirement allowances are calculated on the basis of the last five years or any five consecutive years, whichever is greater in terms of compensation. Benefit payments are based upon a member's age, length of creditable service, and group creditable service, and group classification. The authority for amending these provisions rests with the Legislature.

Members become vested after ten years of creditable service. A superannuation retirement allowance may be received upon the completion of twenty years of creditable service or upon reaching the age of 55 with ten years of service. Normal retirement for most employees occurs at age 65; for certain hazardous duty and public safety positions, normal retirement is at age 55. Most employees who joined the system after April 1, 2012 cannot retire prior to age 60.

The MSERS' funding policies have been established by Chapter 32 of the MGL. The Legislature has the authority to amend these policies. The annuity portion of the MSERS retirement allowance is funded by employees, who contribute a percentage of their regular compensation. Costs of administering the plan are funded out of plan assets.

MTRS provides retirement, disability, survivor and death benefits to members and their beneficiaries. Massachusetts General Laws (MGL) establishes uniform benefit and contribution requirements for all contributory PERS. These requirements provide for superannuation retirement allowance benefits up to a maximum of 80% of a member's highest three-year average annual rate of regular compensation. For employees hired after April 1, 2012, retirement allowances are calculated on the basis of the last five years or any five consecutive years, whichever is greater in terms of compensation. Benefit payments are based upon a member's age, length of creditable service, and group creditable service, and group classification. The authority for amending these provisions rests with the Legislature.

Members become vested after ten years of creditable service. A superannuation retirement allowance may be received upon the completion of twenty years of creditable service or upon reaching the age of 55 with ten years of service. Normal retirement for most employees occurs at age 65. Most employees who joined the system after April 1, 2012 cannot retire prior to age 60.

The MTRS' funding policies have been established by Chapter 32 of the MGL. The Legislature has the authority to amend these policies. The annuity portion of the MTRS retirement allowance is funded by employees, who contribute a percentage of their regular compensation. Costs of administering the plan are funded out of plan assets.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE E – MASSACHUSETTS TEACHERS' AND STATE EMPLOYEES' RETIREE SYSTEMS – *continued*

Contributions:

Member contributions for MSERS vary depending on the most recent date of membership:

Hire Date	% of Compensation
Prior to 1975	5% of regular compensation
1975 - 1983	7% of regular compensation
1984 to 6/30/1996	8% of regular compensation
7/1/1996 to present	9% of regular compensation
1979 to present	An additional 2% of regular compensation in excess of $30,000

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. Legally, the collaboratives are only responsible for contributing the annual normal cost of their employees' benefits (i.e., the present value of the benefits earned by those employees in any given year) and are not legally responsible for the past service cost attributable to those employees or previously retired employees of the collaboratives. During fiscal year 2017, the Collaborative's contributions on behalf of employees totaled $259,571.

Member contributions for MTRS vary depending on the most recent date of membership:

Hire Date	% of Compensation
Prior to 1975	5% of regular compensation
1975 - 1983	7% of regular compensation
1984 to 6/30/1996	8% of regular compensation
7/1/1996 to present	9% of regular compensation
7/1/2001 to present	11% of regular compensation (for teachers hired after 7/1/01 and those accepting provisions of Chapter 114 of the Acts of 2000)
1979 to present	An additional 2% of regular compensation in excess of $30,000

The Commonwealth is a nonemployer contributor in MTRS 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, *Accounting and Financial Reporting for Pensions* and the Commonwealth is a nonemployer contributing entity in under both MSERS and MTRS. 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, the Collaborative must recognize its portion of the collective pension expense as both a revenue and pension expense.

The nonemployer contributing entities' share of the collective net pension liability that is associated with the Collaborative was measured as of June 30, 2016 and was $10,530,873 and $18,790,793 under MSERS and MTRS, respectively. In fiscal 2017, the Collaborative recognized revenue and related expense of $1,462,508 (under GASB Statement No. 68) for its portion of the collective pension expense under MSERS. In fiscal 2017, the Collaborative recognized revenue and related expense of $1,916,784 (under GASB Statement No. 68), for its portion of the collective pension expense under MTRS. These amounts are recorded as Intergovernmental revenue and expense in the financial statements.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE F – COMPENSATED ABSENCES

The Collaborative allows eligible employees to carryover unused vacation time up to 10 days per year and to accrue a maximum of 20 days total. At the end of the fiscal year, any unused vacation time in excess of the above amounts is forfeited. The Collaborative's vacation accrual for the year ended June 30, 2017 was $69,508.

NOTE G – RISK MANAGEMENT

The Collaborative is exposed to various risks of loss relating to torts, theft or damage of, and destruction of assets; error and omissions; injuries to employees; and natural disasters. The Collaborative has obtained a variety of commercial liability insurance policies that pass the risk of loss listed above to independent third parties. Management believes such coverage is sufficient to preclude any significant uninsured losses to the Collaborative. Settled claims have not exceeded the insurance coverage in any of the past three fiscal years.

The Collaborative offers eligible participants access to various health and life insurance. Payment, in the form of premiums, is generally made monthly. The payments are funded in part from the Collaborative and payroll withholdings from active employee participants or direct payments from certain other eligible participants. In general, the Collaborative pays 80% of the cost of health insurance and 100% of the cost of life insurance for those participants that qualify.

NOTE H – COMMITMENTS AND CONTINGENCIES

The Collaborative participates in state and federal contracts, which are governed by various rules and regulations of the agencies. Costs charged to the respective programs are subject to audit and adjustment by agencies; therefore, to the extent that the Collaborative has not complied with the rules and regulations governing the refunds of any money received may be required and the collectability of any related receivable at June 30, 2017 may be impaired. In the opinion of the Collaborative, there are no significant contingent liabilities relating to compliance with the rules and regulations governing the respective contracts; therefore, no provision has been recorded in the accompanying financial statements for such contingencies.

During the fiscal year 2015, the Collaborative's board members voted to enter into a line of credit agreement with a local bank. The maximum borrowing limit under the agreement is $1,500,000 and interest is charged at a fluctuating rate equal to the bank's base rate. As of June 30, 2017, the balance of the line of credit was $0.

NOTE I – POSTEMPLOYMENT HEALTHCARE PLAN

At the board meeting on June 18, 2015, the Collaborative's board members implemented a postemployment health care plan and voted to create a trust fund for related retiree health benefits to take effect July 1, 2015. The trust fund is held for the benefit of a third party (retiree health insurance participants) and cannot be used to address activities or obligations of the Collaborative, therefore these funds are not incorporated into the government-wide financial statements. The trust is irrevocable and is exempt from federal and state income taxes under Internal Revenue Code Section 115. The sole purpose of the trust is to provide funds to pay postemployment benefits to qualified retirees.

As a result of establishing the trust, the Collaborative's board members voted to transfer $3,150,000 to fund the trust.

Annual OPEB Cost and Net OPEB Obligation

The Collaborative's annual other postemployment benefit (OPEB) cost (expense) is calculated based on the annual required contribution of the employer (ARC). The Collaborative has engaged an actuary to calculate the ARC and related information. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty (30) years.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE I – POSTEMPLOYMENT HEALTHCARE PLAN – *continued*

The following table shows the components of the Collaborative's annual OPEB costs for the fiscal year, the amount deemed to have been actually contributed to the plan, the percentage of annual OPEB cost contributed to the plan and changes in the Collaborative's net OPEB obligation to the plan as of the last actuarial valuation date, January 1, 2016:

Annual OPEB Cost and Net OPEB Obligation

Discount rate	8.0%
Actuarial valuation date	January 1, 2016
Actuarial value of assets	$1,715,790
Actuarial accrued liability	
Active participants	$3,060,309
Retired participants	93,773
Total AAL	$3,154,082
Unfunded actuarial liability	$1,438,292
Funded ratio	54.4%
Annual covered payroll	9,686,160
UAL as percental of covered payroll	14.8%
Normal cost the fiscal year end 2017	$ 654,333
Amortization of UAL for fiscal year 2017	$ 106,713
Interest to middle of fiscal year	$ 0
Annual required contribution for fiscal year 2017	$ 761,046
Expected benefit payments 2017	30,526

Funded Status and Funding Progress

As of January 1, 2016, the most recent valuation date, the actual accrued liability for benefits was $3,154,082, and the actuarial value of plan assets was $1,715,790, resulting in an unfunded actuarial liability of $1,438,292. The schedule of Annual OPEB Cost and Net OPEB Obligation has not been adjusted to reflect the contribution to the OPEB trust during the year ended June 30, 2016 as those amounts were not factored into the actuarial calculation.

The projection of future benefit payments for an ongoing plan involves estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contribution of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future.

The Collaborative's annual net OPEB obligations for fiscal year 2016 and thereafter are as follows:

Year Ending June 30	Annual Required Contribution	Interest on NOO	Amortization of NOO	Annual OPEB Cost	Contribution	Change in NOO	NOO Balance
2015	0	0	0	0	1,750,000	(1,750,000)	(1,750,000)
2016	713,912	0	0	713,912	1,400,000	(686,088)	(2,436,088)
2017	728,845	0	0	728,845	0	728,845	(1,707,243)
2018	764,401	0	0	764,401	0	764,401	(942,842)

The schedule above has not been actuarially adjusted for the Collaborative's actual contribution made in fiscal year 2016.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE I – POSTEMPLOYMENT HEALTHCARE PLAN - *continued*

Actuarial Methods and Assumptions

Interest:	Full prefunding: 8.0% per year, net of investment expenses
Actuarial cost method:	Projected unit credit. Benefits are attributed ratably to service from date of hire until full eligibility date. Full eligibility date is assumed to be the first eligibility for retiree medical benefits.
Healthcare cost trend rate:	Year 2016: 6.0% 2017: 5.5% 2018: 5.0% 2019 & after: 4.5%
Amortization period:	30-year level percent of assuming 3.0% aggregate annual payroll growth, open basis for Pay-as-You-Go. The amortization period is 30 years for all future valuations. Under full prefunding, a 30-year closed basis was used for the amortization. The amortization period is a specific number of years that is counted from one date, declining to zero with the passage of time.
Participation:	95% of future retiree teachers and are assumed to participate in the retiree medical plan, 95% of future non-teacher retirees are expected to participate in the retiree medical plan and 100% of future retirees are expected to elect life insurance.
Marital status:	80% of male employees and 60% of female employees are assumed to have a covered spouse at retirement. Wives are assumed to be three years younger than their husbands.
Pre-age 65 retirees:	Current retirees who are under age 65 are assumed to remain in their current medical plan until age 65. Current active employees who are assumed to retire prior to age 65 are valued with a weighted-average premium. This weighted-average premium is based on the medical plan coverage of current retirees under age 65.
Post-age 65 retirees:	Current retirees over age 65 remain in their current medical plan until death for purposes of measuring their contributions. It is assumed that future retirees are Medicare eligible. It is furthermore assumed that all current retirees under 65 will participate in the Medex plan in the same proportion as current retirees over 65. Per capita costs were developed from the Collaborative developed monthly costs. Amounts to be received in the future for the Medicare Part D Retiree Drug Subsidy are not reflected in the valuation.
Termination benefit:	95% of current active teachers and 95% of current active non-teachers over age 50 with at least 10 years of service are expected to elect medical coverage starting at age 65.
Medical plan costs:	The estimated gross per capita incurred claim costs for all retirees and beneficiaries for 2016 at ages prior to 65 and after 65 are $10,131 and $4,904, respectively. Medicare eligible retirees' per capita claims costs at age 65 is $4,867. It is assumed that future retirees participate in the same manner as current retirees. Employee cost sharing is based on current rates. Future cost sharing is based on the weighted average of the current cost sharing of retirees and beneficiaries.
Retirement medical Insurance:	Retirees contribute towards their coverage in the amount of 20% of stated premiums.
Spousal coverage:	Current and future retirees may elect to include their spouses as part of their post-retirement benefits. There is lifetime spousal coverage for medical insurance.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE I – POSTEMPLOYMENT HEALTHCARE PLAN - *continued*

Administrative costs:	The Collaborative pays administrative costs for each member of the plan as part of the monthly premium.
Section 18 coverage:	The Collaborative has elected to adopt Section 18 under Chapter 32B of the General Laws of Massachusetts, which requires that an employee or retiree must participate in the Medicare program as the primary payer once one reach age 65 and is Medicare eligible.
Retirement Eligibility:	Age 55 with 10 years of service, or 20 years of service.
Ordinary disability eligibility:	10 years of service and under age 55.
Termination eligibility:	10 years of service.

NOTE J – TAX POSITION

The primary tax positions made by the Collaborative are the existence of Unrelated Business Income Tax and the Collaborative's status as an exempt organization under the Internal Revenue Code. The Collaborative currently evaluates all tax positions, and makes determinations regarding the likelihood of those positions being upheld under review. For the years presented, and as a result of adoption, the Collaborative has not recognized any tax benefits or loss contingencies for uncertain tax positions based on its evaluations. The Collaborative is not currently under examination by any taxing jurisdiction. As a Chapter 40 governmental entity, the Collaborative is exempt from filing certain non-profit filings and, accordingly, there are no returns currently open for examination.

NOTE K – COMMONWEALTH OF MASSACHUSETTS SURPLUS REVENUE RETENTION (OSD)

The excess (deficiency) of revenue received from departments of the Commonwealth of Massachusetts is the amount in accordance with the Commonwealth of Massachusetts Not-For-Profit Provider Surplus Revenue Retention Policy, pursuant to 808CMR 1.19(3) of the Pricing, Reporting, and Auditing for Social Programs, which allows a provider to retain, for future use, a portion of annual net surplus. Net surplus from the revenues and expenses with services provided to purchasing agencies, which are subject to 808CMR 1.00, may not exceed 20% of the provider's revenues derived from contracts with state departments annually. For fiscal 2016 and beyond, there is no limit on the cumulative amount of the provider's net surplus. For the year ended June 30, 2017, the Collaborative had no surplus revenue from contracts with state departments.

NOTE L – DISCLOSURES REQUIRED UNDER MASSACHUSETTS GENERAL LAW C.40 § 4E

Names, duties and total compensation of the five most highly compensated employees
The five highest compensated employees of the Collaborative during fiscal year 2016 were as follows:

Name	Title	Total Compensation
Chris A. Scott, PhD	Executive Director	$187,549
Sean Glavin	Director of Facilities and Operations/Director of Finance and Operations	$103,187
Curt Malonson	Assistant Director of Finance	$100,013
Chris Cowan	Principal	$96,658
Nicole Noska	Principal	$88,267
Antoinette Willis	Principal	$88,267

Executive Director:
Responsible for the proper fiscal management of Collaborative Programs. Administer and coordinate all programs and services offered by the Collaborative. Develop and propose an annual budget to the Board of Directors. Ensure Collaborative is operating within and in compliance with federal and state laws.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE L – DISCLOSURES REQUIRED UNDER MASSACHUSETTS GENERAL LAW C.40 § 4E - *continued*

Director of Finance and Operations:
Responsible for managing Payroll, Human Resources, Accounts Payable and Accounts Recievable departments on a daily basis. Responsibilities include financial reporting, preparing annual financial audit, and cash management. Other responsibilities include supervising Operations Department; maintenance, custodial, safety, and Capital Projects.

Assistant Director of Finance:
Responsible for analyzing financial data. Analysis supports all state mandated reporting requirements, payroll process, budget development and Human Resources.

Principal:
Responsible to ensure program curriculum is aligned with Massachusetts Curriculum Frameworks. Other responsibilities include, ensure safety and structure of program, coordination and review all IEPs, schedule and participate in IEP meetings, communicate with parents, LEAs and outside agencies, and interview student referrals.

Director of Facilities and Operations:
Organizes, administers, and leads the daily operations and routine of the Operations and Facilities department so that all students, staff, and the community are assured of clean, safe, attractive, and healthy places in which to learn and work. Lead the daily maintenance of Valley Collaborative Safety Initiatives and Fleet.

Amounts expended on services for individuals aged 22 years and older
Total direct costs incurred by the Collaborative in its over 21 programs, funded in part by contracts with agencies of the Commonwealth of Massachusetts, totaled $2,159,271 for the year ended June 30, 2017, excluding Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments.

Amounts expended on administration and overhead
Administrative expenses of $2,025,343 for the year ended June 30, 2017, include all costs that cannot be directly or reasonably applied to a program of the Collaborative. Administrative expenses include salaries, related benefits and payroll taxes, associated with the Collaborative's administrative office (i.e., Executive Director, finance staff, human resources, etc.), as well as other costs associated with maintaining that office (i.e. occupancy, supplies, etc.). The Collaborative directly applies salaries, where appropriate, to its programs and allocates related employee benefits and taxes to those programs. Occupancy, supplies, maintenance and any other cost that can be directly applied, or reasonably allocated, are reported under program expense.

Accounts held by the Collaborative that may be spent at the discretion of another person or entity
As disclosed in Note A to the financial statements, the Collaborative holds funds on behalf of certain member districts, for use in Collaborative program activities or services as directed by the member district. During fiscal year 2017, the Collaborative approved distribution of surplus funds in the amount of $2,000,000 back to the members. As of June 30, 2017, $2,007,651 remains to be credited to member invoices. Since the amounts held are to be applied against future Collaborative invoices, the funds held are considered deferred revenue.

Transactions between the Collaborative and any related for-profit or non-profit organization
Cash held for municipalities (member districts) is disclosed above. The Collaborative leases classroom and other program space within Tyngsborough, a member district. For the year ended June 30, 2017, rent expense under this lease was $255,950.

Transactions or contracts related to purchase, sale, rental or lease of real property
Transactions or contracts related to the purchase, sale, rental, or lease of real property are described in Notes B and C to the financial statements.

Valley Collaborative
Notes to Financial Statements
June 30, 2017

NOTE L – DISCLOSURES REQUIRED UNDER MASSACHUSETTS GENERAL LAW C.40 § 4E - *continued*

Annual determination and disclosure of cumulative surplus

Cumulative Surplus Calculation - FY17							Page(s) in financial statements
(A)		Voted Cumulative Surplus as of 6/30/16			$ 4,270,524	(A)	p. 11
(B)	1	Amount of (A) used to support the FY17 Budget	(B)1	$ -			
	2	Amount of (A) returned to member districts	(B)2	$ 2,000,000			
		(B)1 + (B)2 = (B)			$ 2,000,000	(B)	p. 8
(C)		Unexpended FY17 General Funds			$ 2,107,557	(C)	p. 11
(D)		Cumulative Surplus as of 6/30/17 (A) - (B) + (C) = (D)			$ 4,378,081	(D)	
(E)		FY17 Total General Fund Expenditures*			$ 16,704,887	(E)	p. 11
(F)		Cumulative Surplus Percentage		(D) ÷ (E)	26%	(F)	
		Estimated Amount of Excess Cumulative Surplus as of 6/30/17			$ 201,859**		

*****Excludes intergovernmental expense, includes transfers to postemployment benefits trust and Capital Reserve Fund.

**Subsequent to June 30, 2017, the Collaborative's Board of Directors voted to return an additional $150,000 of surplus funds to member districts. Therefore, the Board of Directors is only required to vote on an additional return of $51,859 to member districts for the fiscal year ended June 30, 2017.

Valley Collaborative
Statement of Revenues, Expenditures and Changes in Fund Balance
of the General Fund - Budget to Actual
For the year ended June 30, 2017

	Original and Final Budget	Actual Amounts	Variance with Final Budget Favorable (Unfavorable)
Revenues:			
Services	$ 14,520,880	$ 16,375,969	$ 1,855,089
State contracts	1,935,000	2,192,274	257,274
Other	432,000	213,395	(218,605)
Interest	4,500	10,945	6,445
Insurance proceeds on disposal of asset	-	19,861	19,861
Intergovernmental revenue	-	3,379,292	3,379,292
Total revenue and other support	16,892,380	22,191,736	5,299,356
Expenses:			
Salaries	10,774,247	11,365,516	(591,269)
Employee benefits	2,314,855	2,031,380	283,475
Operating expenses	1,977,725	2,074,473	(96,748)
Leases and rentals	421,802	413,281	8,521
On-behalf retirement payment expense	-	3,379,292	(3,379,292)
Total expenses	15,488,629	19,263,942	(3,775,313)
Excess of revenues over expenses	$ 1,403,751	$ 2,927,794	$ 1,524,043
Other Budget Items:			
Credits to member districts	$ -	$ 2,000,000	$ (2,000,000)
OPEB obligation funding	-	-	-
Capital Budget Items	600,000	820,237	(220,237)
	$ 600,000	$ 2,820,237	$ (2,220,237)

Note: The schedule above is presented on the same basis used by the Collaborative to present its internal budget to actual comparison and account groupings are not necessarily consistent with the Statement of Revenue, Expenditures and Changes in Fund Balances presented on page 11. Also, capital budget items presented above include actual capital outlays and transfers made to the Capital Reserve Fund.

See independent auditor's report.

Valley Collaborative

Schedule of Funding Progress of Other Postemployment Healthcare Benefits

June 30, 2017

Actual Valuation Date	Value of Assets (a)		Accrued Liability (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll	UAAL as Percentage of Covered Payroll
1/1/2016	$ 1,715,790	*	$ 3,154,082	$ 1,438,292	54.40%	$ 9,686,160	14.85%

* Does not include a transfers made by the Collaborative to the OPEB Trust Fund during the year ended June 30, 2017 or investment gains/(losses) on those funds. As of June 30, 2017, the total amount of funding in the trust was $3,542,216.

See independent auditor's report.

Valley Collaborative

Schedule of the Collaborative's Proportionate Share of Net Pension Liability

For the Year Ended June 30, 2017

		MTRS	MSERS
Collaborative's proportion of net pension liability	FY2015	0.07985%	0.07831%
	FY2016	0.08405%	0.07637%
Collaborative's proportionate share of net pension liability	FY2015	$ 16,360,313	$ 8,913,953
	FY2016	$ 18,790,793	$ 10,530,873
Collaborative's covered-employee payroll	FY2015	$ 5,347,143	$ 4,285,929
	FY2016	$ 5,527,894	$ 4,254,279
Collaborative's proportionate share of net pension liability as a percentage of its covered-employee payroll	FY2015	305.96%	207.98%
	FY2016	339.93%	247.54%
Plan fiduciary net position as a percentage of total pension liability	FY2015	55.38%	67.87%
	FY2016	52.73%	63.48%

Notes to Required Supplementary Information

MTRS is the Massachusetts Teachers' Retirement System

MSERS is the Massachusetts State Employees' Retirement System

Also, see Note E to financial statements

Measurement Date

The amounts presented in this schedule were determined as of June 30, 2016.

Schedule Presentation

This schedule is intended to present information for 10 years. Until a 10-year trend is compiled, information is presented for those years for which information is available.

See independent auditor's report.

Valley Collaborative
Schedule of Pension Contributions
For the Year Ended June 30, 2017

	MTRS	MSERS
Fiscal 2015		
Contractually required contribution	$ -	$ 240,012
Contributions in relation to the contractually required contribution	$ -	$ 240,012
Contribution deficiency (excess)	$ -	$ -
Collaborative's covered-employee payroll	$ 5,347,143	$ 4,285,929
Contributions as a percentage of covered-employee payroll	0.00%	5.60%
Fiscal 2016		
Contractually required contribution	$ -	$ 238,217
Contributions in relation to the contractually required contribution	$ -	$ 238,217
Contribution deficiency (excess)	$ -	$ -
Collaborative's covered-employee payroll	$ 5,527,894	$ 4,254,279
Contributions as a percentage of covered-employee payroll	0.00%	5.60%

Notes to Required Supplementary Information
MTRS is the Massachusetts Teachers' Retirement System
MSERS is the Massachusetts State Employees' Retirement System
Also, see Note E to financial statements

Measurement Date
The amounts presented in this schedule were determined as of June 30, 2016.

Schedule Presentation
This schedule is intended to present information for 10 years. Until a 10-year trend is compiled, information is presented for those years for which information is available.

Contributions
The Collaborative is required to pay an annual appropriation as established by the Public Employees' Retirement Administration Commission (PERAC) for MSERS. No contribution is required for MTRS. The Commonwealth of Massachusetts as a nonemployer is legally responsible for the entire past service cost related to the Collaborative and therefore has a 100% special funding situation.

FRITZ DEGUGLIELMO LLC
CERTIFIED PUBLIC ACCOUNTANTS
& BUSINESS ADVISORS

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the Board of Directors of
Valley Collaborative
Billerica, Massachusetts

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of Valley Collaborative (a collaborative organized under the Laws of the Commonwealth of Massachusetts), as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise Valley Collaborative's basic financial statements, and have issued our report thereon dated Ocotber 27, 2017.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Valley Collaborative's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Valley Collaborative's internal control. Accordingly, we do not express an opinion on the effectiveness of Valley Collaborative's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Valley Collaborative's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

8 Essex Street • Newburyport, Massachusetts 01950 • Tel: (978) 462-2161 • Fax: (978) 462-8005
www.fd-cpa.com

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Fraty DeGuglielmo LLC

Certified Public Accountants

Newburyport, Massachusetts
October 27, 2017

Valley Collaborative
Central Administration

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

ACCEPTANCE OF THE BOARD OF DIRECTORS

We, the Board of Directors of the Valley Collaborative, have voted to accept the representations of management and the expression of the opinions made by Fritz DeGuglielmo LLC as embodied in the financial statements, supplemental schedules and independent auditor's reports for the year ended June 30, 2017.

We also certify that the representations made by management and the disclosures in the financial statements are accurate and have been correctly and completely disclosed as required by accounting principles generally accepted in the United States of America and under Commonwealth of Massachusetts laws for the year ended June 30, 2017.

Board Chair

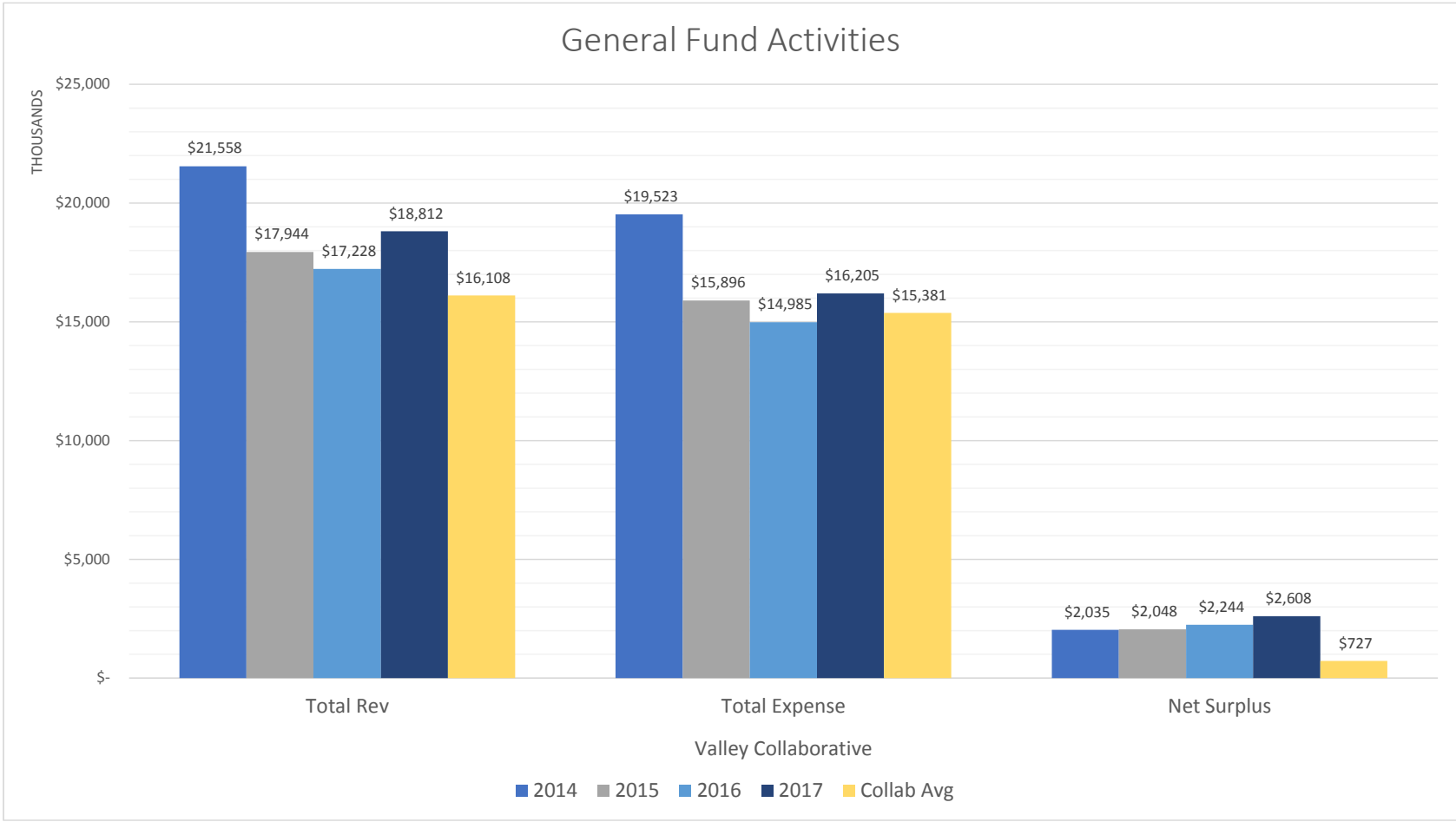
11/9/2017

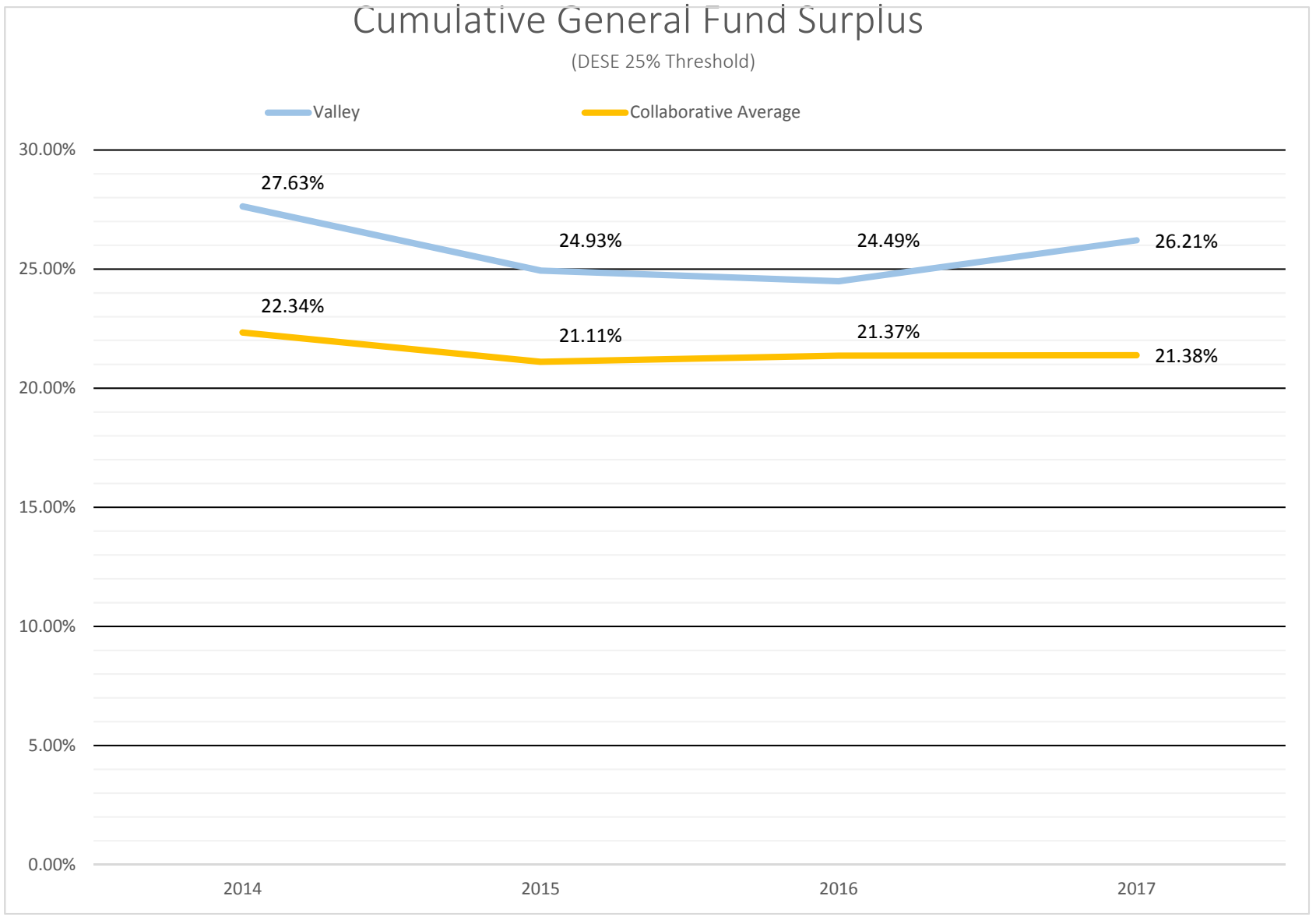
Date

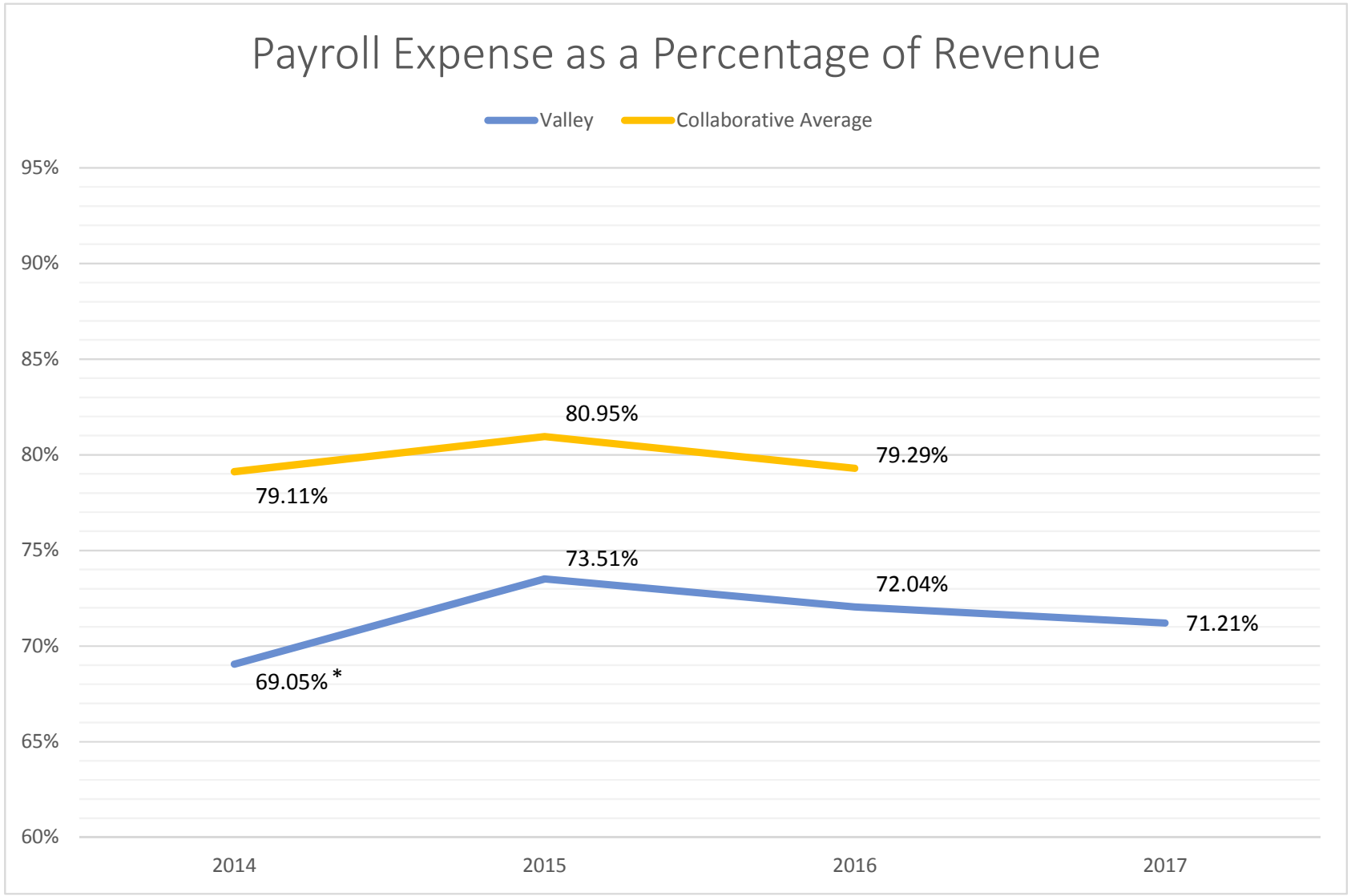
Valley Collaborative

Summary of Financial Activity

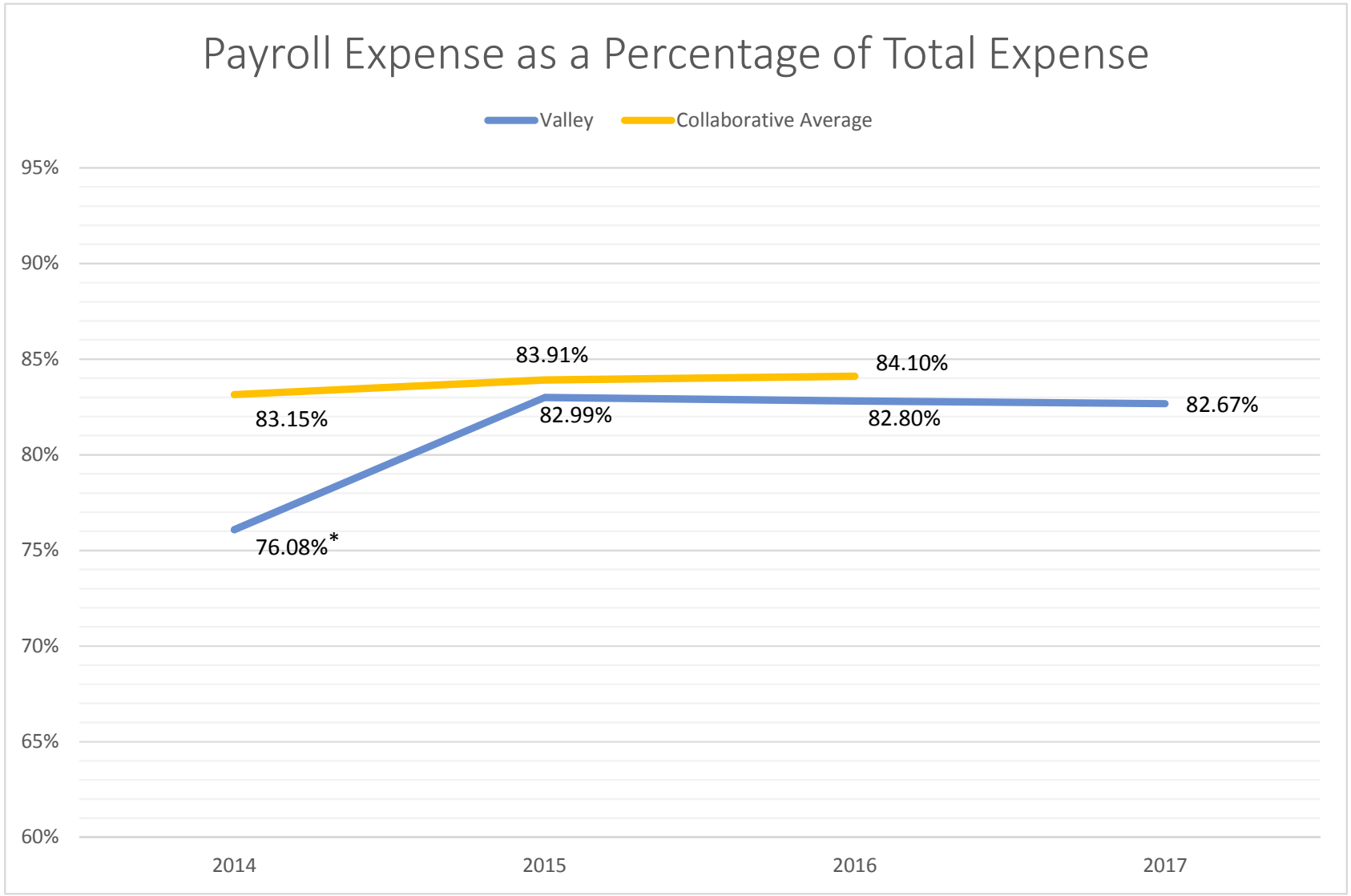
For the year ended June 30, 2017


General Fund Activities
THOUSANDS
$25,000
$20,000
$15,000
$10,000
$5,000
$-
$21,558
$17,944
$17,228
$18,812
$16,108
$19,523
$15,896
$14,985
$16,205
$15,381
$2,035
$2,048
$2,244
$2,608
$727
Total Rev
Total Expense
Net Surplus
Valley Collaborative
2014
2015
2016
2017
Collab Avg

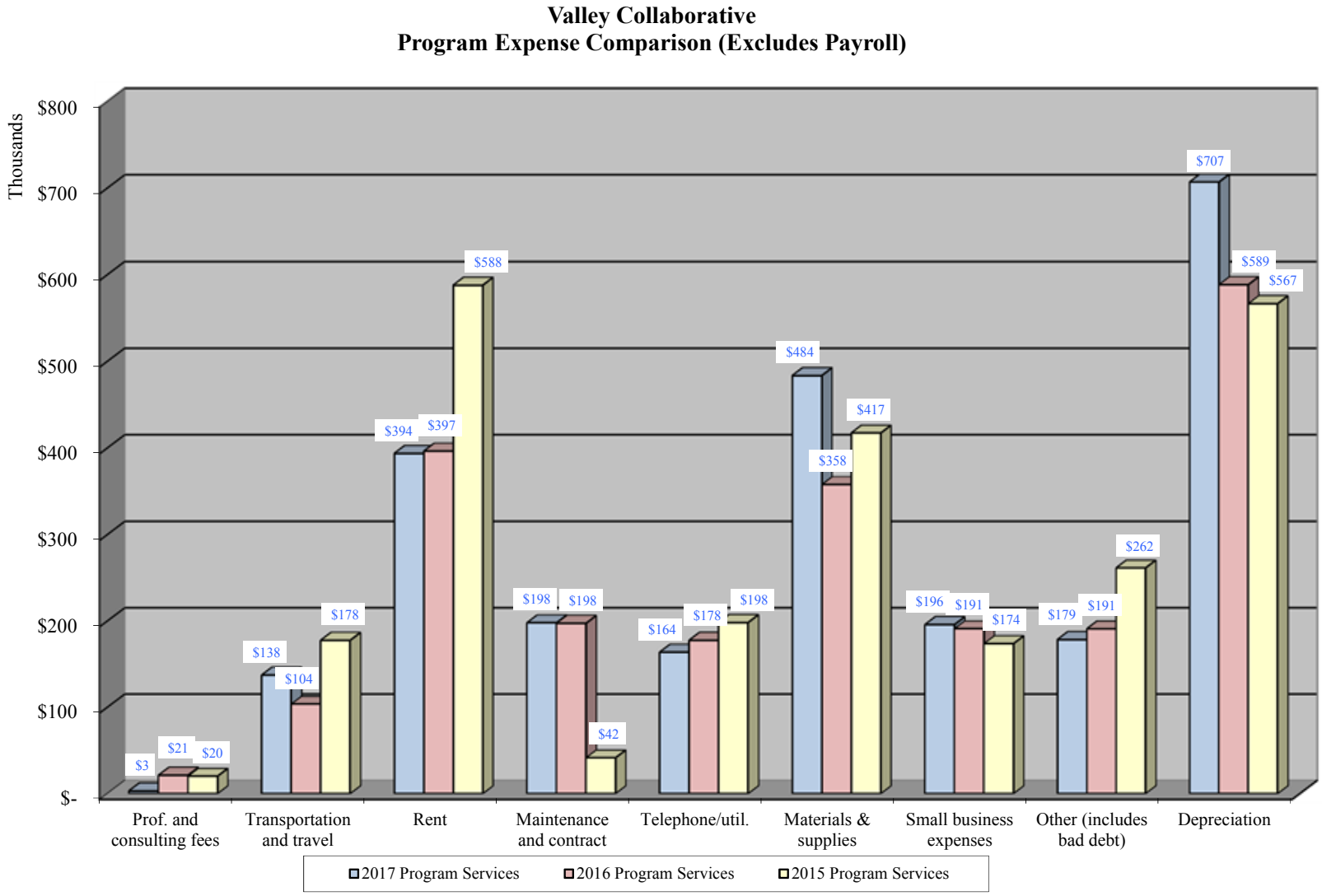

Cumulative General Fund Surplus
(DESE 25% Threshold)
Valley
Collaborative Average
30.00%
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
27.63%
24.93%
24.49%
26.21%
22.34%
21.11%
21.37%
21.38%
2014
2015
2016
2017



*Prior to purchase of 40 Linnell Circle, rent and maintenance costs represented approximately 8% of total revenues. Rent and maintenance costs in FY17 represented approximately 3.5% of total revenues.



*Prior to purchase of 40 Linnell Circle, rent and maintenance costs represented approximately 9% of total expenses. Rent and maintenance costs in FY17 represented approximately 3.6% of total expenses.



Derived from audited financial statements for discussion purposes only.

Draft

Valley Collaborative

Uniform Financial Report

June 30, 2016

Draft

UNIFORM FINANCIAL STATEMENTS AND INDEPENDENT AUDITOR'S REPORT — **COVER PAGE** - Page 1 of 1

Federal Employer Identification Number (FEIN) for Filing Entity - 9 digits: 043121303

Other corporate names & FEINs if applicable: (Use for consolidated financial statements.)

For the Year Ended : 6/30/2017 (M/D/YYYY) — Filed Electronically? (Y/N): Y

Filing Organization: VALLEY COLLABORATIVE (legal name) — (Doing Business As name, if applicable)

Massachusetts Vendor Code Number

A.G. Public Charities Acct.# — Business Address: 40 LINNELL CIRCLE (Street) — BILLERICA (City) — MA (State) — 01821 (Zip)

CEO or CFO : CHRIS (First Name) — SCOTT (Last Name) — EXECUTIVE DIRECTOR (Title) — (978) 528-7800 (Phone : Area Code / Number) — E-mail address: CSCOTT@VALLEYCOLLABORATIVE.ORG

CPA : FRITZ DEGUGLIELMO LLC — CPA Firm's Current Mass. License #: 3 — CPA's E-mail Address: STEPHEND@FD-CPA.COM

CPA Firm's Federal Employer Id. (FEIN) #: 043447507

Management Company Name: — A-133 Audit Submitted? (Y/N): N — Have basic F/S been audited? (Y/N): Y

UFR Exemption/Exception Code#: 4

Organization Type Code : EC — For-Profit Organization : NO — Date of Org./Incorp.: 7/1/1976 (M/D/YYYY) — Special Education (SPED) Contractor (Y/N): Y — Principal Purch. Agency: DMR

501(c)(3) Federal Tax Exempt (Y/N): N — If Yes, Date of Exemption: (M/D/YYYY) — Cost Allocation Method Code : MD — Program Performance Report (Internet system) is **not** required: — Primary Contractor(s):

Program Number	Program Name	Subcontractor Name	Program Address: Street	City	State	Zip Code	Program Description	MMARS Prog.Code
05-101	MRC EVALUATION & TRAINING		25 LINNELL CIRCLE	BILLERICA	MA	01821	MRC EVALUATION & TRAINING	5100
04-102	MRC SUPPORTED WORK		25 LINNELL CIRCLE	BILLERICA	MA	01821	MRC SUPPORTED WORK	5200
NPOS-200	SCHOOL & VOCATIONAL TRAINING		40 LINNELL CIRCLE	BILLERICA	MA	01821	SCHOOL & VOCATIONAL TRAINING	
NPOS-400	HIGH SCHOOL - ALTERNATIVE PROGRAM		40 LINNELL CIRCLE	BILLERICA	MA	01821	ALTERNATIVE HIGH SCHOOL	
NPOS-410	HIGH SCHOOL-ALTERNATIVE VOCATIONAL PROGRAM		40 LINNELL CIRCLE	BILLERICA	MA	01821	ALTERNATIVE VOCATIONAL HIGH SCHOOL	
NPOS-450	MIDDLE SCHOOL-ALTERNATIVE PROGRAM		40 LINNELL CIRCLE	BILLERICA	MA	01821	ALTERNATIVE MIDDLE SCHOOL	
01-500	OVER 22 PROGRAM		25 LINNELL CIRCLE	BILLERICA	MA	01821	YOUNG ADULT WORKPLACE TRAININT	3181
NPOS-660	ELEMENTARY SCHOOL-ELEMENTARY BEHAVIORAL PROGRAM		135 COBURN ROAD	TYNGSBOROUGH	MA	01879	ELEMENTARY BEHAVIORAL PROGRAM	
NPOS-665	TRANSITION PATHWAYS		40 LINNELL CIRCLE	BILLERICA	MA	01821	TRANSITIONAL SERVICES	
NPOS-712	MIDDLE SCHOOL-EMOTIONAL BEHAVIORAL PROGRAM		40 LINNELL CIRCLE	BILLERICA	MA	01821	EMOTIONAL BEHAVIORAL PROGRAM	

Note: If your agency is exempt from filling this report (see instructions) complete this cover page only and submit it along with documentation to support the basis of the exemption.

Draft

ORGANIZATION : VALLEY COLLABORATIVE **FEIN:** 043121303

STATEMENT OF FINANCIAL POSITION AS OF 06/30/2017 **WITH COMPARATIVE TOTALS AS OF** 6/30/2016
(BALANCE SHEET)

		CURRENT OPERATIONS	PLANT	ENDOWMENT	CUSTODIAN	TOTAL THIS YEAR	TOTAL LAST YEAR
	ASSETS						
1	Cash and Cash Equivalents	2,824,298	1,500,000			4,324,298	3,298,118
2	Accounts Receivable, Program Services	2,753,294				2,753,294	3,309,875
3	Allowance for Doubtful Accounts						
4	Net Accounts Receivable, Program Services	2,753,294				2,753,294	3,309,875
5	Contributions Receivable						
6	Notes Receivable						
7	Prepaid Expenses	22,861				22,861	21,366
8	Other Accounts Receivable						
9	Other Current Assets	2,007,651				2,007,651	220,483
10	Short-Term Investments						
11	**TOTAL CURRENT ASSETS**	7,608,104	1,500,000			9,108,104	6,849,842
12	Land, Buildings, and Equipment		9,797,335			9,797,335	9,316,087
13	Accumulated Depreciation		(2,134,774)			(2,134,774)	(1,588,063)
14	Net Land, Buildings and Equipment		7,662,561			7,662,561	7,728,024
15	Long-Term Investments						
16	Other Assets						
17	Due From Other Funds						
18	**TOTAL ASSETS**	7,608,104	9,162,561			16,770,665	14,577,866
	LIABILITIES AND NET ASSETS						
19	Accounts Payable	67,610				67,610	103,681
20	Subcontract Payable						
21	Accrued Expenses	1,125,643				1,125,643	933,285
22	Current Notes Payable						
23	Current Portion Long-Term Debt						
24	Deferred Revenue						
25	Other Current Liabilities	2,007,651				2,007,651	220,483
26	**TOTAL CURRENT LIABILITIES**	3,200,904				3,200,904	1,257,449
27	Long-Term Notes & Mortgage Payable						
28	Other Liabilities						
29	Due to Other Funds						
30	**TOTAL LIABILITIES**	3,200,904				3,200,904	1,257,449
	NET ASSETS						
31	Unrestricted	4,378,081	7,662,561			12,040,642	11,998,548
32	Temporarily Restricted	29,119	1,500,000			1,529,119	1,321,869
33	Permanently Restricted						
34	**TOTAL NET ASSETS**	4,407,200	9,162,561			13,569,761	13,320,417
35	**TOTAL LIABILITIES AND NET ASSETS**	7,608,104	9,162,561			16,770,665	14,577,866

See Accompanying Notes to the Financial Statements

Draft

ORGANIZATION : VALLEY COLLABORATIVE **FEIN:** 043121303

STATEMENT OF ACTIVITIES FOR THE YEAR ENDED 06/30/2017 WITH COMPARATIVE TOTALS FOR THE YEAR ENDED 06/30/2016

	REVENUES, GAINS, AND OTHER SUPPORT	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL THIS YEAR	TOTAL LAST YEAR
1	Contributions, Gifts, Legacies, Bequests & Special Events		31,311		31,311	23,669
2	In-Kind Contributions					
3	Grants					
4	Program Service Fees	18,357,574			18,357,574	16,744,064
5	Federated Fundraising Organization Allocation					
6	Investment Revenue	10,945			10,945	3,636
7	Revenue from Commercial Products & Services	416,565			416,565	378,931
8	Other	2,960,001			2,960,001	2,371,218
9	Net Assets Released From Restrictions:					
10	Satisfaction of Program Restrictions	24,061	(24,061)			
11	Satisfaction of Equipment Acquisition Restrictions					
12	Expiration of Time Restrictions					
13	**TOTAL REVENUE, GAINS, AND OTHER SUPPORT**	21,769,146	7,250		21,776,396	19,521,518
	EXPENSES AND LOSSES					
14	Administration (Management & General)	2,212,774			2,212,774	2,142,866
15	Fundraising					
16	Total Program Services	17,312,768			17,312,768	15,634,374
17	**TOTAL EXPENSES**	19,525,542			19,525,542	17,777,240
18	Losses	2,001,510			2001510	267,798
19	**TOTAL EXPENSES AND LOSSES**	21,527,052			21,527,052	18,045,038
	CHANGES IN NET ASSETS:					
20	Property & Equipment Acquisitions from Unrestricted Funds					
21	Transfer of Realized Endowment Fund Appreciation					
22	Return to Donor					
23	Other Increases (Decreases)	(200,000)	200,000			(3,150,000)
24	**TOTAL CHANGES IN NET ASSETS**	42,094	207,250		249,344	(1,673,520)
25	**NET ASSETS AT BEGINNING OF YEAR**	11,998,548	1,321,869		13,320,417	14,993,937
26	**NET ASSETS AT END OF YEAR**	12,040,642	1,529,119		13,569,761	13,320,417

See Accompanying Notes to Financial Statements

Draft

ORGANIZATION : VALLEY COLLABORATIVE **FEIN:** 043121303

STATEMENT OF CASH FLOWS for the YEAR ENDED 06/30/2017

INDIRECT METHOD

		TOTAL
	Cash Flows from Operating Activities:	
1	Changes in Net Assets	249,344
	Adjustments to Reconcile Change In Net Assets to Net Cash provided by/(used in) Operating Activities:	
2	Depreciation	707,071
3	Losses	1,510
4	Increase/Decrease in Net Accounts Receivable	555,071
5	Increase/Decrease in Prepaid Expenses	(1,495)
6	Increase/Decrease in Contributions Receivable	
7	Increase/Decrease in Accounts Payable	(36,071)
8	Increase/Decrease in Accrued Expenses	192,358
9	Increase/Decrease in Deferred Revenue	
10	Increase/Decrease in Subcontract Payable	
11	Contributions Restricted for Long-Term Investment	
12	Net Unrealized and Realized Gains on Long-Term Investments	
13	Other Cash Used in/Provided by Operating Activities	(41,232)
14	Net Cash Provided by/(used in) Operating Activities	1,626,556
	Cash Flows from Investing Activities:	
15	Insurance Proceeds	19,861
16	Purchase(s) of Capital Assets (Land, Bldgs. & Equip.)	(620,237)
17	Proceeds from Sale(s) of Investments	
18	Purchase(s) of Investments	
19	Purchase(s) of Assets Restricted To Long-Term Investment	
20	Other Investing Activities	
21	Net Cash Provided by/(used in) Investing Activities	(600,376)
	Cash from Financing Activities:	
	Proceeds from Contributions Restricted For:	
22	Investment in Endowment	
23	Investment in Term Endowment	
24	Investment in Plant (Land Bldgs. & Equip.)	
	Other Financing Activities:	
25	Contributions Restricted for Long-Term Investment	
26	Interest and Dividends Restricted for Reinvestment	
27	Payments on Notes Payable	
28	Payments on Long-Term Debt	
29	Other Finance Payments/Reciepts	
30	Net Cash Provided by/(used in) Financing Activities	

See Accompanying Notes to the Financial Statements

Draft

ORGANIZATION : VALLEY COLLABORATIVE **FEIN:** 043121303

STATEMENT OF CASH FLOWS for the YEAR ENDED 06/30/2017

INDIRECT METHOD

31	**Net Increase/(Decrease) in Cash and Cash Equivalents**		1,026,180
32	**Cash and Cash Equivalents at Beginning of Year**		3,298,118
33	**Cash and Cash Equivalents at End of Year**		4,324,298

Supplemental Disclosure of Cash Flow Information:

34	Cash Paid During the Year for Interest	
35	Cash Paid During the Year for Taxes/Other	

Supplemental Data for Noncash Investing and Financing Activities:

36	Gifts of Equipment	
37	Other Noncash Investing and Financing Activities	
38	Vehicle trade-in allowance	90,800
39		
40		

See Accompanying Notes to the Financial Statements

Draft

ORGANIZATION : VALLEY COLLABORATIVE **FEIN:** 043121303

Statement of Functional Expenses for the Year Ended: 06/30/2017

		SUPPORTING SERVICES		PROGRAM SERVICES
	TOTALS	ADMINISTRATION (MNGT. & GEN.)	FUND RAISING	TOTAL ALL PROGRAMS
1. Employee Compensation & Related Expenses	15,748,833	1,365,120		14,383,713
2. Occupancy	714,519	35,394		679,125
3. Other Program / Operating Expense	1,372,424	76,499		1,295,925
4. Subcontract Expense				
5. Direct Administrative Expense	871,669	644,334		227,335
6. Other Expenses	111,026			111,026
7. Depreciation of Buildings and Equipment	707,071	91,427		615,644
8. TOTAL EXPENSES	19,525,542	2,212,774		17,312,768

See Accompanying Notes to Financial Statements

Draft

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ORGANIZATION : VALLEY COLLABORATIVE **FEIN:** 043121303

Statement of Functional Expenses for the Year Ended: 06/30/17

	PROGRAM # 05-101	PROGRAM # 04-102	PROGRAM # NPOS-200	PROGRAM # NPOS-400	PROGRAM # NPOS-410
1. Employee Compensation & Related Expenses	202,349	88,075	3,652,305	1,463,934	1,220,870
2. Occupancy	17,345	4,336	150,949	46,925	46,879
3. Other Program / Operating Expense	8,991	1,569	398,155	50,310	159,296
4. Subcontract Expense					
5. Direct Administrative Expense	4,248	1,234	53,752	27,591	36,972
6. Other Expenses			28,715	29,299	17,358
7. Depreciation of Buildings and Equipment	4,988	276	238,693	66,818	82,366
8. TOTAL EXPENSES	237,921	95,490	4,522,569	1,684,877	1,563,741

See Accompanying Notes to Financial Statements

Draft

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ORGANIZATION : VALLEY COLLABORATIVE **FEIN:** 043121303

Statement of Functional Expenses for the Year Ended: 06/30/17

	PROGRAM #	PROGRAM #	PROGRAM #	PROGRAM #	PROGRAM #
	NPOS-450	01-500	NPOS-660	NPOS-665	NPOS-712
1. Employee Compensation & Related Expenses	64,008	1,547,964	4,209,676	53,685	1,880,847
2. Occupancy	889	98,715	286,661		26,426
3. Other Program / Operating Expense	9,419	412,656	205,433	435	49,661
4. Subcontract Expense					
5. Direct Administrative Expense	1,097	25,573	53,754		23,114
6. Other Expenses			26,842		8,812
7. Depreciation of Buildings and Equipment	6,067	95,099	63,480	593	57,264
8. TOTAL EXPENSES	81,480	2,180,007	4,845,846	54,713	2,046,124

See Accompanying Notes to Financial Statements

Draft

ORGANIZATION: VALLEY COLLABORATIVE

ORGANIZATION SUPPLEMENTAL INFORMATION SCHEDULE A - Unaudited

FY END: 6/30/2017 **FEIN:** 043121303

REVENUE

		Total Organization	Admin.(M&G)	Fund Raising	Total All Prog
1R	Contributions, Gifts, Legacies, Bequests				
2R	Gov. In-Kind/Capital Budget		XXXXXXXXXXXXXX	XXXXXXXXXX	
3R	Private IN-Kind				
4R	**Total Contributions and In-Kind**				
5R	Mass Gov. Grant		XXXXXXXXXXXXXX	XXXXXXXXXX	
6R	Other Grant (exclud. Fed.Direct)				
7R	**Total Grants**				
8R	Dept. of Mental Health (DMH)		XXXXXXXXXXXXXX	XXXXXXXXXX	
9R	Dept.of Developmental Services(DDS/DMR)	1,782,628	XXXXXXXXXXXXXX	XXXXXXXXXX	1,782,628
10R	Dept. of Public Health (DPH)		XXXXXXXXXXXXXX	XXXXXXXXXX	
11R	Dept.of Children and Families (DCF/DSS)		XXXXXXXXXXXXXX	XXXXXXXXXX	
12R	Dept. of Transitional Assist (DTA/WEL)		XXXXXXXXXXXXXX	XXXXXXXXXX	
13R	Dept. of Youth Services (DYS)		XXXXXXXXXXXXXX	XXXXXXXXXX	
14R	Health Care Fin & Policy (HCF)-Contract		XXXXXXXXXXXXXX	XXXXXXXXXX	
15R	Health Care Fin & Policy (HCF)-UCP		XXXXXXXXXXXXXX	XXXXXXXXXX	
16R	MA. Comm. For the Blind (MCB)	15,522	XXXXXXXXXXXXXX	XXXXXXXXXX	15,522
17R	MA. Comm. for Deaf & H H (MCD)		XXXXXXXXXXXXXX	XXXXXXXXXX	
18R	MA. Rehabilitation Commission (MRC)	394,134	XXXXXXXXXXXXXX	XXXXXXXXXX	394,134
19R	MA. Off. for Refugees & Immigr.(ORI)		XXXXXXXXXXXXXX	XXXXXXXXXX	
20R	Dept.of Early Educ. & Care (EEC)-Contract		XXXXXXXXXXXXXX	XXXXXXXXXX	
21R	Dept.of Early Educ. & Care (EEC)-Voucher		XXXXXXXXXXXXXX	XXXXXXXXXX	
22R	Dept of Correction (DOC)		XXXXXXXXXXXXXX	XXXXXXXXXX	
23R	Dept. of Elementary & Secondary Educ. (DOE)		XXXXXXXXXXXXXX	XXXXXXXXXX	
24R	Parole Board (PAR)		XXXXXXXXXXXXXX	XXXXXXXXXX	
25R	Veteran's Services (VET)		XXXXXXXXXXXXXX	XXXXXXXXXX	
26R	Ex. Off. of Elder Affairs (ELD)		XXXXXXXXXXXXXX	XXXXXXXXXX	
27R	Div.of Housing & Community Develop(OCD)		XXXXXXXXXXXXXX	XXXXXXXXXX	
28R	POS Subcontract		XXXXXXXXXXXXXX	XXXXXXXXXX	
29R	Other Mass. State Agency POS		XXXXXXXXXXXXXX	XXXXXXXXXX	
30R	Mass State Agency Non - POS		XXXXXXXXXXXXXX	XXXXXXXXXX	
31R	Mass. Local Govt/Quasi-Govt. Entities	14,499,251	XXXXXXXXXXXXXX	XXXXXXXXXX	14,499,251
32R	Non-Mass. State/Local Government	1,666,049	XXXXXXXXXXXXXX	XXXXXXXXXX	1,666,049
33R	Direct Federal Grants/Contracts		XXXXXXXXXXXXXX	XXXXXXXXXX	
34R	Medicaid - Direct Payments		XXXXXXXXXXXXXX	XXXXXXXXXX	
35R	Medicaid - MBHP Subcontract		XXXXXXXXXXXXXX	XXXXXXXXXX	
36R	Medicare		XXXXXXXXXXXXXX	XXXXXXXXXX	
37R	Mass. Govt. Client Stipends		XXXXXXXXXXXXXX	XXXXXXXXXX	
38R	Client Resources		XXXXXXXXXXXXXX	XXXXXXXXXX	
39R	Mass. Publicly sponsored client offsets		XXXXXXXXXXXXXX	XXXXXXXXXX	
40R	Other Publicly sponsored client offsets		XXXXXXXXXXXXXX	XXXXXXXXXX	
41R	Private Client Fees (excluding 3rd Pty)		XXXXXXXXXXXXXX	XXXXXXXXXX	
42R	Private Client 3rd Pty/other offsets		XXXXXXXXXXXXXX	XXXXXXXXXX	
43R	**Total Assistance and Fees**	18,357,577	XXXXXXXXXXXXXX	XXXXXXXXXX	18,357,577
44R	Federated Fundraising				
45R	Commercial Activities	416,565			416,565
46R	Non-Charitable Revenue				
47R	Investment Revenue	10,945	10,945		
48R	Other Revenue	2,960,001	144,735		2,815,266
49R	Allocated Admin (M&G) Revenue	XXXXXXXXXXXX			
50R	Released Net Assets-Program	24,061	24,061		
51R	Released Net Assets-Equipment				
52R	Released Net Assets-Time				
53R	**TOTAL REVENUE**	21,769,146	179,741		21,589,540
54R	**TOTAL EXPENSE = 56E**	19,525,542	102,450		19,423,092
55R	**OPERATING RESULTS**	2,243,604	77,291		2,166,448

EXPENSE

		Total Organization FTE	Total Organization Expense	Admin (M&G) FTE	Admin (M&G) Expense	Fund Raising FTE	Fund Raising Expense	Total All Programs FTE	Total All Programs Expense
1E	**Total Direct Prog.Staff FTE/Exp 101-138**	243.24	9,767,125	XXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXXXX	243.24	9,767,125
2E	Chief Executive Officer - FTE/Exp.	1.00	176,302	1.00	176,302				
3E	Chief Financial Officer - FTE/Exp.	1.00	54,789	1.00	54,789				
4E	Accting/Clerical/Support FTE/Expense	10.95	747,618	10.95	747,618				
5E	Admin Maint/House-Grndskeeping FTE/Exp	1.15	58,456	1.15	58,456				
6E	**Total Admin Employee FTE/Expense 410**	14.10	1,037,165	14.10	1,037,165				
7E	Commercial Products & Svs/Mkting FTE/Exp					XXXXXXXXXX	XXXXXXXXXXXX		
8E	**Total FTE/Salary/Wages**	257.34	10,804,290	14.10	1,037,165			243.24	9,767,125
9E	Payroll Taxes 150		201,809		19,557				182,252
10E	Fringe Benefits 151		1,829,571		207,544				1,622,027
11E	Accrual Adjustments		(4,553)		(1,596)				(2,957)
12E	**Total Employee Compensation & Rel. Exp.**		12,831,117		1,262,670				11,568,447
13E	Facility and Prog. Equip.Expenses 301, 390		413,282		19,336				393,946
14E	Facility & Prog. Equip. Depreciation 301		707,071		91,427				615,644
15E	Facility Operation/Maint./Furn.390		301,237		16,058				285,179
16E	Facility General Liability Insurance 390								
17E	**Total Occupancy**		1,421,590		126,821				1,294,769
18E	Direct Care Consultant 201								
19E	Temporary Help 202								
20E	Clients and Caregivers Reimb./Stipends 203			XXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXXXX		
21E	Subcontracted Direct Care 206			XXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXXXX		
22E	Staff Training 204		110,181		6,571				44,430
23E	Staff Mileage / Travel 205		21,874		5,864				16,010
24E	Meals 207								
25E	Client Transportation 208			XXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXXXX		
26E	Vehicle Expenses 208		126,443		4,884				121,559
27E	Vehicle Depreciation 208								
28E	Incidental Medical /Medicine/Pharmacy 209			XXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXXXX		
29E	Client Personal Allowances 211			XXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXXXX		
30E	Provision Material Goods/Svs./Benefits 212			XXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXXXX		
31E	Direct Client Wages 214		559,330	XXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXXXX		559,330
32E	Other Commercial Prod. & Svs. 214		19,648						19,648
33E	Program Supplies & Materials 215		358,548	XXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXXXX		358,548
34E	Non Charitable Expenses								
35E	Other Expense		111,026						111,026
36E	**Total Other Program Expense**		1,483,450		76,499				1,406,951
37E	Management Fees 410								XXXXXX
38E	Fundraising Fees 410			XXXXXXXXXX	XXXXXXXXXXXX				XXXXXX
39E	Legal Fees 410		62,147		62,147				XXXXXX
40E	Audit Fees 410		31,000		31,000				XXXXXX
41E	Management Consultant 410								XXXXXX
42E	Other Professional Fees & Other Admin. Expenses 410		432,831		236,509				196,322
43E	Leased Office/Program Office Equip.410,390		42,351		11,338				31,013
44E	Office Equipment Depreciation 410								
45E	Admin. Vehicle Expenses 410								XXXXXX
46E	Admin. Vehicle Depreciation 410								XXXXXX
47E	Directors & Officers Insurance 410								XXXXXX
48E	Program Support 216			XXXXXXXXXX	XXXXXXXXXXXX				
49E	Professional Insurance 410		303,340		303,340				
50E	Working Capital Interest 410								
51E	**Total Direct Administrative Expense**		871,669		644,334				227,335
52E	Admin (M&G) Reporting Center Allocation	XXXXXXXXXX			(2,110,324)				2,110,324
53E	**Total Reimbursable & Fundraising Expense**		16,607,826						16,607,826
54E	Direct State/Federal Non-Reimbursable Expense		2,917,716		102,450	XXXXXXXXXX	XXXXXXXXXXXX		2,815,266
55E	Allocation of State/Fed Non-Reimbursable Expense	XXXXXXXXXX							
56E	**TOTAL EXPENSE = 56R**		19,525,542		102,450				19,423,092

NON-REIMBURSABLE EXPENSE DETAIL *Note to Readers*: Please see Schedule B Note to Readers regarding appropriate Non-Reimbursable Exp.

1N	Direct Employee Compensation & Related Exp.		2,917,716		102,450	XXXXXXXXXX	XXXXXXXXXXXX		2,815,266
2N	Direct Occupancy					XXXXXXXXXX	XXXXXXXXXXXX		
3N	Direct Other Program/Operating					XXXXXXXXXX	XXXXXXXXXXXX		
4N	Direct Subcontract Expense					XXXXXXXXXX	XXXXXXXXXXXX		
5N	Direct Administrative Expense					XXXXXXXXXX	XXXXXXXXXXXX		
6N	Direct Other Expense					XXXXXXXXXX	XXXXXXXXXXXX		
7N	Direct Depreciation					XXXXXXXXXX	XXXXXXXXXXXX		
8N	Total Direct Non-Reimbursable (must tie to 54E)		2,917,716		102,450	XXXXXXXXXX	XXXXXXXXXXXX		2,815,266
9N	Total Direct and Allocated Non-Reimbursable (54E+55E)		2,917,716		102,450	XXXXXXXXXX	XXXXXXXXXXXX		2,815,266
10N	Eligible Non-Reimb./Fundraising Exp. Revenue Offsets		3,411,572		179,741	XXXXXXXXXX	XXXXXXXXXXXX		3,231,831
11N	Capital Budget Revenue Adjustments					XXXXXXXXXX	XXXXXXXXXXXX		
12N	Excess of Non-Reimb./Fundraising Expense over Offsets		(493,856)		(77,291)	XXXXXXXXXX	XXXXXXXXXXXX		(416,565)

Description of Admin (M&G) Direct Non-Reimbursable Exp. See attachment

COMPENSATION DISCLOSURE *Enter all compensation (salary, benefit packages, vehicles, consultant payments, loans, etc.) from the entity & its related parties/affiliates to organization principals. Attach schedule of non-salary items.*

	Name & Title	Reporting Entity Compensation: Salary	Reporting Entity Compensation: Other	Compensation from Other Entities: Salary	Compensation from Other Entities: Other
1C	Dr. Chris Scott, Exe	182,748	4,800		
2C					
3C					
4C					
5C					

MA. Surplus Revenue Retention

Starting Balance	Expended Amount	Accrual Amount	Liability Amt.

Prior Year Ma. Revenue 15,764,690

Comm. of MA cost reimbursement overbilling (preliminary calc. subject to adjustment)

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ORGANIZATION: VALLEY COLLABORATIVE

PROGRAM SUPPLEMENTAL INFORMATION SCHEDULE B - Unaudited

FY END: 6/30/2017 **FEIN:** 043121303

UFR Program Number: 05 - ' **Program Name:** MRC EVALUATION & TRAI **Description:** MRC EVALUATION & T **Catalog of Federal Domestic Assistance #:** 84.126 B

http://www.cfda.gov/default.htm

***Program Type:** 22 **Program Address:** 25 LINNELL CIRCLE (Number/Street) BILLERICA (City) MA (State) 01821 (Zipcode) # Weeks operated during audit period: 52.00 Weeks /52

***Note to Readers:** This schedule should be read in context with F.S. Notes and all other UFR information. In many instances the presence of significant planned to actual variances or non-reimbursable expenses (e.g., In-Kind donations) may be appropriate and desirable.*

*** Program Type codes:** 21 = SPED; 22 = HCFP/Medicaid Class Rate; 23 = Negotiated Unit Rate; 24 = Negotiated Accomodations Rate; 25= Non-negotiated Accomodations Rate; 26 = Other Non-negotiated Unit Rate; 27 = Cost Reimbursement; NA = Not Applicable

REVENUE			STAFFING_# hours/yr = 1.00 FTE: 2080	FTE	Salary/Wage	EXPENSE - ACTUAL/PLANNED	FTE	Actual	Planned	% Var
1R	Contrib., Gifts, Leg., Bequests, Spec. Ev.		1S Program Director (UFR Title 102)			1E **Total Direct Program Staff = 39S**	3.06	137,210	119,212	15.1%
2R	Gov. In-Kind/Capital Budget		2S Program Function Manager (UFR Title 101)	1.25	74,627	2E Chief Executive Officer				
3R	Private IN-Kind		3S Asst. Program Director (UFR Title 103)			3E Chief Financial Officer				
4R	**Total Contribution and In-Kind**		4S Supervising Professional (UFR Title 104)			4E Accting/Clerical Support				
5R	Mass Gov. Grant		5S Physician & Psychiatrist (UFR Title 105 & 121)			5E Admin Maint/House-Grndskeeping				
6R	Other Grant (exclud. Fed.Direct)		6S Physician Asst. (UFR Title 106)			6E **Total Admin Employee**				
7R	**Total Grants**		7S N. Midwife, N.P., Psych N.,N.A., R.N.- MA (Title 107)			7E Commerical products & Svs/Mkting				
8R	Dept. of Mental Health (DMH)		8S R.N. - Non Masters (UFR Title 108)			8E **Total FTE/Salary/Wages**	3.06	137,210		
9R	Dept.of Developmental Services(DDS/DMR)		9S L.P.N. (UFR Title 109)			9E Payroll Taxes 150		2,571		
10R	Dept. of Public Health (DPH)		10S Pharmacist (UFR Title 110)			10E Fringe Benefits 151		22,890		
11R	Dept.of Children and Families (DCF/DSS)		11S Occupational Therapist (UFR Title 111)			11E Accrual Adjustments		129		
12R	Dept. of Transitional Assist (DTA/WEL)		12S Physical Therapist (UFR Title 112)			12E **Total Employee Compensation & Rel. Exp.**		162,800	145,737	11.7%
13R	Dept. of Youth Services (DYS)		13S Speech / Lang. Pathol., Audiologist (UFR Title 113)			13E Facility and Prog. Equip.Expenses 301,390		15,583		
14R	Health Care Fin & Policy (HCF)-Contract		14S Dietician / Nutritionist (UFR Title 114)			14E Facility & Prog. Equip. Depreciation 301		4,988		
15R	Health Care Fin & Policy (HCF)-UCP		15S Spec. Education Teacher (UFR Title 115)			15E Facility Operation/Maint./Furn.390		1,762		
16R	MA. Comm. For the Blind (MCB)		16S Teacher (UFR Title 116)			16E Facility General Liability Insurance 390				
17R	MA. Comm. for Deaf & H H (MCD)		17S Day Care Director (UFR Title 117)			17E **Total Occupancy**		22,333	25,000	-10.9%
18R	MA. Rehabilitation Commission (MRC)	272,061	18S Day Care Lead Teacher (UFR Title 118)			18E Direct Care Consultant 201				
19R	MA. Off. for Refugees & Immigr.(ORI)		19S Day Care Teacher (UFR Title 119)			19E Temporary Help 202				
20R	Dept.of Early Educ. & Care (EEC)-Contract		20S Day Care Asst. Teacher / Aide (UFR Title 120)			20E Clients and Caregivers Reimb./Stipends 203				
21R	Dept.of Early Educ. & Care (EEC)-Voucher		21S Psychologist - Doctorate (UFR Title 122)			21E Subcontracted Direct Care 206				
22R	Dept of Correction (DOC)		22S Clinician-(formerly Psych.Masters)(UFR Title 123)			22E Staff Training 204				
23R	Dept. of Elementary & Secondary Educ. (DOE)		23S Social Worker - L.I.C.S.W. (UFR Title 124)			23E Staff Mileage / Travel 205		2,341		
24R	Parole Board (PAR)		24S Social Worker - L.C.S.W., L.S.W (UFR Title 125 & 126)			24E Meals 207				
25R	Veteran's Services (VET)		25S Licensed Counselor (UFR Title 127)			25E Client Transportation 208				
26R	Ex. Off. of Elder Affairs (ELD)		26S Cert. Voc. Rehab. Counselor (UFR Title 128)			26E Vehicle Expenses 208		2,064		
27R	Div.of Housing & Community Develop(OCD)		27S Cert. Alch. &/or Drug Abuse Counselor (UFR Title 129)			27E Vehicle Depreciation 208				
28R	POS Subcontract		28S Counselor (UFR Title 130)	0.01	576	28E Incidental Medical /Medicine/Pharmacy 209				
29R	Other Mass. State Agency POS		29S Case Worker / Manager - Masters (UFR Title 131)			29E Client Personal Allowances 211				
30R	Mass State Agency Non - POS		30S Case Worker / Manager (UFR Title 132)			30E Provision Material Goods/Svs./Benefits 212				
31R	Mass. Local Govt/Quasi-Govt. Entities		31S Direct Care / Prog. Staff Superv. (UFR Title 133)			31E Direct Client Wages 214		3,907		
32R	Non-Mass. State/Local Government		32S Direct Care / Prog. Staff III (UFR Title 134)			32E Other Commercial Prod. & Svs. 214				
33R	Direct Federal Grants/Contracts		33S Direct Care / Prog. Staff II (UFR Title 135)			33E Program Supplies & Materials 215		679		
34R	Medicaid - Direct Payments		34S Direct Care / Prog. Staff I (UFR Title 136)	1.80	62,007	34E Non Charitable Expenses				
35R	Medicaid - MBHP Subcontract		35S Prog. Secretarial / Clerical Staff (UFR Title 137)			35E Other Expense				
36R	Medicare		36S Maintainence, House/Groundskeeping, Cook 138			36E **Total Other Program Expense**		8,991	15,750	-42.9%
37R	Mass. Govt. Client Stipends		37S Direct Care / Driver Staff (UFR Title 138)			42E Other Professional Fees & Other Admin. Exp. 410		4,248		
38R	Client Resources		38S Direct Care Overtime, Shift Differential and Relief	XXXXXX		43E Leased Office/Program Office Equip.410,390				
39R	Mass. spon.client SF/3rd Pty offsets		39S **Total Direct Program Staff = 1E**	3.06	137,210	44E Office Equipment Depreciation 410				
40R	Other Publicly sponsored client offsets					48E Program Support 216				
41R	Private Client Fees (excluding 3rd Pty)					49E Professional Insurance 410				
42R	Private Client 3rd Pty/other offsets		1SS **Enter defined unit of service:** COMPONENTS			50E Working Capital Interest 410				
43R	**Total Assistance and Fees**	272,061	2SS **Enter total unit capacity:** 190			51E **Total Direct Administrative Expense**		4,248	4,850	-12.4%
44R	Federated Fundraising					52E Admin (M&G) Reporting Center Allocation		28,876		%
45R	Commercial Activities			Undup # Clients	# service units delivered	53E **Total Reimbursable Expense**		227,248	191,337	18.8%
46R	Non-Charitable Revenue		3SS OSD's Program — Publicly sponsored clients:	106	190	54E Direct State/Federal Non-Reimbursable Expense		39,549		%
47R	Investment Revenue		4SS Performance Report (D-1 — Privately sponsored clients:			55E Allocation of State/Fed Non-Reimbursable Expense				
48R	Other Revenue	39,549	5SS Internet filing system) — Free Care clients:			56E **TOTAL EXPENSE**		266,797	191,337	39.4%
49R	Allocated Admin (M&G) Revenue		6SS suspended for FY '08 — **Total:**	106	190	57E **TOTAL REVENUE = 53R**		311,617	260,000	19.9%
50R	Released Net Assets-Program		7SS filings.			58E **OPERATING RESULTS**		44,820	68,663	
51R	Released Net Assets-Equipment					CRE Preliminary Calculation of Cost Reimb. Excess Rev. *				* (subject to OSD adjustment)
52R	Released Net Assets-Time									
53R	**Total Revenue = 57E**	311,617								

SUBCONTRACTED DIRECT CARE EXPENSE DETAIL

	Subcontractor Name	FEIN	Expense Amt.
1SDC			
2SDC			
3SDC			
4SDC			
5SDC			

Comm. Of MA Surplus Rev. Retention Share 5,271

MASSACHUSETTS CONTRACT INFORMATION

	Dept	Contract ID -11 Characters	MMARS Code	
1C	MRC	CIESNORTH	5100	X
2C				X
3C				X
4C				X
5C				X

POS SUBCONTRACT INFORMATION

	State Dept	Payor Name	Payor's FEIN
1PS			
2PS			
3PS			

NON-REIMBURSABLE EXPENSE DETAIL

			Description
1N	Direct Employee Compensation & Related Exp.	39,549	MA Teachers' & State Employees' Retirement Systems on-b
2N	Direct Occupancy		
3N	Direct Other Program/Operating		
4N	Direct Subcontract Expense		
5N	Direct Administrative Expense		
6N	Direct Other Expense		
7N	Direct Depreciation		
8N	Total Direct Non-Reimbursable (Tie to 54E)	39,549	
9N	Total Direct and Allocated Non-Reimb. (54E+55E)	39,549	
10N	Eligible Non-Reimbursable Exp. Revenue Offsets	39,549	
11N	Capital Budget Revenue Adjustment		
12N	Excess of Non-Reimbursable Expense Over Offsets		

(Any Excess of Non-Reimbursable Expense over Eligible Revenue Offsets is subject to recoupment where the program is purchased by the Commonwealth and must be recognized as a liability on the Financial Statements.)

PREPARER COMMENTS:

Draft

ORGANIZATION: VALLEY COLLABORATIVE

PROGRAM SUPPLEMENTAL INFORMATION SCHEDULE B - Unaudited

FY END: 6/30/2017 **FEIN:** 043121303

UFR Program Number: 04-10 **Program Name:** MRC SUPPORTED WORK **Description:** MRC SUPPORTED WOR **Catalog of Federal Domestic Assistance #:** 84.187 B
http://www.cfda.gov/default.htm

***Program Type:** 22 **Program Address:** 25 LINNELL CIRCLE (Number/Street) BILLERICA (City) MA (State) 01821 (Zipcode) # Weeks operated during audit period: 52.00 Days/week: 5.00

***Note to Readers:** This schedule should be read in context with F.S. Notes and all other UFR information. In many instances the presence of significant planned to actual variances or non-reimbursable expenses (e.g., In-Kind donations) may be appropriate and desirable.*

*** Program Type codes:** 21 = SPED; 22 = HCFP/Medicaid Class Rate; 23 = Negotiated Unit Rate; 24 = Negotiated Accomodations Rate; 25= Non-negotiated Accomodations Rate; 26 = Other Non-negotiated Unit Rate; 27 = Cost Reimbursement; NA = Not Applicable

	REVENUE		STAFFING_# hours/yr = 1.00 FTE: 2080	FTE	Salary/Wage		EXPENSE - ACTUAL/PLANNED	FTE	Actual	Planned	% Var
1R	Contrib., Gifts, Leg., Bequests, Spec. Ev.		1S Program Director (UFR Title 102)			1E	**Total Direct Program Staff = 39S**	1.00	62,455	64,184	-2.7%
2R	Gov. In-Kind/Capital Budget		2S Program Function Manager (UFR Title 101)	0.80	55,440	2E	Chief Executive Officer				
3R	Private IN-Kind		3S Asst. Program Director (UFR Title 103)			3E	Chief Financial Officer				
4R	**Total Contribution and In-Kind**		4S Supervising Professional (UFR Title 104)			4E	Accting/Clerical Support				
5R	Mass Gov. Grant		5S Physician & Psychiatrist (UFR Title 105 & 121)			5E	Admin Maint/House-Grndskeeping				
6R	Other Grant (exclud. Fed.Direct)		6S Physician Asst. (UFR Title 106)			6E	**Total Admin Employee**				
7R	**Total Grants**		7S N. Midwife, N.P., Psych N.,N.A., R.N.- MA (Title 107)			7E	Commerical products & Svs/Mkting				
8R	Dept. of Mental Health (DMH)		8S R.N. - Non Masters (UFR Title 108)			8E	**Total FTE/Salary/Wages**	1.00	62,455		
9R	Dept.of Developmental Services(DDS/DMR)		9S L.P.N. (UFR Title 109)			9E	Payroll Taxes 150		1,170		
10R	Dept. of Public Health (DPH)		10S Pharmacist (UFR Title 110)			10E	Fringe Benefits 151		10,283		
11R	Dept.of Children and Families (DCF/DSS)		11S Occupational Therapist (UFR Title 111)			11E	Accrual Adjustments		(3,835)		
12R	Dept. of Transitional Assist (DTA/WEL)		12S Physical Therapist (UFR Title 112)			12E	**Total Employee Compensation & Rel. Exp.**		70,073	78,465	-10.7%
13R	Dept. of Youth Services (DYS)		13S Speech / Lang. Pathol., Audiologist (UFR Title 113)			13E	Facility and Prog. Equip.Expenses 301,390		3,896		
14R	Health Care Fin & Policy (HCF)-Contract		14S Dietician / Nutritionist (UFR Title 114)			14E	Facility & Prog. Equip. Depreciation 301		276		
15R	Health Care Fin & Policy (HCF)-UCP		15S Spec. Education Teacher (UFR Title 115)			15E	Facility Operation/Maint./Furn.390		440		
16R	MA. Comm. For the Blind (MCB)		16S Teacher (UFR Title 116)			16E	Facility General Liability Insurance 390				
17R	MA. Comm. for Deaf & H H (MCD)		17S Day Care Director (UFR Title 117)			17E	**Total Occupancy**		4,612	250	1,744.8%
18R	MA. Rehabilitation Commission (MRC)	104,302	18S Day Care Lead Teacher (UFR Title 118)			18E	Direct Care Consultant 201				
19R	MA. Off. for Refugees & Immigr.(ORI)		19S Day Care Teacher (UFR Title 119)			19E	Temporary Help 202				
20R	Dept.of Early Educ. & Care (EEC)-Contract		20S Day Care Asst. Teacher / Aide (UFR Title 120)			20E	Clients and Caregivers Reimb./Stipends 203				
21R	Dept.of Early Educ. & Care (EEC)-Voucher		21S Psychologist - Doctorate (UFR Title 122)			21E	Subcontracted Direct Care 206				
22R	Dept of Correction (DOC)		22S Clinician-(formerly Psych.Masters)(UFR Title 123)			22E	Staff Training 204				
23R	Dept. of Elementary & Secondary Educ. (DOE)		23S Social Worker - L.I.C.S.W. (UFR Title 124)			23E	Staff Mileage / Travel 205		1,207		
24R	Parole Board (PAR)		24S Social Worker - L.C.S.W., L.S.W (UFR Title 125 & 126)			24E	Meals 207				
25R	Veteran's Services (VET)		25S Licensed Counselor (UFR Title 127)			25E	Client Transportation 208				
26R	Ex. Off. of Elder Affairs (ELD)		26S Cert. Voc. Rehab. Counselor (UFR Title 128)			26E	Vehicle Expenses 208				
27R	Div.of Housing & Community Develop(OCD)		27S Cert. Alch. &/or Drug Abuse Counselor (UFR Title 129)			27E	Vehicle Depreciation 208				
28R	POS Subcontract		28S Counselor (UFR Title 130)			28E	Incidental Medical /Medicine/Pharmacy 209				
29R	Other Mass. State Agency POS		29S Case Worker / Manager - Masters (UFR Title 131)			29E	Client Personal Allowances 211				
30R	Mass State Agency Non - POS		30S Case Worker / Manager (UFR Title 132)			30E	Provision Material Goods/Svs./Benefits 212				
31R	Mass. Local Govt/Quasi-Govt. Entities		31S Direct Care / Prog. Staff Superv. (UFR Title 133)			31E	Direct Client Wages 214				
32R	Non-Mass. State/Local Government		32S Direct Care / Prog. Staff III (UFR Title 134)			32E	Other Commercial Prod. & Svs. 214				
33R	Direct Federal Grants/Contracts		33S Direct Care / Prog. Staff II (UFR Title 135)			33E	Program Supplies & Materials 215		362		
34R	Medicaid - Direct Payments		34S Direct Care / Prog. Staff I (UFR Title 136)	0.20	7,015	34E	Non Charitable Expenses				
35R	Medicaid - MBHP Subcontract		35S Prog. Secretarial / Clerical Staff (UFR Title 137)			35E	Other Expense				
36R	Medicare		36S Maintainence, House/Groundskeeping, Cook 138			36E	**Total Other Program Expense**		1,569	4,500	-65.1%
37R	Mass. Govt. Client Stipends		37S Direct Care / Driver Staff (UFR Title 138)			42E	Other Professional Fees & Other Admin. Exp. 410		1,234		
38R	Client Resources		38S Direct Care Overtime, Shift Differential and Relief	XXXXXX		43E	Leased Office/Program Office Equip.410,390				
39R	Mass. spon.client SF/3rd Pty offsets		39S **Total Direct Program Staff = 1E**	1.00	62,455	44E	Office Equipment Depreciation 410				
40R	Other Publicly sponsored client offsets					48E	Program Support 216				
41R	Private Client Fees (excluding 3rd Pty)					49E	Professional Insurance 410				
42R	Private Client 3rd Pty/other offsets		1SS **Enter defined unit of service:** COMPONENTS			50E	Working Capital Interest 410				
43R	**Total Assistance and Fees**	104,302	2SS **Enter total unit capacity:** 46			51E	**Total Direct Administrative Expense**		1,234	5,100	-75.8%
44R	Federated Fundraising			Undup # Clients	# service units delivered	52E	Admin (M&G) Reporting Center Allocation		11,280		%
45R	Commercial Activities					53E	**Total Reimbursable Expense**		88,768	88,315	0.5%
46R	Non-Charitable Revenue		3SS OSD's Program — Publicly sponsored clients:	41	46	54E	Direct State/Federal Non-Reimbursable Expense		18,002		%
47R	Investment Revenue		4SS Performance Report (D-1 — Privately sponsored clients:			55E	Allocation of State/Fed Non-Reimbursable Expense				
48R	Other Revenue	18,002	5SS Internet filing system) — Free Care clients:			56E	**TOTAL EXPENSE**		106,770	88,315	20.9%
49R	Allocated Admin (M&G) Revenue		6SS suspended for FY '08 — **Total:**	41	46	57E	**TOTAL REVENUE = 53R**		122,304	100,000	22.3%
50R	Released Net Assets-Program		7SS filings.			58E	**OPERATING RESULTS**		15,534	11,685	
51R	Released Net Assets-Equipment					CRE	Preliminary Calculation of Cost Reimb. Excess Rev. *			* (subject to OSD adjustment)	
52R	Released Net Assets-Time										
53R	**Total Revenue = 57E**	122,304									

SUBCONTRACTED DIRECT CARE EXPENSE DETAIL

	Subcontractor Name	FEIN	Expense Amt.
1SDC			
2SDC			
3SDC			
4SDC			
5SDC			

Comm. Of MA Surplus Rev. Retention Share (2,463)

MASSACHUSETTS CONTRACT INFORMATION

	Dept	Contract ID -11 Characters	MMARS Code	
1C	MRC	00CIESSES0	5200	X
2C				X
3C				X
4C				X
5C				X

POS SUBCONTRACT INFORMATION

	State Dept	Payor Name	Payor's FEIN
1PS			
2PS			
3PS			

NON-REIMBURSABLE EXPENSE DETAIL

			Description
1N	Direct Employee Compensation & Related Exp.	18,002	MA Teachers' & State Employees' Retirement Systems on-b
2N	Direct Occupancy		
3N	Direct Other Program/Operating		
4N	Direct Subcontract Expense		
5N	Direct Administrative Expense		
6N	Direct Other Expense		
7N	Direct Depreciation		
8N	Total Direct Non-Reimbursable (Tie to 54E)	18,002	
9N	Total Direct and Allocated Non-Reimb. (54E+55E)	18,002	
10N	Eligible Non-Reimbursable Exp. Revenue Offsets	18,002	
11N	Capital Budget Revenue Adjustment		
12N	Excess of Non-Reimbursable Expense Over Offsets		

(Any Excess of Non-Reimbursable Expense over Eligible Revenue Offsets is subject to recoupment where the program is purchased by the Commonwealth and must be recognized as a liability on the Financial Statements.)

PREPARER COMMENTS:

Draft

ORGANIZATION: VALLEY COLLABORATIVE

PROGRAM SUPPLEMENTAL INFORMATION SCHEDULE B - Unaudited

FY END: 6/30/2017 **FEIN:** 043121303

UFR Program Number: NPO **Program Name:** SCHOOL & VOCATIONAL **Description:** SCHOOL & VOCATIONAL **Catalog of Federal Domestic Assistance #:** B

http://www.cfda.gov/default.htm

***Program Type:** N/A **Program Address:** 40 LINNELL CIRCLE (Number/Street) BILLERICA (City) MA (State) 01821 (Zipcode) # Weeks operated during audit period: 44.00 # Weeks operated during school year: 40.00

***Note to Readers:** This schedule should be read in context with F.S. Notes and all other UFR information. In many instances the presence of significant planned to actual variances or non-reimbursable expenses (e.g., In-Kind donations) may be appropriate and desirable.*

*** Program Type codes:** 21 = SPED; 22 = HCFP/Medicaid Class Rate; 23 = Negotiated Unit Rate; 24 = Negotiated Accomodations Rate; 25= Non-negotiated Accomodations Rate; 26 = Other Non-negotiated Unit Rate; 27 = Cost Reimbursement; NA = Not Applicable

	REVENUE			STAFFING_# hours/yr = 1.00 FTE: 1760	FTE	Salary/Wage		EXPENSE - ACTUAL/PLANNED	FTE	Actual	Planned	% Var
1R	Contrib., Gifts, Leg., Bequests, Spec. Ev.		1S	Program Director (UFR Title 102)	1.00	86,671	1E	**Total Direct Program Staff = 39S**	66.87	2,488,824	2,437,296	2.1%
2R	Gov. In-Kind/Capital Budget		2S	Program Function Manager (UFR Title 101)	1.00	82,694	2E	Chief Executive Officer				
3R	Private IN-Kind		3S	Asst. Program Director (UFR Title 103)			3E	Chief Financial Officer				
4R	**Total Contribution and In-Kind**		4S	Supervising Professional (UFR Title 104)			4E	Accting/Clerical Support				
5R	Mass Gov. Grant		5S	Physician & Psychiatrist (UFR Title 105 & 121)			5E	Admin Maint/House-Grndskeeping				
6R	Other Grant (exclud. Fed.Direct)		6S	Physician Asst. (UFR Title 106)			6E	**Total Admin Employee**				
7R	**Total Grants**		7S	N. Midwife, N.P., Psych N.,N.A., R.N.- MA (Title 107)			7E	Commerical products & Svs/Mkting				
8R	Dept. of Mental Health (DMH)		8S	R.N. - Non Masters (UFR Title 108)	1.35	67,926	8E	**Total FTE/Salary/Wages**	66.87	2,488,824		
9R	Dept.of Developmental Services(DDS/DMR)		9S	L.P.N. (UFR Title 109)			9E	Payroll Taxes 150		46,640		
10R	Dept. of Public Health (DPH)		10S	Pharmacist (UFR Title 110)			10E	Fringe Benefits 151		401,558		
11R	Dept.of Children and Families (DCF/DSS)		11S	Occupational Therapist (UFR Title 111)	1.90	160,289	11E	Accrual Adjustments		(2,094)		
12R	Dept. of Transitional Assist (DTA/WEL)		12S	Physical Therapist (UFR Title 112)	0.48	28,539	12E	**Total Employee Compensation & Rel. Exp.**		2,934,928	2,991,981	-1.9%
13R	Dept. of Youth Services (DYS)		13S	Speech / Lang. Pathol., Audiologist (UFR Title 113)	3.40	237,089	13E	Facility and Prog. Equip.Expenses 301,390				
14R	Health Care Fin & Policy (HCF)-Contract		14S	Dietician / Nutritionist (UFR Title 114)			14E	Facility & Prog. Equip. Depreciation 301		238,693		
15R	Health Care Fin & Policy (HCF)-UCP		15S	Spec. Education Teacher (UFR Title 115)			15E	Facility Operation/Maint./Furn.390		150,949		
16R	MA. Comm. For the Blind (MCB)		16S	Teacher (UFR Title 116)	9.00	553,451	16E	Facility General Liability Insurance 390				
17R	MA. Comm. for Deaf & H H (MCD)		17S	Day Care Director (UFR Title 117)			17E	**Total Occupancy**		389,642	291,500	33.7%
18R	MA. Rehabilitation Commission (MRC)		18S	Day Care Lead Teacher (UFR Title 118)			18E	Direct Care Consultant 201				
19R	MA. Off. for Refugees & Immigr.(ORI)		19S	Day Care Teacher (UFR Title 119)			19E	Temporary Help 202				
20R	Dept.of Early Educ. & Care (EEC)-Contract		20S	Day Care Asst. Teacher / Aide (UFR Title 120)			20E	Clients and Caregivers Reimb./Stipends 203				
21R	Dept.of Early Educ. & Care (EEC)-Voucher		21S	Psychologist - Doctorate (UFR Title 122)			21E	Subcontracted Direct Care 206				
22R	Dept of Correction (DOC)		22S	Clinician-(formerly Psych.Masters)(UFR Title 123)	0.77	66,192	22E	Staff Training 204		4,238		
23R	Dept. of Elementary & Secondary Educ. (DOE)		23S	Social Worker - L.I.C.S.W. (UFR Title 124)	2.00	86,104	23E	Staff Mileage / Travel 205		1,294		
24R	Parole Board (PAR)		24S	Social Worker - L.C.S.W., L.S.W (UFR Title 125 & 126)			24E	Meals 207				
25R	Veteran's Services (VET)		25S	Licensed Counselor (UFR Title 127)			25E	Client Transportation 208				
26R	Ex. Off. of Elder Affairs (ELD)		26S	Cert. Voc. Rehab. Counselor (UFR Title 128)			26E	Vehicle Expenses 208		35,826		
27R	Div.of Housing & Community Develop(OCD)		27S	Cert. Alch. &/or Drug Abuse Counselor (UFR Title 129)			27E	Vehicle Depreciation 208				
28R	POS Subcontract		28S	Counselor (UFR Title 130)	0.20	11,819	28E	Incidental Medical /Medicine/Pharmacy 209				
29R	Other Mass. State Agency POS		29S	Case Worker / Manager - Masters (UFR Title 131)			29E	Client Personal Allowances 211				
30R	Mass State Agency Non - POS		30S	Case Worker / Manager (UFR Title 132)			30E	Provision Material Goods/Svs./Benefits 212				
31R	Mass. Local Govt/Quasi-Govt. Entities	4,294,488	31S	Direct Care / Prog. Staff Superv. (UFR Title 133)			31E	Direct Client Wages 214		127,838		
32R	Non-Mass. State/Local Government	315,763	32S	Direct Care / Prog. Staff III (UFR Title 134)			32E	Other Commercial Prod. & Svs. 214		140,741		
33R	Direct Federal Grants/Contracts		33S	Direct Care / Prog. Staff II (UFR Title 135)			33E	Program Supplies & Materials 215		88,218		
34R	Medicaid - Direct Payments		34S	Direct Care / Prog. Staff I (UFR Title 136)	42.62	949,253	34E	Non Charitable Expenses				
35R	Medicaid - MBHP Subcontract		35S	Prog. Secretarial / Clerical Staff (UFR Title 137)	1.08	53,563	35E	Other Expense		28,715		
36R	Medicare		36S	Maintainence, House/Groundskeeping, Cook 138	2.07	105,215	36E	**Total Other Program Expense**		426,870	413,750	3.2%
37R	Mass. Govt. Client Stipends		37S	Direct Care / Driver Staff (UFR Title 138)			42E	Other Professional Fees & Other Admin. Exp. 410		50,127		
38R	Client Resources		38S	Direct Care Overtime, Shift Differential and Relief	XXXXXX		43E	Leased Office/Program Office Equip.410,390		3,625		
39R	Mass. spon.client SF/3rd Pty offsets		39S	**Total Direct Program Staff = 1E**	66.87	2,488,824	44E	Office Equipment Depreciation 410				
40R	Other Publicly sponsored client offsets						48E	Program Support 216				
41R	Private Client Fees (excluding 3rd Pty)						49E	Professional Insurance 410				
42R	Private Client 3rd Pty/other offsets		1SS	**Enter defined unit of service:** STUDENT DAYS			50E	Working Capital Interest 410				
43R	**Total Assistance and Fees**	4,610,251	2SS	**Enter total unit capacity:**			51E	**Total Direct Administrative Expense**		53,752	67,525	-20.4%
44R	Federated Fundraising				Undup # Clients	# service units delivered	52E	Admin (M&G) Reporting Center Allocation		553,901		%
45R	Commercial Activities	99,218					53E	**Total Reimbursable Expense**		4,359,093	3,764,755	15.8%
46R	Non-Charitable Revenue		3SS	OSD's Program — Publicly sponsored clients:	130	18,164	54E	Direct State/Federal Non-Reimbursable Expense		717,377		%
47R	Investment Revenue		4SS	Performance Report (D-1 — Privately sponsored clients:			55E	Allocation of State/Fed Non-Reimbursable Expense				
48R	Other Revenue	717,377	5SS	Internet filing system) — Free Care clients:			56E	**TOTAL EXPENSE**		5,076,470	3,764,755	34.8%
49R	Allocated Admin (M&G) Revenue		6SS	suspended for FY '08 — **Total:**	130	18,164	57E	**TOTAL REVENUE = 53R**		5,426,844	5,118,000	6.0%
50R	Released Net Assets-Program		7SS	filings.			58E	**OPERATING RESULTS**		350,374	1,353,244	
51R	Released Net Assets-Equipment						CRE	Preliminary Calculation of Cost Reimb. Excess Rev. *			* (subject to OSD adjustment)	
52R	Released Net Assets-Time											
53R	**Total Revenue = 57E**	5,426,844										

MASSACHUSETTS CONTRACT INFORMATION

	Dept	Contract ID -11 Characters	MMARS Code	
1C				X
2C				X
3C				X
4C				X
5C				X

SUBCONTRACTED DIRECT CARE EXPENSE DETAIL

	Subcontractor Name	FEIN	Expense Amt.
1SDC			
2SDC			
3SDC			
4SDC			
5SDC			

POS SUBCONTRACT INFORMATION

	State Dept	Payor Name	Payor's FEIN
1PS			
2PS			
3PS			

Comm. Of MA Surplus Rev. Retention Share

NON-REIMBURSABLE EXPENSE DETAIL

		Description
1N	Direct Employee Compensation & Related Exp.	717,377 MA Teachers' & State Employees' Retirement Systems on-b
2N	Direct Occupancy	
3N	Direct Other Program/Operating	
4N	Direct Subcontract Expense	
5N	Direct Administrative Expense	
6N	Direct Other Expense	
7N	Direct Depreciation	
8N	Total Direct Non-Reimbursable (Tie to 54E)	717,377
9N	Total Direct and Allocated Non-Reimb. (54E+55E)	717,377
10N	Eligible Non-Reimbursable Exp. Revenue Offsets	816,595
11N	Capital Budget Revenue Adjustment	
12N	Excess of Non-Reimbursable Expense Over Offsets	(99,218)

(Any Excess of Non-Reimbursable Expense over Eligible Revenue Offsets is subject to recoupment where the program is purchased by the Commonwealth and must be recognized as a liability on the Financial Statements.)

PREPARER COMMENTS:

Draft

ORGANIZATION: VALLEY COLLABORATIVE **PROGRAM SUPPLEMENTAL INFORMATION SCHEDULE B - Unaudited** **FY END:** 6/30/2017 **FEIN:** 043121303

UFR Program Number: NPO **Program Name:** HIGH SCHOOL - ALTERN. **Description:** ALTERNATIVE HIGH S **Catalog of Federal Domestic Assistance #:** B
http://www.cfda.gov/default.htm

***Program Type:** N/A **Program Address:** 40 LINNELL CIRCLE (Number/Street) BILLERICA (City) MA (State) 01821 (Zipcode) # Weeks operated during audited school year: 36.00 # Weeks operated during reported school year: 40.00 /5w2

***Note to Readers:** This schedule should be read in context with F.S. Notes and all other UFR information. In many instances the presence of significant planned to actual variances or non-reimbursable expenses (e.g., In-Kind donations) may be appropriate and desirable.*

*** Program Type codes:** 21 = SPED; 22 = HCFP/Medicaid Class Rate; 23 = Negotiated Unit Rate; 24 = Negotiated Accomodations Rate; 25= Non-negotiated Accomodations Rate; 26 = Other Non-negotiated Unit Rate; 27 = Cost Reimbursement; NA = Not Applicable

	REVENUE			STAFFING_# hours/yr = 1.00 FTE: 1440	FTE	Salary/Wage		EXPENSE - ACTUAL/PLANNED	FTE	Actual	Planned	% Var
1R	Contrib., Gifts, Leg., Bequests, Spec. Ev.		1S	Program Director (UFR Title 102)	1.00	84,624	1E	**Total Direct Program Staff = 39S**	19.68	997,465	812,888	22.7%
2R	Gov. In-Kind/Capital Budget		2S	Program Function Manager (UFR Title 101)	1.00	50,752	2E	Chief Executive Officer				
3R	Private IN-Kind		3S	Asst. Program Director (UFR Title 103)			3E	Chief Financial Officer				
4R	**Total Contribution and In-Kind**		4S	Supervising Professional (UFR Title 104)			4E	Accting/Clerical Support				
5R	Mass Gov. Grant		5S	Physician & Psychiatrist (UFR Title 105 & 121)			5E	Admin Maint/House-Grndskeeping				
6R	Other Grant (exclud. Fed.Direct)		6S	Physician Asst. (UFR Title 106)			6E	**Total Admin Employee**				
7R	**Total Grants**		7S	N. Midwife, N.P., Psych N.,N.A., R.N.- MA (Title 107)			7E	Commerical products & Svs/Mkting				
8R	Dept. of Mental Health (DMH)		8S	R.N. - Non Masters (UFR Title 108)	0.35	21,664	8E	**Total FTE/Salary/Wages**	19.68	997,465		
9R	Dept.of Developmental Services(DDS/DMR)		9S	L.P.N. (UFR Title 109)			9E	Payroll Taxes 150		18,692		
10R	Dept. of Public Health (DPH)		10S	Pharmacist (UFR Title 110)			10E	Fringe Benefits 151		160,153		
11R	Dept.of Children and Families (DCF/DSS)		11S	Occupational Therapist (UFR Title 111)	0.10	5,821	11E	Accrual Adjustments		116		
12R	Dept. of Transitional Assist (DTA/WEL)		12S	Physical Therapist (UFR Title 112)	0.02	1,558	12E	**Total Employee Compensation & Rel. Exp.**		1,176,426	991,993	18.6%
13R	Dept. of Youth Services (DYS)		13S	Speech / Lang. Pathol., Audiologist (UFR Title 113)	0.50	25,558	13E	Facility and Prog. Equip.Expenses 301,390		10,877		
14R	Health Care Fin & Policy (HCF)-Contract		14S	Dietician / Nutritionist (UFR Title 114)			14E	Facility & Prog. Equip. Depreciation 301		66,818		
15R	Health Care Fin & Policy (HCF)-UCP		15S	Spec. Education Teacher (UFR Title 115)			15E	Facility Operation/Maint./Furn.390		36,048		
16R	MA. Comm. For the Blind (MCB)		16S	Teacher (UFR Title 116)	11.20	627,308	16E	Facility General Liability Insurance 390				
17R	MA. Comm. for Deaf & H H (MCD)		17S	Day Care Director (UFR Title 117)			17E	**Total Occupancy**		113,743	69,602	63.4%
18R	MA. Rehabilitation Commission (MRC)		18S	Day Care Lead Teacher (UFR Title 118)			18E	Direct Care Consultant 201				
19R	MA. Off. for Refugees & Immigr.(ORI)		19S	Day Care Teacher (UFR Title 119)			19E	Temporary Help 202				
20R	Dept.of Early Educ. & Care (EEC)-Contract		20S	Day Care Asst. Teacher / Aide (UFR Title 120)			20E	Clients and Caregivers Reimb./Stipends 203				
21R	Dept.of Early Educ. & Care (EEC)-Voucher		21S	Psychologist - Doctorate (UFR Title 122)			21E	Subcontracted Direct Care 206				
22R	Dept of Correction (DOC)		22S	Clinician-(formerly Psych.Masters)(UFR Title 123)	0.10	6,652	22E	Staff Training 204		3,741		
23R	Dept. of Elementary & Secondary Educ. (DOE)		23S	Social Worker - L.I.C.S.W. (UFR Title 124)	1.00	56,923	23E	Staff Mileage / Travel 205		687		
24R	Parole Board (PAR)		24S	Social Worker - L.C.S.W., L.S.W (UFR Title 125 & 126)			24E	Meals 207				
25R	Veteran's Services (VET)		25S	Licensed Counselor (UFR Title 127)			25E	Client Transportation 208				
26R	Ex. Off. of Elder Affairs (ELD)		26S	Cert. Voc. Rehab. Counselor (UFR Title 128)			26E	Vehicle Expenses 208		3,717		
27R	Div.of Housing & Community Develop(OCD)		27S	Cert. Alch. &/or Drug Abuse Counselor (UFR Title 129)			27E	Vehicle Depreciation 208				
28R	POS Subcontract		28S	Counselor (UFR Title 130)	0.40	23,638	28E	Incidental Medical /Medicine/Pharmacy 209				
29R	Other Mass. State Agency POS		29S	Case Worker / Manager - Masters (UFR Title 131)			29E	Client Personal Allowances 211				
30R	Mass State Agency Non - POS		30S	Case Worker / Manager (UFR Title 132)			30E	Provision Material Goods/Svs./Benefits 212				
31R	Mass. Local Govt/Quasi-Govt. Entities	1,819,071	31S	Direct Care / Prog. Staff Superv. (UFR Title 133)			31E	Direct Client Wages 214		3,510		
32R	Non-Mass. State/Local Government	108,193	32S	Direct Care / Prog. Staff III (UFR Title 134)			32E	Other Commercial Prod. & Svs. 214				
33R	Direct Federal Grants/Contracts		33S	Direct Care / Prog. Staff II (UFR Title 135)			33E	Program Supplies & Materials 215		38,655		
34R	Medicaid - Direct Payments		34S	Direct Care / Prog. Staff I (UFR Title 136)	3.34	58,644	34E	Non Charitable Expenses				
35R	Medicaid - MBHP Subcontract		35S	Prog. Secretarial / Clerical Staff (UFR Title 137)	0.23	12,129	35E	Other Expense		29,299		
36R	Medicare		36S	Maintainence, House/Groundskeeping, Cook 138	0.44	22,299	36E	**Total Other Program Expense**		79,609	90,725	-12.3%
37R	Mass. Govt. Client Stipends		37S	Direct Care / Driver Staff (UFR Title 138)			42E	Other Professional Fees & Other Admin. Exp. 410		27,116		
38R	Client Resources		38S	Direct Care Overtime, Shift Differential and Relief	XXXXXX		43E	Leased Office/Program Office Equip.410,390		475		
39R	Mass. spon.client SF/3rd Pty offsets		39S	**Total Direct Program Staff = 1E**	19.68	997,465	44E	Office Equipment Depreciation 410				
40R	Other Publicly sponsored client offsets						48E	Program Support 216				
41R	Private Client Fees (excluding 3rd Pty)			**SERVICE STATISTICS**			49E	Professional Insurance 410				
42R	Private Client 3rd Pty/other offsets		1SS	**Enter defined unit of service:** STUDENT DAYS			50E	Working Capital Interest 410				
43R	**Total Assistance and Fees**	1,927,264	2SS	**Enter total unit capacity:**			51E	**Total Direct Administrative Expense**		27,591	29,000	-4.9%
44R	Federated Fundraising				Undup # Clients	# service units delivered	52E	Admin (M&G) Reporting Center Allocation		203,408		%
45R	Commercial Activities						53E	**Total Reimbursable Expense**		1,600,777	1,181,320	35.5%
46R	Non-Charitable Revenue		3SS	OSD's Program — Publicly sponsored clients:	70	9,795	54E	Direct State/Federal Non-Reimbursable Expense		287,508		%
47R	Investment Revenue		4SS	Performance Report (D-1 — Privately sponsored clients:			55E	Allocation of State/Fed Non-Reimbursable Expense				
48R	Other Revenue	287,508	5SS	Internet filing system) — Free Care clients:			56E	**TOTAL EXPENSE**		1,888,285	1,320,591	43.0%
49R	Allocated Admin (M&G) Revenue		6SS	suspended for FY '08 — **Total:**	70	9,795	57E	**TOTAL REVENUE = 53R**		2,214,782	1,706,075	29.8%
50R	Released Net Assets-Program		7SS	filings.			58E	**OPERATING RESULTS**		326,497	525,430	
51R	Released Net Assets-Equipment						CRE	Preliminary Calculation of Cost Reimb. Excess Rev. *				* (subject to OSD adjustment)
52R	Released Net Assets-Time											
53R	**Total Revenue = 57E**	2,214,782										

MASSACHUSETTS CONTRACT INFORMATION

	Dept	Contract ID -11 Characters	MMARS Code	
1C				X
2C				X
3C				X
4C				X
5C				X

SUBCONTRACTED DIRECT CARE EXPENSE DETAIL

	Subcontractor Name	FEIN	Expense Amt.
1SDC			
2SDC			
3SDC			
4SDC			
5SDC			

Comm. Of MA Surplus Rev. Retention Share

POS SUBCONTRACT INFORMATION

	State Dept	Payor Name	Payor's FEIN
1PS			
2PS			
3PS			

NON-REIMBURSABLE EXPENSE DETAIL

			Description
1N	Direct Employee Compensation & Related Exp.	287,508	MA Teachers' & State Employees' Retirement Systems on-b
2N	Direct Occupancy		
3N	Direct Other Program/Operating		
4N	Direct Subcontract Expense		
5N	Direct Administrative Expense		
6N	Direct Other Expense		
7N	Direct Depreciation		
8N	Total Direct Non-Reimbursable (Tie to 54E)	287,508	
9N	Total Direct and Allocated Non-Reimb. (54E+55E)	287,508	
10N	Eligible Non-Reimbursable Exp. Revenue Offsets	287,508	
11N	Capital Budget Revenue Adjustment		
12N	Excess of Non-Reimbursable Expense Over Offsets		

(Any Excess of Non-Reimbursable Expense over Eligible Revenue Offsets is subject to recoupment where the program is purchased by the Commonwealth and must be recognized as a liability on the Financial Statements.)

PREPARER COMMENTS:

Draft

ORGANIZATION: VALLEY COLLABORATIVE

PROGRAM SUPPLEMENTAL INFORMATION SCHEDULE B - Unaudited

FY END: 6/30/2017 **FEIN:** 043121303

UFR Program Number: NPO **Program Name:** HIGH SCHOOL-ALTERNATIVE **Description:** ALTERNATIVE VOCATIONA **Catalog of Federal Domestic Assistance #:** B

http://www.cfda.gov/default.htm

***Program Type:** N/A **Program Address:** 40 LINNELL CIRCLE (Number/Street) BILLERICA (City) MA (State) 01821 (Zipcode) # Weeks operated during audit period: 42.00 Hours per week: 40.00

***Note to Readers:** This schedule should be read in context with F.S. Notes and all other UFR information. In many instances the presence of significant planned to actual variances or non-reimbursable expenses (e.g., In-Kind donations) may be appropriate and desirable.*

*** Program Type codes:** 21 = SPED; 22 = HCFP/Medicaid Class Rate; 23 = Negotiated Unit Rate; 24 = Negotiated Accomodations Rate; 25= Non-negotiated Accomodations Rate; 26 = Other Non-negotiated Unit Rate; 27 = Cost Reimbursement; NA = Not Applicable

	REVENUE			STAFFING_# hours/yr = 1.00 FTE:	1680	FTE	Salary/Wage		EXPENSE - ACTUAL/PLANNED	FTE	Actual	Planned	% Var
1R	Contrib., Gifts, Leg., Bequests, Spec. Ev.		1S	Program Director (UFR Title 102)		1.00	95,652	2E	**Total Direct Program Staff = 39S**	16.63	825,708	944,091	-12.5%
2R	Gov. In-Kind/Capital Budget		2S	Program Function Manager (UFR Title 101)		1.00	71,727	2E	Chief Executive Officer				
3R	Private IN-Kind		3S	Asst. Program Director (UFR Title 103)				3E	Chief Financial Officer				
4R	**Total Contribution and In-Kind**		4S	Supervising Professional (UFR Title 104)				4E	Accting/Clerical Support				
5R	Mass Gov. Grant		5S	Physician & Psychiatrist (UFR Title 105 & 121)				5E	Admin Maint/House-Grndskeeping				
6R	Other Grant (exclud. Fed.Direct)		6S	Physician Asst. (UFR Title 106)				6E	**Total Admin Employee**				
7R	**Total Grants**		7S	N. Midwife, N.P., Psych N.,N.A., R.N.- MA (Title 107)				7E	Commerical products & Svs/Mkting				
8R	Dept. of Mental Health (DMH)		8S	R.N. - Non Masters (UFR Title 108)		0.35	21,666	8E	**Total FTE/Salary/Wages**	16.63	825,708		
9R	Dept.of Developmental Services(DDS/DMR)		9S	L.P.N. (UFR Title 109)				9E	Payroll Taxes 150		15,474		
10R	Dept. of Public Health (DPH)		10S	Pharmacist (UFR Title 110)				10E	Fringe Benefits 151		137,950		
11R	Dept.of Children and Families (DCF/DSS)		11S	Occupational Therapist (UFR Title 111)		0.10	3,400	11E	Accrual Adjustments		3,737		
12R	Dept. of Transitional Assist (DTA/WEL)		12S	Physical Therapist (UFR Title 112)				12E	**Total Employee Compensation & Rel. Exp.**		982,869	1,163,526	-15.5%
13R	Dept. of Youth Services (DYS)		13S	Speech / Lang. Pathol., Audiologist (UFR Title 113)		0.10	5,545	13E	Facility and Prog. Equip.Expenses 301,390		3,626		
14R	Health Care Fin & Policy (HCF)-Contract		14S	Dietician / Nutritionist (UFR Title 114)				14E	Facility & Prog. Equip. Depreciation 301		82,366		
15R	Health Care Fin & Policy (HCF)-UCP		15S	Spec. Education Teacher (UFR Title 115)				15E	Facility Operation/Maint./Furn.390		43,253		
16R	MA. Comm. For the Blind (MCB)		16S	Teacher (UFR Title 116)		4.20	211,155	16E	Facility General Liability Insurance 390				
17R	MA. Comm. for Deaf & H H (MCD)		17S	Day Care Director (UFR Title 117)				17E	**Total Occupancy**		129,245	80,000	61.6%
18R	MA. Rehabilitation Commission (MRC)		18S	Day Care Lead Teacher (UFR Title 118)				18E	Direct Care Consultant 201				
19R	MA. Off. for Refugees & Immigr.(ORI)		19S	Day Care Teacher (UFR Title 119)				19E	Temporary Help 202				
20R	Dept.of Early Educ. & Care (EEC)-Contract		20S	Day Care Asst. Teacher / Aide (UFR Title 120)				20E	Clients and Caregivers Reimb./Stipends 203				
21R	Dept.of Early Educ. & Care (EEC)-Voucher		21S	Psychologist - Doctorate (UFR Title 122)				21E	Subcontracted Direct Care 206				
22R	Dept of Correction (DOC)		22S	Clinician-(formerly Psych.Masters)(UFR Title 123)				22E	Staff Training 204		6,139		
23R	Dept. of Elementary & Secondary Educ. (DOE)		23S	Social Worker - L.I.C.S.W. (UFR Title 124)		1.00	74,465	23E	Staff Mileage / Travel 205		146		
24R	Parole Board (PAR)		24S	Social Worker - L.C.S.W., L.S.W (UFR Title 125 & 126)				24E	Meals 207				
25R	Veteran's Services (VET)		25S	Licensed Counselor (UFR Title 127)				25E	Client Transportation 208				
26R	Ex. Off. of Elder Affairs (ELD)		26S	Cert. Voc. Rehab. Counselor (UFR Title 128)				26E	Vehicle Expenses 208		15,901		
27R	Div.of Housing & Community Develop(OCD)		27S	Cert. Alch. &/or Drug Abuse Counselor (UFR Title 129)				27E	Vehicle Depreciation 208				
28R	POS Subcontract		28S	Counselor (UFR Title 130)		0.40	23,638	28E	Incidental Medical /Medicine/Pharmacy 209				
29R	Other Mass. State Agency POS		29S	Case Worker / Manager - Masters (UFR Title 131)				29E	Client Personal Allowances 211				
30R	Mass State Agency Non - POS		30S	Case Worker / Manager (UFR Title 132)				30E	Provision Material Goods/Svs./Benefits 212				
31R	Mass. Local Govt/Quasi-Govt. Entities	1,823,427	31S	Direct Care / Prog. Staff Superv. (UFR Title 133)				31E	Direct Client Wages 214		77,535		
32R	Non-Mass. State/Local Government	165,982	32S	Direct Care / Prog. Staff III (UFR Title 134)				32E	Other Commercial Prod. & Svs. 214				
33R	Direct Federal Grants/Contracts		33S	Direct Care / Prog. Staff II (UFR Title 135)				33E	Program Supplies & Materials 215		59,575		
34R	Medicaid - Direct Payments		34S	Direct Care / Prog. Staff I (UFR Title 136)		7.74	280,421	34E	Non Charitable Expenses				
35R	Medicaid - MBHP Subcontract		35S	Prog. Secretarial / Clerical Staff (UFR Title 137)		0.23	12,129	35E	Other Expense		17,358		
36R	Medicare		36S	Maintainence, House/Groundskeeping, Cook 138		0.51	25,904	36E	**Total Other Program Expense**		176,654	255,700	-30.9%
37R	Mass. Govt. Client Stipends		37S	Direct Care / Driver Staff (UFR Title 138)				42E	Other Professional Fees & Other Admin. Exp. 410		31,008		
38R	Client Resources		38S	Direct Care Overtime, Shift Differential and Relief		XXXXXX		43E	Leased Office/Program Office Equip.410,390		5,964		
39R	Mass. spon.client SF/3rd Pty offsets		39S	**Total Direct Program Staff = 1E**		16.63	825,708	44E	Office Equipment Depreciation 410				
40R	Other Publicly sponsored client offsets							48E	Program Support 216				
41R	Private Client Fees (excluding 3rd Pty)							49E	Professional Insurance 410				
42R	Private Client 3rd Pty/other offsets		1SS	**Enter defined unit of service:**	STUDENT DAYS			50E	Working Capital Interest 410				
43R	**Total Assistance and Fees**	1,989,409	2SS	**Enter total unit capacity:**				51E	**Total Direct Administrative Expense**		369,729	295,750	24.9%
44R	Federated Fundraising					Undup # Clients	# service units delivered	52E	Admin (M&G) Reporting Center Allocation		192,981		%
45R	Commercial Activities	13,982						53E	**Total Reimbursable Expense**		1,518,721	1,528,976	-0.7%
46R	Non-Charitable Revenue		3SS	OSD's Program	Publicly sponsored clients:	82	9,525	54E	Direct State/Federal Non-Reimbursable Expense		238,001		%
47R	Investment Revenue		4SS	Performance Report (D-1	Privately sponsored clients:			55E	Allocation of State/Fed Non-Reimbursable Expense				
48R	Other Revenue	238,001	5SS	Internet filing system)	Free Care clients:			56E	**TOTAL EXPENSE**		1,756,722	1,528,976	14.9%
49R	Allocated Admin (M&G) Revenue		6SS	suspended for FY '08	**Total:**	82	9,525	57E	**TOTAL REVENUE = 53R**		2,241,350	2,179,000	2.9%
50R	Released Net Assets-Program		7SS	filings.				58E	**OPERATING RESULTS**		484,628	650,024	
51R	Released Net Assets-Equipment							CRE	Preliminary Calculation of Cost Reimb. Excess Rev. *			* (subject to OSD adjustment)	
52R	Released Net Assets-Time												
53R	**Total Revenue = 57E**	2,241,350											

MASSACHUSETTS CONTRACT INFORMATION

	Dept	Contract ID -11 Characters	MMARS Code	
1C				X
2C				X
3C				X
4C				X
5C				X

SUBCONTRACTED DIRECT CARE EXPENSE DETAIL

	Subcontractor Name	FEIN	Expense Amt.
1SDC			
2SDC			
3SDC			
4SDC			
5SDC			

Comm. Of MA Surplus Rev. Retention Share

POS SUBCONTRACT INFORMATION

	State Dept	Payor Name	Payor's FEIN
1PS			
2PS			
3PS			

NON-REIMBURSABLE EXPENSE DETAIL

			Description
1N	Direct Employee Compensation & Related Exp.	238,001	MA Teachers' & State Employees' Retirement Systems on-b
2N	Direct Occupancy		
3N	Direct Other Program/Operating		
4N	Direct Subcontract Expense		
5N	Direct Administrative Expense		
6N	Direct Other Expense		
7N	Direct Depreciation		
8N	Total Direct Non-Reimbursable (Tie to 54E)	238,001	
9N	Total Direct and Allocated Non-Reimb. (54E+55E)	238,001	
10N	Eligible Non-Reimbursable Exp. Revenue Offsets	25,198	
11N	Capital Budget Revenue Adjustment		
12N	Excess of Non-Reimbursable Expense Over Offsets	(13,982)	

(Any Excess of Non-Reimbursable Expense over Eligible Revenue Offsets is subject to recoupment where the program is purchased by the Commonwealth and must be recognized as a liability on the Financial Statements.)

PREPARER COMMENTS:

Draft

ORGANIZATION: VALLEY COLLABORATIVE **PROGRAM SUPPLEMENTAL INFORMATION SCHEDULE B - Unaudited** **FY END:** 6/30/2017 **FEIN:** 043121303

UFR Program Number: NPO **Program Name:** MIDDLE SCHOOL - ALTERN. **Description:** ALTERNATIVE MIDDLE **Catalog of Federal Domestic Assistance #:** B
http://www.cfda.gov/default.htm

***Program Type:** N/A **Program Address:** 40 LINNELL CIRCLE (Number/Street) BILLERICA (City) MA (State) 01821 (Zipcode) # Weeks operated during audit period: 42.00 Weeks/Year: 40.00

***Note to Readers:** This schedule should be read in context with F.S. Notes and all other UFR information. In many instances the presence of significant planned to actual variances or non-reimbursable expenses (e.g., In-Kind donations) may be appropriate and desirable.*

*** Program Type codes:** 21 = SPED; 22 = HCFP/Medicaid Class Rate; 23 = Negotiated Unit Rate; 24 = Negotiated Accomodations Rate; 25= Non-negotiated Accomodations Rate; 26 = Other Non-negotiated Unit Rate; 27 = Cost Reimbursement; NA = Not Applicable

	REVENUE			STAFFING_# hours/yr = 1.00 FTE: 1680	FTE	Salary/Wage		EXPENSE - ACTUAL/PLANNED	FTE	Actual	Planned	% Var
1R	Contrib., Gifts, Leg., Bequests, Spec. Ev.		1S	Program Director (UFR Title 102)			1E	**Total Direct Program Staff = 39S**	0.73	48,586	40,165	21.0%
2R	Gov. In-Kind/Capital Budget		2S	Program Function Manager (UFR Title 101)			2E	Chief Executive Officer				
3R	Private IN-Kind		3S	Asst. Program Director (UFR Title 103)			3E	Chief Financial Officer				
4R	**Total Contribution and In-Kind**		4S	Supervising Professional (UFR Title 104)			4E	Accting/Clerical Support				
5R	Mass Gov. Grant		5S	Physician & Psychiatrist (UFR Title 105 & 121)			5E	Admin Maint/House-Grndskeeping				
6R	Other Grant (exclud. Fed.Direct)		6S	Physician Asst. (UFR Title 106)			6E	**Total Admin Employee**				
7R	**Total Grants**		7S	N. Midwife, N.P., Psych N.,N.A., R.N.- MA (Title 107)			7E	Commerical products & Svs/Mkting				
8R	Dept. of Mental Health (DMH)		8S	R.N. - Non Masters (UFR Title 108)			8E	**Total FTE/Salary/Wages**	0.73	48,586		
9R	Dept.of Developmental Services(DDS/DMR)		9S	L.P.N. (UFR Title 109)			9E	Payroll Taxes 150		910		
10R	Dept. of Public Health (DPH)		10S	Pharmacist (UFR Title 110)			10E	Fringe Benefits 151		6,367		
11R	Dept.of Children and Families (DCF/DSS)		11S	Occupational Therapist (UFR Title 111)			11E	Accrual Adjustments		(5,859)		
12R	Dept. of Transitional Assist (DTA/WEL)		12S	Physical Therapist (UFR Title 112)	0.13	8,902	12E	**Total Employee Compensation & Rel. Exp.**		50,004	48,768	2.5%
13R	Dept. of Youth Services (DYS)		13S	Speech / Lang. Pathol., Audiologist (UFR Title 113)			13E	Facility and Prog. Equip.Expenses 301,390				
14R	Health Care Fin & Policy (HCF)-Contract		14S	Dietician / Nutritionist (UFR Title 114)			14E	Facility & Prog. Equip. Depreciation 301		6,067		
15R	Health Care Fin & Policy (HCF)-UCP		15S	Spec. Education Teacher (UFR Title 115)			15E	Facility Operation/Maint./Furn.390		889		
16R	MA. Comm. For the Blind (MCB)		16S	Teacher (UFR Title 116)			16E	Facility General Liability Insurance 390				
17R	MA. Comm. for Deaf & H H (MCD)		17S	Day Care Director (UFR Title 117)			17E	**Total Occupancy**		6,956	17,500	-60.3%
18R	MA. Rehabilitation Commission (MRC)		18S	Day Care Lead Teacher (UFR Title 118)			18E	Direct Care Consultant 201				
19R	MA. Off. for Refugees & Immigr.(ORI)		19S	Day Care Teacher (UFR Title 119)			19E	Temporary Help 202				
20R	Dept.of Early Educ. & Care (EEC)-Contract		20S	Day Care Asst. Teacher / Aide (UFR Title 120)			20E	Clients and Caregivers Reimb./Stipends 203				
21R	Dept.of Early Educ. & Care (EEC)-Voucher		21S	Psychologist - Doctorate (UFR Title 122)			21E	Subcontracted Direct Care 206				
22R	Dept of Correction (DOC)		22S	Clinician-(formerly Psych.Masters)(UFR Title 123)			22E	Staff Training 204		1,675		
23R	Dept. of Elementary & Secondary Educ. (DOE)		23S	Social Worker - L.I.C.S.W. (UFR Title 124)			23E	Staff Mileage / Travel 205		137		
24R	Parole Board (PAR)		24S	Social Worker - L.C.S.W., L.S.W (UFR Title 125 & 126)			24E	Meals 207				
25R	Veteran's Services (VET)		25S	Licensed Counselor (UFR Title 127)			25E	Client Transportation 208				
26R	Ex. Off. of Elder Affairs (ELD)		26S	Cert. Voc. Rehab. Counselor (UFR Title 128)			26E	Vehicle Expenses 208		2,824		
27R	Div.of Housing & Community Develop(OCD)		27S	Cert. Alch. &/or Drug Abuse Counselor (UFR Title 129)			27E	Vehicle Depreciation 208				
28R	POS Subcontract		28S	Counselor (UFR Title 130)	0.60	39,682	28E	Incidental Medical /Medicine/Pharmacy 209				
29R	Other Mass. State Agency POS		29S	Case Worker / Manager - Masters (UFR Title 131)			29E	Client Personal Allowances 211				
30R	Mass State Agency Non - POS		30S	Case Worker / Manager (UFR Title 132)			30E	Provision Material Goods/Svs./Benefits 212				
31R	Mass. Local Govt/Quasi-Govt. Entities	16,338	31S	Direct Care / Prog. Staff Superv. (UFR Title 133)			31E	Direct Client Wages 214				
32R	Non-Mass. State/Local Government		32S	Direct Care / Prog. Staff III (UFR Title 134)			32E	Other Commercial Prod. & Svs. 214				
33R	Direct Federal Grants/Contracts		33S	Direct Care / Prog. Staff II (UFR Title 135)			33E	Program Supplies & Materials 215		4,783		
34R	Medicaid - Direct Payments		34S	Direct Care / Prog. Staff I (UFR Title 136)			34E	Non Charitable Expenses				
35R	Medicaid - MBHP Subcontract		35S	Prog. Secretarial / Clerical Staff (UFR Title 137)			35E	Other Expense				
36R	Medicare		36S	Maintainence, House/Groundskeeping, Cook 138			36E	**Total Other Program Expense**		9,419	19,500	-51.7%
37R	Mass. Govt. Client Stipends		37S	Direct Care / Driver Staff (UFR Title 138)			42E	Other Professional Fees & Other Admin. Exp. 410		1,085		
38R	Client Resources		38S	Direct Care Overtime, Shift Differential and Relief	XXXXXX		43E	Leased Office/Program Office Equip.410,390		12		
39R	Mass. spon.client SF/3rd Pty offsets		39S	**Total Direct Program Staff = 1E**	0.73	48,586	44E	Office Equipment Depreciation 410				
40R	Other Publicly sponsored client offsets						48E	Program Support 216				
41R	Private Client Fees (excluding 3rd Pty)						49E	Professional Insurance 410				
42R	Private Client 3rd Pty/other offsets						50E	Working Capital Interest 410				
43R	**Total Assistance and Fees**	16,338					51E	**Total Direct Administrative Expense**		1,097	11,000	-90.0%
44R	Federated Fundraising						52E	Admin (M&G) Reporting Center Allocation		9,822		%
45R	Commercial Activities						53E	**Total Reimbursable Expense**		77,298	96,768	-20.1%
46R	Non-Charitable Revenue						54E	Direct State/Federal Non-Reimbursable Expense		14,004		%
47R	Investment Revenue						55E	Allocation of State/Fed Non-Reimbursable Expense				
48R	Other Revenue	14,004					56E	**TOTAL EXPENSE**		91,302	96,768	-5.6%
49R	Allocated Admin (M&G) Revenue						57E	**TOTAL REVENUE = 53R**		30,342	40,000	-24.1%
50R	Released Net Assets-Program						58E	**OPERATING RESULTS**		(60,960)	(56,768)	
51R	Released Net Assets-Equipment						CRE	Preliminary Calculation of Cost Reimb. Excess Rev. *			* (subject to OSD adjustment)	
52R	Released Net Assets-Time											
53R	**Total Revenue = 57E**	30,342										

SERVICE STATISTICS

		Undup # Clients	# service units delivered
1SS	**Enter defined unit of service:**		
2SS	**Enter total unit capacity:**		
3SS	OSD's Program — Publicly sponsored clients:		
4SS	Performance Report (D-1 — Privately sponsored clients:		
5SS	Internet filing system) — Free Care clients:		
6SS	suspended for FY '08 — **Total:**		
7SS	filings.		

SUBCONTRACTED DIRECT CARE EXPENSE DETAIL

	Subcontractor Name	FEIN	Expense Amt.
1SDC			
2SDC			
3SDC			
4SDC			
5SDC			

Comm. Of MA Surplus Rev. Retention Share

MASSACHUSETTS CONTRACT INFORMATION

	Dept	Contract ID -11 Characters	MMARS Code	
1C				X
2C				X
3C				X
4C				X
5C				X

POS SUBCONTRACT INFORMATION

	State Dept	Payor Name	Payor's FEIN
1PS			
2PS			
3PS			

NON-REIMBURSABLE EXPENSE DETAIL

			Description
1N	Direct Employee Compensation & Related Exp.	14,004	MA Teachers' & State Employees' Retirement Systems on-b
2N	Direct Occupancy		
3N	Direct Other Program/Operating		
4N	Direct Subcontract Expense		
5N	Direct Administrative Expense		
6N	Direct Other Expense		
7N	Direct Depreciation		
8N	Total Direct Non-Reimbursable (Tie to 54E)	14,004	
9N	Total Direct and Allocated Non-Reimb. (54E+55E)	14,004	
10N	Eligible Non-Reimbursable Exp. Revenue Offsets	14,004	
11N	Capital Budget Revenue Adjustment		
12N	Excess of Non-Reimbursable Expense Over Offsets		

(Any Excess of Non-Reimbursable Expense over Eligible Revenue Offsets is subject to recoupment where the program is purchased by the Commonwealth and must be recognized as a liability on the Financial Statements.)

PREPARER COMMENTS:

Draft

ORGANIZATION: VALLEY COLLABORATIVE **PROGRAM SUPPLEMENTAL INFORMATION SCHEDULE B - Unaudited** **FY END:** 6/30/2017 **FEIN:** 043121303

UFR Program Number: 01-5 **Program Name:** OVER 22 PROGRAM **Description:** YOUNG ADULT WORKPLAC **Catalog of Federal Domestic Assistance #:** B
http://www.cfda.gov/default.htm

***Program Type:** 23 **Program Address:** 25 LINNELL CIRCLE (Number/Street) BILLERICA (City) MA (State) 01821 (Zipcode) # Weeks operated during audit period: 52.00 # Weeks /52

***Note to Readers:** This schedule should be read in context with F.S. Notes and all other UFR information. In many instances the presence of significant planned to actual variances or non-reimbursable expenses (e.g., In-Kind donations) may be appropriate and desirable.*

*** Program Type codes:** 21 = SPED; 22 = HCFP/Medicaid Class Rate; 23 = Negotiated Unit Rate; 24 = Negotiated Accomodations Rate; 25= Non-negotiated Accomodations Rate; 26 = Other Non-negotiated Unit Rate; 27 = Cost Reimbursement; NA = Not Applicable

	REVENUE			STAFFING_# hours/yr = 1.00 FTE: 2080	FTE	Salary/Wage		EXPENSE - ACTUAL/PLANNED	FTE	Actual	Planned	% Var
1R	Contrib., Gifts, Leg., Bequests, Spec. Ev.		1S	Program Director (UFR Title 102)			1E	**Total Direct Program Staff = 39S**	27.61	1,028,995	888,995	15.7%
2R	Gov. In-Kind/Capital Budget		2S	Program Function Manager (UFR Title 101)	2.20	143,838	2E	Chief Executive Officer				
3R	Private IN-Kind		3S	Asst. Program Director (UFR Title 103)			3E	Chief Financial Officer				
4R	**Total Contribution and In-Kind**		4S	Supervising Professional (UFR Title 104)			4E	Accting/Clerical Support				
5R	Mass Gov. Grant		5S	Physician & Psychiatrist (UFR Title 105 & 121)			5E	Admin Maint/House-Grndskeeping				
6R	Other Grant (exclud. Fed.Direct)		6S	Physician Asst. (UFR Title 106)			6E	**Total Admin Employee**				
7R	**Total Grants**		7S	N. Midwife, N.P., Psych N.,N.A., R.N.- MA (Title 107)			7E	Commerical products & Svs/Mkting				
8R	Dept. of Mental Health (DMH)		8S	R.N. - Non Masters (UFR Title 108)	2.11	101,193	8E	**Total FTE/Salary/Wages**	27.61	1,028,995		
9R	Dept.of Developmental Services(DDS/DMR)	1,782,695	9S	L.P.N. (UFR Title 109)			9E	Payroll Taxes 150		19,283		
10R	Dept. of Public Health (DPH)		10S	Pharmacist (UFR Title 110)			10E	Fringe Benefits 151		199,812		
11R	Dept.of Children and Families (DCF/DSS)		11S	Occupational Therapist (UFR Title 111)			11E	Accrual Adjustments		3,278		
12R	Dept. of Transitional Assist (DTA/WEL)		12S	Physical Therapist (UFR Title 112)			12E	**Total Employee Compensation & Rel. Exp.**		1,251,368	1,106,341	13.1%
13R	Dept. of Youth Services (DYS)		13S	Speech / Lang. Pathol., Audiologist (UFR Title 113)			13E	Facility and Prog. Equip.Expenses 301,390		87,014		
14R	Health Care Fin & Policy (HCF)-Contract		14S	Dietician / Nutritionist (UFR Title 114)			14E	Facility & Prog. Equip. Depreciation 301		95,099		
15R	Health Care Fin & Policy (HCF)-UCP		15S	Spec. Education Teacher (UFR Title 115)			15E	Facility Operation/Maint./Furn.390		11,701		
16R	MA. Comm. For the Blind (MCB)	15,522	16S	Teacher (UFR Title 116)			16E	Facility General Liability Insurance 390				
17R	MA. Comm. for Deaf & H H (MCD)		17S	Day Care Director (UFR Title 117)			17E	**Total Occupancy**		193,814	170,900	13.4%
18R	MA. Rehabilitation Commission (MRC)	17,761	18S	Day Care Lead Teacher (UFR Title 118)			18E	Direct Care Consultant 201				
19R	MA. Off. for Refugees & Immigr.(ORI)		19S	Day Care Teacher (UFR Title 119)			19E	Temporary Help 202				
20R	Dept.of Early Educ. & Care (EEC)-Contract		20S	Day Care Asst. Teacher / Aide (UFR Title 120)			20E	Clients and Caregivers Reimb./Stipends 203				
21R	Dept.of Early Educ. & Care (EEC)-Voucher		21S	Psychologist - Doctorate (UFR Title 122)			21E	Subcontracted Direct Care 206				
22R	Dept of Correction (DOC)		22S	Clinician-(formerly Psych.Masters)(UFR Title 123)			22E	Staff Training 204		1,116		
23R	Dept. of Elementary & Secondary Educ. (DOE)		23S	Social Worker - L.I.C.S.W. (UFR Title 124)	0.01	562	23E	Staff Mileage / Travel 205		3,323		
24R	Parole Board (PAR)		24S	Social Worker - L.C.S.W., L.S.W (UFR Title 125 & 126)			24E	Meals 207				
25R	Veteran's Services (VET)		25S	Licensed Counselor (UFR Title 127)			25E	Client Transportation 208				
26R	Ex. Off. of Elder Affairs (ELD)		26S	Cert. Voc. Rehab. Counselor (UFR Title 128)			26E	Vehicle Expenses 208		49,422		
27R	Div.of Housing & Community Develop(OCD)		27S	Cert. Alch. &/or Drug Abuse Counselor (UFR Title 129)			27E	Vehicle Depreciation 208				
28R	POS Subcontract		28S	Counselor (UFR Title 130)			28E	Incidental Medical /Medicine/Pharmacy 209				
29R	Other Mass. State Agency POS		29S	Case Worker / Manager - Masters (UFR Title 131)			29E	Client Personal Allowances 211				
30R	Mass State Agency Non - POS		30S	Case Worker / Manager (UFR Title 132)			30E	Provision Material Goods/Svs./Benefits 212				
31R	Mass. Local Govt/Quasi-Govt. Entities	2,411	31S	Direct Care / Prog. Staff Superv. (UFR Title 133)			31E	Direct Client Wages 214		346,540		
32R	Non-Mass. State/Local Government		32S	Direct Care / Prog. Staff III (UFR Title 134)			32E	Other Commercial Prod. & Svs. 214				
33R	Direct Federal Grants/Contracts		33S	Direct Care / Prog. Staff II (UFR Title 135)			33E	Program Supplies & Materials 215		12,255		
34R	Medicaid - Direct Payments		34S	Direct Care / Prog. Staff I (UFR Title 136)	20.20	672,983	34E	Non Charitable Expenses				
35R	Medicaid - MBHP Subcontract		35S	Prog. Secretarial / Clerical Staff (UFR Title 137)	0.30	18,425	35E	Other Expense				
36R	Medicare		36S	Maintainence, House/Groundskeeping, Cook 138	0.09	4,556	36E	**Total Other Program Expense**		412,655	335,550	23.0%
37R	Mass. Govt. Client Stipends		37S	Direct Care / Driver Staff (UFR Title 138)	2.70	87,431	42E	Other Professional Fees & Other Admin. Exp. 410		25,054		
38R	Client Resources		38S	Direct Care Overtime, Shift Differential and Relief	XXXXXX		43E	Leased Office/Program Office Equip.410,390		519		
39R	Mass. spon.client SF/3rd Pty offsets		39S	**Total Direct Program Staff = 1E**	27.61	1,028,995	44E	Office Equipment Depreciation 410				
40R	Other Publicly sponsored client offsets						48E	Program Support 216				
41R	Private Client Fees (excluding 3rd Pty)						49E	Professional Insurance 410				
42R	Private Client 3rd Pty/other offsets		1SS	**Enter defined unit of service:** HOURS			50E	Working Capital Interest 410				
43R	**Total Assistance and Fees**	1,818,215	2SS	**Enter total unit capacity:** 122,145			51E	**Total Direct Administrative Expense**		257,518,750		36.4%
44R	Federated Fundraising				Undup # Clients	# service units delivered	52E	Admin (M&G) Reporting Center Allocation		274,158		%
45R	Commercial Activities	297,831					53E	**Total Reimbursable Expense**		2,157,569,163,154	1,631,541,232	32.2%
46R	Non-Charitable Revenue		3SS	OSD's Program	85	90,408	54E	Direct State/Federal Non-Reimbursable Expense		296,596		%
47R	Investment Revenue		4SS	Performance Report (D-1			55E	Allocation of State/Fed Non-Reimbursable Expense				
48R	Other Revenue	296,596	5SS	Internet filing system)			56E	**TOTAL EXPENSE**		2,454,165,163,154	1,631,541,232	50.4%
49R	Allocated Admin (M&G) Revenue		6SS	suspended for FY '08			57E	**TOTAL REVENUE = 53R**		2,412,742	1,775,000	35.9%
50R	Released Net Assets-Program		7SS	filings.			58E	**OPERATING RESULTS**		(41,423)	143,459	
51R	Released Net Assets-Equipment						CRE	Preliminary Calculation of Cost Reimb. Excess Rev. *				* (subject to OSD adjustment)
52R	Released Net Assets-Time											
53R	**Total Revenue = 57E**	2,412,742										

Publicly sponsored clients: 85 90,408
Privately sponsored clients:
Free Care clients:
Total: 85 90,408

SUBCONTRACTED DIRECT CARE EXPENSE DETAIL

	Subcontractor Name	FEIN	Expense Amt.
1SDC			
2SDC			
3SDC			
4SDC			
5SDC			

Comm. Of MA Surplus Rev. Retention Share (6,358)

MASSACHUSETTS CONTRACT INFORMATION

	Dept	Contract ID -11 Characters	MMARS Code	
1C	DMR	10310308 DDS	318 1	X
2C	DMR	1031037 0D DS	319 6	X
3C	DMR	1031D 326 DDS	316 3	X
4C	DMR	1031035 3D DS	316 8	X
5C		SEEATTACH		X

POS SUBCONTRACT INFORMATION

	State Dept	Payor Name	Payor's FEIN
1PS			
2PS			
3PS			

NON-REIMBURSABLE EXPENSE DETAIL

		Description
1N	Direct Employee Compensation & Related Exp. 296,596	MA Teachers' & State Employees' Retirement Systems on-b
2N	Direct Occupancy	
3N	Direct Other Program/Operating	
4N	Direct Subcontract Expense	
5N	Direct Administrative Expense	
6N	Direct Other Expense	
7N	Direct Depreciation	
8N	Total Direct Non-Reimbursable (Tie to 54E) 296,596	
9N	Total Direct and Allocated Non-Reimb. (54E+55E) 296,596	
10N	Eligible Non-Reimbursable Exp. Revenue Offsets 594,427	
11N	Capital Budget Revenue Adjustment	
12N	Excess of Non-Reimbursable Expense Over Offsets (297,831)	

(Any Excess of Non-Reimbursable Expense over Eligible Revenue Offsets is subject to recoupment where the program is purchased by the Commonwealth and must be recognized as a liability on the Financial Statements.)

PREPARER COMMENTS:

Draft

ORGANIZATION: VALLEY COLLABORATIVE **PROGRAM SUPPLEMENTAL INFORMATION SCHEDULE B - Unaudited** **FY END:** 6/30/2017 **FEIN:** 043121303

UFR Program Number: NPO **Program Name:** ELEMENTARY SCHOOL-ELEMENTA **Description:** ELEMENTARY BEHAVIORA **Catalog of Federal Domestic Assistance #:** B

http://www.cfda.gov/default.htm

***Program Type:** N/A **Program Address:** 135 COBURN ROAD (Number/Street) TYNGSBOROUGH (City) MA (State) 01879 (Zipcode) # Weeks operated during audit period: 42.00 Hours /week: 40.00

***Note to Readers:** This schedule should be read in context with F.S. Notes and all other UFR information. In many instances the presence of significant planned to actual variances or non-reimbursable expenses (e.g., In-Kind donations) may be appropriate and desirable.*

*** Program Type codes:** 21 = SPED; 22 = HCFP/Medicaid Class Rate; 23 = Negotiated Unit Rate; 24 = Negotiated Accomodations Rate; 25= Non-negotiated Accomodations Rate; 26 = Other Non-negotiated Unit Rate; 27 = Cost Reimbursement; NA = Not Applicable

	REVENUE			STAFFING_# hours/yr = 1.00 FTE: 1680	FTE	Salary/Wage		EXPENSE - ACTUAL/PLANNED	FTE	Actual	Planned	% Var
1R	Contrib., Gifts, Leg., Bequests, Spec. Ev.		1S	Program Director (UFR Title 102)	1.00	88,26	71E	**Total Direct Program Staff = 39S**	70.65	2,854,554	2,444,517	16.9%
2R	Gov. In-Kind/Capital Budget		2S	Program Function Manager (UFR Title 101)			2E	Chief Executive Officer				
3R	Private IN-Kind		3S	Asst. Program Director (UFR Title 103)			3E	Chief Financial Officer				
4R	**Total Contribution and In-Kind**		4S	Supervising Professional (UFR Title 104)			4E	Accting/Clerical Support				
5R	Mass Gov. Grant		5S	Physician & Psychiatrist (UFR Title 105 & 121)			5E	Admin Maint/House-Grndskeeping				
6R	Other Grant (exclud. Fed.Direct)		6S	Physician Asst. (UFR Title 106)			6E	**Total Admin Employee**				
7R	**Total Grants**		7S	N. Midwife, N.P., Psych N.,N.A., R.N.- MA (Title 107)			7E	Commerical products & Svs/Mkting				
8R	Dept. of Mental Health (DMH)		8S	R.N. - Non Masters (UFR Title 108)	1.10	56,05	78E	**Total FTE/Salary/Wages**	70.65	2,854,554		
9R	Dept.of Developmental Services(DDS/DMR)		9S	L.P.N. (UFR Title 109)			9E	Payroll Taxes 150		53,494		
10R	Dept. of Public Health (DPH)		10S	Pharmacist (UFR Title 110)			10E	Fringe Benefits 151		47,263		
11R	Dept.of Children and Families (DCF/DSS)		11S	Occupational Therapist (UFR Title 111)	3.00	220,940	11E	Accrual Adjustments		1,571		
12R	Dept. of Transitional Assist (DTA/WEL)		12S	Physical Therapist (UFR Title 112)	0.25	22,514	12E	**Total Employee Compensation & Rel. Exp.**		3,386,882,985,751	3.4%	
13R	Dept. of Youth Services (DYS)		13S	Speech / Lang. Pathol., Audiologist (UFR Title 113)	3.00	217,334	13E	Facility and Prog. Equip.Expenses 301,390		272,950		
14R	Health Care Fin & Policy (HCF)-Contract		14S	Dietician / Nutritionist (UFR Title 114)			14E	Facility & Prog. Equip. Depreciation 301		63,480		
15R	Health Care Fin & Policy (HCF)-UCP		15S	Spec. Education Teacher (UFR Title 115)			15E	Facility Operation/Maint./Furn.390		13,711		
16R	MA. Comm. For the Blind (MCB)		16S	Teacher (UFR Title 116)	15.30	848,246	16E	Facility General Liability Insurance 390				
17R	MA. Comm. for Deaf & H H (MCD)		17S	Day Care Director (UFR Title 117)			17E	**Total Occupancy**		350,141	325,950	7.4%
18R	MA. Rehabilitation Commission (MRC)		18S	Day Care Lead Teacher (UFR Title 118)			18E	Direct Care Consultant 201				
19R	MA. Off. for Refugees & Immigr.(ORI)		19S	Day Care Teacher (UFR Title 119)			19E	Temporary Help 202				
20R	Dept.of Early Educ. & Care (EEC)-Contract		20S	Day Care Asst. Teacher / Aide (UFR Title 120)			20E	Clients and Caregivers Reimb./Stipends 203				
21R	Dept.of Early Educ. & Care (EEC)-Voucher		21S	Psychologist - Doctorate (UFR Title 122)			21E	Subcontracted Direct Care 206				
22R	Dept of Correction (DOC)		22S	Clinician-(formerly Psych.Masters)(UFR Title 123)	4.00	278,992	22E	Staff Training 204		23,434		
23R	Dept. of Elementary & Secondary Educ. (DOE)		23S	Social Worker - L.I.C.S.W. (UFR Title 124)	3.00	212,082	23E	Staff Mileage / Travel 205		4,383		
24R	Parole Board (PAR)		24S	Social Worker - L.C.S.W., L.S.W (UFR Title 125 & 126)			24E	Meals 207				
25R	Veteran's Services (VET)		25S	Licensed Counselor (UFR Title 127)			25E	Client Transportation 208				
26R	Ex. Off. of Elder Affairs (ELD)		26S	Cert. Voc. Rehab. Counselor (UFR Title 128)			26E	Vehicle Expenses 208		6,823		
27R	Div.of Housing & Community Develop(OCD)		27S	Cert. Alch. &/or Drug Abuse Counselor (UFR Title 129)			27E	Vehicle Depreciation 208				
28R	POS Subcontract		28S	Counselor (UFR Title 130)	1.00	53,386	28E	Incidental Medical /Medicine/Pharmacy 209				
29R	Other Mass. State Agency POS		29S	Case Worker / Manager - Masters (UFR Title 131)			29E	Client Personal Allowances 211				
30R	Mass State Agency Non - POS		30S	Case Worker / Manager (UFR Title 132)			30E	Provision Material Goods/Svs./Benefits 212				
31R	Mass. Local Govt/Quasi-Govt. Entities	4,212,193	31S	Direct Care / Prog. Staff Superv. (UFR Title 133)			31E	Direct Client Wages 214				
32R	Non-Mass. State/Local Government	846,353	32S	Direct Care / Prog. Staff III (UFR Title 134)			32E	Other Commercial Prod. & Svs. 214		55,307		
33R	Direct Federal Grants/Contracts		33S	Direct Care / Prog. Staff II (UFR Title 135)			33E	Program Supplies & Materials 215		115,486		
34R	Medicaid - Direct Payments		34S	Direct Care / Prog. Staff I (UFR Title 136)	37.20	786,353	34E	Non Charitable Expenses				
35R	Medicaid - MBHP Subcontract		35S	Prog. Secretarial / Clerical Staff (UFR Title 137)	1.80	70,373	35E	Other Expense		26,842		
36R	Medicare		36S	Maintainence, House/Groundskeeping, Cook 138			36E	**Total Other Program Expense**		232,275	201,025	15.5%
37R	Mass. Govt. Client Stipends		37S	Direct Care / Driver Staff (UFR Title 138)			42E	Other Professional Fees & Other Admin. Exp. 410		37,431		
38R	Client Resources		38S	Direct Care Overtime, Shift Differential and Relief	XXXXXX		43E	Leased Office/Program Office Equip.410,390		16,323		
39R	Mass. spon.client SF/3rd Pty offsets		39S	**Total Direct Program Staff = 1E**	70.65	2,854,554	44E	Office Equipment Depreciation 410				
40R	Other Publicly sponsored client offsets						48E	Program Support 216				
41R	Private Client Fees (excluding 3rd Pty)						49E	Professional Insurance 410				
42R	Private Client 3rd Pty/other offsets		1SS	**Enter defined unit of service:** STUDENT DAYS			50E	Working Capital Interest 410				
43R	**Total Assistance and Fees**	5,058,253	2SS	**Enter total unit capacity:**			51E	**Total Direct Administrative Expense**		53,754	31,050	73.1%
44R	Federated Fundraising				Undup # Clients	# service units delivered	52E	Admin (M&G) Reporting Center Allocation		58,514		%
45R	Commercial Activities	5,534					53E	**Total Reimbursable Expense**		4,608,666,354,377,830		%
46R	Non-Charitable Revenue		3SS	OSD's Program	109	16,736	54E	Direct State/Federal Non-Reimbursable Expense		822,794		%
47R	Investment Revenue		4SS	Performance Report (D-1			55E	Allocation of State/Fed Non-Reimbursable Expense				
48R	Other Revenue	822,795	5SS	Internet filing system)			56E	**TOTAL EXPENSE**		5,431,460,354,377,853.9%		
49R	Allocated Admin (M&G) Revenue		6SS	suspended for FY '08			57E	**TOTAL REVENUE = 53R**		5,886,881,981,130	47.9%	
50R	Released Net Assets-Program		7SS	filings.			58E	**OPERATING RESULTS**		455,421	437,352	
51R	Released Net Assets-Equipment						CRE	Preliminary Calculation of Cost Reimb. Excess Rev. *			* (subject to OSD adjustment)	
52R	Released Net Assets-Time											
53R	**Total Revenue = 57E**	5,886,881										

Publicly sponsored clients: 109 16,736

Privately sponsored clients:

Free Care clients:

Total: 109 16,736

MASSACHUSETTS CONTRACT INFORMATION

	Dept	Contract ID -11 Characters	MMARS Code
1C			
2C			
3C			
4C			
5C			

SUBCONTRACTED DIRECT CARE EXPENSE DETAIL

	Subcontractor Name	FEIN	Expense Amt.
1SDC			
2SDC			
3SDC			
4SDC			
5SDC			

POS SUBCONTRACT INFORMATION

	State Dept	Payor Name	Payor's FEIN
1PS			
2PS			
3PS			

Comm. Of MA Surplus Rev. Retention Share

NON-REIMBURSABLE EXPENSE DETAIL

		Description
1N	Direct Employee Compensation & Related Exp.	822,794 MA Teachers' & State Employees' Retirement Systems on-b
2N	Direct Occupancy	
3N	Direct Other Program/Operating	
4N	Direct Subcontract Expense	
5N	Direct Administrative Expense	
6N	Direct Other Expense	
7N	Direct Depreciation	
8N	Total Direct Non-Reimbursable (Tie to 54E)	822,794
9N	Total Direct and Allocated Non-Reimb. (54E+55E)	822,794
10N	Eligible Non-Reimbursable Exp. Revenue Offsets	828,328
11N	Capital Budget Revenue Adjustment	
12N	Excess of Non-Reimbursable Expense Over Offsets	(5,534)

(Any Excess of Non-Reimbursable Expense over Eligible Revenue Offsets is subject to recoupment where the program is purchased by the Commonwealth and must be recognized as a liability on the Financial Statements.)

PREPARER COMMENTS:

Draft

ORGANIZATION: VALLEY COLLABORATIVE **PROGRAM SUPPLEMENTAL INFORMATION SCHEDULE B - Unaudited** **FY END:** 6/30/2017 **FEIN:** 043121303

UFR Program Number: NPO **Program Name:** TRANSITION PATHWAYS **Description:** TRANSITIONAL SERVI **Catalog of Federal Domestic Assistance #:** B
http://www.cfda.gov/default.htm

***Program Type:** N/A **Program Address:** 40 LINNELL CIRCLE (Number/Street) BILLERICA (City) MA (State) 01821 (Zipcode) # Weeks operated during audit period: 42.00 Hours per week: 40.00

***Note to Readers:** This schedule should be read in context with F.S. Notes and all other UFR information. In many instances the presence of significant planned to actual variances or non-reimbursable expenses (e.g., In-Kind donations) may be appropriate and desirable.*

*** Program Type codes:** 21 = SPED; 22 = HCFP/Medicaid Class Rate; 23 = Negotiated Unit Rate; 24 = Negotiated Accomodations Rate; 25= Non-negotiated Accomodations Rate; 26 = Other Non-negotiated Unit Rate; 27 = Cost Reimbursement; NA = Not Applicable

	REVENUE			STAFFING_# hours/yr = 1.00 FTE: 1680	FTE	Salary/Wage		EXPENSE - ACTUAL/PLANNED	FTE	Actual	Planned	% Var
1R	Contrib., Gifts, Leg., Bequests, Spec. Ev.		1S	Program Director (UFR Title 102)			1E	**Total Direct Program Staff = 39S**	1.02	41,673	139,484	-70.1%
2R	Gov. In-Kind/Capital Budget		2S	Program Function Manager (UFR Title 101)			2E	Chief Executive Officer				
3R	Private IN-Kind		3S	Asst. Program Director (UFR Title 103)			3E	Chief Financial Officer				
4R	**Total Contribution and In-Kind**		4S	Supervising Professional (UFR Title 104)			4E	Accting/Clerical Support				
5R	Mass Gov. Grant		5S	Physician & Psychiatrist (UFR Title 105 & 121)			5E	Admin Maint/House-Grndskeeping				
6R	Other Grant (exclud. Fed.Direct)		6S	Physician Asst. (UFR Title 106)			6E	**Total Admin Employee**				
7R	**Total Grants**		7S	N. Midwife, N.P., Psych N.,N.A., R.N.- MA (Title 107)			7E	Commerical products & Svs/Mkting				
8R	Dept. of Mental Health (DMH)		8S	R.N. - Non Masters (UFR Title 108)			8E	**Total FTE/Salary/Wages**	1.02	41,673		
9R	Dept.of Developmental Services(DDS/DMR)		9S	L.P.N. (UFR Title 109)			9E	Payroll Taxes 150				
10R	Dept. of Public Health (DPH)		10S	Pharmacist (UFR Title 110)			10E	Fringe Benefits 151				
11R	Dept.of Children and Families (DCF/DSS)		11S	Occupational Therapist (UFR Title 111)			11E	Accrual Adjustments				
12R	Dept. of Transitional Assist (DTA/WEL)		12S	Physical Therapist (UFR Title 112)			12E	**Total Employee Compensation & Rel. Exp.**		41,673	169,984	-75.5%
13R	Dept. of Youth Services (DYS)		13S	Speech / Lang. Pathol., Audiologist (UFR Title 113)			13E	Facility and Prog. Equip.Expenses 301,390				
14R	Health Care Fin & Policy (HCF)-Contract		14S	Dietician / Nutritionist (UFR Title 114)			14E	Facility & Prog. Equip. Depreciation 301		593		
15R	Health Care Fin & Policy (HCF)-UCP		15S	Spec. Education Teacher (UFR Title 115)			15E	Facility Operation/Maint./Furn.390				
16R	MA. Comm. For the Blind (MCB)		16S	Teacher (UFR Title 116)			16E	Facility General Liability Insurance 390				
17R	MA. Comm. for Deaf & H H (MCD)		17S	Day Care Director (UFR Title 117)			17E	**Total Occupancy**		593	1,000	-40.7%
18R	MA. Rehabilitation Commission (MRC)		18S	Day Care Lead Teacher (UFR Title 118)			18E	Direct Care Consultant 201				
19R	MA. Off. for Refugees & Immigr.(ORI)		19S	Day Care Teacher (UFR Title 119)			19E	Temporary Help 202				
20R	Dept.of Early Educ. & Care (EEC)-Contract		20S	Day Care Asst. Teacher / Aide (UFR Title 120)			20E	Clients and Caregivers Reimb./Stipends 203				
21R	Dept.of Early Educ. & Care (EEC)-Voucher		21S	Psychologist - Doctorate (UFR Title 122)			21E	Subcontracted Direct Care 206				
22R	Dept of Correction (DOC)		22S	Clinician-(formerly Psych.Masters)(UFR Title 123)	0.01	8.22	22E	Staff Training 204				
23R	Dept. of Elementary & Secondary Educ. (DOE)		23S	Social Worker - L.I.C.S.W. (UFR Title 124)	0.01	203	23E	Staff Mileage / Travel 205		435		
24R	Parole Board (PAR)		24S	Social Worker - L.C.S.W., L.S.W (UFR Title 125 & 126)			24E	Meals 207				
25R	Veteran's Services (VET)		25S	Licensed Counselor (UFR Title 127)			25E	Client Transportation 208				
26R	Ex. Off. of Elder Affairs (ELD)		26S	Cert. Voc. Rehab. Counselor (UFR Title 128)			26E	Vehicle Expenses 208				
27R	Div.of Housing & Community Develop(OCD)		27S	Cert. Alch. &/or Drug Abuse Counselor (UFR Title 129)			27E	Vehicle Depreciation 208				
28R	POS Subcontract		28S	Counselor (UFR Title 130)			28E	Incidental Medical /Medicine/Pharmacy 209				
29R	Other Mass. State Agency POS		29S	Case Worker / Manager - Masters (UFR Title 131)			29E	Client Personal Allowances 211				
30R	Mass State Agency Non - POS		30S	Case Worker / Manager (UFR Title 132)			30E	Provision Material Goods/Svs./Benefits 212				
31R	Mass. Local Govt/Quasi-Govt. Entities	123,519	31S	Direct Care / Prog. Staff Superv. (UFR Title 133)			31E	Direct Client Wages 214				
32R	Non-Mass. State/Local Government		32S	Direct Care / Prog. Staff III (UFR Title 134)			32E	Other Commercial Prod. & Svs. 214				
33R	Direct Federal Grants/Contracts		33S	Direct Care / Prog. Staff II (UFR Title 135)			33E	Program Supplies & Materials 215				
34R	Medicaid - Direct Payments		34S	Direct Care / Prog. Staff I (UFR Title 136)	1.00	40,648	34E	Non Charitable Expenses				
35R	Medicaid - MBHP Subcontract		35S	Prog. Secretarial / Clerical Staff (UFR Title 137)			35E	Other Expense				
36R	Medicare		36S	Maintainence, House/Groundskeeping, Cook 138			36E	**Total Other Program Expense**		435	10,500	-95.9%
37R	Mass. Govt. Client Stipends		37S	Direct Care / Driver Staff (UFR Title 138)			42E	Other Professional Fees & Other Admin. Exp. 410				
38R	Client Resources		38S	Direct Care Overtime, Shift Differential and Relief	XXXXXX		43E	Leased Office/Program Office Equip.410,390				
39R	Mass. spon.client SF/3rd Pty offsets		39S	**Total Direct Program Staff = 1E**	1.02	41,673	44E	Office Equipment Depreciation 410				
40R	Other Publicly sponsored client offsets						48E	Program Support 216				
41R	Private Client Fees (excluding 3rd Pty)			**SERVICE STATISTICS**			49E	Professional Insurance 410				
42R	Private Client 3rd Pty/other offsets		1SS	**Enter defined unit of service:**			50E	Working Capital Interest 410				
43R	**Total Assistance and Fees**	123,519	2SS	**Enter total unit capacity:**			51E	**Total Direct Administrative Expense**			1,600	-100.0%
44R	Federated Fundraising				**Undup # Clients**	**# service units delivered**	52E	Admin (M&G) Reporting Center Allocation		6,216		%
45R	Commercial Activities						53E	**Total Reimbursable Expense**		48,917	18,306	-73.3%
46R	Non-Charitable Revenue		3SS	OSD's Program — Publicly sponsored clients:			54E	Direct State/Federal Non-Reimbursable Expense		12,012		%
47R	Investment Revenue		4SS	Performance Report (D-1 — Privately sponsored clients:			55E	Allocation of State/Fed Non-Reimbursable Expense				
48R	Other Revenue	12,012	5SS	Internet filing system) — Free Care clients:			56E	**TOTAL EXPENSE**		60,929	183,063	-66.7%
49R	Allocated Admin (M&G) Revenue		6SS	suspended for FY '08 — **Total:**			57E	**TOTAL REVENUE = 53R**		135,531	150,000	-9.6%
50R	Released Net Assets-Program		7SS	filings.			58E	**OPERATING RESULTS**		74,602	(33,063)	
51R	Released Net Assets-Equipment						CRE	Preliminary Calculation of Cost Reimb. Excess Rev. *				* (subject to OSD adjustment)
52R	Released Net Assets-Time											
53R	**Total Revenue = 57E**	135,531										

MASSACHUSETTS CONTRACT INFORMATION

	Dept	Contract ID -11 Characters	MMARS Code	
1C				X
2C				X
3C				X
4C				X
5C				X

SUBCONTRACTED DIRECT CARE EXPENSE DETAIL

	Subcontractor Name	FEIN	Expense Amt.
1SDC			
2SDC			
3SDC			
4SDC			
5SDC			

Comm. Of MA Surplus Rev. Retention Share

POS SUBCONTRACT INFORMATION

	State Dept	Payor Name	Payor's FEIN
1PS			
2PS			
3PS			

NON-REIMBURSABLE EXPENSE DETAIL

		Description
1N	Direct Employee Compensation & Related Exp.	12,012 — MA Teachers' & State Employees' Retirement Systems on-b
2N	Direct Occupancy	
3N	Direct Other Program/Operating	
4N	Direct Subcontract Expense	
5N	Direct Administrative Expense	
6N	Direct Other Expense	
7N	Direct Depreciation	
8N	Total Direct Non-Reimbursable (Tie to 54E)	12,012
9N	Total Direct and Allocated Non-Reimb. (54E+55E)	12,012
10N	Eligible Non-Reimbursable Exp. Revenue Offsets	12,012
11N	Capital Budget Revenue Adjustment	
12N	Excess of Non-Reimbursable Expense Over Offsets	

(Any Excess of Non-Reimbursable Expense over Eligible Revenue Offsets is subject to recoupment where the program is purchased by the Commonwealth and must be recognized as a liability on the Financial Statements.)

PREPARER COMMENTS:

Draft

ORGANIZATION: VALLEY COLLABORATIVE **PROGRAM SUPPLEMENTAL INFORMATION SCHEDULE B - Unaudited** **FY END:** 6/30/2017 **FEIN:** 043121303

UFR Program Number: NPO **Program Name:** MIDDLE SCHOOL-EMOTIONAL **Description:** EMOTIONAL BEHAVIORAL **Catalog of Federal Domestic Assistance #:** B
http://www.cfda.gov/default.htm

***Program Type:** N/A **Program Address:** 40 LINNELL CIRCLE (Number/Street) BILLERICA (City) MA (State) 01821 (Zipcode) # Weeks operated during audit period 42.00 # Weeks operated during school year 40.00

Note to Readers: *This schedule should be read in context with F.S. Notes and all other UFR information. In many instances the presence of significant planned to actual variances or non-reimbursable expenses (e.g., In-Kind donations) may be appropriate and desirable.*

*** Program Type codes:** 21 = SPED; 22 = HCFP/Medicaid Class Rate; 23 = Negotiated Unit Rate; 24 = Negotiated Accomodations Rate; 25= Non-negotiated Accomodations Rate; 26 = Other Non-negotiated Unit Rate; 27 = Cost Reimbursement; NA = Not Applicable

	REVENUE	
1R	Contrib., Gifts, Leg., Bequests, Spec. Ev.	
2R	Gov. In-Kind/Capital Budget	
3R	Private IN-Kind	
4R	**Total Contribution and In-Kind**	
5R	Mass Gov. Grant	
6R	Other Grant (exclud. Fed.Direct)	
7R	**Total Grants**	
8R	Dept. of Mental Health (DMH)	
9R	Dept.of Developmental Services(DDS/DMR)	
10R	Dept. of Public Health (DPH)	
11R	Dept.of Children and Families (DCF/DSS)	
12R	Dept. of Transitional Assist (DTA/WEL)	
13R	Dept. of Youth Services (DYS)	
14R	Health Care Fin & Policy (HCF)-Contract	
15R	Health Care Fin & Policy (HCF)-UCP	
16R	MA. Comm. For the Blind (MCB)	
17R	MA. Comm. for Deaf & H H (MCD)	
18R	MA. Rehabilitation Commission (MRC)	
19R	MA. Off. for Refugees & Immigr.(ORI)	
20R	Dept.of Early Educ. & Care (EEC)-Contract	
21R	Dept.of Early Educ. & Care (EEC)-Voucher	
22R	Dept of Correction (DOC)	
23R	Dept. of Elementary & Secondary Educ. (DOE)	
24R	Parole Board (PAR)	
25R	Veteran's Services (VET)	
26R	Ex. Off. of Elder Affairs (ELD)	
27R	Div.of Housing & Community Develop(OCD)	
28R	POS Subcontract	
29R	Other Mass. State Agency POS	
30R	Mass State Agency Non - POS	
31R	Mass. Local Govt/Quasi-Govt. Entities	2,207,731
32R	Non-Mass. State/Local Government	229,793
33R	Direct Federal Grants/Contracts	
34R	Medicaid - Direct Payments	
35R	Medicaid - MBHP Subcontract	
36R	Medicare	
37R	Mass. Govt. Client Stipends	
38R	Client Resources	
39R	Mass. spon.client SF/3rd Pty offsets	
40R	Other Publicly sponsored client offsets	
41R	Private Client Fees (excluding 3rd Pty)	
42R	Private Client 3rd Pty/other offsets	
43R	**Total Assistance and Fees**	2,437,524
44R	Federated Fundraising	
45R	Commercial Activities	
46R	Non-Charitable Revenue	
47R	Investment Revenue	
48R	Other Revenue	369,423
49R	Allocated Admin (M&G) Revenue	
50R	Released Net Assets-Program	
51R	Released Net Assets-Equipment	
52R	Released Net Assets-Time	
53R	**Total Revenue = 57E**	2,807,012

	STAFFING_# hours/yr = 1.00 FTE:	1680	FTE	Salary/Wage
1S	Program Director (UFR Title 102)		1.00	88,261
2S	Program Function Manager (UFR Title 101)			
3S	Asst. Program Director (UFR Title 103)		1.00	85,993
4S	Supervising Professional (UFR Title 104)			
5S	Physician & Psychiatrist (UFR Title 105 & 121)			
6S	Physician Asst. (UFR Title 106)			
7S	N. Midwife, N.P., Psych N.,N.A., R.N.- MA (Title 107)			
8S	R.N. - Non Masters (UFR Title 108)		0.35	21,664
9S	L.P.N. (UFR Title 109)			
10S	Pharmacist (UFR Title 110)			
11S	Occupational Therapist (UFR Title 111)		0.90	73,012
12S	Physical Therapist (UFR Title 112)		0.25	14,748
13S	Speech / Lang. Pathol., Audiologist (UFR Title 113)		1.00	72,677
14S	Dietician / Nutritionist (UFR Title 114)			
15S	Spec. Education Teacher (UFR Title 115)			
16S	Teacher (UFR Title 116)		7.30	406,202
17S	Day Care Director (UFR Title 117)			
18S	Day Care Lead Teacher (UFR Title 118)			
19S	Day Care Teacher (UFR Title 119)			
20S	Day Care Asst. Teacher / Aide (UFR Title 120)			
21S	Psychologist - Doctorate (UFR Title 122)			
22S	Clinician-(formerly Psych.Masters)(UFR Title 123)		1.00	80,915
23S	Social Worker - L.I.C.S.W. (UFR Title 124)		3.00	84,792
24S	Social Worker - L.C.S.W., L.S.W (UFR Title 125 & 126)			
25S	Licensed Counselor (UFR Title 127)			
26S	Cert. Voc. Rehab. Counselor (UFR Title 128)			
27S	Cert. Alch. &/or Drug Abuse Counselor (UFR Title 129)			
28S	Counselor (UFR Title 130)			
29S	Case Worker / Manager - Masters (UFR Title 131)			
30S	Case Worker / Manager (UFR Title 132)			
31S	Direct Care / Prog. Staff Superv. (UFR Title 133)			
32S	Direct Care / Prog. Staff III (UFR Title 134)			
33S	Direct Care / Prog. Staff II (UFR Title 135)			
34S	Direct Care / Prog. Staff I (UFR Title 136)		19.20	303,536
35S	Prog. Secretarial / Clerical Staff (UFR Title 137)		0.46	22,888
36S	Maintainence, House/Groundskeeping, Cook 138		0.53	26,957
37S	Direct Care / Driver Staff (UFR Title 138)			
38S	Direct Care Overtime, Shift Differential and Relief		XXXXXX	
39S	**Total Direct Program Staff = 1E**		35.99	1,281,654

SERVICE STATISTICS

1SS	**Enter defined unit of service:**	STUDENT DAYS		
2SS	**Enter total unit capacity:**			
			Undup # Clients	**# service units delivered**
3SS	OSD's Program	Publicly sponsored clients:	54	8,575
4SS	Performance Report (D-1	Privately sponsored clients:		
5SS	Internet filing system)	Free Care clients:		
6SS	suspended for FY '08	**Total:**	54	8,575
7SS	filings.			

	EXPENSE - ACTUAL/PLANNED	FTE	Actual	Planned	% Var
71E	**Total Direct Program Staff = 39S**	35.99	1,281,655	1,071,757	19.6%
2E	Chief Executive Officer				
3E	Chief Financial Officer				
4E	Accting/Clerical Support				
5E	Admin Maint/House-Grndskeeping				
6E	**Total Admin Employee**				
7E	Commerical products & Svs/Mkting				
8E	**Total FTE/Salary/Wages**	35.99	1,281,655		
9E	Payroll Taxes 150		24,018		
10E	Fringe Benefits 151		205,751		
11E	Accrual Adjustments				
12E	**Total Employee Compensation & Rel. Exp.**		1,511,424	1,306,385	15.7%
13E	Facility and Prog. Equip.Expenses 301,390				
14E	Facility & Prog. Equip. Depreciation 301		57,264		
15E	Facility Operation/Maint./Furn.390		26,426		
16E	Facility General Liability Insurance 390				
17E	**Total Occupancy**		83,690	32,000	161.5%
18E	Direct Care Consultant 201				
19E	Temporary Help 202				
20E	Clients and Caregivers Reimb./Stipends 203				
21E	Subcontracted Direct Care 206				
22E	Staff Training 204		4,087		
23E	Staff Mileage / Travel 205		2,057		
24E	Meals 207				
25E	Client Transportation 208				
26E	Vehicle Expenses 208		4,982		
27E	Vehicle Depreciation 208				
28E	Incidental Medical /Medicine/Pharmacy 209				
29E	Client Personal Allowances 211				
30E	Provision Material Goods/Svs./Benefits 212				
31E	Direct Client Wages 214				
32E	Other Commercial Prod. & Svs. 214				
33E	Program Supplies & Materials 215		38,535		
34E	Non Charitable Expenses				
35E	Other Expense		8,812		
36E	**Total Other Program Expense**		58,473	59,700	-2.0%
42E	Other Professional Fees & Other Admin. Exp. 410		19,019		
43E	Leased Office/Program Office Equip.410,390		4,095		
44E	Office Equipment Depreciation 410				
48E	Program Support 216				
49E	Professional Insurance 410				
50E	Working Capital Interest 410				
51E	**Total Direct Administrative Expense**		23,114	30,950	-25.3%
52E	Admin (M&G) Reporting Center Allocation		244,068		%
53E	**Total Reimbursable Expense**		1,920,769	1,429,035	34.4%
41E	Direct State/Federal Non-Reimbursable Expense		369,423		%
55E	Allocation of State/Fed Non-Reimbursable Expense				
56E	**TOTAL EXPENSE**		2,290,192	1,429,035	60.3%
57E	**TOTAL REVENUE = 53R**		2,807,012	1,568,000	79.0%
58E	**OPERATING RESULTS**		516,820	138,965	
CRE	Preliminary Calculation of Cost Reimb. Excess Rev. *				* (subject to OSD adjustment)

MASSACHUSETTS CONTRACT INFORMATION

	Dept	Contract ID -11 Characters	MMARS Code	
1C				X
2C				X
3C				X
4C				X
5C				X

SUBCONTRACTED DIRECT CARE EXPENSE DETAIL

	Subcontractor Name	FEIN	Expense Amt.
1SDC			
2SDC			
3SDC			
4SDC			
5SDC			

POS SUBCONTRACT INFORMATION

	State Dept	Payor Name	Payor's FEIN
1PS			
2PS			
3PS			

Comm. Of MA Surplus Rev. Retention Share

NON-REIMBURSABLE EXPENSE DETAIL

			Description
1N	Direct Employee Compensation & Related Exp.	369,423	MA Teachers' & State Employees' Retirement Systems on-b
2N	Direct Occupancy		
3N	Direct Other Program/Operating		
4N	Direct Subcontract Expense		
5N	Direct Administrative Expense		
6N	Direct Other Expense		
7N	Direct Depreciation		
8N	Total Direct Non-Reimbursable (Tie to 54E)	369,423	
9N	Total Direct and Allocated Non-Reimb. (54E+55E)	369,423	
10N	Eligible Non-Reimbursable Exp. Revenue Offsets	369,423	
11N	Capital Budget Revenue Adjustment		
12N	Excess of Non-Reimbursable Expense Over Offsets		

(Any Excess of Non-Reimbursable Expense over Eligible Revenue Offsets is subject to recoupment where the program is purchased by the Commonwealth and must be recognized as a liability on the Financial Statements.)

PREPARER COMMENTS:

Draft

VALLEY COLLABORATIVE
FEDERAL EMPLOYER IDENTIFICATION NUMBER: 04-3121303
FOR THE YEAR ENDED JUNE 30, 2016

SCHEDULE A - LINES 1C - 4C - OTHER COMPENSATION

	Travel Allow.	Phone Allow.	Total*
Chris Scott, Executive Director	3,600	1,200	4,800

*Note: All items listed above are recorded as fringe benefits expense on line 10E of Schedule A.
See below for a reconciliation of lines 1C-4C to 2E & 54E:

Total 1C-4C Salary and Other	187,549	
54E - Excess salaries	(6,447)	
	181,102	
Total 1C-4C Other	(4,800)	*
2E - Chief Executive Officer	176,302	

SCHEDULE A - LINE 54E - NON-REIMBURSABLE EXPENSE DESCRIPTION

Excess salaries	6,447	1N
Massachusetts State Employees' Retirement System on-behalf payments.	96,003	1N
	102,450	

SCHEDULE A & B - LINE 48R - OTHER REVENUE

	Admin.	05-101	04-102	NPOS-200	NPOS-400	NPOS-410	NPOS-450	01-500	NPOS-660	NPS-665	NPOS-712	Total
Massachusetts Teachers' and State Employees' Retirement Systems on-behalf payments.**	96,003	39,549	18,002	717,377	287,508	238,001	14,004	296,596	822,794	12,012	369,423	2,911,269
Gain on disposal of assets	41,232	-	-	-	-	-	-	-	-	-	-	41,232
Miscellaneous fees and rebates	7,500	-	-	-	-	-	-	-	-	-	-	7,500
	144,735	39,549	18,002	717,377	287,508	238,001	14,004	296,596	822,794	12,012	369,423	2,960,001

**Offset by non-reimbursable expense on line 54E of each Supplemental Schedule B OSI.

SCHEDULE B - LINE 35E: OTHER EXPENSE

Other Expenditures	Admin.	05-101	04-102	NPOS-200	NPOS-400	NPOS-410	NPOS-450	01-500	NPOS-660	NPS-665	NPOS-712	Total
Graduation and other student activities	-	-	-	4,076	5,048	7,375	-	-	1,417	-	1,417	**19,333**
Field trips/outdoor education	-	-	-	24,639	24,251	9,983	-	-	25,425		7,395	**91,693**
Total	**-**	**-**	**-**	**28,715**	**29,299**	**17,358**	**-**	**-**	**26,842**	**-**	**8,812**	**111,026**

SCHEDULES A & B - LINE 42E: OTHER PROFESSIONAL FEES & OTHER ADMIN. EXPENSES

Other Expenditures	Admin.	05-101	04-102	NPOS-200	NPOS-400	NPOS-410	NPOS-450	01-500	NPOS-660	NPS-665	NPOS-712	Total
ADP & Bank Charges	4,216	-	-	-	-	-	-	-	-	-	-	4,216
Advertising	3,091	-	-	-	-	-	-	-	-	-	-	3,091
Conferences & Meetings	10,604	270	-	1,187	-	159	351	504	-	-	-	13,075
Consultants & Contracted Services	79,903	-	-	-	1,408	957	-	-	960	-	-	83,228
Dues & Memberships	17,611	-	-	583	203	53	-	-	7,064	-	180	25,694
Office Supplies & Other	110,751	421	-	14,246	16,310	18,118	-	12,785	19,430	-	12,785	204,846
Postage	1,529	-	-	3,289	1,920	1,602	40	1,039	1,836	-	1,626	12,881
Telephone & Communications	8,804	3,557	1,234	30,822	7,275	10,119	694	10,726	8,141	-	4,428	85,800
Total	**236,509**	**4,248**	**1,234**	**50,127**	**27,116**	**31,008**	**1,085**	**25,054**	**37,431**	**-**	**19,019**	**432,831**

SCHEDULES A & B -PROGRAM 01-500 ADDITIONAL CONTRACT NUMBERS

DEPT	CONTRACT ID	MMARS
DMR	10310363DDS	3196
DMR	1031C326DDS	3163
DMR	1031A326DDS	3163
DMR	1031B326DDS	3163
DMR	OPEN3ROPEN5	2025
MRC	DDSEMPDAY09	2225
MCB	B7007EMPDAY	2115

Draft

FEDERAL EMPLOYER IDENTIFICATION NUMBER: 04-3121303
FOR THE YEAR ENDED JUNE 30, 2017

VEHICLE LISTING

Make	Model	Model Year	Own/Lease	Purchase Date	Purchase Price	Primary Use	Garaged
Dodge	Grand Caravan	2012	Capital lease	7/2/2012	21,793	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/3/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/3/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/4/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/3/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/3/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/3/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/4/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/3/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/3/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/3/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/4/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	2/10/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	3/5/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	3/5/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	3/5/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	3/5/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	3/5/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	3/5/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	3/5/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	3/5/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	3/5/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2014	Purchase	3/5/2014	26,887	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2011	Purchase	3/5/2014	16,353	General transportation	40 Linnell Circle, Billerica, MA
Ford	E250	2012	Purchase	3/5/2014	25,500	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	4/15/2014	47,918	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	27,204	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	27,204	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	27,204	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	27,204	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	27,204	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	28,229	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	28,229	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	28,229	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	28,229	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	28,229	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	28,229	General transportation	40 Linnell Circle, Billerica, MA
Ford	F350	2014	Purchase	7/1/2014	28,229	General transportation	40 Linnell Circle, Billerica, MA
Ford	Transit	2017	Purchase	11/29/2016	29,634	General transportation	40 Linnell Circle, Billerica, MA
Ford	Transit	2017	Purchase	11/29/2016	29,634	General transportation	40 Linnell Circle, Billerica, MA
Ford	Transit	2017	Purchase	11/29/2016	29,634	General transportation	40 Linnell Circle, Billerica, MA
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Ford	Transit	2017	Purchase	11/29/2016	29,634	General transportation	40 Linnell Circle, Billerica, MA

Draft

Supplier Diversity Program (SDP) Form for Purchase of Service (POS)

Completing all parts of this form is required in order for a provider to be qualified to contract with Commonwealth Agencies for POS services.
This form is due annually with a provider's UFR Report and a copy of the completed form is to be submitted when responding to POS contract opportunities with an Executive Department.

Submission for Fiscal Year	2017

Part I Contractor Information (Required)

Business Name	Contact Name	Contact Email	Contact Phone	Fiscal Year Total POS State Expenditures
Valley Collaborative	Sean Glavin	sglavin@valleycollaborative.org	978-528-7883	$ 1,850,435.00

Part II SDP Partner Information (Required) (Insert additional lines as needed)

Providers that are currently SDO Certified may not list themselves as a Partner in this section.

Planned and Current SDP Partner(s) Company Name (as it appears on a list at www.mass.gov/sdo)	Certification Type (Choose One)	Description of Business Arrangement	Committed Amount in Current Fiscal Year	Expended Amount in Prior Fiscal Year
CAM Office Services, Inc.	M/WBE - Minority and Woman Business Enterprise		$ 15,000.00	$ 21,690.95
			$ -	$ -
			$ -	$ -
			$ -	$ -
			$ -	$ -
			$ -	$ -
		TOTAL	$ 15,000.00	$ 21,690.95
		PERCENT (%) OF POS SPEND		1%

Part III Under the pains and penalties of perjury I certify that the information provided in this report is accurate.

Name	Sean Glavin
Title	Director of Finance and Operations
Phone	978-528-7883
Email	sglavin@valleycollaborative.org
Authorized Signature (May be left blank if submitted electronically)	
Date	10/17/2017

Form revised: July 1, 2016

Supplier Diversity Certification Acronyms:
MBE - Minority Business Enterprise
WBE - Woman Business Enterprise
M/WBE - Minority and Woman Business Enterprise
SDVOBE - Service-Disabled Veteran-Owned Business Enterprise
VBE - Veteran-Owned Business Enterprise
M/NPO - Minority Non-Profit Organization
W/NPO - Women Non-Profit Organization
M/W/NPO - Minority and Women Non-Profit Organization
DOBE - Disability-Owned Business Enterprise
LGBTBE - Lesbian, Gay, Bisexual or Transgender Business Enterprise

Draft

UFR - FY 2017

AUDIT SERVICES CHECKLIST & CERTIFICATION

(To Be Completed by Contractor)

	YES	NO
I. Federal Funds:		
a. Is this provider subject to OMB Circular A-110?	____	_X_
b. If yes, were audit services acquired through solicitation of bids or competitively procured, as required under A-110?	____	____
c. Was the independent auditor selected and engaged by the provider's audit committee Board of Directors, Board of Trustees or owner?	_X_	____
II. Training Requirements:		
Has the person responsible for directing your audit submitted a letter representing completion of the following:		
a. Completion of the continuing education and training requirements for performing government audits?	_X_	____
1. 80 hours of training in last two years?	_X_	____
2. 24 hours of the 80 hours were in government auditing, non-profit accounting or other related activity?	_X_	____
b. Being in the process of completing training requirements:		
1. 20 hours completed in last year?	_X_	____
2. Intent to complete 80 hours within two years?	_X_	____

III. Experience/Qualifications:

a. The person responsible for directing your audit has provided a letter representing the completion of the following number o government audits:

_____ 0-1 _____ 2-5 _____ 6-10 __X__ 11+

b. The Board of Public Accountancy has the following information about the audit firm:

__X_ no history of sanctions ____ current sanctions _____ sanctions older than 3 years

c. The Operational Services Division has taken the following action against the audit firm:

__X_ no history of disqualification ____ current disqualification _____ disqualification older than 3 years

d. The external quality control review of the audit firm indicates:

__X__ no problems _____ qualification _____ adverse report

IV. Audit Services:

The contract with the audit firm for UFR audit is for a term of ___1___ year

V. Certification

All the management representations made in the financial statements and schedules of the UFR and the statements made in answering the above questions are, to the best of my knowledge, true and accurate.

Signed: _____

Under pains and penalties of perjury
Executive Director

To my knowledge, no person associated with my provider organization has threatened, pressured or otherwise suggested that the audit firm's services would be terminated if audit findings were written and included in the auditor's final report.

VALLEY COLLABORATIVE Signed: _____

Under pains and penalties of perjury
Executive Director

Draft

We, the Board of Directors of Valley Collaborative met on November 9, 2017 and have voted to recognize and accept the representations of management and the expression of opinions by Fritz DeGuglielmo LLC, Certified Public Accountants as embodied in the Basic Financial Statements, Supplementary and Subsidiary Financial Statements and Schedules and Independent Auditor's Reports contained in the Uniform Financial Statements and Independent Auditor's Report (UFR) for the period ended June 30, 2017.

In addition, we, the Board of Directors of Valley Collaborative, hereby certify under penalty of perjury that to the best of the board members' knowledge, all material related party relationships and transactions, as defined by 808 CMR 1.02 and generally accepted government auditing standards, and other representations made by management are accurate and have been correctly and completely disclosed as required in the notes to the financial statements and schedules of the UFR for the period ended June 30, 2017.

Title:

Date:

Valley Collaborative 2017 Annual Report













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General Information

Name of the collaborative: Valley Collaborative

Contact Information

Address:
40 Linnell Circle
Billerica, MA 01741

Phone:
978-528-7800

Website: http:\\www.valleycollaborative.org

Academic and fiscal year: 2016-2017 – FY'17

Valley Collaborative's Mission Statement:

To work collaboratively to create a structured learning environment that empowers individuals to lifelong learning and to navigate confidently and with optimal independence in their community.

Valley Collaborative's Vision:

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

Summary of Successes and Challenges

Message from Executive Director

The 2016-2017 school year was a busy time at the Collaborative. Valley Collaborative is pleased to announce the FY'17 Audit was finding free again this year and demonstrates the Boards' sound fiscal management of the Collaborative. Here are some of the 'draft' highlights:

- "In the fiscal year ended June 30, 2017, operating expenses increased by approximately $1,090,000, or 7%, compared to the fiscal year ended June 30, 2016. Student enrollment in the fiscal year ended June 30, 2017 increased by approximately 17% and the increase in operating expenses was due primarily to increases in personnel and other program costs to cover the increased enrollment. Personnel costs increased by approximately $935,000 in the fiscal year ended June 30, 2017 as a result of increased staffing and cost of living adjustments. Materials, supplies and equipment costs increased by approximately $130,000 due to increases of approximately $20,000 in therapists' supplies, approximately $15,000 in classroom supplies and approximately $93,000 in computer technology supplies."
- "Due to strong management, since the year ended June 30, 2013, the Collaborative has returned $4,373,496 from its general fund in the form of cash and tuition credits to its member districts, including $2,000,000 returned during the year ended June 30, 2017. In addition, subsequent to June 30, 2017, Valley's Board of Directors voted to return an additional $150,000 and is required to vote on the return of excess surplus funds as of June 30, 2017 in the amount of $51,859."

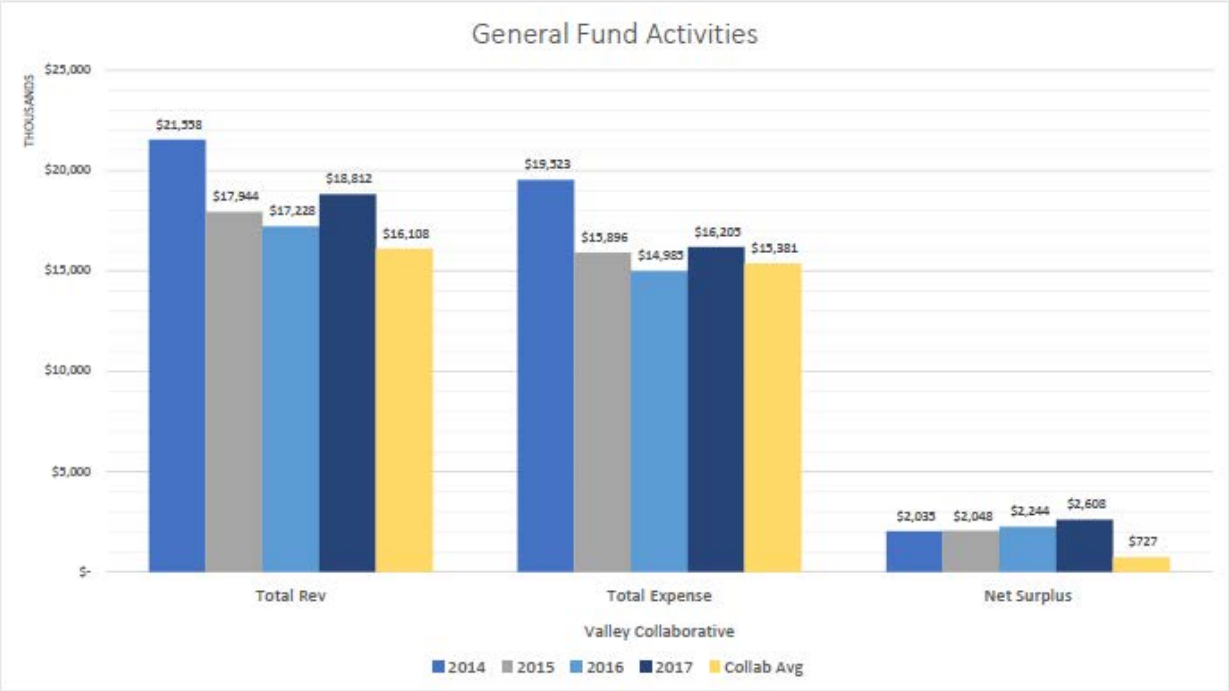
- "As of June 30, 2017, the balance in the capital reserve fund was $1,500,000, which is the maximum balance as voted on by the Collaborative's member districts."
- "As of June 30, 2017 the balance in the postemployment benefit plan was $3,542,216 and the plan is considered fully funded."

Given Valley's strong performance in FY'17 (there was an increase in enrollment and resources were well managed) and DESE's cumulative general fund surplus 25% rule, Valley returned a total of $2,201,859 to its member districts.

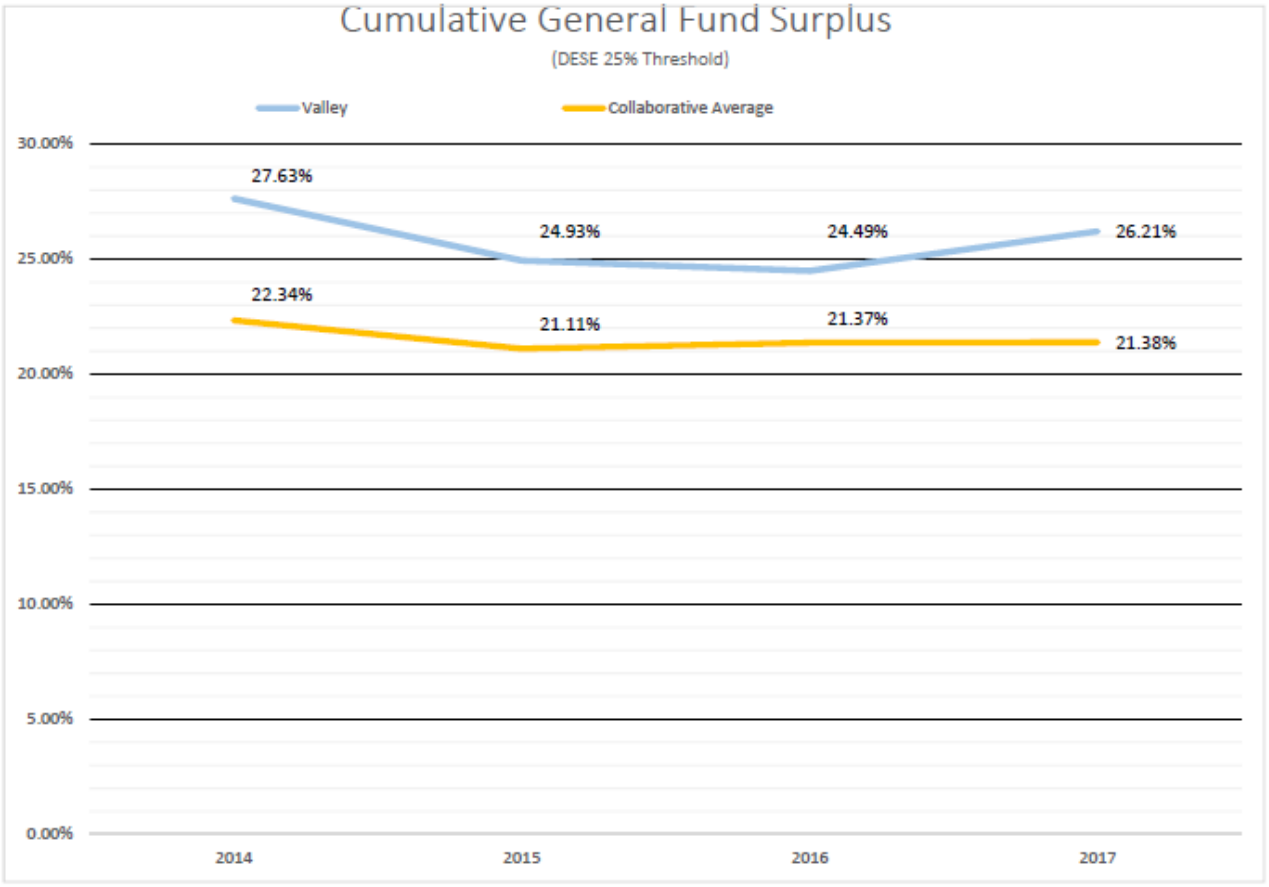
On the following pages please see independent auditors Fritz & DeGuglielmo LLC graphs depicting Valley's impressive performance in comparison with the other 7 Educational Collaboratives they audit statewide. The data was also presented to the Board of Directors.

This result represents successful management of many moving parts that require constant monitoring in order to avoid the harms associated with fluctuations in enrollment. In other words, I have had to analyze and monitor the budget throughout the year-constantly making monthly corrections and adjustments to staffing and resources. As a Superintendent and now over 5 years in this position, as Executive Director, I continue to be keenly aware of the difficulties associated with managing budgets built on unpredictable and fluctuating revenue streams.

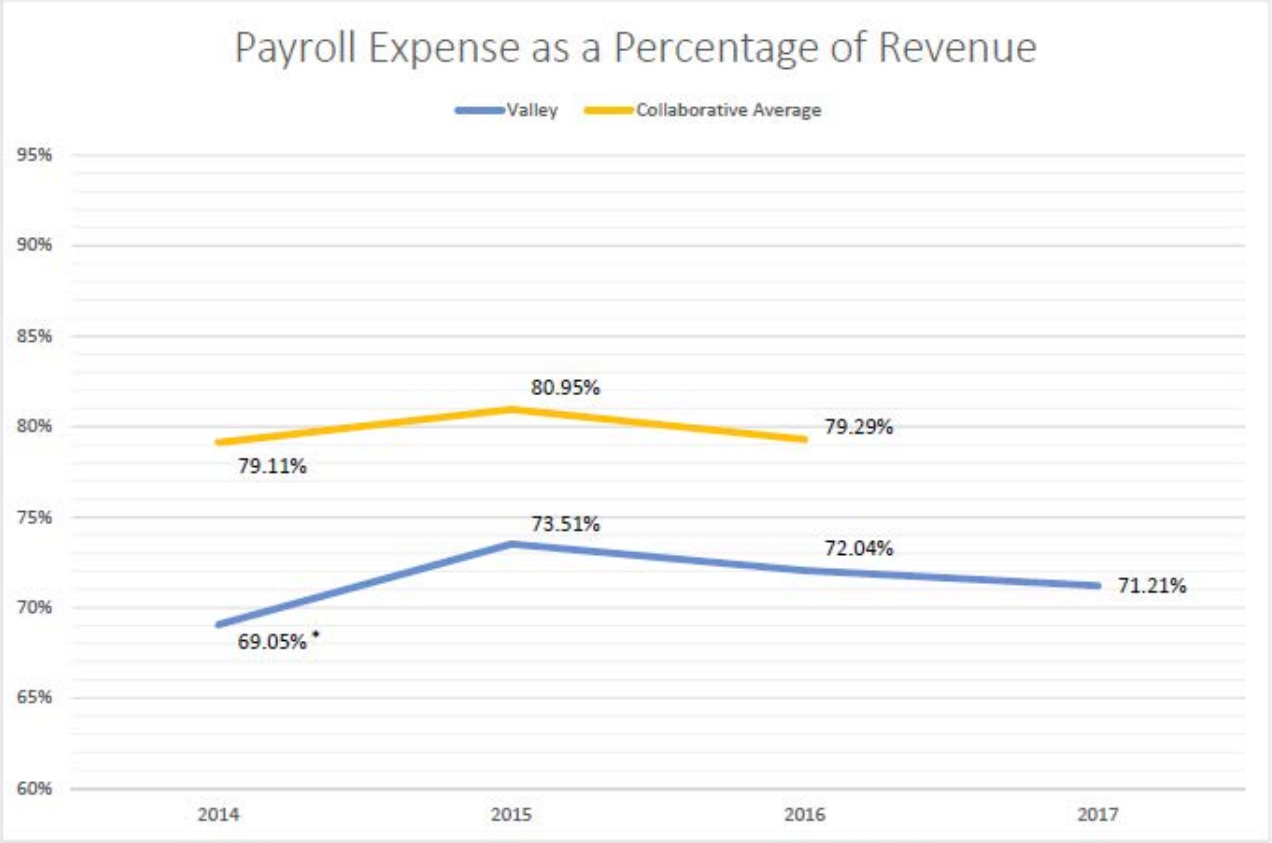
Valley Collaborative
General Fund Activities Comparison



Valley Collaborative
Cumulative General Fund Surplus Comparison

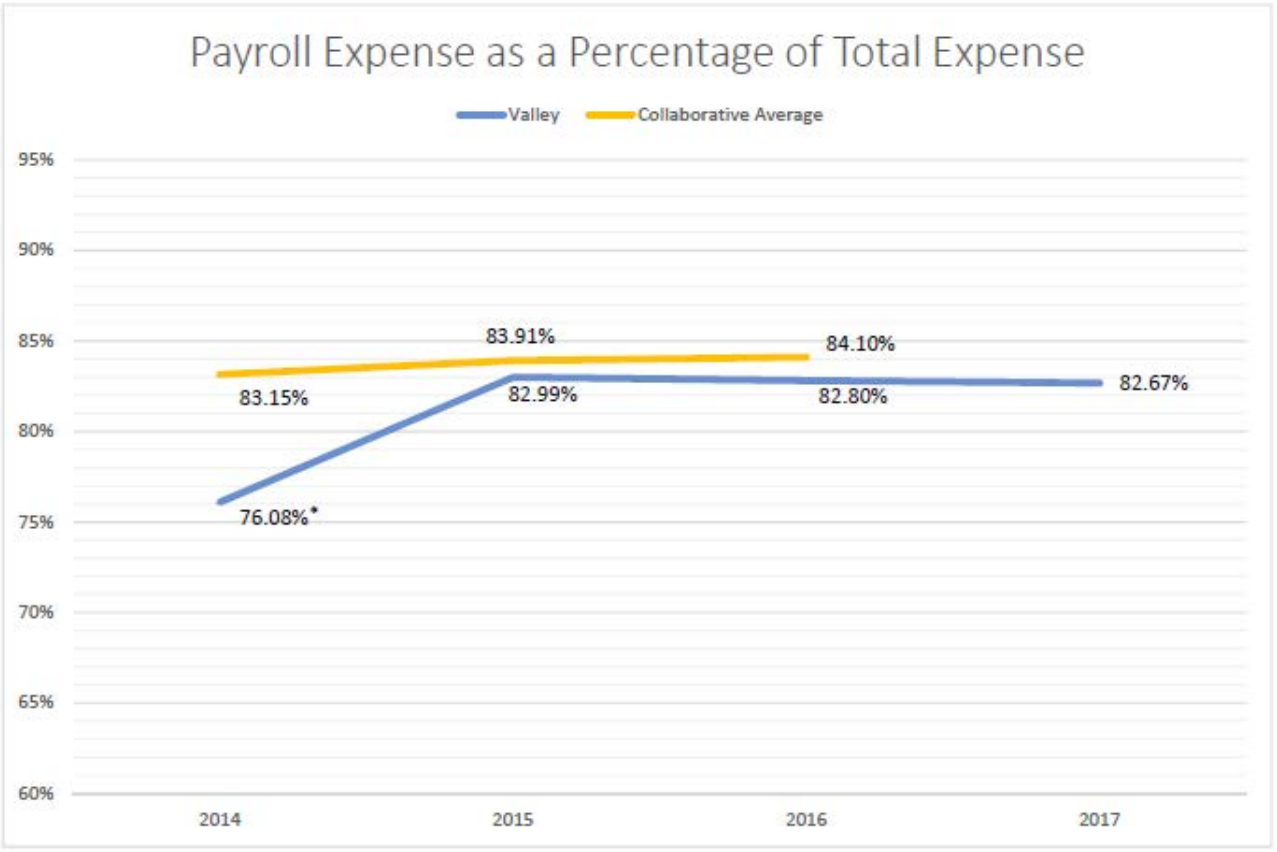


Valley Collaborative
Payroll Expense as a Percentage of Revenue Comparison



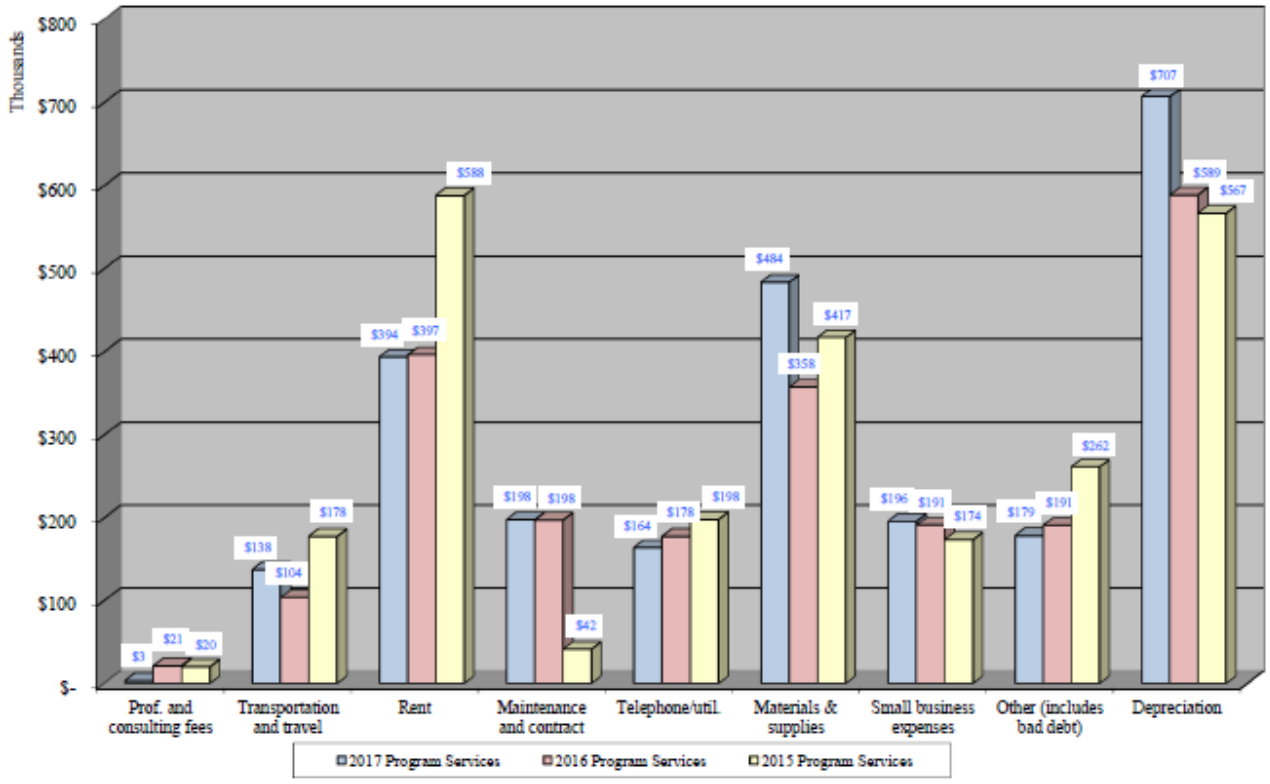
*Prior to purchase of 40 Linnell Circle, rent and maintenance costs represented approximately 8% of total revenues. Rent and maintenance costs in FY17 represented approximately 3.5% of total revenues.

Valley Collaborative
Payroll Expense as a Percentage of Total Expense



*Prior to purchase of 40 Linnell Circle, rent and maintenance costs represented approximately 9% of total expenses. Rent and maintenance costs in FY17 represented approximately 3.6% of total expenses.

Valley Collaborative
Program Expense Comparison (Excludes Payroll)



Programming Excellence

Our educational offerings continue to be celebrated throughout the region for being of the highest quality and the most reasonably priced. Our enriched programmatic offerings include:

- Enhanced sensory regulation equipment at the middle school
- Our greenhouse located at the elementary school will serve as an outdoor classroom engaging our students in STEM activities aligned with the science standards
- A robust experiential physical education program
- Community based learning opportunities
- Dual enrollment program with Middlesex Community College
- An afterschool recreational program
- State-of-the-art STEM technology to engage students in the curriculum
- Numerous vocational partnerships with local businesses, corporations and the New England Laborers Training Academy (NELTA)

The Collaborative's annual play this year was the "The Little Mermaid". If you have never seen one of the Collaborative's plays, it is an inspiring event and a very moving experience.

The work that we do at Valley is extremely rewarding and it is a privilege and an honor to serve this community.

Dr. Chris A. Scott,
Executive Director
Valley Collaborative

Change(s) in Membership, Services, or Programs

None

Number of Years the Collaborative has been in Existence

Valley Collaborative was founded in 1976. It has been in existence for 41 years.

Revenue and Expenditure Information for the Subject Year

Please see full financial audit posted on the website for details.

Valley Collaborative
Statement of Activities
For the year ended June 30, 2017

Functions/ Programs	Expenses	Program Revenues: Charges for Services	Program Revenues: Operating Grants and Contributions	Net (Expense) Revenue and Changes in Net Position
Governmental Activities:				
Administration	$ 2,025,343	$ -	$ -	$ (2,025,343)
Education	13,883,368	16,581,863	2,223,585	4,922,080
Intergovernmental revenue and expense	3,379,292	-	3,379,292	-
Depreciation and amortization	707,071	-	-	(707,071)
Total Governmental Activities	$ 19,995,074	$ 16,581,863	$ 5,602,877	$ 2,189,666
General Revenue and Other:				
Interest				10,945
Other				7,501
Credits to member districts				(2,000,000)
Gain on disposal of assets				41,232
Total General Revenue and Other				(1,940,322)
Change in Net Position				249,344
Net Position, Beginning of Year				13,320,417
Net Position, End of Year				$ 13,569,761

Valley Collaborative
Statement of Net Position
June 30, 2017

Assets	
Current Assets	
Cash and cash equivalents	$ 4,324,298
Accounts receivable, net	2,753,294
Prepaid expenses and other assets	22,861
Cash held for municipalities	2,007,651
Total Current Assets	9,108,104
Non-current Assets	
Furniture, equipment, vehicles and leasehold improvements, net	7,662,561
Total Non-current Assets	7,662,561
Total Assets	$ 16,770,665
Liabilities and Net Position	
Current Liabilities	
Accounts payable and accrued liabilities	$ 1,193,253
Deferred revenue - member districts	2,007,651
Total Current Liabilities	3,200,904
Total Liabilities	3,200,904
Net Position	
Unrestricted	4,378,081
Restricted - contributions and other	29,119
Restricted - capital reserve fund	1,500,000
Invested in capital assets, net of related debt	7,662,561
Total Net Position	13,569,761
Total Liabilities and Net Position	$ 16,770,665

Governance and Leadership

Board of Directors and Member Districts

The Valley Collaborative is governed by a Board of Directors comprising representatives from its nine member districts. The members of the Board of Directors in FY '16 were:

Chairperson Mr. Timothy Piwowar, Superintendent of the Billerica Public Schools
Dr. Michael Flanagan, Superintendent of the Tyngsborough Public Schools
Dr. Jay Lang, Superintendent of the Chelmsford Public Schools
Mr. Steven Stone, Superintendent of the Dracut Public Schools
Dr. Laura Chesson, Superintendent of the Groton-Dunstable Regional School District
Dr. Denise Pigeon, Superintendent of Nashoba Valley Technical School District
Ms. Joan Landers, Superintendent of the North Middlesex Regional School District
Mr. Christopher Malone, Superintendent of the Tewksbury Public Schools
Mr. Everett (Bill) Olsen, Superintendent of the Westford Public Schools

Advisory Committee

Valley Collaborative's Board of Directors and District Planning Team currently act in an advisory committee role.

Staffing Information

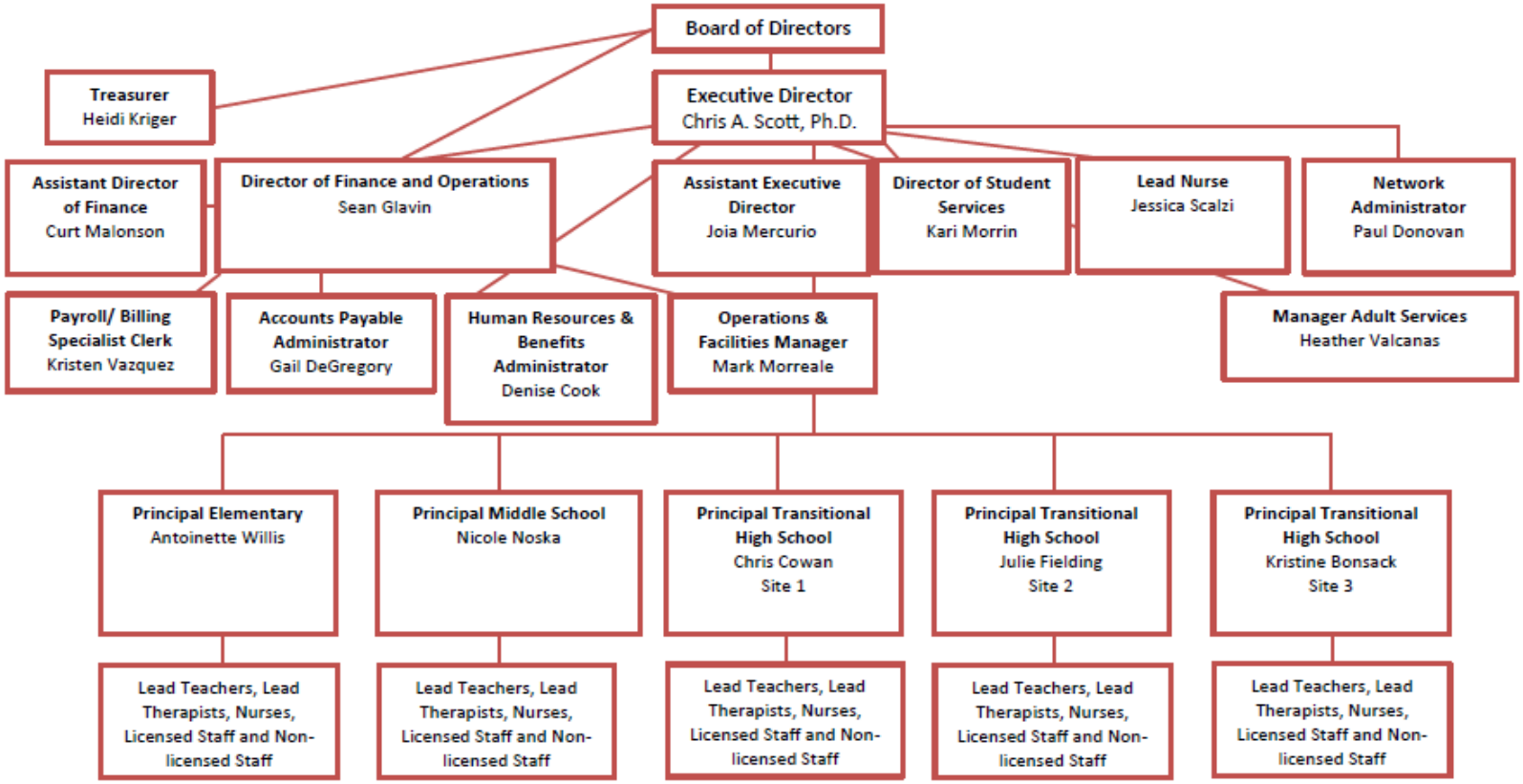
Valley Collaborative employs Department of Elementary and Secondary Education licensed teachers. The Collaborative's other professional staff includes licensed speech and language pathologists, occupational therapists, physical therapists, social workers, guidance counselors, board certified behavior analysts, music therapists, psychologists and nurses. In addition, the Collaborative contracts the services of a physician and a psychiatrist.

Key Management and Program Staff

The Collaborative is led by Dr. Chris A. Scott. During 2016-2017, Mr. Sean Glavin was the Collaborative's Director of Finance and Operations, Ms. Joia Mercurio was the Assistant Executive Director, and Ms. Kari Morrin was the Director of Student Services. Valley Collaborative's Principals were as follows:

Ms. Antoinette Willis – Valley Elementary School
Ms. Nicole Noska – Valley Middle School
Mr. Christopher Cowan – Valley Transitional High School: Site 1 Vocational
Ms. Julie Fielding – Valley Transitional High School: Site 2 Alternative
Ms. Kristine Bonsack – Valley Transitional High School: Site 3 School to Work, School and Vocational Training, School and Life Skills Training, School and Life Skills ISN, and ISN
Ms. Heather Valcanas – Adult Services Manager

Valley Collaborative
FY'17 Organizational Chart



Programs and Services Provided

The Collaborative offers the following types of programs and services, which complement and augment the educational programs and services of the member districts in a cost-effective manner.

- Day school placements and other programs and services, including educational, therapeutic, transitional, and occupational programs and services for students and individuals with disabilities.
- Professional Development programs for general and special educators.
- Other appropriate services and programs as may be established and approved by the Board of Directors of the Collaborative.

The programs we are offering our students continue to support their academic, transitional, emotional, and behavioral progress. Our K-12 (up to 22 years of age) programs run September through June and offer additional summer programming. Valley's adult programs operate year round. In addition, the Collaborative feels it is important for our students to have state-of-the-art adaptive technology that enables them to fully engage in the curriculum. To support the mission, the Collaborative has recently upgraded its technology in all schools. The Collaborative is committed to offering high quality programs in a fiscally responsible manner. A student-focused budget with a mission to improve student outcomes is always more cost-effective than a budget disconnected from the mission.

2016-2017 Average Number of Students

Valley Collaborative Student (K-12) Enrollment as of June 26, 2017 was 325 pupils.

Program Offerings Overview

K-12 Programs:

Valley Elementary School
Valley Middle School
Valley Transitional High School

Adult Programs:

Valley's Today-and-Tomorrow Program
Valley's Massachusetts Rehabilitation Commission Funded Programs
Job Development

Valley Elementary School

135 Coburn Road, Tyngsborough, MA

Our Goal

Valley Elementary School's goal is to provide a school experience for every child.

Valley Elementary School provides a school experience for every child, in a supportive, therapeutic environment. We cater to students with a range of cognitive, language and learning disabilities, as well as those with executive functioning problems, Autism, mental health issues and behavior challenges. Students have access to literacy, math, language and writing as well as science and social studies at their individual level. Our school utilizes experiential education to help students develop social skills, confidence and comfort with positive risk challenges. We also encourage families to participate in the school experience. Family events, volunteer opportunities and our Parent Advisory Group all provide a much-needed connection.

Autism Pragmatic Sensory classrooms are ABA designed to meet the needs of students diagnosed with Autism, as well as students with pragmatic, sensory or behavioral needs. We use a team approach to provide each student with individualized behavior and academic supports.

Emotional Behavior classrooms provide a therapeutic environment for students who have emotional, mental health, behavioral or social adjustment difficulties that may limit their ability to make progress in a traditional school setting. The classrooms use positive behavior support and collaborative problem solving to help students focus on school, develop relationships and build self-esteem. Our tailored approach and expert team ensure that every student has an individualized behavior and academic plan.

Valley Collaborative Elementary School is staffed by therapists and educators who've received extensive training in the most current research-based intervention strategies. Our integrated therapy approach utilizes behavior analysts, speech/language pathologists, occupational therapists, physical therapists, music therapists and social workers who work with the classroom staff to ensure that all of our students' needs are met.

After-school Programming

We offer a variety of after-school activities including community outings, recreation and social skills groups.

Parent Training

We also offer a parent training series that incorporates behavioral as well as social techniques to help parents help their children

Valley Middle School

40 Linnell Circle, Billerica, MA

Our Goal

Valley Middle School's goal is to prepare students for successful adult living.

The Valley Middle School provides a supportive, therapeutic environment, tailored to meet students' individual learning needs. Our school is staffed by trained professionals who help students discover their strengths, interests and abilities. Small class sizes, individual instruction and classroom technology keep students motivated and engaged. In addition to a rich curriculum, students also have access to programs, including:

- social skills group
- life skills training
- art education
- music therapy
- electives, including band, cooking, school spirit, creative arts, health and wellness
- community based activities
- field trips
- experiential physical education

Emotional Behavioral (EB) classrooms provide a therapeutic setting for students who have emotional, behavioral or social adjustment difficulties that may have kept them from making progress in a traditional school setting. EB classrooms are appropriate for students with a range of cognitive abilities or learning disabilities, as well as those with executive functioning or behavior challenges.

Autism Spectrum Disorder (ASD) classrooms provide services designed to meet the needs of students diagnosed with autism, as well as students with pragmatic, sensory or behavioral needs. The classrooms provide consistency, positive reinforcement and individual behavior support plans, as needed.

The Interim Alternative Education Setting (IAES) 45-Day Assessments allow our skilled professionals to assess what kinds of supports and therapeutic approaches will best help students meet their educational goals.

Valley Transitional High School

40 Linnell Circle, Billerica, MA

Our Goal

Valley Transitional High School's goal is to prepare students to become successful members of their communities.

Valley Transitional High School provides a supportive, therapeutic environment that assists students with their social, emotional, behavioral and academic needs. We seek to instill our students with the confidence and ability to successfully earn a high school diploma, transition into the workplace or a post-graduate program.

Valley Transitional High School classrooms provide a therapeutic setting for students who have social, emotional, behavioral or academic needs. Students develop transitional skills so that they are prepared to successfully enter college and the working world after graduating from high school. We offer a trusting, structured and safe environment that allows students to give and receive productive feedback from their peers, and encourages them to make positive choices. Students attend small classes taught by trained educators who use individualized instruction, state-of-the-art technology and innovative instructional strategies to engage and motivate them.

The Intensive Special Needs classroom provides comprehensive services to students with moderate to intensive physical, developmental and intellectual impairments. Our specialized instruction and expert staff is able to meet the needs of individual students. The curriculum focuses on academics, vocational, social and life skills.

Vocational Opportunities

Students have a variety of opportunities to develop vocational skills, including: culinary, woodshop, landscaping, and car detailing. We collaborate with local businesses and community groups to offer students the knowledge and work experience they will need for employment. Students can also participate in internships in the surrounding community, or with the Massachusetts Laborers Union. Community service opportunities allow students to develop a positive self-identity through volunteering.

Additional Programming

The Experiential Physical Education program gives students the opportunity to take positive risks and challenge themselves in order to develop leadership and problem solving abilities, along with communication skills. Community service opportunities allow students to develop a positive self-identity through volunteering. Eligible students who are on track to graduate and in solid academic standing may also participate in dual enrollment and work study programs.

Home/Contract Services

Home ABA Services

Valley Collaborative provides Home ABA Services to Member District students ages 3-22 as determined by their IEP. Valley Collaborative currently employs several Board Certified Behavior Analysts (BCBA), who provide and supervise direct and/or consultative home ABA services.

Home ABA Services are designed to allow students to experience success at home and in the community. Caregivers learn strategies used in the student's classroom in order to build consistency and generalization of skills in all settings.

Approximately 7 students received home ABA services.

Contract Services

Valley Collaborative provides a contract service to those districts in need. A contract service is a service that a district needs in their own district and is not provided to a student enrolled in a Valley Collaborative program and can include but is not limited to:

- Therapy (Speech, Occupational & Physical)
- Transition Specialist
- Augmentative and Alternative Communication Specialist
- Social Work
- ABA Therapist
- Board Certified Behavior Analyst
- Psychiatrist
- Tutoring
- One-on-one Transitional Aide
- One-on-one Behavioral Aide
- One-on-one Nurse
- Restraint Training
- Extended Day Programming

A Valley Collaborative Member or Non-Member District may also contract with Valley Collaborative for an assessment for a non-valley student. The contract services assessments available to districts include:

- Speech Language Evaluation
- Occupational Therapy Evaluation
- SIPT Assessment
- Sensory Integration & Praxis Test – 17 subtests
- Physical Therapy Evaluation
- Functional Behavioral Assessment
- Functional Vocational Evaluation (V5)
    - Sensory-motor · Strengths
    - Gross & Fine Motor · Preferences and Interests
    - Coping/Adaptive Behavior · Work adjustment and Job readiness
    - Autonomous Living · Memory and Learning Style
    - an observation of the student in a community based work environment
- Transition Assessment (V10)
    - V5 and:
        - Adaptive Living · Transition
        - Self –Determination · Social
        - Employability · Person-Centered Planning
- Observational Assessment
- Cognitive/Intelligence Testing
- Psychological Evaluation
    - Bender Visual-Motor Gestalt Test · Connors' Rating Scales

- Rey-Osterreith Complex Figure · Drug Use Screening Inventory
- BASC Progress Monitor · Millon Adolescent Clinical Inventory
- Vineland Adaptive Behavior Scales, 2nd Ed. · Behavioral Assessment for Children, 2nd Ed.
- Wechsler Intelligence Scale for Children, 4th Ed. · Wechsler Adult Intelligence Scale, 4th Ed.
- Wechsler Preschool & Primary Intelligence Scale, 4th Ed.

Adult Services

25 Linnell Circle, Billerica, MA

Our Goal

Valley Collaborative's Adult Services goal is to support our adult community in reaching lifelong goals.

Our Adult Services focuses on building a community that promotes individuality, independence and community inclusion. Valley Collaborative believes in a person-centered approach that provides supports in order to help our community of adults realize maximum independence, rewarding experiences, diverse vocational opportunities and continual growth.

Today & Tomorrow

Valley's Today and Tomorrow program, funded by the Department of Developmental Services (DDS), helps adults identify and attain their goals regarding involvement in personal or community activities and work status.

Valley's Massachusetts Rehabilitation Commission Funded Programs

Valley's Evaluation and Training program, funded through the Massachusetts Rehabilitation Commission (MRC), assists individuals in preparing for and obtaining competitive employment. Valley's Supported Work program, funded through MRC, provides long-term supports to adults who have obtained employment through MRC.

Job Development

Valley Collaborative's job development team has over 100 years combined experience in building community business partnerships and working to assist people with disabilities find and secure competitive and supported employment. Some of the services we provide include:

- Assessment
- Individual supported employment
- Skills training
- Group supported employment
- Job placement
- Community-based day supports
- Initial, interim, and ongoing job supports
- Volunteer opportunities
- Job development
- Job coaching

Therapeutic Services

Most of Valley's students receive one or more therapeutic services.

Occupational Therapy, Speech Language Therapy, Physical Therapy, and Behavioral Analysis

The therapist(s) role in the Collaborative is to provide services to students through an integrated therapy model, which research supports as the most effective manner to provide services. Team collaboration is at the heart of the integrated therapy model. The team works together for the functional independence and success of the students. The team arrives at a shared set of goals for the students and implementation occurs across the routines of the day.

Using this model, therapists work with students within the classroom environment and during naturally occurring routines and activities. This helps reduce the student's need to generalize skills from a clinical or "pull out" model to realistic situations that occur with the classroom and school environments. It also increases opportunities for peer modeling and frequent practice of targeted objectives. Various therapists may also be in the classroom for the same block of time to "co-treat" or implement strategies that draw on their combined expertise.

This model also includes consultation, program monitoring, and staff training. Therapists train teaching staff to extend therapeutic interventions into classroom activities and other ongoing activities that occur throughout the student's day. The therapists determine recommendations for service delivery, develop IEP goals and benchmarks specific to discipline, actively engage members of the multidisciplinary team to best meet student's needs, consult with staff and other professionals to ensure generalization of newly learned skills, and implement staff training and parent education.

Areas of Assessment and Treatment

Occupational Therapy:

- Handwriting skills and keyboarding
- Fine motor skills
- Activities of daily living (ADL's)
- Visual motor skills
- Visual perceptual skills
- Motor planning skills
- Sensory processing skills
- Upper extremity function
- Environmental modification
    - Upper extremity coordination
    - Sensory integration assessments
    - Life skills

Speech Language Pathology:

- Pragmatics
- Speech sound production
- Resonance
- Phonology
- AAC
- Swallowing/feeding
- Voice
- Fluency
- Expressive and receptive language
- Cognition and executive functions

- Syntax and grammar
- Pro-social skills

Physical Therapy:

- Functional mobility
- Positioning to promote optimal participation
- Gross motor skills and motor planning
- Equipment assessment (wheelchairs, walkers, seating)
- Tonal inhibition and facilitation
- Posture
- Range of motion and strengthening
- Vendor consultation
- Orthotics management
- Core stability and strengthening

Board Certified Behavioral Analysis:

- Behavior support plans
- Functions of behavior
- Staff training
- Reinforcer and motivation assessment
- Representation of graphs for data
- Data collection systems
- Discrete trial planning
- Parent training
- Skills assessments

Counseling and Social Work

A supportive therapeutic environment is an essential component of the student's overall experience at Valley. Valley's clinical component addresses student's social, emotional, developmental, and behavioral needs. The clinical team, in conjunction with the teaching staff, BCBAs, speech and language therapists, occupational therapists, and physical therapists, identifies student's individual needs and addresses them through various approaches. Such approaches facilitate the development of self-awareness with the main objective to promote overall wellness and assist each student in reaching his/her full potential. The clinical team provides individual, group, and milieu counseling as well as crisis intervention and consultation to staff. They also provide a variety of assessments and participate in IEP meetings. Regular communication with family and outside providers and specialists is essential to maximizing a student's complete educational and therapeutic experience. Valley's clinical team is comprised of Massachusetts DESE certified school social workers, and guidance counselors. Social workers also hold a Massachusetts state board license as either an LICSW or LMHC.

Medical Services

The nursing staff at Valley functions as part of the multidisciplinary team. It is our goal to promote the health, safety, and well-being of our students, as well as intervene with actual and potential health and behavioral health issues. In addition, when necessary, we manage complex medical issues and provide case management services. Our nurses network with others to build student and family capacity for adaptation, optimal independence, self-advocacy, and to build community alliances. We are a multifaceted group that provides professional nursing services to students to enhance their well-being, academic success, and lifelong achievement. Along with the educational advancement of our students, the nurses at Valley are active in their own professional growth and are actively engaged with other professional organizations.

All Collaborative students benefit from medical assistance as required and/or stipulated by his/her IEP. The Collaborative is in compliance with Massachusetts DESE and Massachusetts Department of Public Health regulations and employed a full-time Registered Lead Nurse. In addition, the Collaborative employs a nurse at each site and has a float nurse.

Assessment Services

Interim-Alternative Education Setting – 45-Day Assessment Program

Valley's 45-day assessments assist in determining interventions that will aid students with increasing his/her ability to perform successfully within an educational setting. The program also addresses the therapeutic needs of each student. Psychosocial needs are accessed via formal and informal assessments, while utilizing a holistic approach.

At, or before, the end of the 45 days, a written report is presented at a team meeting where intervention strategies are discussed, as well as descriptions of the type of educational setting that will best meet the student's needs.

Augmented and Alternative Communication Services and Evaluations

Our Goal-to provide expert AAC evaluation and support for students, parents and staff in order to facilitate student communication. Augmentative and alternative communication (AAC) includes all forms of communication (other than oral speech) that are used to express thoughts, needs, wants, and ideas. Laura Badger, M.S. CCC-SLP is a Speech- Language Pathologist who specializes in augmentative and alternative communication (AAC) and language development for AAC users. Laura has presented regionally and nationally on a variety of topics specific to AAC, technology and language development for students with complex communication needs.

Valley Collaborative provides comprehensive AAC evaluations at competitive rates. Our expert team can determine student needs and determine a plan of action, while providing ongoing support for students and staff beyond the evaluation period. AAC evaluations, direct therapy and consultative services are provided by certified speech-language pathologists. Valley offers:

- 30 day evaluation period
- Skilled observation, assessment and recommendations
- Implementation
- AAC device trials
- Technology assistance
- Ongoing support and consultation

Sensory Integration Praxis Test

A Sensory Integration Praxis Test (SIPT) is a comprehensive evaluation of a child's sensory systems that explores and explains the under-lying neurological processes that are at the root of the presenting problems. The SIPT evaluation is designed to use with children who are at least 4 years old through 8 years 11 months, although can be used with older children. The student must have the ability to attend to and respond to testing. Allyson Melanson, M.S., OTR/L is an occupational therapist with numerous years of experience working as a school based occupational therapist who specializes in sensory integration. She has completed specialized training in sensory integration and is certified to administer the SIPT battery.

The following is a list of presenting problems that often lead to a referral for a SIPT:

- Difficulties with developmentally-appropriate organizational skills
- Difficulty with initiation
- Difficulties performing developmentally-appropriate and school related self-care skills
- Less than developmentally-appropriate time on task

The SIPT battery includes the following 17 tests and can be given in 2 – 4 hours, over two sessions. Additionally, any one of the individual tests can be administered separately in approximately 10 minutes:

- Space Visualization
- Figure-Ground Perception
- Standing/Walking Balance
- Design Copying
- Postural Praxis
- Bilateral Motor Coordination
- Praxis on Verbal Command
- Constructional Praxis
- Localization of Tactile Stimuli
- Postrotary Nystagmus
- Motor Accuracy
- Sequencing Praxis
- Oral Praxis
- Manual Form Perception
- Kinesthesia
- Finger Identification
- Graphesthesia

Transition Services and Assessments

Valley's goal with transition services is to help students make successful transitions to life beyond school. Students who are transitioning from school to employment and community benefit from a variety of resources and support. Valley Collaborative provides a comprehensive approach to helping students, families, and school districts navigate the transition process. Valley's transition services are age appropriate and highly individualized. Our transition specialist, Karen Rowe, M.Ed. is a DESE licensed special educator who specializes in transition services. She has an extensive background in vocational services, serving both students and adults. Karen has presented regionally on topics related to transition services in special education. She has developed transition tools, assessments, and individualized programming for students with a wide range of strengths and needs.

Transitioning to Employment and Life after School

Valley's expert transition specialist helps students transition to the fullest life possible after school, including appropriate employment and/or independent living. Our transition assessment process begins by assessing student readiness for the workplace and/or pre-vocational training including interests, skills, intellectual functioning, sensory and motor abilities, coping/adaptive behavior, employability and "soft skills." Valley also offers planning assistance for students transitioning to post-secondary education. Valley's transition specialist assesses the attributes and "soft skills" associated with self-determination including personal strengths, work preferences, self - advocacy, self -regulation, autonomy and psychological empowerment. For students moving towards independent living, Valley provides assessments of transition skills, adaptive living skills, social skills and leisure skills.

Assisting Districts

Valley's expert staff and extensive resources enable us to provide districts with an ongoing, tiered set of transition services. Valley's transition services streamline the transition process and assist districts in meeting the guidelines set forth in IDEA indicator 13 of the U.S. Department of Education, Office of Special Education programs State Performance Plan Indicators. In addition to assessments, Valley offers consultation, professional development, job coaching, and job development to districts.

Other Assessments Offered

- Complete Vocational Assessment Battery (McCarron Dial Systems)
- Valley Assessment of Social, Transitional, & Employment Readiness Skills (M.A.S.T.E.R.S. Assessment)
- Cognitive/Intelligence Testing – Three Year Evaluations

Vocational Services

Our goal is to provide an environment that gives students and adults the opportunity and support to explore and reach their academic and vocational potential. Business services we provide are catering, auto-detailing, mail delivery services, assembly tasks, janitorial services, recycling, shipping and receiving, and landscaping. Valley's vocational services offer staffing solutions by providing interns, volunteer services, supervised job crews, qualified personnel, job coaching supports, and customized services to fit the needs of businesses and employers alike.

Professional Development

The Valley Collaborative offers a limited array of professional development. The professional development is primarily directed to our staff and in some instances includes staff from its member districts. The exception is professional development in the areas of restraint training, anti-bullying law, and workshops provided through the Northeast Professional Educator Network (NPEN).

Professional development includes:

- August 31, 2016 - Orientation Day
  - The Power of Mindsets: Nurturing Motivation and Resilience in Students, presented by Dr. Robert Brooks, Psychologist/National Presenter
  - Orientation Day – Mandated Trainings
- October 7, 2016 – Early Release Professional Development Day
  - Smart Board Training – ELA/Humanities
  - National Alliance on Mental Illness - Educating the Educator Panel
  - ST MATH Program
  - Going Google in the English Classroom

  - Assistive Tech for Special Educators
  - Nursing – Self Directed Online Learning
  - Middlesex Partnerships for Youth presents: Investigating and Addressing Teen Sexting Behaviors and Underage Substance Abuse
  - Effective Consultation in Schools: The good, the bad, the ugly, and what to do about it
  - Online and Children's Literature Resources for Reading and Writing
  - Smart Board Training – Math and Science
  - Augmentative-Alternative Communication Implementation for the Elementary Staff
  - Facilitated – Content Specific Webinar for SLPs
  - Facilitated – Content Specific Webinar for OTs & PTs

Valley Collaborative is a proud member district of the Northeast Professional Educator Network (NPEN). This network is comprised of approximately twenty-five school districts in the Merrimack Valley whose joint vision is to "maximize regional resources to provide high-quality, inter-district professional development, fostering a culture of collaborative inquiring in order to improve student learning." The organization is expecting to serve an impressive 850 registrants in FY'17. Valley Collaborative's contribution in collaboration with Wilmington Public schools is to provide PD sessions revolving around Related Services and Behavioral Health topics. Below is a list of sessions offered:

- November 8, 2016 – NPEN Behavioral Health and Related Services Offerings
  - Mindfulness and Parent Engagement
  - Healthy strategies to promote success
  - Substance Abuse Prevention
  - The Impact of Trauma on Students and How to Become a Mental Health First Aider
  - Restorative Justice -MPY
  - Supporting Transgender and Gender-Nonconforming Students
  - Transition Services
  - Collaborative Goal Writing and Treatment
  - Tips and Tools for Facilitating Successful Social Skills and Team Building Activities
  - AAC Implementation
  - Functions of Behavior
  - Resilience – Shifting from Knowledge to Application: Mental Skills Programming for Students
  - GRIT – Amy Lyons

- November 8, 2016 – Valley's Paraprofessional PD Offerings
  - Mental health status of students/diagnoses, impact in classroom, crisis vs. "typical" behavioral presentation
  - Data collection strategies and why we take data
  - Behavioral support plans: why and how to read
  - Group management and student interaction as an aide in the class, how do you help?
- January 31, 2017 – Early Release Professional Development Day
  - Educator Evaluation Training
  - Facilitated - Online Resources Exploration
- Google for Education Trainings
  - After working with a Google consultant who is certified as a Google for Education Certified Trainer and Google for Education Certified Innovator, we are excited to announce that Valley is a "Google for Education" District. Google for Education accounts have additional functionalities that are not available in typical Google accounts.
  - Getting Started
  - Docs and Drive
  - Google Slides and Chrome Tools
  - Google Classroom

    - Google Tools for Special Education
    - Overview
- Clinical rounds with a consulting pediatric psychologist, Dr. Kerzner
- The Teaching of Mathematics – 10 PDPs
- The Teaching of English Language Arts– 10 PDPs
- The Teaching of Reading – 10 PDPs
- SEI Online Learning Course - 15 PDPs
- March 17, 2017 – Early Release Professional Development Day
    - Effective Strategies for Students with Anxiety, Presented by: Jessica Minahan, M.Ed, BCBA
- SmartBoards as and Educational Tool Trainings
    - Beginner
    - Advanced
- May 10, 2017 - Valley Collaborative – A Leadership Case Study: Facilitated by Dr. Tony Bent, MASS Assistant Superintendent Leadership Seminar Facilitator, Dr. Christine Francis, MASS Assistant Superintendent Leadership Seminar Facilitator. The Valley Team welcomed the opportunity to share "how the leadership sausage gets made". It can be pretty messy sometimes. This case study in leadership focused on the challenges, difficulties, hardships, and tears that went into transforming MSEC into Valley Collaborative.
- May 23, 2017 – Early Release Professional Development Day
    - Digital Learning & Instructional Design, presented by Kerry Gallagher

Cooperative Purchasing

The Collaborative does not offer cooperative purchasing but participates in it.

Joint Transportation

The Collaborative does not offer joint transportation but participates in it.

Medicaid Billing

The Collaborative does not offer Medicaid billing services but participates in it.

Outreach and Partnerships

Member School Districts

Communication and outreach are key to our success. An annual member district meeting is held in January to review the Annual Report and the Collaborative financials. Member district Superintendents, School Committee Members, Business Directors, Special Education Directors, and members of the public are invited to attend. In addition, the Collaborative hosts periodically a meeting for all its member districts' Special Education Directors. Each meeting has a working agenda of issues we need to collaborate on to better serve our students. Furthermore, the Executive Director meets with member districts and School Committee members to inform them of the progress we are making at the Collaborative, to present financial updates and to obtain various approvals when necessary.

Community-at-large Outreach

The Collaborative also publishes a quarterly Newsletter which is sent to more than 500 families and state officials, agencies, and businesses. In addition, each school publishes its own Newsletter. If you would like to be on the distribution list, please contact us.

The Collaborative has a newly developed website: www.valleycollaborative.org

The Valley Collaborative has implemented the Massachusetts Dual Enrollment Program and enrolls students with disabilities at the Middlesex Community College. The Dual Enrollment Program at the Collaborative serves students with moderate and severe disabilities, and supports college and career success through the provision of a free and appropriate public education in the least restrictive environment. The program:

- Promotes and enhances academic, social, functional, integrated competitive employment skills, and other transition-related goals;
- Provides opportunities for the inclusion of students with moderate and severe disabilities in credit and non-credit courses alongside their non- disabled peers;
- Promotes participation in the student life of the college community.

Cost-Effectiveness of Programs and Services

Please note, Valley Collaborative prides itself in providing its member districts with superb special education programming for its out-of-district students as well as limited contracted services support.

In line with Valley's focus on its on member districts, Valley has chosen to set its non-member district contracted services rates higher for students not enrolled at Valley. It should also be noted that in 2012, the Valley Board of Directors voted to include the cost of therapies in the tuition rates for both member and non-member districts. Therefore, the comparison data reflected in the Therapeutic Services rate sheet does not reflect the cost savings associated with the therapy costs being included in the tuition rates. The estimated savings for member districts in FY'17 was $1,132,157 and for non-member districts it was approximately $1,324,191. Also, Valley includes free breakfast and lunch in its tuition rates. This is another cost savings to districts and families worth approximately $380,000 (based on 300 students x 210 days x $6 for breakfast and lunch = $380,000). Valley is not aware of other collaboratives offering this benefit.

Furthermore please note, tuition rates were compared based on program descriptions. Given the differences among programs and services, a proper cost effective analysis is almost impossible without requiring full disclosure of student to staff ratio per program and transparency on the therapies included in the cost of a tuition rate. I would be happy to discuss how a cost effective analysis could be more meaningful and accurate if the proper data points were made public.

Member and Non-Member Tuition Rates compared to Private Schools*

	Private Schools Average	Member District Per Diem Tuition	Member District Per Diem Savings	**Member District Percent Cost Savings**	Non-Member District Per Diem Tuition	Non-Member District Per Diem Savings	Non-Member District Percent Cost Savings
Intensive Special Needs (ISN)	$414.19	$294.00	$120.19	**29%**	$366.50	$47.69	12%
Elementary School – Emotional Behavioral Program (EBS)	$367.04	$216.00	$151.04	**41%**	$271.50	$95.54	26%
Elementary School – Autism Spectrum Disorder (ASD)	$367.04	$240.00	$127.04	**35%**	$301.50	$65.54	18%
Middle School - Emotional Behavioral Program (EBS)	$363.35	$216.00	$147.35	**41%**	$271.50	$91.85	25%
Middle School – Autism Spectrum Disorder (ASD)	$363.35	$240.00	$123.35	**34%**	$301.50	$61.85	17%
School and Vocational Training	$373.80	$156.00	$217.80	**58%**	$197.50	$176.30	47%
School and Life Skills Training	$368.71	$179.00	$189.71	**51%**	$232.50	$136.21	37%
School and Life Skills Training ISN	$366.84	$240.00	$126.84	**35%**	$301.50	$65.34	18%
School to Work Program*		$179.00		**N/A**	$226.50		N/A
High School - Alternative	$346.80	$166.00	$180.80	**52%**	$210.50	$136.30	39%
High School - Alternative Vocational*		$179.00		**N/A**	$226.50		N/A

*See table on following page which list tuition rates for the ten private schools used for the "Average" calculations.

PRIVATE SCHOOLS TUITION

	Boston Higashi School	Cotting School, Inc.	Franciscan Children's Hospital	Landmark Foundation	Lighthouse School	May Institute	Nashoba Learning Group, Inc.	New England Center for Children	Seven Hills Foundation, Inc.	League School of Boston	Private Schools Average
	$334.24	$411.67	$380.41	$287.91	$387.85	$381.78	$474.40	$447.96	$214.68	$364.64	
Intensive Special Needs (ISN)			$380.41					$447.96			**$414.19**
Elementary School – Emotional Behavioral Program (EBS)	$334.24	$411.67			$387.85	$381.78	$474.40		$214.68	$364.64	**$367.04**
Elementary School – Autism Spectrum Disorder (ASD)	$334.24	$411.67			$387.85	$381.78	$474.40		$214.68	$364.64	**$367.04**
Middle School - Emotional Behavioral Program (EBS)	$334.24	$411.67				$381.78	$474.40		$214.68		**$363.35**
Middle School - Autism Spectrum Disorder (ASD)	$334.24	$411.67				$381.78	$474.40		$214.68		**$363.35**
School and Vocational Training		$411.67	$380.41		$387.85		$474.40		$214.68		**$373.80**
School and Life Skills Training	$334.24	$411.67	$380.41		$387.85	$381.78	$474.40		$214.68	$364.64	**$368.71**
School and Life Skills Training ISN	$334.24	$411.67	$380.41		$387.85		$474.40		$214.68	$364.64	**$366.84**
School to Work Program*											
High School - Alternative				$287.91	$387.85					$364.64	**$346.80**
High School - Alternative Vocational*											

FY'17 Financial Audit Summary

Valley Collaborative
Statement of Activities
For the year ended June 30, 2017

Functions/ Programs	Expenses	Program Revenues: Charges for Services	Program Revenues: Operating Grants and Contributions	Net (Expense) Revenue and Changes in Net Position
Governmental Activities:				
Administration	$ 2,025,343	$ -	$ -	$ (2,025,343)
Education	13,883,368	16,581,863	2,223,585	4,922,080
Intergovernmental revenue and expense	3,379,292	-	3,379,292	-
Depreciation and amortization	707,071	-	-	(707,071)
Total Governmental Activities	$ 19,995,074	$ 16,581,863	$ 5,602,877	$ 2,189,666
General Revenue and Other:				
Interest				10,945
Other				7,501
Credits to member districts				(2,000,000)
Gain on disposal of assets				41,232
Total General Revenue and Other				(1,940,322)
Change in Net Position				249,344
Net Position, Beginning of Year				13,320,417
Net Position, End of Year				$ 13,569,761

Valley Collaborative
Statement of Net Position
June 30, 2017

Assets

Current Assets	
Cash and cash equivalents	$ 4,324,298
Accounts receivable, net	2,753,294
Prepaid expenses and other assets	22,861
Cash held for municipalities	2,007,651
Total Current Assets	9,108,104
Non-current Assets	
Furniture, equipment, vehicles and leasehold improvements, net	7,662,561
Total Non-current Assets	7,662,561
Total Assets	$ 16,770,665

Liabilities and Net Position

Current Liabilities	
Accounts payable and accrued liabilities	$ 1,193,253
Deferred revenue - member districts	2,007,651
Total Current Liabilities	3,200,904
Total Liabilities	3,200,904
Net Position	
Unrestricted	4,378,081
Restricted - contributions and other	29,119
Restricted - capital reserve fund	1,500,000
Invested in capital assets, net of related debt	7,662,561
Total Net Position	13,569,761
Total Liabilities and Net Position	$ 16,770,665

Progress Made Toward Achieving the Purpose(s) and Objectives Set Forth in the Collaborative Agreement

Valley Collaborative's District Improvement Plan

Designed to achieve the Purpose and Objectives set forth in the Collaborative Agreement

2015-2020

Plan Overview

Valley Collaborative's Articles of Agreement **ARTICLE II** **Mission, Objectives, Focus, and Purpose**
The mission of the Collaborative is to conduct educational programs and/or services for member districts in a cost-effective manner and to increase educational opportunities and to improve educational outcomes for its students. The purpose of the Collaborative is to provide high quality intensive educational, therapeutic and transitional programs and related services to individuals with disabilities referred by member districts, non-member districts and social service agencies, including both children and adults, and to provide professional development to educators. The focus of the Collaborative is the provision of special education, transitional, occupational, and therapeutic programs and services in the least restrictive environment and comprehensive professional development within the local communities of the member districts. The overall objectives of the Collaborative include improving the academic achievement and/or occupational skills of students and individuals with disabilities in the least restrictive environment through high quality programs and services; offering a variety of high quality professional development opportunities to general and special education teachers and related service providers; and offering its programs and services in a cost-effective manner.
Mission
To work collaboratively to create a structured learning environment that empowers individuals to lifelong learning and to navigate confidently and with optimal independence in their community.
Vision
Valley Collaborative partners with families, districts, and the community to provide innovative programming that empowers students and adults to discover their individual strengths, interests, and abilities. In doing so, students become responsible contributing members of society.
Theory of Action
If we… ● Identify students' immediate and long-term individualized goals, strengths, and needs and provide support to meet them, and… ● Build the capacity of, and invest in, our staff, and… ● Invest in community building across the Collaborative, with all stakeholder groups, *Then we will…* ● Increase student independence and prepare students for successful post-secondary placement and adult living ● Increase staff professional capacity and the retention of certified staff ● Improve the engagement of all stakeholders in the Collaborative community

Strategic Objectives		
1. All students and adults will be prepared for successful adult living	***2. Valley Collaborative will provide professional development to build capacity and retain high quality staff***	***3. Valley Collaborative will foster a sense of belonging and engagement in the Collaborative community for all stakeholders (students, adults, families, staff, districts, community partners)***
Strategic Initiatives		
a.) *Develop and Implement Common Core and Job Skills Curriculum* Functional academics, job development and training	***a.)*** *Provide Content-specific PD in* Technology	***a.)*** *Provide Team Building for Students* Develop appropriate activities to establish commitment and respect for learning goals
b.) *Improve Transition Planning* Earlier assessment and communication; explore post-secondary options; travel training; community resources	***b.)*** *Build Capacity Through Induction and Mentor Programs for Educators and Leaders, and Provide Leadership Opportunities*	***b.)*** *Maintain Community Involvement* Identify and develop Valley Collaborative facilitated events with the purpose of maintaining community involvement for students, adults, and community partners
c.) *Build Independence Through Community Activities* Role play and real life situations; vocational activities; practicing life skills	***c.)*** *Provide PD Choice: Half Days*	***c.)*** *Increase District Participation in Advisory Board Meetings* Communication; forecasting potential students and programs
d.) *Build Self Advocacy Skills* Encourage communication w/ peers, staff, employers, worksites, and connect the communication with natural outcomes	***d.)*** *All staff: Participants evaluate professional development offerings.*	***d.)*** *Increase and Maintain Student and Family Communication* Parent orientation; invite and inform; current events; website; email
e.) *Strengthen Self Actualization* Develop and provide choice opportunities for students' reflection in order to build confidence and awareness, and experience belonging	e.) *Establish Professional Learning Communities*	***e.)*** *Develop and Share Best Practices* School and Collaborative-wide; Internal transition planning; communication
f.) Track student's/adult's progress on their annual IEP/ISP goals	*f.) Network to provide Opportunities to Work Collaboratively with School Districts and Collaboratives in the Northeast*	
g.) Administer Independence survey		
h.) Track Post-secondary Plan/Placement		
Outcomes		
1.1 By the 2019-2020 school year, each Valley student/adult who has been enrolled for a year or longer will receive a 'met' rating on his/her IEP/ISP goals a minimum of 70% of the time.	2.1 Professional Development opportunities will receive an overall rating of "very good" on feedback evaluation forms 80% of the time by year five.	3.1 A minimum of one engagement initiative conducted annually, demonstrated through an artifact, targeting each group – students, adults, families, staff, districts, and community partners.
1.2 During the 2016-2017 school year, the Independence Survey will show a 10% increase in greater independence on the student's IEP/ISP goals	2.2 50% of certified staff will still be employed at Valley Collaborative by the end of year 3 of this plan.	3.2 Participation in Community Involvement events will remain steady or increase by 10% .
1.3 By the 2019-2020 school year, 90% of Valley graduates will be entering a college, state agency program, and/or other career track.		

Action Plan

Strategic Objective:

1.) All students and adults will be prepared for successful adult living

Initiative:

1a.) *Develop and implement common core and job skills curriculum* – Functional academics, job development and training

Monitoring Progress:

Process Benchmark for Initiative 1a	Person Responsible	Date	Status
Develop curricula Teams	Karen Rowe Transition Specialist	Winter '15	Completed
Inventory curricula products	Karen Rowe Transition Specialist	Spring '16	Completed
Assess curricula strengths and areas needing further development through data analysis	Karen Rowe Transition Specialist	Fall '16	Completed
Make recommendations as appropriate	Karen Rowe Transition Specialist	Fall '16	Completed
Develop a program of studies for grades 9-12 (Valley Transitional High School – Sites 1 & 2)	Math/English Dept. Heads	Winter '16	Completed

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark for Initiative 1a	Person Responsible	Date	Status
Attendance at Curriculum meetings	Karen Rowe Transition Specialist	Ongoing	Ongoing
Upload inventory on shared/google drive	Karen Rowe Transition Specialist	Winter '16	Completed
Create final recommendations/proposals	Karen Rowe Transition Specialist	Winter '16	Completed
Review and adjust program of studies	Karen Rowe Transition Specialist	Winter '16	Completed

Monitoring Progress:

Process Benchmark for Initiative 1a	Person Responsible	Date	Status
Develop Assessment Teams	Karen Rowe Transition Specialist	Nov '15	Completed-ongoing
Inventory assessments products	Karen Rowe Transition Specialist	Spring '16	Completed-ongoing
Assess assessment strengths and areas needing further development	Karen Rowe Transition Specialist	Fall '16	Completed
Make recommendations as appropriate	Karen Rowe Transition Specialist	Fall '16	Completed-ongoing

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark for Initiative 1a	Person Responsible	Date	Status
Attendance at Assessment meetings	Karen Rowe Transition Specialist	ongoing	Completed - ongoing
Upload inventory on shared drive	Karen Rowe Transition Specialist	Winter '16	Completed
Create final recommendations and proposal to purchase new materials if needed	Karen Rowe Transition Specialist	Winter '16	In Progress

Action Plan

Strategic Objective:

1.) All students and adults will be prepared for successful adult living

Initiative:

1b.) Improve transition planning: earlier assessment and communication; explore post-secondary options; travel training; community resources

Monitoring Progress:

Process Benchmark for Initiative 1b	Person Responsible	Date	Status
Implement Career Cruising curriculum in middle school and high school	Karen Rowe Principals	June '17	Completed
Develop Work-Based Learning Plan for every student who has a vocational goal	Karen Rowe Principals	June '17	Completed
Develop Person Centered Planning and Transition Tool (PCPTT)	Karen Rowe Principals	Sept '15	Completed
Implement Person Centered Planning and Transition Tool (PCPTT)	Karen Rowe Principals	June '17	Completed
Collaborate with member district to customize programming for their students regarding Transition Service. Karen Rowe, Valley Transition Specialist, provided consulting services with Tyngsborough Public Schools regarding various assessment tools that would be appropriate to use with students functioning at various developmental stages. Heather Valcanas, Valley Adult Services Manager provides ongoing consulting services to Tewksbury Public Schools regarding transitioning planning for students who are moving on to adult services and navigating various agencies/resources. Valley also provides crossover programming to Tewksbury students with the same profile.	Karen Rowe and Heather Valcanas	Spring 17'	In Progress
Open new Site 2 classroom specifically designed for students of the Autism Spectrum who may not be a great fit for the other classrooms where there is a large outdoor education social component	Julie Fielding	Winter 17'	In Progress

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark for Initiative 1b	Person Responsible	Date	Status
100% of applicable teachers/staff will be trained in using Career Cruising	Karen Rowe Principals	June '16	Completed
50% of high school and middle school students have an individual account	Karen Rowe Principals	June '17	Completed
Each student has a Work-Based Learning Plan	Karen Rowe Principals	June '17	In Progress
Meet with teachers to ensure that 70% of the PCPTTs are complete	Karen Rowe Principals	June '17	In Progress

Action Plan

Strategic Objective:

1.) All students and adults will be prepared for successful adult living

Initiative:

1c.) Build Independence through community activities: role play and real life situations; vocational activities; practicing life skills

Monitoring Progress

Process Benchmark	Person Responsible	Date	Status
Identify current transitional skills curriculum collaborative wide	Karen Rowe Voc Coordinator, Matt Gentile	Fall 2017	
Identify gaps in curriculum	Karen Rowe Voc Coordinator, Matt Gentile	Winter/Spring 2017	
Explore and research residential space for ILS curriculum	Principals Dr. Scott, Heather Valcanas	2019-2020 School Year	
Create a Google doc to capture current programming/activities			

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark	Person Responsible	Date	Status

Resources Supporting Implementation

The staff and financial resources allocated to support this initiative

Resources

Action Plan

Strategic Objective:

1.) All students and adults will be prepared for successful adult living

Initiative:

1f.) Track student's/adult's progress on their annual IEP/ISP goals using a "met" and "not met" scale as measured by the progress reports.

Monitoring Progress:

Process Benchmark for Initiative 1f	Person Responsible	Date	Status
Weekly progress notes are completed for adults and information is compiled to make quarterly progress reports. A new ISP Goal Form for the Today and Tomorrow Program has been created. Additionally, Valley is working with a Google consultant to create a Google Sheet to capture the "met" and "not met" student data systematically.	Heather Valcanas Adult Services Manager/ Principals	2017-2020	In Progress

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark for Initiative 1f	Person Responsible	Date	Status
100% of adult services staff have been trained in using ISP Goal Form	Heather Valcanas	March 17'	Completed
Job Developer has been tasked with reviewing ISP Goal Forms and working with vocational coaches to capture all relevant information regarding progress towards meeting ISP goals.	Heather Valcanas	January 17'	Completed
Using information gathered from ISP Goal Forms individuals have been given specific worksite modifications and tools to support them in achieving ISP goals more quickly.	Heather Valcanas	August 17'	Ongoing

Action Plan

Strategic Objective:

1.) All students and adults will be prepared for successful adult living

Initiative:

1g.) Administer an Independence Survey

Monitoring Progress:

Process Benchmark for Initiative 1g	Person Responsible	Date	Status
Surveys have been developed, implemented, and completed by students/adults and families during the Spring of 2016 to collect baseline data on "Sense of Belonging": independence, peer relationships, school culture, and impressions of staff. These surveys will be re-administered every Spring to work towards continuous improvement	Brian Mihalek Program Lead, Middle School	Spring 2016 and ongoing	In Progress

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark for Initiative 1g	Person Responsible	Date	Status
By the end of the 2017/2018 survey cycle, the Sense of Belonging committee will analyze survey data derived from the "Sense of Belonging" student survey to identify 1 recommendation in order to receive an average of 60% 'yes' (approval) ratings in the area of independence by the end of the 2017/2018 school year.	Brian Mihalek	Spring 2018	In Progress

Action Plan

Strategic Objective:

1.) All students and adults will be prepared for successful adult living

Initiative:

1h.) Track Post-secondary Plan/Placement

Monitoring Progress:

Process Benchmark for Initiative 1h	Person Responsible	Date	Status
A database was implemented by Valley Transitional High School's guidance counselor to track this information by student name, district, and post-secondary plan: college, trade school, work, military, other, as well as adult service agencies involved. With such a diverse student population, our graduating seniors are transitioning out into a number of different opportunities. 2015- 2016 On site one, we have 11 students going straight into the workforce, three students continuing their education in a trade school, and four students who plan on attending college in the fall. More than half of the graduating class from site one will be working with some form of state agency, from DMH to MRC, after graduation. On site two, nine of our graduating students have enrolled in college for the fall with the other two students choosing to go directly into the work force. On site three, all but one of the graduating students will be receiving state services such as DDS with 11 of them attending an adult services program, three students enrolling in college, two students going straight to work, and one student enrolling in a trade school. 2016-2017 Site 1 has 16 students graduating, all with their own specific plan. Four of these students plan to attend post-secondary institutions ranging from community college to four year universities to trade schools to hone a specific skill. Two of the students will be utilizing adult services through Valley or MRC. Nine of the students plan to go right into the work force, with four of them already securing employment. One graduating senior plans to travel for a year before committing to any sort of future education. Site 2 has 18 graduating seniors. 12 of these students will be attending post-secondary education also ranging from University, community college, and trade school. Three students will be utilizing adult services either continued through Valley or through MRC. Three students plan on going straight into the work force with two of those students already securing employment.	Matt Gentile Guidance Counselor	2016-2020	Completed and will now be ongoing

Action Plan

Strategic Objective:

2.) Valley Collaborative will provide professional development to build capacity and retain high quality staff

Initiative:

2a.) Develop content specific PD in Technology

Monitoring Progress:

Process Benchmark for Initiative 2a	Person Responsible	Date	Status
Identify PD Focus Group members: • Joia Mercurio • Kari Morrin • Judy Norton • Nicole Noska • Heather Valcanas	PD Focus Group	9/30/15	Completed
Define Valley's 'technology' uses and needs		Fall 2015	Completed
Adopt/Modify needs assessment (i.e. DESE's TSAT) for technology to collect baseline data (i.e. "How often do you use…")			Completed
Administer the DESE's TSAT (modified)		Winter 2016	Completed
Assess needs assessment data		Winter 2016	Completed
Prioritize identified areas of need			Completed
Modify current PD evaluation form to collect continued progress data		Spring 2016	Completed
Create PD plan for 2016 -2017 school year		Summer 2016	Completed
Provide Beginner Smart Board training for ELA and Humanities as well as Math and Science as a choice for October 7th early release PD Day		Fall 2016	Completed
Provide Beginner and Advanced mandatory Smart Board training for all licensed staff during staff meeting times at the Elementary and Middle/High School level		Spring 2016	Completed

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark for Initiative 2a	Person Responsible	Date	Status
60% return rate of needs assessment among all staff	PD Focus Group	Winter 2016	Completed
Analyze results and identify top 3 high priority technology PD needs from needs assessment		Winter 2016	Completed

Action Plan

Strategic Objective:

2.) Valley Collaborative will provide professional development to build capacity and retain high quality staff

Initiative:

2b.) Build Capacity through the Induction and Mentor Programs for Educators and Leaders and provide leadership opportunities

Monitoring Progress:

Process Benchmark for Initiative 2b	Person Responsible	Date	Status
Create formal Leadership Mentorship Program.	Kari, Joia, and Chris	Fall 16	In progress
Develop Educator Mentorship Program.	Kari and Joia	Fall 16	Completed
Establish a Leadership PLC where people read the latest research on leadership, watch current videos and participate in leadership presentations facilitated by Dr. Tony Bent.	Dr. Tony Bent & Valley Leadership Team	Fall 16	Completed
Establish a Leadership Coffee Hour with distinguished leaders from across the state reflecting on their leadership experiences so that leaders can learn from them.	Chris Scott and Karen Blackburn	Fall 16	Completed
Create networking opportunities for Valley Leaders, Board Members who are new Superintendents, Member District Assistant Superintendents, Special Education Directors and Northeast Collaborative Executive Directors through Leadership Coffee Hours, regional meetings, social gatherings	Chris Scott and Regional Leaders	Fall 16	Completed
Highlight the restructuring efforts of the past 4 years as a case study presentation to MASS's Assistant Superintendent group	Chris Scott	Spring 2017	In Progress

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark for Initiative 2b	Person Responsible	Date	Status
Schedule of Leadership Coffee Hours - to date, Valley has hosted two meetings	Karen Blackburn & Chris Scott	Fall 16	Completed
Schedule of Leadership meetings with Dr. Tony Bent	Karen Blackburn & Chris Scott	Fall 16	Completed
Schedule of FY17 Mentor and Induction Meetings	Kari Morrin & Joia Mercurio	Fall 16	Completed

Action Plan

Strategic Objective:

2.) Valley Collaborative will provide professional development to build capacity and retain high quality staff

Initiative:

2c.) Provide PD Choice: Half Days

Monitoring Progress:

Process Benchmark for Initiative 2c	Person Responsible	Date	Status
Identify PD Focus Group Members: • Joia Mercurio • Kari Morrin • Judy Norton • Nicole Noska • Heather Valcanas	PD Focus Group	9/30/15	Completed
Develop survey of half day model		Fall 2015	Completed
Analyze technology needs assessment priority outcomes		Winter 2016	Completed
Administer Survey of Half Day Model		Winter 2016	Completed
Develop a PD Schedule/ Catalogue of PD Offerings		Fall 2016	Completed
Identify and secure providers/trainers for 2016 - 2017 school year		Fall 2016	Completed
Work with NPEN (Northeast Professional Educators Network) to offer PD for Educators, and Related Service Providers in the Northeast Region on Election Day 2016		Ongoing	Completed

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark for Initiative 2c	Person Responsible	Date	Status
60% return rate of needs assessment and half day model survey	PD Focus Group	Winter 2016	Met
Provide PD Schedule of Offerings	Kari Morrin & Joia Mercurio	Winter 2017	Completed
Provide schedule from October 7th half day offerings	Kari Morrin & Joia Mercurio	Winter 2017	Completed
Provide schedule from NPEN day of Valley providers and in-district para trainings	Kari Morrin & Joia Mercurio	Winter 2017	Completed

Action Plan

Strategic Objective:

2.) Valley Collaborative will provide professional development to build capacity and retain high quality staff

Initiative:

2d.) All staff: Participants evaluate professional development offerings.

Monitoring Progress:

Process Benchmark for Initiative 2d	Person Responsible	Date	Status
Valley evaluates all professional development offerings. The evaluation scale has simply been agree or disagree in ten targeted areas and multiple open response questions. On average the evaluations have been favorable. In order to improve the Evaluation tool Valley's PD department has asked Billerica Public Schools to see a copy of their Professional Development Feedback Form to use as a model in the redevelopment of this form.	Joia Mercurio Assistant Director Kari Morrin Director of Student Services	2015	Completed
Valley has modified its professional development evaluation form as a Google form and has changed its questions to emulate Billerica Public School's	Joia Mercurio Assistant Director Kari Morrin Director of Student Services	Spring 2017	Completed

Action Plan

Strategic Objective:

2.) Valley Collaborative will provide professional development to build capacity and retain high quality staff

Initiative:

2e.) Establish Professional Learning Communities (PLCs)

Monitoring Progress:

Process Benchmark for Initiative 2e	Person Responsible	Date	Status
Appoint Department Leads in TEM, English and Humanities, and Literacy	Joia Mercurio	Winter 16	Completed
Each Department Lead to establish a PLC in their discipline	Joia Mercurio	Summer 17	In progress
Each Department PLC to develop a schedule of meetings and goals and objectives for 2017-2018 school year	Department Leads	Fall 17	

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark for Initiative 2e	Person Responsible	Date	Status
Emails from Department Leads to Collaborative staff	Joia Mercurio	Fall 16	ongoing
Implementation of STMath in all appropriate programs	Glen Costello	ongoing	ongoing

Action Plan

Strategic Objective:

2.) Valley Collaborative will provide professional development to build capacity and retain high quality staff

Initiative:

2f.) Network to develop opportunities to work collaboratively with school districts and Collaboratives in the Northeast

Monitoring Progress:

Process Benchmark for Initiative 2f	Person Responsible	Date	Status
Joint planning with districts: Northeast Professional Educators Network (NPEN)	Kari Morrin & Joia Mercurio	Fall 16	ongoing

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark for Initiative 2f	Person Responsible	Date	Status
Comparison of number of Valley presenters from FY16 to FY17	Kari Morrin & Joia Mercurio	Fall 16	completed
Scheduled list of NPEN Steering committee meetings	Kari Morrin & Joia Mercurio	Fall 16	completed

Action Plan

Strategic Objective:

3.) Valley Collaborative will foster a sense of belonging and engagement in the Collaborative community for all stakeholders (students, adults, families, staff, districts, community partners)

Initiative:

3b.) *Maintain Community Involvement:* Identify and develop Valley Collaborative facilitated events with the purpose of maintaining community involvement for students, adults, and community partners

Monitoring Progress:

Process Benchmark for Initiative 3b	Person Responsible	Date	Status
In order to effectively assess community involvement and more specifically, understand how to maintain or increases community involvement, one must first understand their sense of belonging. Therefore, Valley Collaborative will need to collect baseline data regarding students', adults', and families' current sense of belonging. 1. Develop a task committee to assess engagement of student and families at Valley Collaborative. a. Develop meeting schedule	Brian Mihalek Program Lead, Middle School	December 2015	Completed
2. Committee meeting to discuss: a. Plan Overview, Action Plan Overview, types of information to be obtained from the survey, student and parent access to the survey, determine teams within the committee, brainstorm challenges/barriers to success	Task Committee	Dec. 2, 2015	Completed
3. Committee meeting to discuss: a. Survey methods, questions for survey that address (happiness, safety, respect, acceptance, and engagement), adjust timeline in Action Plan Template, type of survey, brainstorm challenges/barriers to success	Task Committee	Dec. 16, 2015	Completed
4. Committee meeting to discuss: a. Rough draft of student survey b. Rough draft of parent survey c. Define student engagement/sense of belonging in the following areas: independence, happiness, safety, respect, acceptance, and engagement, community, classroom, vocational, non-academic, and feelings towards school d. Define family engagement in the following areas: independence, communication, involvement in school based activities, feelings about student program, feelings about student's progress, feeling about school, and the feelings about student's happiness	Task Committee	Jan 20, 2016	Completed
5. Committee meeting to discuss: a. "Sense of Belonging" definition b. Discuss committee feedback on student and parent survey c. Discuss modifications to different surveys for different populations d. Discuss Google Doc survey as main method for student survey	Task Committee	Feb. 10, 2016	Completed
6. Committee meeting to discuss: a. Final definition of "Sense of Belonging" b. V. Drive for data collection c. Final student/parent surveys d. Communication plan for all staff e. Determine implementation phase	Task Committee	Mar. 9, 2016	Completed
7. Final meeting before implementation of surveys	Task	March 30,	Completed

	Committee	2016	
8. Update on progress: a. "Sense of Belonging" has been defined b. Data has been set up to be collected on the V drive through a Google Doc survey c. Final student survey was distributed beginning 4/6/16. Parent Survey has multiple drafts and will be finalized by May 16th d. Team members have communicated the purpose and instructions of the student survey e. Student survey will be completed by all students on 4/29/16 at which point the team will start to determine data analysis protocols f. Next meeting date to be determined	Task Committee	April 6, 2016	Completed
9. Committee meeting to discuss: a. Define means of data analysis and collection b. Finalize parent survey	Task Committee	May 4, 2016	Completed
10. Committee meeting to discuss: a. Data collected to date b. survey completion analysis	Task Committee	May 31, 2016	Completed
11. Committee meeting to discuss: a. Next steps for identifying strengths/ areas of need, recommendations	Task Committee	October 6, 2016	Completed
12. Analyze Sense of Belonging Survey data to make recommendation for Community Involvement Activities	Task Committee	October 27, 2016	In Progress
13. Plan, develop, and implement one new community involvement engagement activity Update on progress: Based on data derived from parent survey, Sense of Belonging committee identified areas of need within the parent base regarding trainings needed. In coordination with Sense of Belonging committee and Parent Advisory Council, a Parent Workshop Night has been scheduled to address these needs on May 11th, 2017.	Task Committee	Spring 2017	In Progress
14. Sense of Belonging Committee meeting to discuss: • Data entry for all surveys • Cycle 1 data analysis • Work with site specific teams to identify relative strengths and areas of need derived from data • Generate recommendations	Task Committee	October 6 2016	Completed
15. Sense of Belonging Committee meeting to discuss: • Review all relative strengths and areas of need • Make modifications to cycle 2 student, parent and adult surveys • Create site specific and Collaborative wide recommendations • Discuss cycle 2 timeline	Task Committee	November 16th 2016	Completed
16. Sense of Belonging Committee meeting to discuss: • Finalize student, parent, adult surveys • Finalize site specific recommendation action plan with timeline • Start to generate staff survey questions	Task Committee	December 12th 2016	Completed

17. Sense of Belonging Committee meeting to discuss: • Finalize Valley Collaborative recommendation action plan with timeline • Create sub-committees to address collaborative wide recommendations • Finalize cycle 2 timeline	Task Committee	January 18th 2017	Completed
18. Sense of Belonging Committee meeting to discuss: • Review final site specific and collaborative wide recommendation action plan • Finalize staff survey	Task Committee	March 9th 2017	Completed
19. Use existing *Sense of Belonging* data to identify MS program's strengths and areas of need; develop a set of recommendations	MS Admin Team	Fall 2016	Completed
20. Develop and implement targeting/bullying procedure for the MS	MS Admin Team	Fall 2016	Completed
21. Install suggestion box to address student needs/concerns and review content in the MS	MS Admin Team	Fall 2016/ongoing	Completed
22. Develop format for a quarterly MS specific newsletter	MS Admin Team	Spring 2017	In Progress
23. Gather program specific information for letter for the MS	MS Admin Team	Spring 2017/ongoing	In Progress
24. Send out first newsletter for the MS	MS Admin Team	August 2017	In Progress
25. Improve communication with parents/families-Identify most effective means of communication and gather that data schoolwide; distribute calendar of upcoming events in the MS	MS Admin Team	Fall 2017	In Progress
26. Incorporate more hands-on, engaging, challenging lessons with the use of Google Classroom for the MS	MS Admin Team	Fall 2017	In Progress
27. Survey parents/students regarding afternoon activity choices for quarterly after school activity; coordinate details re: staff, cost, specific etc. for the MS	MS Admin Team	Winter 2018	In Progress
28. Offer first afternoon activity for the MS students to participate in	MS Admin Team	Spring 2018	In Progress
29. Implement Sense of Student Survey a. April 2016 (baseline) b. April 2017 c. April 2018	Task Committee	September 2017	In Progress
30. Implementation of Adult Survey a. April 2016 (baseline) b. April 2017 c. April 2018	Task Committee	September 2017	In Progress
31. Implementation of Parent Survey a. April 2016 (baseline) b. April 2017 c. April 2018	Task Committee	September 2017	In Progress
32. Analyze Data and make Recommendations a. Analyze 2015-2016 Data and make Recommendations	Executive Director and	June 2016/2107	a. Completed b. in progress

b. Analyze 2016-2017 Data and make Recommendations	B. Mihalek		
33. Report Data to stake holders and Executive Board a. Report 2015-2016 Data to stake holders and Executive Board b. Report 2016-2017 Data to stake holders and Executive Board	Executive Director and B. Mihalek	June 2016/2107	a. Completed b. in progress
Report baseline data to stake holders and Executive Board	Executive Director and B. Mihalek	June 2016	Completed

Process Benchmark for Initiative 3b	Person Responsible	Date	Status
The Elementary, Middle and Highs School Valley Collaborative Parent Advisory Group (PAG), will plan one engagement initiative regarding "Rights and Responsibilities in Special Education" to all families of students K-12. Middle School/High School presented on 11.17.15 Elementary and Middle School/High School scheduled to present on 5.11.17	Brian Mihalek, Middle School Lia MetrakasHigh School, Pam Walker, Elementary	Fall 2016	In Progress
The Valley Collaborative Human Rights Group will plan one engagement initiative regarding "Accessing Resources in the Community"	Collette Elliot, Adult Program	Spring 2017	In Progress
Develop Employee of the Month recognition initiative	Valley Principals	On going	In Progress
Continue to include all member districts sped directors as well as other stakeholder representatives to the District Improvement Planning process	Chris A. Scott, Executive Director	Fall 2016	

Process Benchmark for Initiative 3b	Person Responsible	Date	Status
In response to the Sense of Belonging survey data, the Sense of Belonging Committee has collaborated with the PAG in order to identify and develop Valley Collaborative facilitated events with the purpose of maintaining community involvement for students, adults, and community partners 1. Facilitators at Valley Elementary School and Valley Middle School/Transitional High School have held staff luncheons in addition to meetings on the following topics: transition planning, internet safety, and parents' rights. Artifacts including agendas and sign-in sheets for these meetings have been collected.	Staff	2015-2020	Completed/ Ongoing

Group	Engagement Initiative	Artifact	Status
Students	1. School Play Performance 2. Student Trips 3. Class Trips (Overnight) 4. After School Activities (Recreation)	1. Program 2. Permission Slips/Itineraries 3. Permission Slips 4. Schedules	Completed

Adults	1. Valley Collaborative Dance 2. Human Rights Meetings (Quarterly)	1. Flyer 2. Itineraries, Minutes, Sign-In Sheet	Completed
Families	1. Open House 2. Parent Advisory Group 3. Spirit Fridays (Elementary)	1. Sign-In Sheet 2. Meeting Minutes 3. Flyers/Invitations	Completed
Staff	1. Staff Appreciation Day 2. School Spirit Contests	1. Flyers 2. Prizes	Completed
Districts	1. District Outreach Meetings 2. SPED Advisory Meetings	1. Outreach Folders 2. Sign-In Sheet/Itineraries	Completed
Community Partners	1. District Improvement Planning 2. The INDEPENDENCE Project 3. School Play Performance	1. District Improvement Plan 2. Committee Meetings 3. Program	Completed

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark	Person Responsible	Date	Status
1. Sense of Belonging survey will have an 80% completion rate for students	Principals	April 2016	Completed
2. Sense of Belonging survey will have a 50% completion rate for Families.	Principals	April 2016	In Progress
3. Sense of Belonging survey will have a 50% completion rate for Adults.	Principals	April 2016	Completed
4. Report Sense of Belonging baseline data to the Board of Directors	Executive Director	June 2016	Completed
5. A 10% increase in participation at PAG facilitated events	PAG facilitators	Fall 2017	In Progress

Resources Supporting Implementation

The staff and financial resources allocated to support this initiative

Resources
Google Survey
IT Consultation

Action Plan

Strategic Objective:

3.) Valley Collaborative will foster a sense of belonging and engagement in the Collaborative community for all stakeholders (students, adults, families, staff, districts, community partners)

Initiative:

3c.) *Increase District Participation in Advisory Board Meetings:* Communication; forecasting potential students and programs

Monitoring Progress:

	Process Benchmark for Initiative 3c	Person Responsible	Date	Status
1a. Establish an Outreach committee (compromised of two Valley Board of Directors, one member District Special Education Director, Valley Collaborative Executive Director and Assistant Director) 1b. Establish Co-Chair for SPED Advisory Board, and one member District SPED		Executive Director	11/30/2015 & 11/14/2015	Completed
2	The Outreach committee schedules a 60 minute meeting with the District teams. Each District team will be comprised of the Superintendent, the Special Education Director, and the district liaison(s).	Assistant Executive Director	1/15/2016	Completed
3	Outreach committee and District teams will meet and discuss 5 year District Improvement Plan.	Outreach Committee and District Teams	4/1/2016	Completed
4	At the same meeting, Valley program offerings will be reviewed.	Outreach Committee and District Teams	4/1/2016	Completed
5	At the same meeting, Valley tuitions and services will be compared to other local Collaborative(s).	Outreach Committee and District Teams	4/1/2016	Completed
6	At the same meeting, there will be a review of the Out of District referrals to non-Valley placements questionnaire.	Outreach Committee and District Teams	4/1/2016	Completed
7	At the same meeting, review of Valley student termination questionnaire.	Outreach Committee and District Teams	4/1/2016	Completed
8	Member District Special Education Department to fill out questionnaires and submit to Valley Team.	Member Districts Special Education Dept.	4/30/2016	Completed
9	Hold quarterly Special Education Advisory Meeting with member district Special Education Administrators co-chaired with Srah Lewenczuk, Tyngsborough's Special Education Director	Executive Director and Valley Team	Winter 17'	Completed
10	Invite member district Special Education Administrators to be a part of Valley's "Leadership Coffee Hour"	Executive Director and Valley Team	Winter 17'	Completed
11	Host DESE's Regional Special Education Meeting	Executive Director and Valley Team	May 8, 2017	Completed
12	Valley Team to analyze data from referral questionnaires	Executive	5/30/2016	Completed

	Director and Valley Team		
13 Valley Team makes recommendation for programming changes or enhancements to Board of Directors, if required.	Executive Director	June 2016 Board Meeting	Completed

Monitoring Progress:

Process Benchmark for Initiative 3c	Person Responsible	Date	Status
11. Create a Referral Database Committee: Joia Mercurio, Brian Mihalek, Nicole Noska, Annie Willis, Heather Valcanas, Sean Glavin, Kari Morrin, Julie Fielding, Chris Cowan, Kristine Bonsack, and Jessica Scalzi	Referral Database Committee	Winter 2017	Completed
12. Develop a Referral Google Form that feeds into a Google Sheet	Referral Database Committee	Spring 2017	Completed
13. Implement Referral Google Form	Referral Database Committee	Spring 2017	Completed
14. Analyze current enrollment per MS classroom (program)	MS Administration Team	Fall 2016	Completed
Establish quarterly communication protocol with Elementary School admin to identify needs (# 6th grade referrals, student movement, etc.)	MS Administration Team	Winter 2017	In Progress
Input 2016/2017 SY referrals into database	MS Administration Team	Ongoing	In Progress
Review data from elementary school database and current enrollment for start of 17/18 SY	MS Administration Team	Ongoing	In Progress
Meet with Elementary admin to discuss projected upcoming student movement for ESY 2018	MS Administration Team	Ongoing	In Progress
Analyze and review data from referral database and meet with Executive Director regarding possible programmatic needs (additional classroom space, staff, etc.)	MS Administration Team	Ongoing	In Progress
Develop/adjust programming per recommendations from data gathered through referral database and elementary movement	MS Administration Team	Ongoing	In Progress

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark for Initiative 3c	Person Responsible	Date	Status
Meeting completed and attendance	Executive Director & Co-Chair	April 2016	Completed
Report out data, and add District Improvement Plan to website	Executive Director & Co-Chair	June 2016	Completed

Action Plan

Strategic Objective:

3.) Valley Collaborative will foster a sense of belonging and engagement in the Collaborative community for all stakeholders (students, adults, families, staff, districts, community partners)

Initiative:

3d.) *Increase and Maintain Student and Family Communication:* Parent orientation; invite and inform; current events; website; email

Monitoring Progress

Process Benchmark	Person Responsible	Date	Status
Research technology based apps (i.e. Class Dojo) for parent communication from school to home	Valley School Principal	2017-2018 School Year	
Identify appropriateness of technology based apps per site/school for parent communication from school to home	Valley School Principal	2017-2018 School Year	
Consult with Valley Technology Committee to research school/district website models and best practices for website maintenance	Valley Leadership Team	2017-2018 School Year	
Utilize Google for student email communications	Paul Donovan	2017-2018 School Year	

Measuring Impact

Early Evidence of Change: Changes in practice, attitude, or behavior you should begin to see if the initiative is having its desired impact

Early Evidence of Change Benchmark	Person Responsible	Date	Status

Resources Supporting Implementation

The staff and financial resources allocated to support this initiative

Resources

District Plan Update and Action Planning SY17-18

Valley Collaborative Board Meeting

Lori Likis, Ed.D., Creative Coaching

June 1, 2017

District Plan Progress

1. Prepared for Successful Adult Living

- Completed Initiatives
  - 1A: Develop and implement Common Core and job skills curriculum
- Initiatives in Progress
  - 1B: Improve transition planning
  - 1F: Track student's/adult's progress on their annual IEP/ISP goals
  - 1G: Administer an Independence Survey
  - 1H: Track post-secondary plan/placement

3

2. Provide Professional Development

- Completed Initiatives
  - 2A: Develop content specific PD in technology
  - 2B: Build capacity through the Induction and Mentor Programs
  - 2C: Provide PD choice: Half days
  - 2D: All staff participants evaluate professional development offerings
- Initiatives in Progress
  - 2E: Establish Professional Learning Communities (PLCs)
  - 2F: Network to develop opportunities to work collaboratively with school districts and Collaboratives

4

3. Foster a Sense of Belonging

- Initiatives in Progress
  - 3B: Maintain community involvement
  - 3C: Increase district participation in Advisory Board Meetings

New Strategic Initiatives SY17-18

1 Prepared for successful adult living

- 1C: Build independence through community activities

3 Foster a sense of belonging

- 3D: Increase and maintain student and family communication

1C: Build Independence

- Identify current transitional skills curriculum collaborative wide and identify gaps, SY17-18
- Explore and research residential space for ILS curriculum, SY19-20

3D: Increase & Maintain Communication

- Research technology based apps (i.e. Class Dojo) for parent communication from school to home
- Consult with Valley Technology Committee to research school/district website models and best practices for website maintenance
- Utilize Google for student email communications

Valley High School & Middle School Parent Advisory Council

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

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Brian Mihalek and Chrystalia Metrakas
Date: June 1, 2017
Re: Middle and High School Parent Advisory Council Update

The Valley Collaborative Parent Advisory Council works to support all children and parents with special needs in our community. We are committed to:

- Promoting a platform for discussion for parents to share information, discuss common concerning matters, and interests among the population of students.
- Meeting with our Administrators and appropriate Valley Collaborative personnel as needed, to participate in discussions regarding education, health and safety of our students.
- Providing informational and educational forums to parents, students, educators and other professionals involved with children with special needs.
- Promoting communication that encourages understanding, acceptance and inclusion of our students.

Currently, the Parent Advisory Council (PAC) has held 5 meeting in which the group has developed and worked on the following initiatives:

- Plan and implement fundraising strategies in order to raise funds for gym equipment, family workshop night, and the staff appreciation event for the high school and middle school programs.
- A "March Madness" raffle was implemented during the month of March where 16 different families donated prizes, over 100 participants purchase tickets, and where we raised over $1,400.00!
- Develop a list of priority trainings for parents based on the identified PAC needs.
- Develop a series of presentations specifically tailored to the needs of our Valley families. During a "Family Workshop" event held on May 11th, workshops covered topics in the areas of transition, sensory integration, applied behavior analysis, communication, special education law, and anti-bullying law were provided to families of the Collaborative and member district families. In addition to the workshops, after school recreational activities and refreshments (Curious Creatures animal presentation, games, Arts & Crafts, and pizza) were provided for Valley students whose parent(s)/guardian(s) attended the event.
- Organize staff appreciation "Dessert Hour" event to celebrate all Valley Collaborative staff from both the 40LC and 25LC locations, on May 9th for National Teacher Appreciation Day.

The Parent Advisory Council worked hard towards their initiatives this year and each one proved to be a great success! The members of parent advisory group have truly become a cohesive and diligent unit who is committed to the vision and mission of the Collaborative, the students we serve, and the Valley staff.

Valley Collaborative
Student Sense of Belonging Committee

High School Site 1 Action Plan

Setting Benchmarks to Monitor Progress and Impact during Implementation

Monitoring Progress-*Process Benchmarks: What will be done, when, and by whom*

Process Benchmarks (recommendations)	Person Responsible	Implementation Date	Status
Work on building a sense of community through Valley Gear.	Joe Venskus & Nick LeClair	Fall 2016	Met
Designate a work space outside of classroom for students who are struggling, need space or counsel.	Joe Venskus, Social Worker	Fall 2016	Met
Send out email and mail printed reminders to inform parents of provided programs.	Principal, Lead, Teachers	Fall 2017	
Create a suggestion box for students to be able to share their opinions about questions, comments, concerns and ideas for the Site to improve on.	Joe Venskus & Nick LeClair	Summer 2017	
Implement weekly check-ins with parents to discuss academic, social and vocational progress.	Principal, Lead, Teachers	Fall 2016	Met
Create staff profile to help students get to know their teachers better in hopes of building a relationship that will help motivate them to come to school more consistently.	Joe Venskus & teachers, Voc Staff	Summer 2017	
Create a weekly and monthly incentive to improve student attendance on site.	Chris Cowan & Joe Venskus	Spring 2017	Met
Plan a spirit week festivities at the beginning and end of the year to help students feel more comfortable about being themselves at Valley.	Joe Venskus, Nick LeClair, & Chris Cowan	Fall 2017	
Have speakers come into the collaborative and speak with the students about how school was important to them to succeed. These speakers should come from other students or folks with a similar background.	Chris Cowan, Joe Venskus, Riley O'Keefe and Nick LeClair	Fall 2017	

Valley Collaborative
Student Sense of Belonging Committee

High School Site 2 Action Plan

Setting Benchmarks to Monitor Progress and Impact during Implementation

Monitoring Progress-*Process Benchmarks: What will be done, when, and by whom*

Process Benchmarks (recommendations)	Person Responsible	Implementation Date	Status
Send out email and mail printed reminders to inform parents of provided programs.	East, West, North Side Teachers	Fall 2017	
Add a Transition Teacher to address student and parents' concerns in regards to increasing independence towards daily living/vocational skills.	David Illg and Julie Fielding	Fall 2016	
Opt-in directory for students and parents to plan social get togethers to address the concerns in regards to social progress.	East, West, North Side Teachers	Spring 2017	
Plan Spirit Week festivities to help students feel more comfortable about themselves being at Valley Collaborative.	Collaborative Wide	Spring 2017	
Designate a work space outside of classroom for students who are struggling with a peer inside the classroom.	East, West, North Side Teachers	Fall 2016	
Have speakers come into the Collaborative and speak with the students about how school was important for them to succeed. These speakers should come from former students or folks with a similar background.	West Side	Fall 2016, Spring 2017	
Create staff profile to help students get to know their teachers better in hopes of building a relationship that will help motivate them to come to school more consistently.	East, West, North Side Teachers	Spring 2017	
Obtain Valley gear in an effort to build better sense of community.	East, West, North Side Teachers, Administrators	Spring 2017	

Valley Collaborative
Student Sense of Belonging Committee

High School Site 3 Action Plan

Setting Benchmarks to Monitor Progress and Impact during Implementation

Monitoring Progress-*Process Benchmarks: What will be done, when, and by whom*

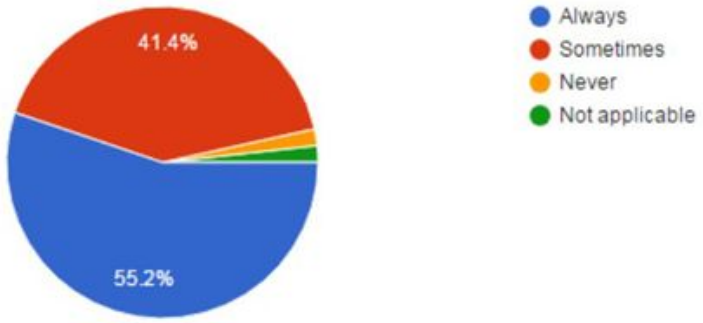
Process Benchmarks (recommendations)	Person Responsible	Implementation Date	Status
Coordinate after-school sports activity with the recreational program (highly requested by students, develop positive relationships among students) & look into incorporating an in-school sports team	Joe Cronin Allison Grady	Partially met: January 2017 Spring 2018	Partially met-offered more sports choices-will offer more organized sports
Valley swag for all students: contribute to develop student community- look into options (update website, send memos home, etc.) to make it more available for purchase and future fundraiser to raise funds	Lia Metrakas Kristine Bonsack Joe Venskus	September 2017 Spring 2018(fundraiser)	
Continue spirit events: encourage positive relationships, respect among students/staff, provide fun & safe activities	Lia Metrakas & Spirit Committee	September 2015	Met and continuing
Expand after-school rec ideas: taking student's feedback -Joe Cronin: will contact teachers to get pulse of student's interests and incorporating survey results	Joe Cronin	Met October 2014 & August 2017	Met and continuing
Email and print memos for teachers to send to parents	Lia Metrakas, Kristine Bonsack and all teachers	December 2016	Met
Improve communication by: Providing parents with informational packet (i.e. PAC, school calendar, recreational information, school menu, snow policy, when a student is sick, safety, Site 3 specific information, etc.), at the beginning of school year or when student starts, as events pop up, teachers will send memos. Teachers will utilize mass email for parents, ask parents the best format	Lia Metrakas, Kristine Bonsack and all teachers	September 2017	
Acknowledge website: *Add to welcome packet, bringing attention to class news* *Work with Technology committee to address website navigation concerns*	Lia Metrakas, Kristine Bonsack and all teachers Technology committee	September 2017 December 2017	
Address safety concerns: *Staff continue provide a safe learning environment* *Have Sean send a letter about our safety developments* *Continue to lock doors (front and back upstairs)*	Lia Metrakas, Kristine Bonsack and all teachers Sean Glavin & Safety Committee	Current September 2017	Met &

Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

Valley Transition High School Site 3 Student Survey Results

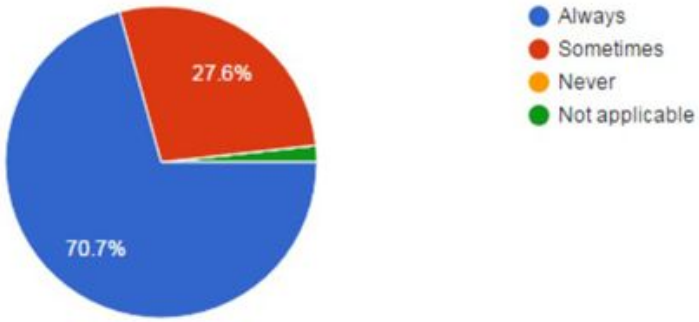
I care about the relationships I have with staff at this school?

58 responses

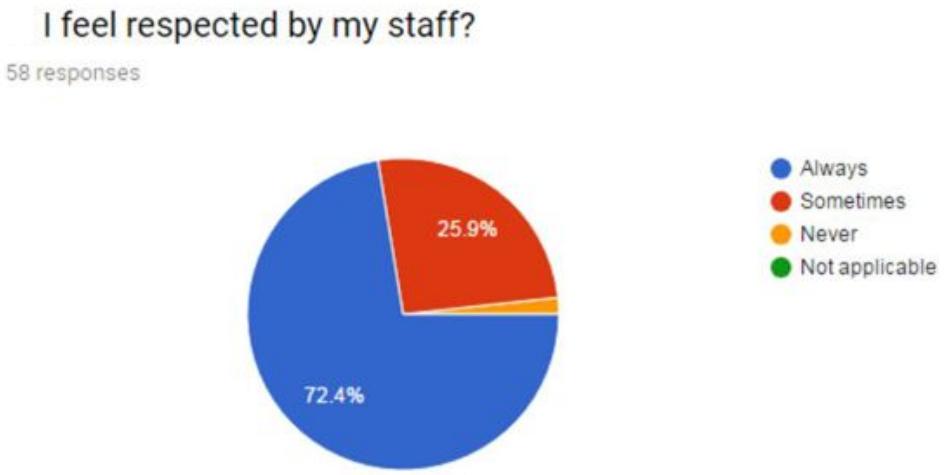


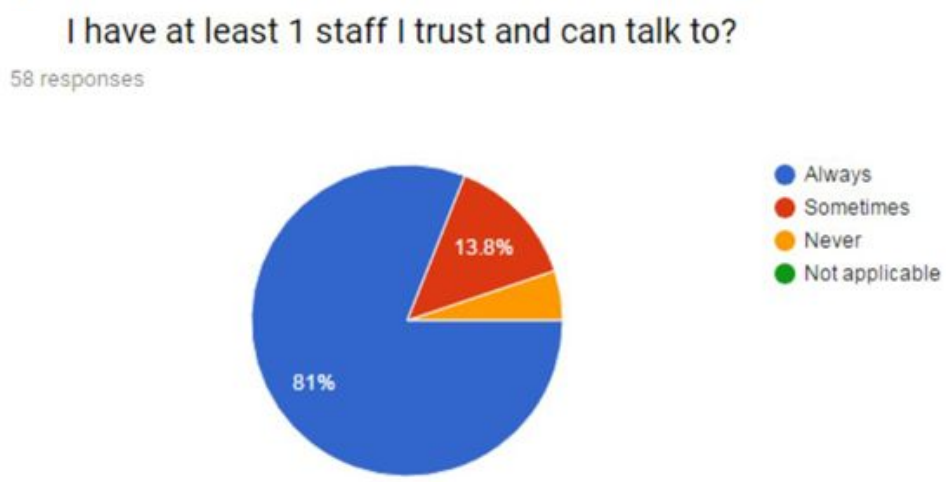
I am comfortable being myself at this school?

58 responses



Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

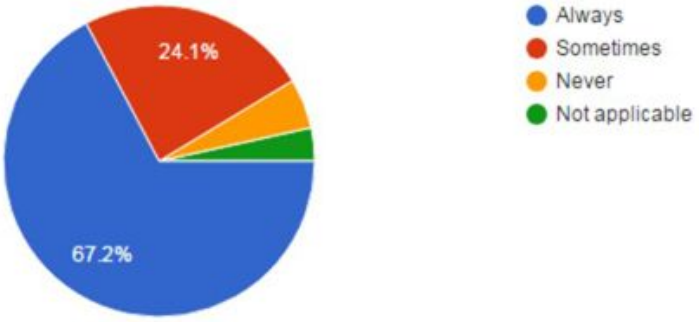




Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

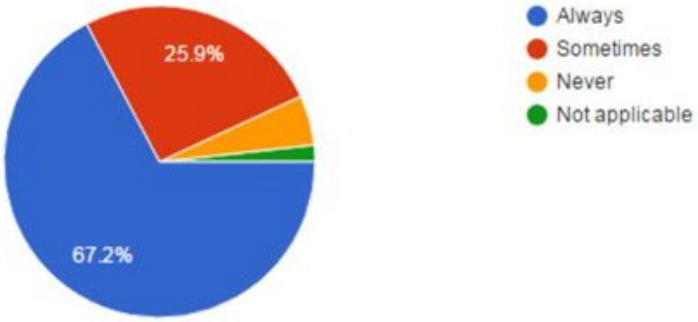
I feel like I am a apart of my school community?

58 responses



I am happy with the classes I am taking?

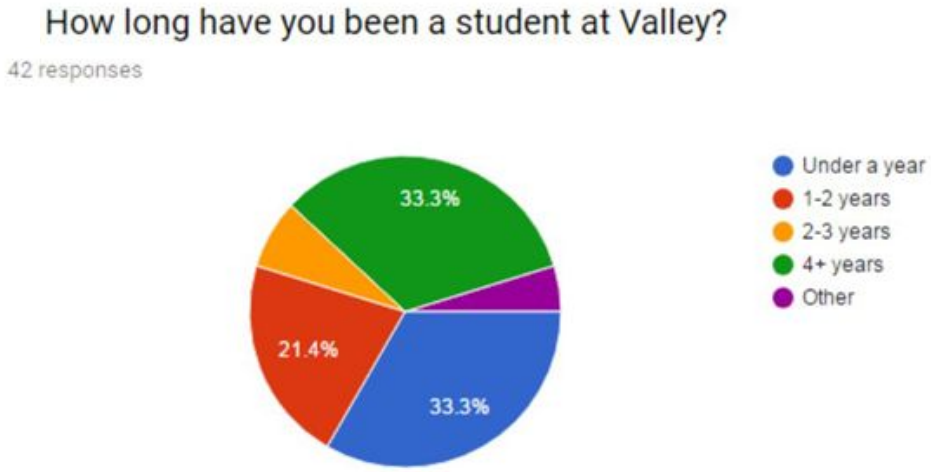
58 responses

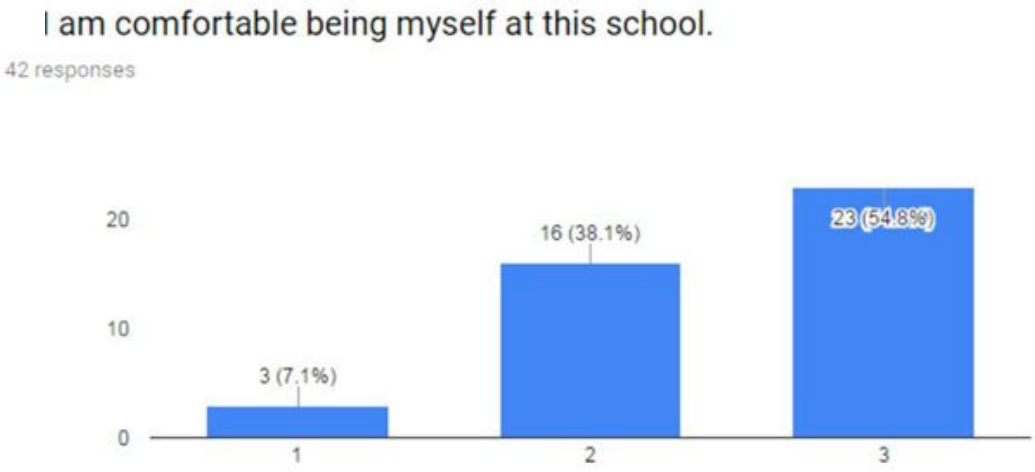


Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

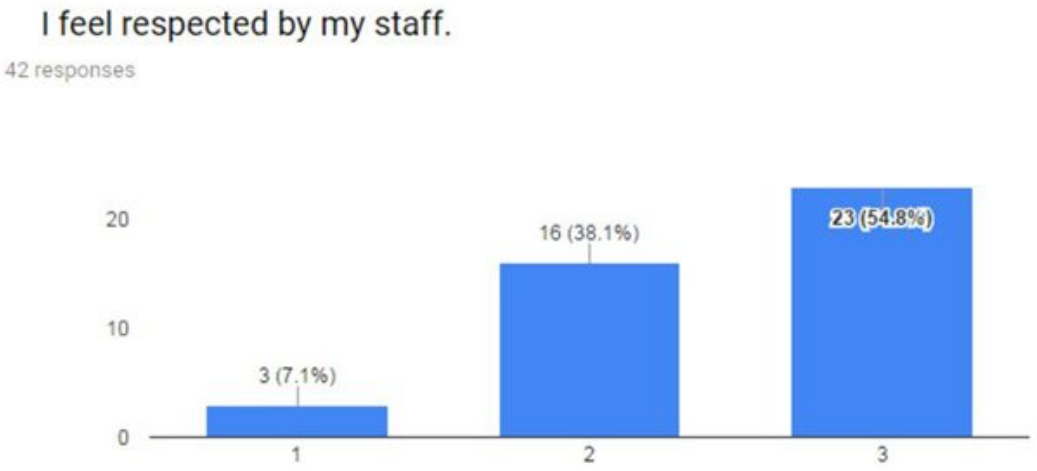
Valley Transition High School Site 2 Student Survey Results

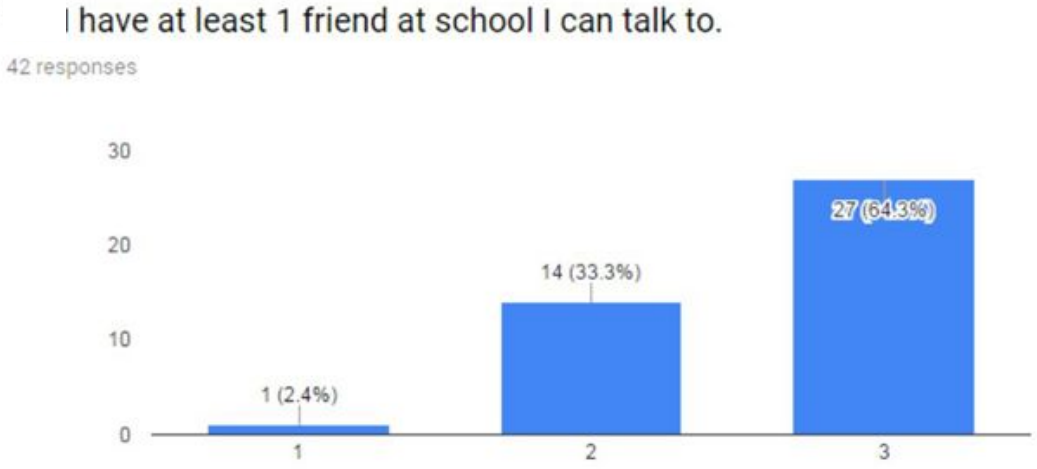
1-Never 2-Some 3-Always





Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

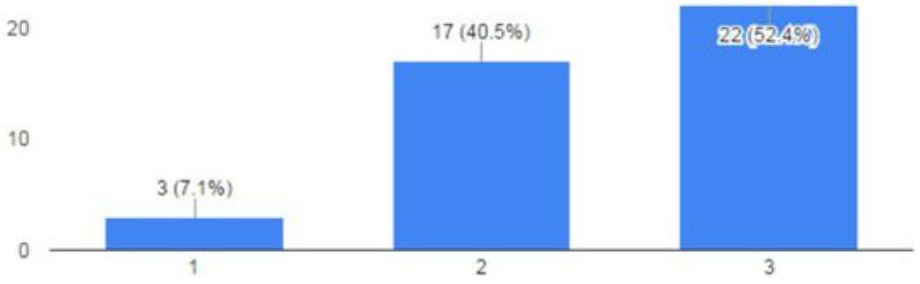




Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

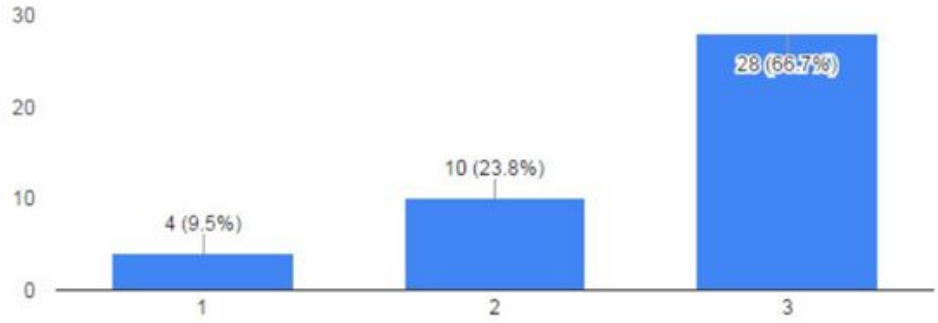
I feel comfortable at school.

42 responses



I go to school because I know it is important for my future.

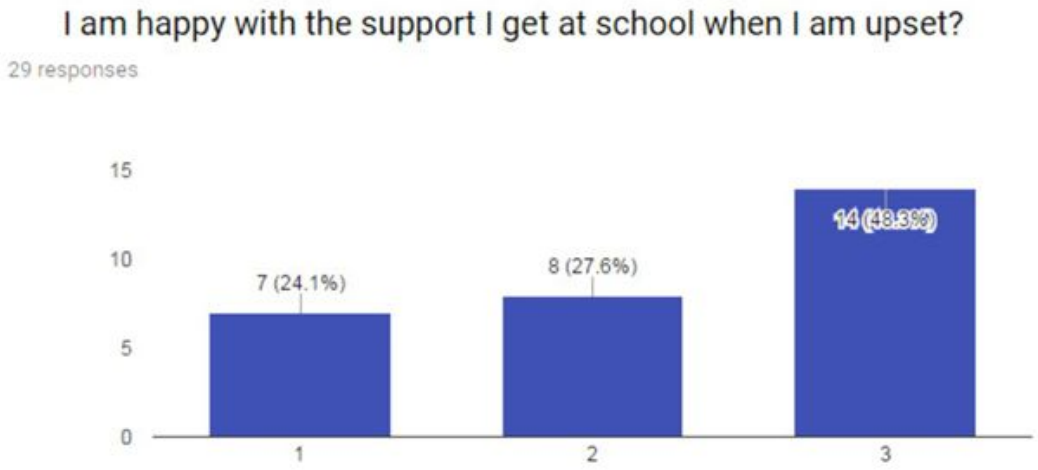
42 responses

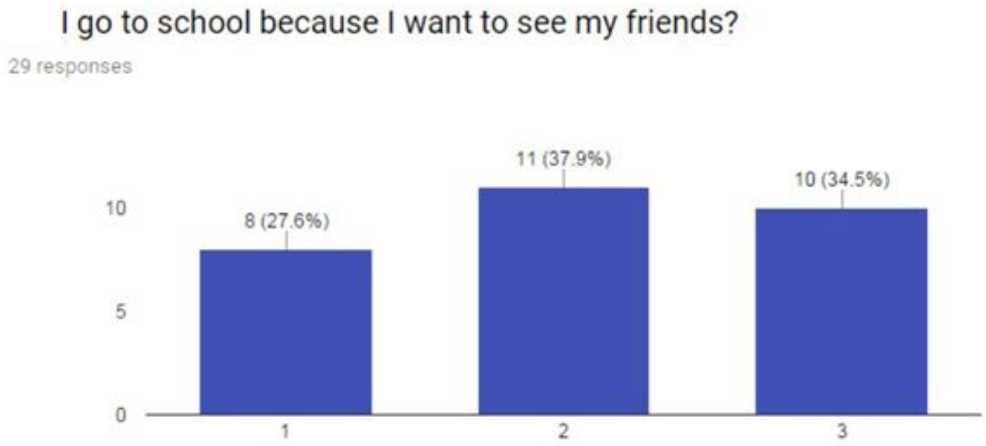


Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

Valley Transition High School Site 1 Student Survey Results

1-Always 2-Some 3-Never

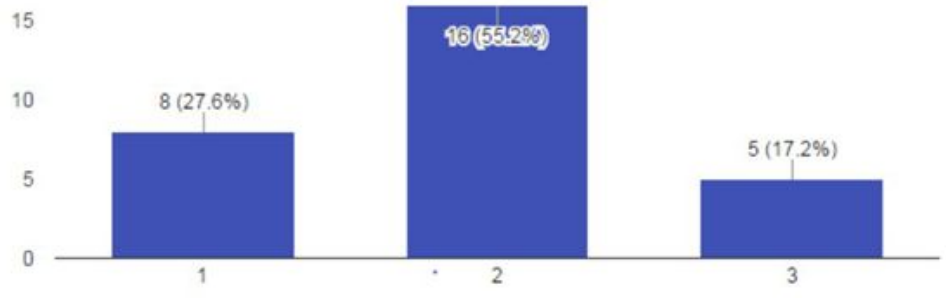




Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

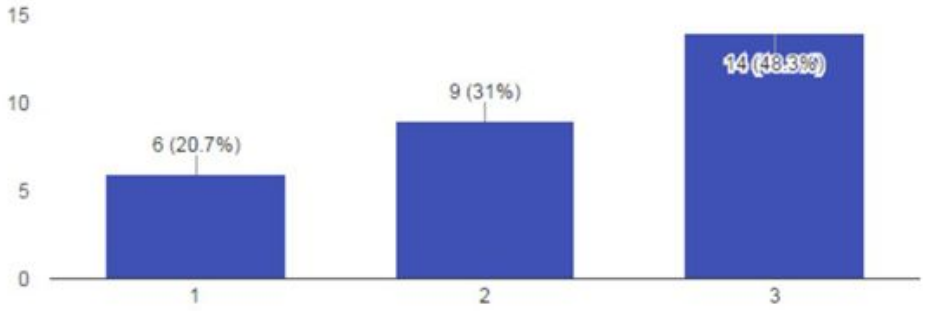
I would feel proud to wear a Valley Collaborative shirt?

29 responses



I feel respected by my peers?

29 responses

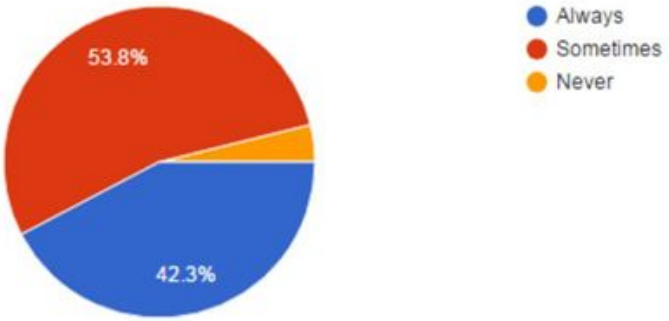


Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

Valley Middle School Student Survey Results

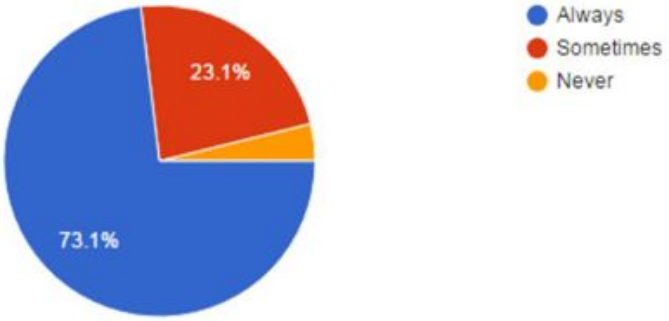
I care about the relationships I have with staff at this school.

26 responses



I am comfortable being myself at this school.

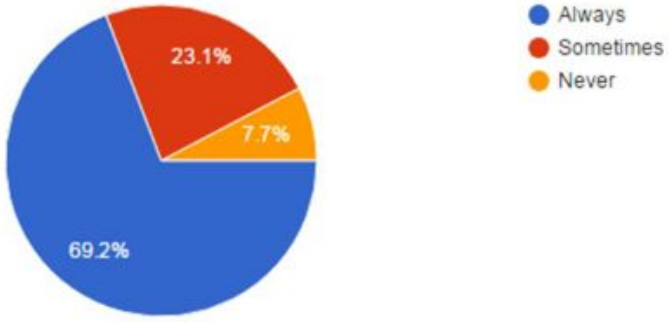
26 responses



Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

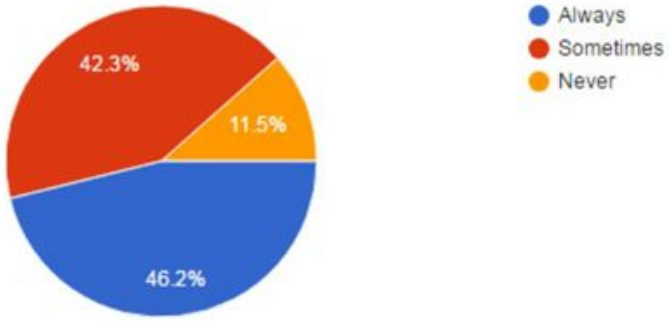
I have at least 1 staff I trust and can talk to.

26 responses

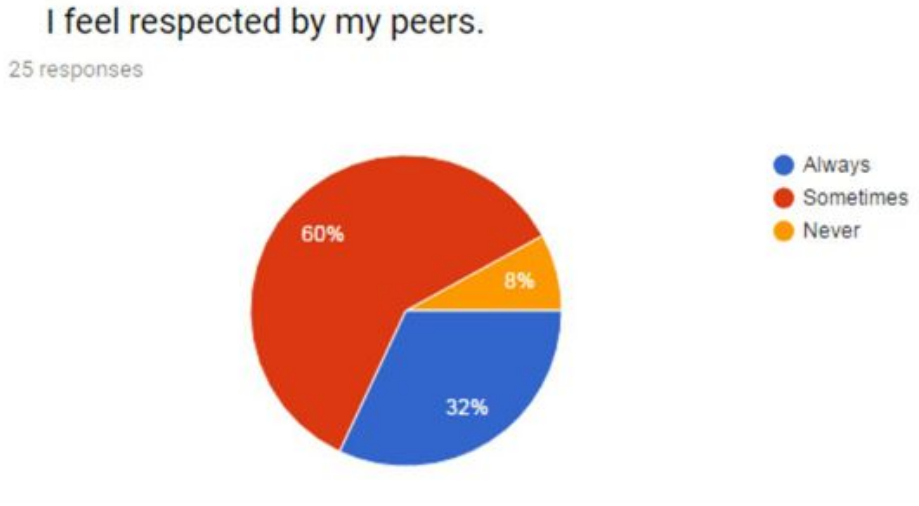


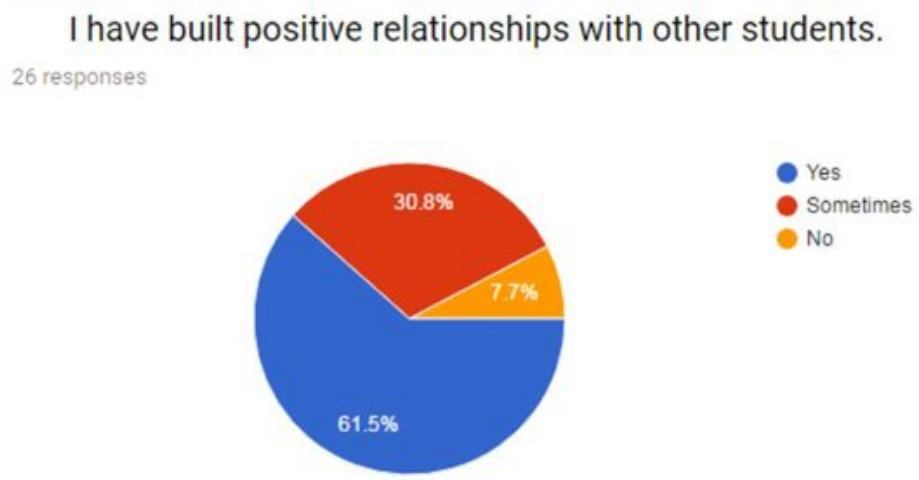
I feel respected by my staff.

26 responses



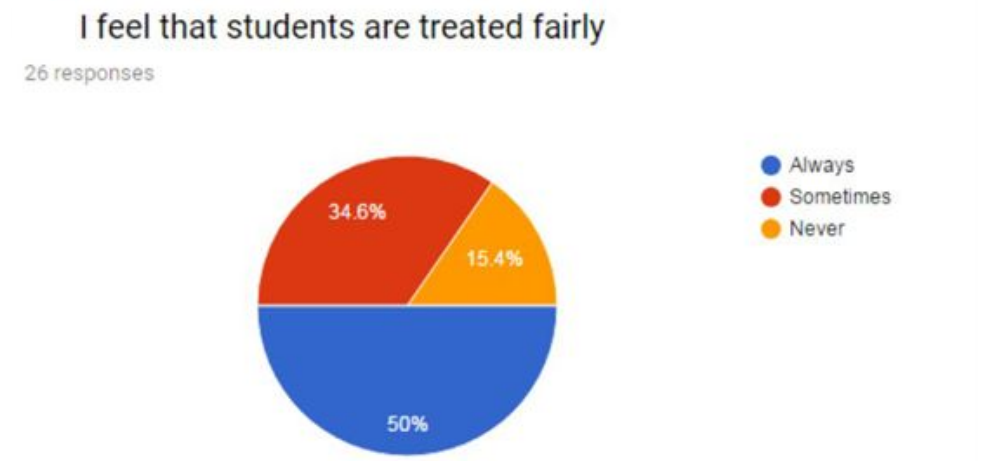
Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

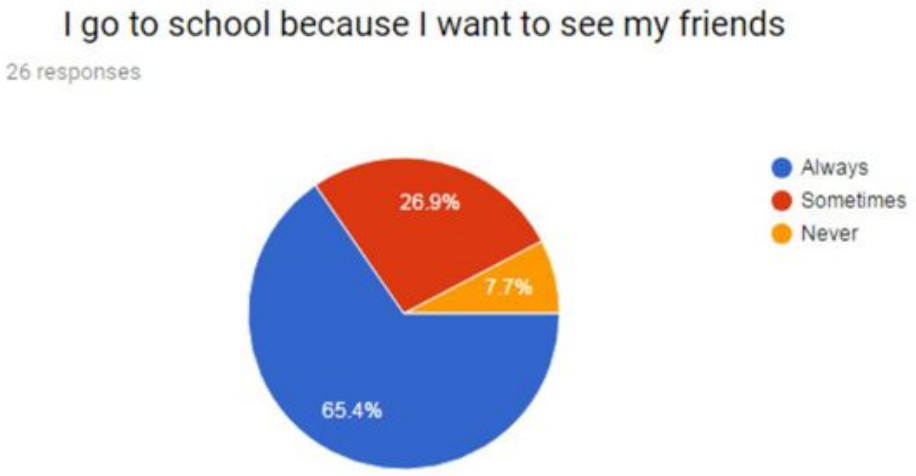




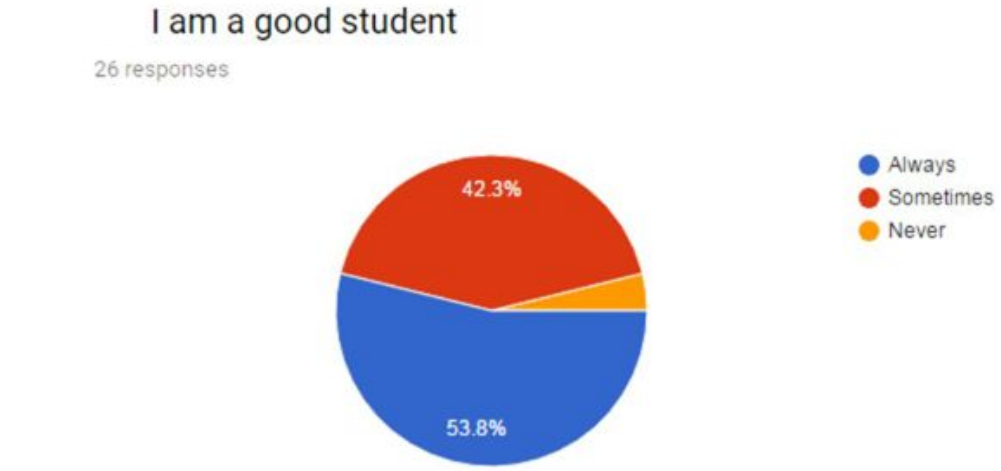
Valley Collaborative
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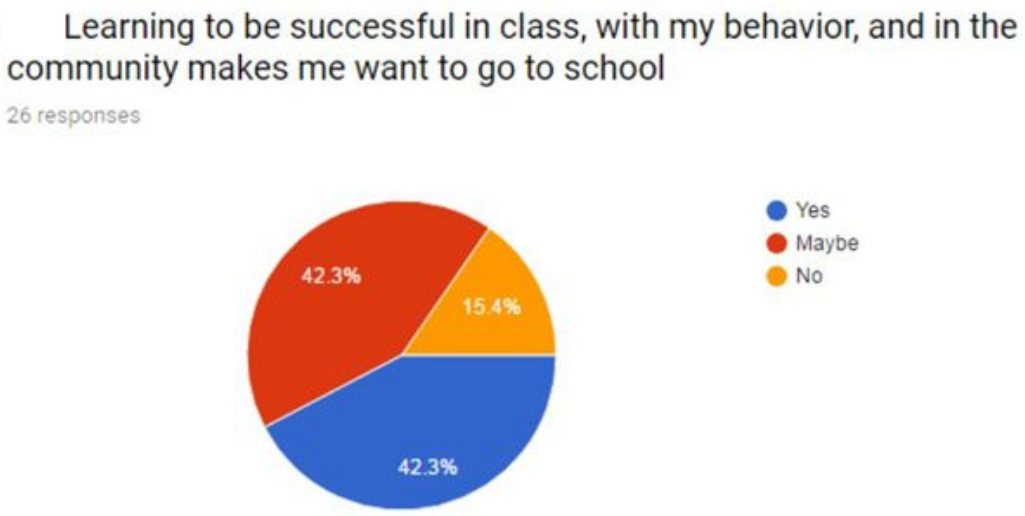
Valley Elementary School Student Survey Results



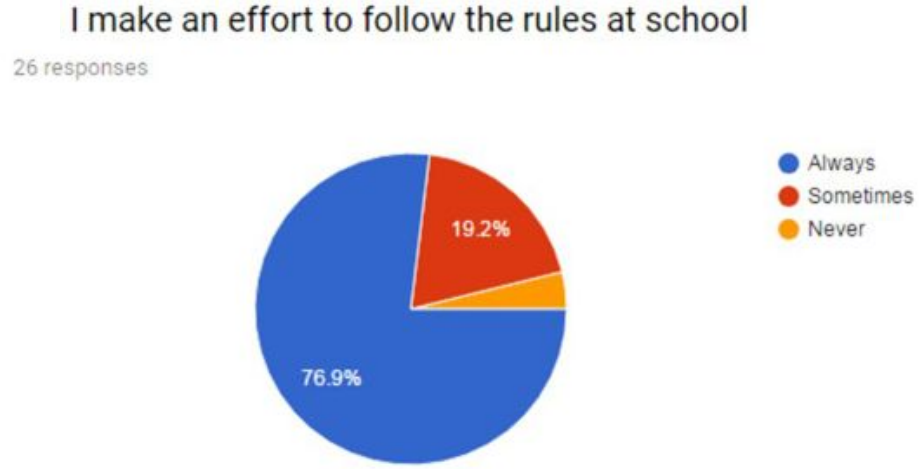


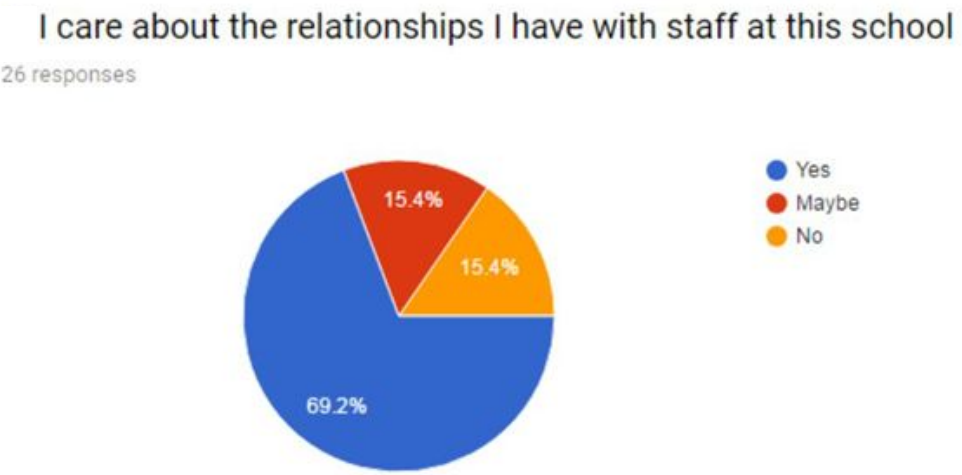
Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year





Valley Collaborative
Student Sense of Belonging Committee
Student Survey results 2016-2017 school year

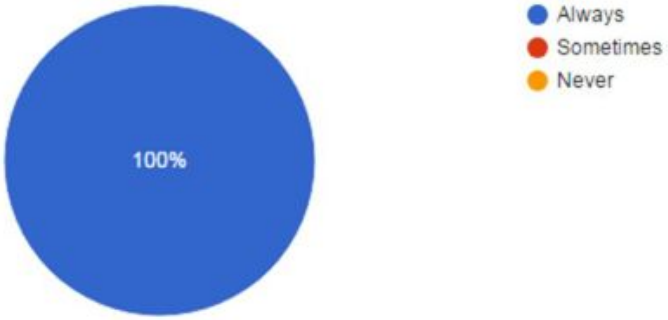




Valley Collaborative
Student Sense of Belonging Committee
Parent/Guardian Survey results 2016-2017 school year

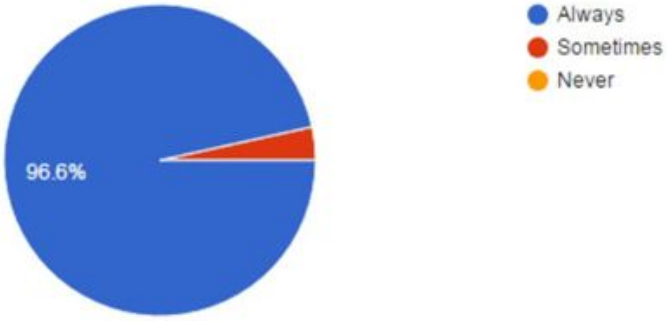
1. I am greeted warmly at my student's school.

30 responses



2. There is a physical space for parents/guardians to meet.

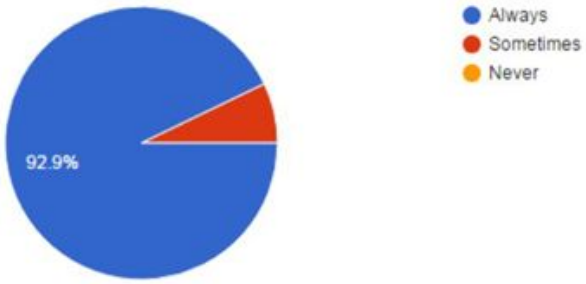
29 responses



Valley Collaborative
Student Sense of Belonging Committee
Parent/Guardian Survey results 2016-2017 school year

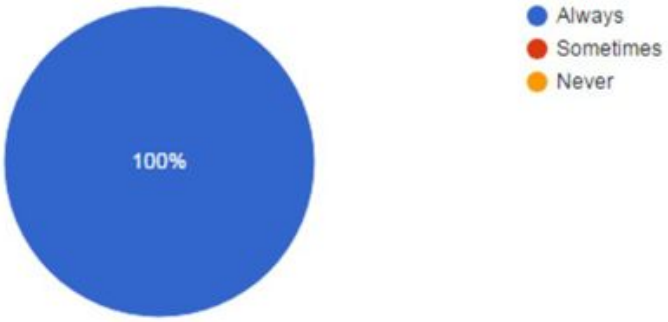
3. There is a place to find information and resources related to the school and education in general.

28 responses



4. I feel welcome to ask questions.

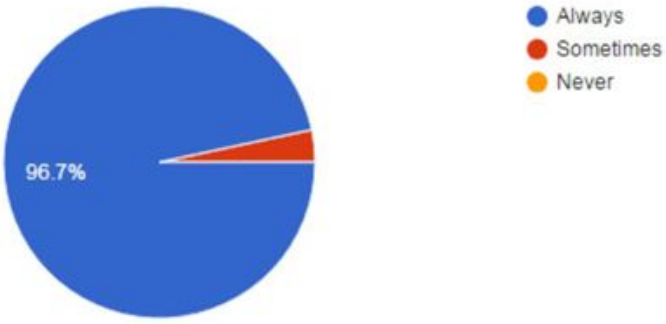
30 responses



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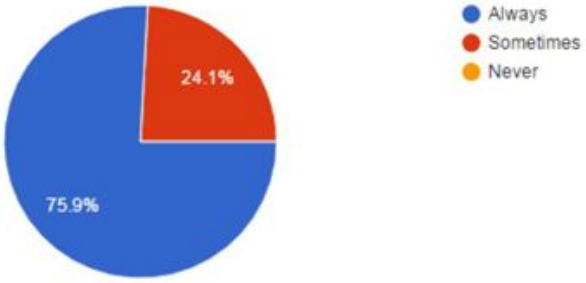
5. I feel welcome to make suggestions.

30 responses



6. I receive timely information (e.g., about school events, student productions, upcoming assessments) on a regular basis.

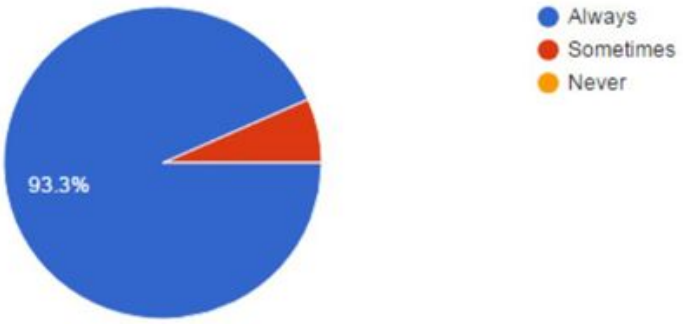
29 responses



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Parent/Guardian Survey results 2016-2017 school year

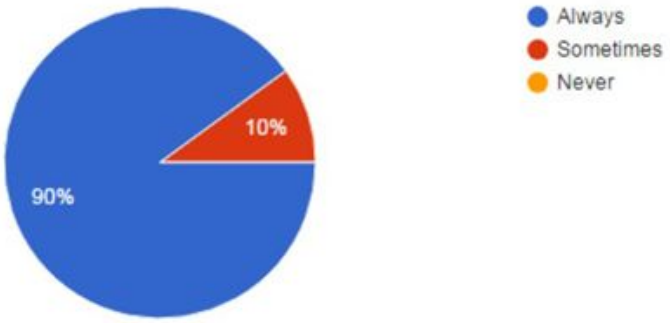
7. I feel my opinions are heard

30 responses



8. My concerns are addressed in a respectful, timely manner.

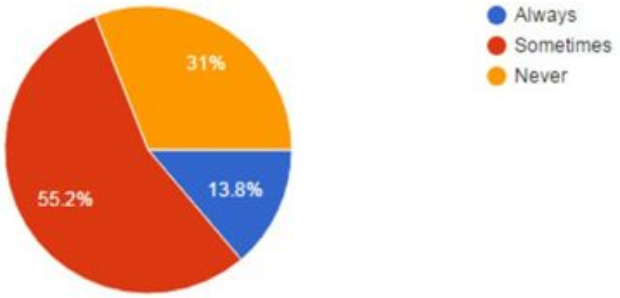
30 responses



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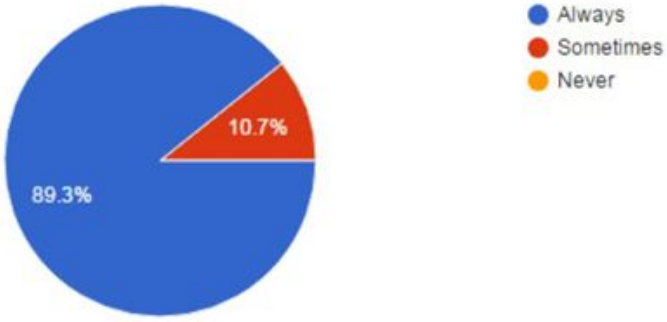
9. Have you attended any of our provided programs (i.e. Parent Advisory Group, Open house, Parent Breakfast, etc.)?

29 responses



10. Parents are included in making important decisions at school.

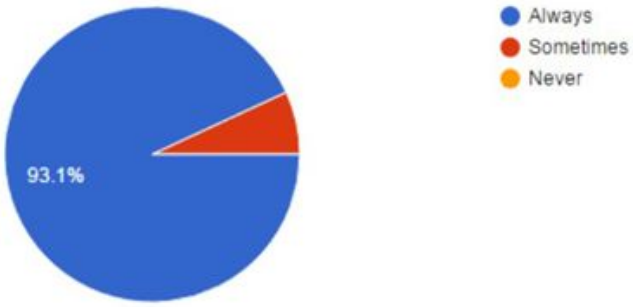
28 responses



Valley Collaborative
Student Sense of Belonging Committee
Parent/Guardian Survey results 2016-2017 school year

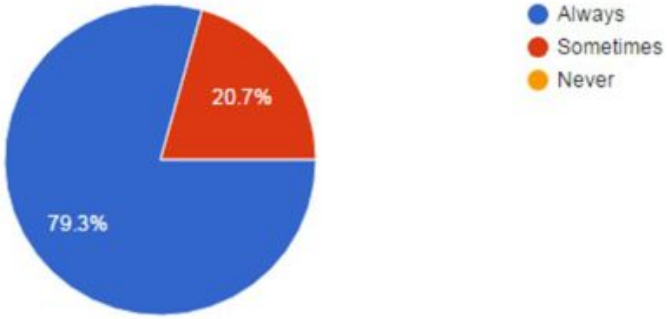
11. I have regular contact with my student's teacher to discuss his/her academic progress.

29 responses



12. I feel my student is safe in school.

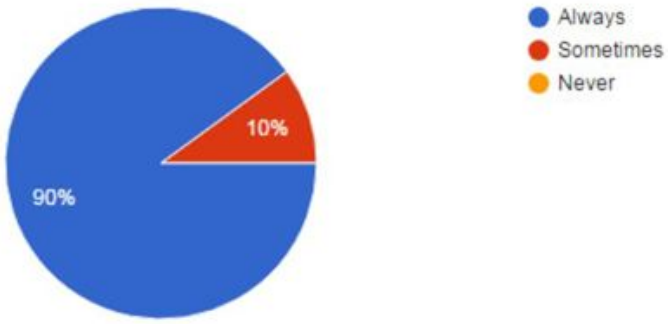
29 responses



Valley Collaborative
Student Sense of Belonging Committee
Parent/Guardian Survey results 2016-2017 school year

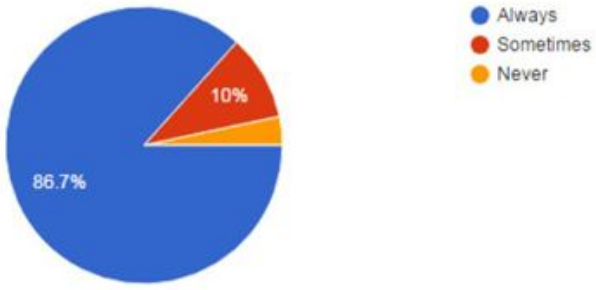
13. I am happy my student is enrolled at this school.

30 responses



14. My student receives the support he/she needs to meet his/her individual goals.

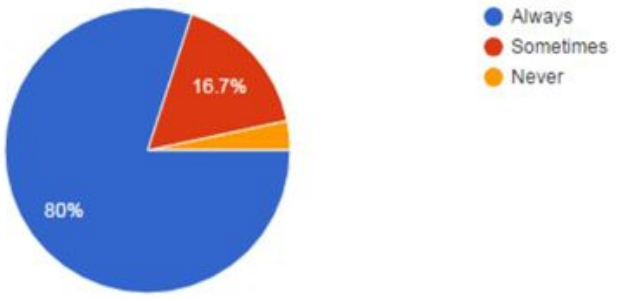
30 responses



Valley Collaborative
Student Sense of Belonging Committee
Parent/Guardian Survey results 2016-2017 school year

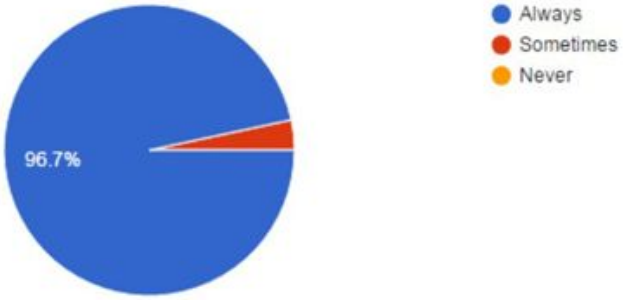
15. I am happy with the progress my student is making academically and socially.

30 responses



16. If I have concerns about my student, her/her teacher will listen and is responsive.

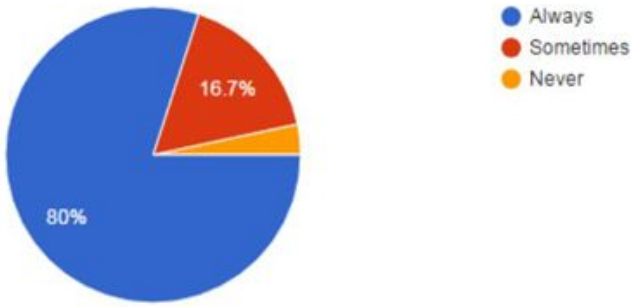
30 responses



Valley Collaborative
Student Sense of Belonging Committee
Parent/Guardian Survey results 2016-2017 school year

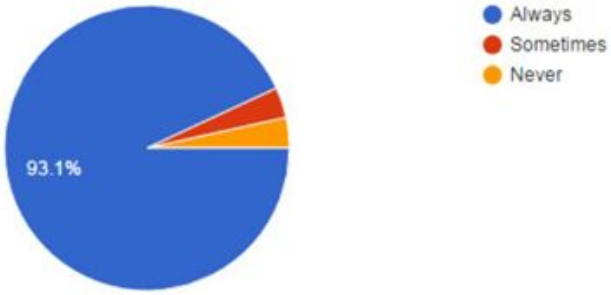
17. I am happy with the progress my student is making with increasing independence towards his/her daily living skills or vocational skills.

30 responses



18. My student's related service providers (OT, SLP, PT, counselor, behavior specialist) seem open to questions or feedback.

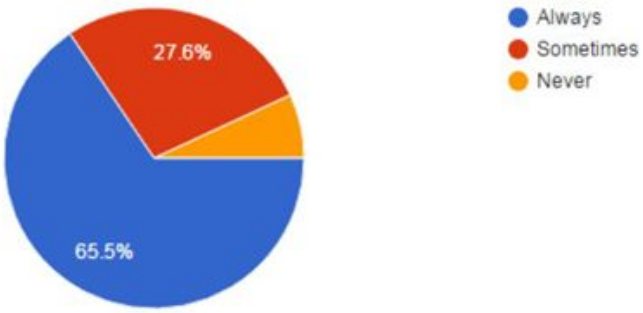
29 responses



Valley Collaborative
Student Sense of Belonging Committee
Parent/Guardian Survey results 2016-2017 school year

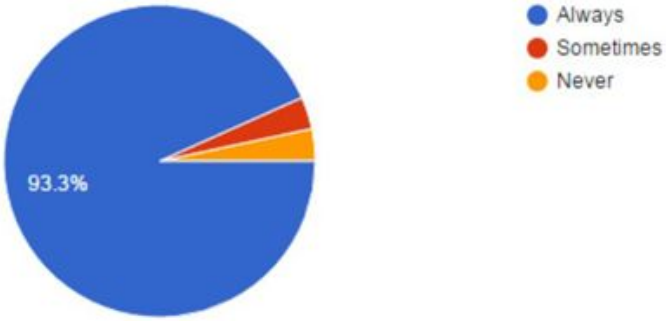
19. I am happy with the progress my student is making with increasing independence towards his/her academic curriculum.

29 responses



20. Administrators at this school are helpful.

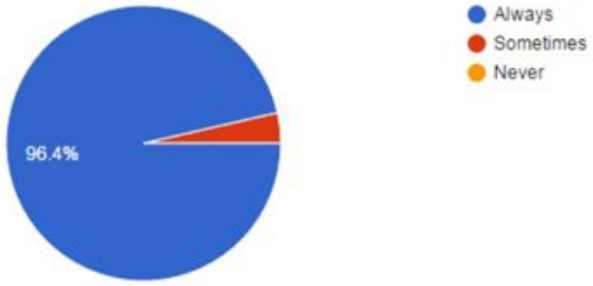
30 responses



Valley Collaborative
Student Sense of Belonging Committee
Parent/Guardian Survey results 2016-2017 school year

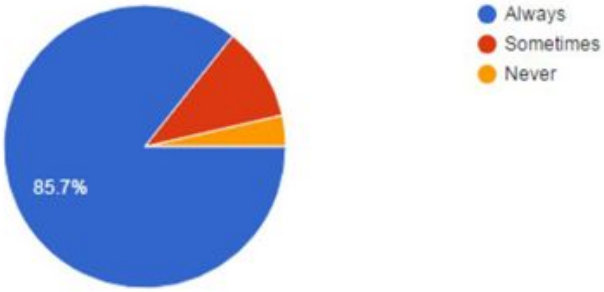
21. The auxiliary staff at the school (custodians, secretaries, cooks) seem to care about the students.

28 responses



22. I comfortable with the process in which my student's IEP is developed.

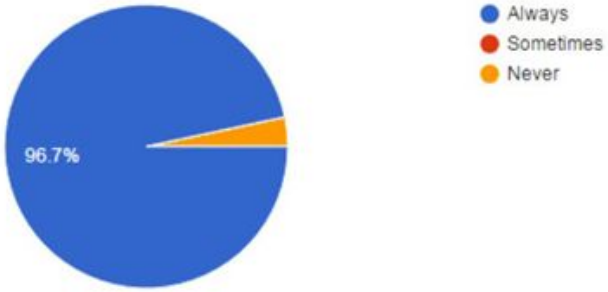
28 responses



Valley Collaborative
Student Sense of Belonging Committee
Parent/Guardian Survey results 2016-2017 school year

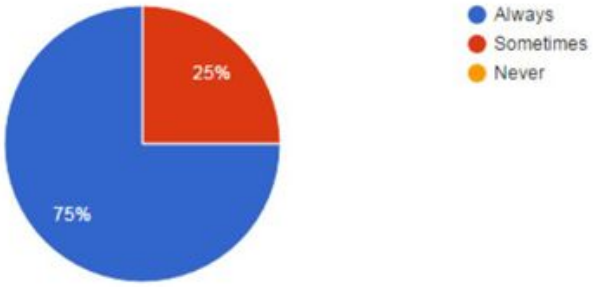
23. I am satisfied with the communication from my student's school team regarding my child.

30 responses



24. If English is not your primary language or you use American Sign Language: Do you receive the support you need to communicate effectively with your child's team (i.e. interpreter or translator, documents translated)

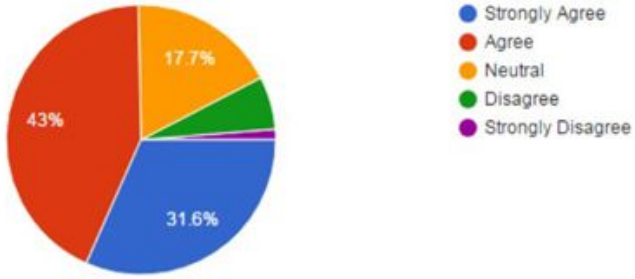
4 responses



Valley Collaborative
Student Sense of Belonging Committee
Staff Survey results 2016-2017 school year

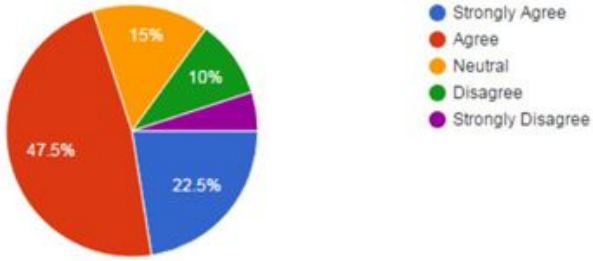
1. Do you feel valued here at the Collaborative?

79 responses



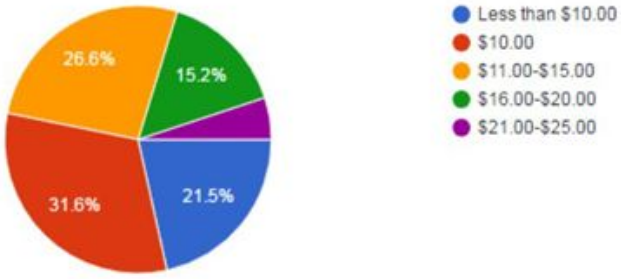
2. Do you feel you have the opportunity to express your thoughts and opinions freely without consequence?

80 responses



3. How much would you be willing to pay for a Valley Collaborative shirt?

79 responses

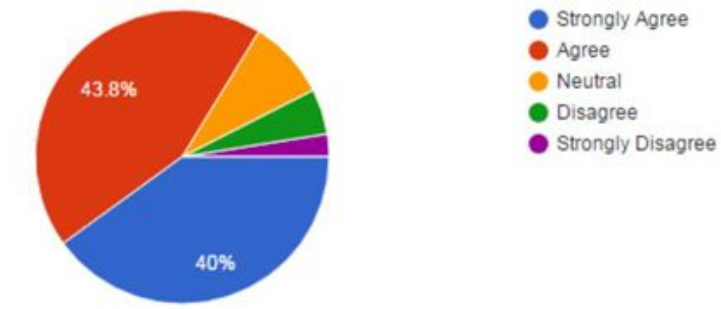


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Valley Collaborative
Student Sense of Belonging Committee
Staff Survey results 2016-2017 school year

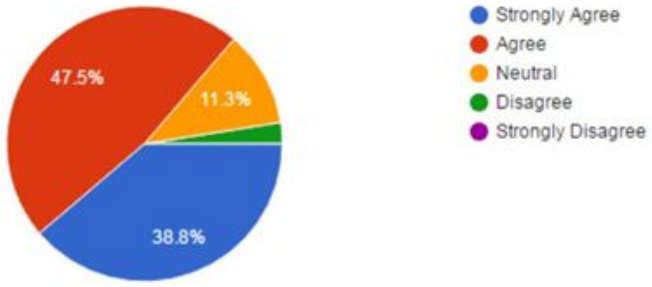
4. When I am in a difficult situation, I find it easy to approach administrators, and feel supported through the process?

80 responses



5. I feel supported by my administrators?

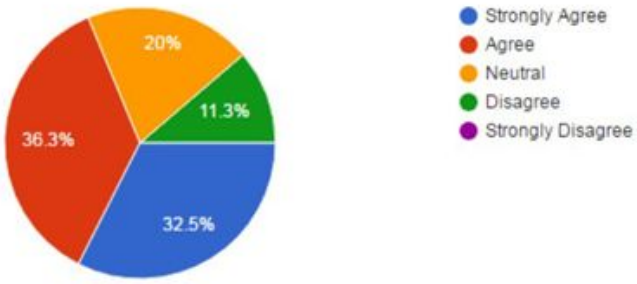
80 responses



Valley Collaborative
Student Sense of Belonging Committee
Staff Survey results 2016-2017 school year

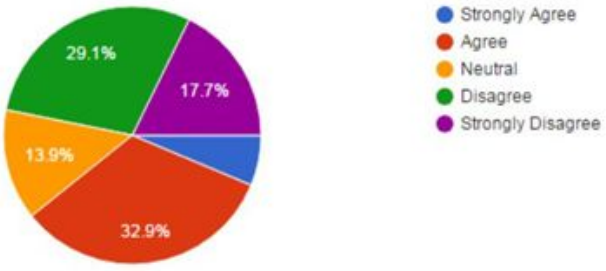
6. Do you feel you have all the materials you need to be effective in your role?

80 responses



7. Do you feel your site's physical space is adequate for your students's needs?

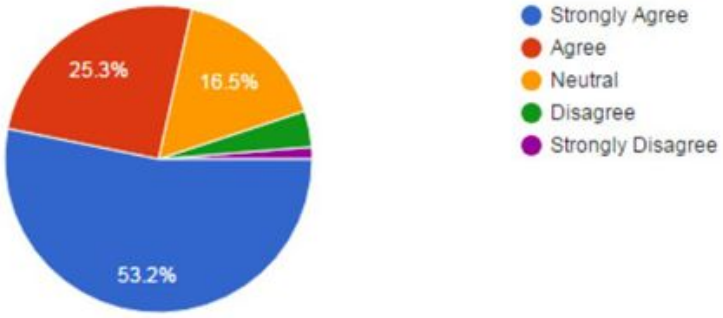
79 responses



Valley Collaborative
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Staff Survey results 2016-2017 school year

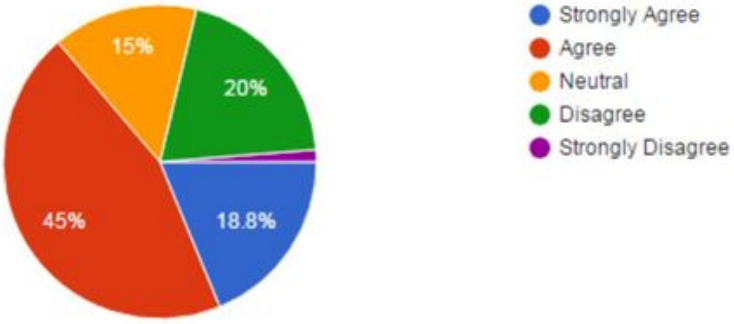
8. I see Valley Collaborative as a long term place of employment (3 yrs +)?

79 responses



9. Do you feel you have opportunities for growth here at the Collaborative?

80 responses



Feedback from Parents, Staff, and the Community-at-large

In 2004 when I received my son [redacted]'s US Citizenship documentation, it included a letter from President Bush. The letter congratulated him, and said "...in this country, we believe no insignificant person was ever born."

I held onto that belief for both my sons as I searched for the right schools, therapists, and resources that would help them become strong, productive, healthy and happy.

It was a struggle, and continues to be.

Thankfully, in 2011, Justin and I discovered MSEC/Valley Collaborative.

Because today is [redacted]'s "Moving On" ceremony, I think it is a great day to reflect on just how far he's come. It's the perfect time to thank you all for your help and hard work over these past 6 years. I've included two pictures -- one of a Facebook post from 2011 when we first visited MSEC over on Brick Kiln Road. The other was from this morning.

If you EVER think you aren't making any headway, if you EVER feel discouraged, if you EVER wonder if it's all worth it, please just look at these two pictures.

I can never thank you all enough for everything you've done for him. And that includes ALL members of "Team [redacted]" -- past and present.

Pam and Annie -- feel free to share with your staff, and even his past teachers if you are still in contact with them.

Hi,

My name is [redacted] and my daughter is [redacted]. She has been with MSEC now Valley for several years. I wanted to write a letter of appreciation acknowledging all the staff that work there from top to bottom including her district which is North Middlesex so Brad Brooks as well.

The staff go way above and beyond to provide experiences for my daughter and the children in the school that an average school would not necessarily do. They work really hard with the children to accommodate their needs and to individualize their behavior plans to help them be successful. My daughter has been the most successful in that environment than any other including home. Unfortunately she's recently been moved to a residential home after being in and out of hospital since January and the school has worked with each team at the hospitals and programs to help her be able to have some consistency with them and with the school. They are keeping her there to help her to continue to be successful and to be with familiar people. As a parent I am very proud of that and feel very supported by the school department for that reason. I think it is the best decision for my daughter and I am glad that they are able to accommodate her in that way. I just wanted staff to be acknowledged because I know that it doesn't always happen and you may often hear more complaints then you do appreciation.

Hi guys,

I got off the phone with [redacted]'s dad after his first green day in quite some time :) He had some really kind words and I wanted to share with you all- although I probably can't say it as eloquently as he did it was along these lines..

He said he has seen many different collaboratives and programs and he is so happy he chose the Valley for [redacted]. He's very impressed with everyones abilities to think outside the box and happy at how the whole Team cares so much for each kid even when it has to be so individualized. He then mentioned he feels blessed to have us in [redacted]'s life :)

I concur with all that he said- and I felt I needed to pass along!! Happy Monday :)

Heather

"Community service with Valley Collaborative site 2 Westside is a great way to gain experience and help people in need . When are site goes off school grounds to help communities that could need our assistance, Most of the time we will split our site into 2 groups and go to two different places, We usually go to the soup kitchen in lowell mass where we prepare food and organize donated clothing. Or we will go to Southern New Hampshire Services and make care package for the elderly. In my opinion both are a great way to gain respect with the communities that you serve. " [redacted]—Community Service

"Valley Collaborative transitional high school is a very unique type of schooling. Site 2 west caters to learning disorders and social or behavioral disabilities. the teachers on site 2 west give their students options to help them deal with situations and obstacles that come up in life. One on one therapy with social workers is available to all students. The classes are much smaller than traditional schools and consist of a five to one staff/student ratio. Community is everything to the students and staff of site 2 west. Students help each other with their issues and offer advice to each other. Fitting in is easy to do in this school because students are open minded and have been through transitioning into different schools. Students will often talk about their experiences to other peers. Students get more one on one attention with emotional behavior and learning disabilities. Teachers help you build relationships with others and try things you usually won't try.The first couple trips I went on with this school I did not participate. But once i did give this school a try it helped change my life and bring myself forward in life. This is a school like no other." [redacted]

"After that the staff called us to the Lodge "living room" with and there was a giant Christmas tree in it. I noticed that there was some type of presents under the tree, and assumed they were for Toys for Tots or Goodwill or some type of charity organization. I was wrong, those presents were each and every one of us students. The staff was nice enough to give us a Westside water bottle, a Westside pillow case, these really tasty cookies. Glen then talked about the piece of rope that was given to each students (that I created into a bracelet) to represent everyone is as equal piece of the community. It was very touching and meaningful and I literally started tearing up because I've never felt so loved, and happy with a school like this at all. I love Valley Collaborative sometimes more than I love myself. This school literally saved my life, and I can't thank this place enough." [redacted]—Crawford Notch Overnight

"The overnight was probably one of the best experiences i've ever had. I sorta bonded with the girls. My favorite part of the overnight was the hike, Bobby and Lucas encouraged me and gave me little boosts of hope that i can do it. When I finally made it to the top I was really proud of myself I was like" Wow I never ever thought in my whole life time I would hike a mountain in the freezing cold with people I enjoy being around." -- [redacted]—Crawford Notch

"Last week we went to lawrence mass to hand out food to people in need. I kinda liked it because it gives me a chance to give back to the people who aren't fortunate like me. Sometimes I think people take the things they have for granted even I do but giving back makes me appreciate my family and the things I have. I wish I did more community service because its all you have to do is lend a hand which I never mind doing." [redacted]—Community Service

[redacted]

3/20/17

What does valley mean to me? Valley means a lot to me. I've been here since 7th grade and it's been a wild ride let me tell you. From annoying little [redacted] to slightly less annoying marissa a lot of different events have happened. Ive changed a lot as a person and i know that it's been for the better. Although i had to go through many difficult obstacles to get here i wouldn't change much.

Being such a behavioral problem in middle school i didn't expect to change at all once i got to high school. I got a big reality check and realized i needed to get my shit together. Not much would have happened if it weren't for the staff. I think worrying about what people will think of me if i acted like a dick is what helped me get it together. Having the anxiety of a group or if the kids were angry at you helped too. I guess i could write about all of the kids i was friends with last year but eventually you realize everyone is a weasel.

The trips are where you make your biggest relationship with either staff or students. Specifically me i built a relationship with Glen on the outdoors last year. This year me and glen are very close and i trust him with my life i could say. All though the staff love to push all of your buttons until you explode at them they're still great. Odds are they would probably do anything to accommodate you. Most people when i tell them that i call my teachers by their first name and that i can text and call them at any hour of the day and it's normal they're a little weirded out. I think being able to trust someone with information and they don't run and call your parents is nice. It's nice to have an adult to talk to that isn't your parent.

Trips are probably the best part of this site. Me being an introverted anxious bitch i don't really get to leave the house very often and socialize or do things that require physical capability. I was not expecting to hike this much two years ago but who would have ever thought that i would look forward to it and enjoy it. I even go hiking on my own time sometimes now. Overnights are another amazing thing about the program. We get to leave our families for a day and go into the middle of nowhere with all of our friends. I know for a lot of kids here they are in programs and can't do shit so the trips are important and i think people would be more aggravated without them.

Ending off this place is my sanctuary even though i wanna fight people here it's still the greatest thing in my life right now and im not sure id be alive or in the place i am right now. Im happy, i have a job, i have healthy relationships and i know a lot more about myself than i did before.

[redacted]
Class of 2017

What does Valley me?

Valley Collaborative Transitional High School means the world to me. Back in November of 2015 I dropped out of Tewksbury High School due to extreme anxiety and depression and PTSD of being bullied most of my years attending Tewksbury public schools. With the help of my psychiatrist and my therapist we desperately requested for Tewksbury to send me to a Therapeutical school. They refused...

I was broken, I was hopeless, and I was lost. When it reached January, after months of being at home, and stuck in my awful piercing thoughts...I thought the only way to make me feel better was to end my life. In the middle of January we hired an advocate that helped me so much. Tewksbury finally agreed to send me to a Therapeutical school, I toured Valley and I knew this was the school for me.

Valley Collaborative saved me. Valley gave me hope again. Valley gave me everything that Tewksbury High School could never in a million years give to me. Valley Collaborative is my savior. When i'm at this school I feel alive. Valley is my happy place, its where I am most happy and comfortable. Once I get on the bus every afternoon after school, I get a little sad because I love being here every minute of the school day. This place completes me.

Before I came to Valley...I had no friends, I was a loser. It was very very hard for me to make friends at Tewksbury High because for me it was such a hostile environment and a majority of their students there were very self-absorbed. I had acquaintances, but no one I could rely on and trust. That all changed when I left that school and came to Valley. Here I adjusted to the environment and people fairly quick. Within a month I met my soon to be best friend John. I'd never thought I could ever have a friend like this in school ever again. I haven't had a good friend like this since 6th grade. Along with John i've actually made a lot of other friends too, Rob, Ryan Puffer, Hunter, Jared and so much more. I hadn't had any good

friends for 6 years, but when I came to Valley I made ACTUAL friends that can rely on and trust completely. These friends have made my confidence go through the roof. Thats a huge reason why I love Valley so much.

The staff on our Westside site are just amazing. They are probably the biggest help with every single thing we do at this school. Bobby, Glen, Shea, and Brittney have made me felt comfortable my first week attending this school. They are really really good at their jobs. They know how to interact with students here more than any teacher or staff at any public school. I have to give a big thank you to my advisor Bobby Nimblett for always being there for me and making sure that I am successful in life after graduation.

Aside from the amazing classroom education part of Valley, one of the biggest parts about our site is our outdoor ed trips. I've never experienced anything like it at any school i've ever been to. This has changed my life for the better. We go on so many interesting trips that help us understand and experience things that I probably would have never done if I hadn't came to this school. Not to mention the Overnight trips we take. The overnight trips we take is by far one of my favorite things about Valley and one of the things that make me very happy and close to other people here. From hiking Tuckerman's ravine, to skiing at Bretton woods, to hopefully be hiking Mount Washington in June, which would be probably one of the most memorable experiences of my life. Since I started attending Valley and taking these amazing trips, i've been A LOT more healthier. I can finally look myself in the mirror and tell myself i'm not ugly and i'm not fat, which was something I was never able to do before I came to this school. I've become more physically and mentally fit while attending Valley and I've gained a massive amount confidence...Confidence that I never in my life thought I could ever have again.

Valley Collaborative has provided everything for me that that Tewksbury High School could ever give to a student. I wake up in the morning excited to go to school and not dreading to go like I have from 7th grade to the beginning of Junior year. Valley is probably one of the best if not the best Therapeutical schools in Massachusetts, maybe even America. This place gives students opportunity, hope, friendships, and memories that will last forever. It's going to be extremely hard to graduate in June because I love this school more than anything and I don't want to leave. Nevertheless, Thank you Valley for everything you've done for me, you helped shape me into the positive and happy person that i've always wanted to be.

[redacted]

3/29/17

What Valley Means To Me

Good morning. My name is [redacted]. I'm here with my peers from site 2 west side to talk to you all about an amazing opportunity that was presented to us by our teachers Glen and Bobby. The plan is to hike Mt.Washington and raise money for the New England Wounded Vets charity before we graduate. Michael Merchant, a close friend to Bobby, is an ex marine and has now dedicated his life to helping others. He would be hiking with us and he is the one to thank for this once in a lifetime opportunity. To raise awareness, my peers and I have created a short film about how Valley has impacted our lives and why we want to not only hike mount washington, but give back to the community through this charity.

It is very difficult to articulate what Valley means to me in words because it’s something I have never felt before. I almost don’t want to because Valley is more than just words, it’s feelings; and describing lofty feelings with ineffective words is not giving Valley the credit it deserves.

I guess the first word that comes to mind would be happy, but that would be an immense understatement. Valley makes me ecstatic, delighted, overjoyed. It makes me want to bounce of the walls hugging people telling them how much they mean to be.

My love for Valley is mostly due to the people. They are more than just family or friends. Just like saying Valley makes me happy, calling my peers and teachers my family isn’t enough. I love these people without any blood relationship and without them providing food, shelter, or

water. I'd take a bullet for any of peers or teachers; I'd even take one to the brain. That may just be my passive suicidal ideation talking, but I don't say that about everyone.

The people at Valley are also very accepting. I no longer feel the need to bow my head in shame because of my skin or keep quiet because of my accent. I know the people here won't judge me. Also, I know the people here struggle with similar things. Whether that's a low self-esteem, anxiety, or depression, I always know I am not alone. I can finally speak my mind, tell jokes, dress the way I want to, and be the person I have always wanted to be.

Valley is my safe place. Valley is the priest I confess to and the heaven I wish to go to. Valley is the coffin I want to be buried in for eternity. Valley means so much to me, that it probably isn't healthy. I'd say we have a codependent relationship based on how much I rely on Valley. If I didn't have the comfort and advice from Brittany, support from Bobby, humor from Glen, and the smile from Shea, I'd probably be in a hospital. That's not even counting the support I get from students and other staff.

Valley has given so much to me. Not only has the teachers,staff, and students suported me emotionally, but in all aspects of my life. If I need help with academics, physical fitness, realtionships, or mental health I know there is alway someone I can talk to. Valley has given me the confidence to express myself truly, the courage to accept the things I cannot change, and most imporantly a reason to be alive.

If I had that special remote controller from the movie Click with Adam Sandler, I'd relive everyday of my life at Valley. I can confidently say that the happiest day in my life was the last time I was at Valley, and that's only to be beaten by the next school day. I want everyone at Valley to know that not only have they made me more confident and knowledgeable, but also

they gave me the will to give back. Just like how Valley has provided so much for me, I now feel the need to put myself in a similar position helping out others.

Hi Chris,

Just want to take a moment to commend you and your staff at Valley Collaborative.
My son [redacted] entered Valley in a very fragile state of mind. He was referred there on on a 45 day risk assessment because of the troubles he sustained from Whittier Voc Tech., where he was labeled a " troubled kid".
Before starting at Valley he begged me and my husband not to send him there. He was so nervous about entering a new school where he didn't feel comfortable being around people he didn't know. His stress level was so high he couldn't eat or sleep the week before; he even spoke about quitting school and getting his GED. I recall his first bus ride there; he was texting me, "Mom this is stupid, I don't want to go here". I was a nervous reck for him knowing that this was a trigger to his already high stress level.
Well that afternoon he came in the door with a huge smile on his face. I could see that all his fears were gone. When I asked him how his day was (still smiling) he said, "alright ". He wasn't much for words back then. But I could sense that he felt a sense of security at Valley and that he was excepted and supported there.
Not long after starting there, I received numerous phone calls from the staff on how [redacted] was doing and adjusting. They all introduced themselves and told me how they were working with [redacted]. I felt that everyone there was concerned for [redacted]s well being there at Valley. And what a good feeling it was as a mother for her son. Not only was [redacted] at ease, but I was too.
[redacted]'s whole attitude towards school had changed. He no longer had fear about going to school. He actually enjoyed going there everyday and NO LONGER spoke about quitting school.
He has excelled at Valley; going from very low grades to all A's.
Another thing I want to mention is that our lawyers commented on how friendly and warm everyone was at [redacted]'s meeting.
So in closing, I want to say with all my heart that everyone at Valley deserves a standing ovation for the work you have done with [redacted]. Going to Valley has instilled in him to be proud of himself and not feel like he has to stand back and not be noticed. He has gained great strengths and confidence in himself that he lacked before entering Valley. At Valley he was listened to and the staff there understood his struggles. You have taught [redacted] that he can shine in life and not be the kid that was so called "troubled".

Most Sincerely,
[redacted]

Nicole Noska

From: [redacted]
Sent: Tuesday, September 26, 2017 10:45 AM
To: Nicole Noska
Subject: yesterday

Hi Nicole,
Wow, what an impressive team!! I'm not an educator and my only special education/IEP experience is from being [redacted]'s mom but I could tell you have a really cohesive group that is completely focused on [redacted]'s success. I know that I am an important part of the team but I rely so heavily on your training, experience and expertise; and all of that was so evident and reassuring yesterday.

Thank you for everything you are doing!!!
[redacted]

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

Nicole Noska

From: Shana Dunlevy
Sent: Wednesday, November 22, 2017 8:24 AM
To: Nicole Noska
Subject: parent testimonials

From: [redacted] > on behalf of Jeff+ Christine Schwefler <[redacted]>
Sent: Tuesday, November 21, 2017 7:00AM
To: Shana Dunlevy
Subject: Backpack Contents

Hi Shana,

[redacted] had a great night, did his homework independently with no questions and only has the paragraph page on the last page to do **tonight. I was really impressed with how well he worked reading through the stories and then answering the questions without asking me to help him fmd the answers, it was a proud moment for me on how far you have helped him get in his reading and independent** working ability. Thanks so much!

Backpack Contents:

change of clothes/wipes
grey lunch bag
green water bottle
pill box
prisma color pencils
blue gel pen box
animals coloring book
color me relaxed coloring book
blue folder
Last kids on Earth book
2 fidget spinners in blue outer pocket

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

When writing or responding, please remember that the Secretary of State[1]s Office has determined that email is public record.

FYI-I shared photos of [redacted] from field trip with [redacted]'s mom- see reply below:)

Laura E. Badger M.S. CCC-SLP
Speech-Language Pathologist
AAC Specialist
Valley Collaborative High School
40 Linnell Circle Billerica, MA 01821

On 11 *I* 20/ 17, 12:03 PM, "[redacted] wrote:

>OMG Laura, this made me cry. I am so happy that he is able to get out
>with you all aod does well. I am thankful for all of you that make it
>possible. He is my little prince aod I want him to be the best he can be.
>Thanks again.
>[redacted]
>
>Sent from my Verizon 4G LTE Droid
>On Nov 20, 2017 11:33 AM, Laura Badger <ibadger@valleycollaborative.org>
>**wrote:**
>>
>> **Hi [redacted],**
>>
>> I **wanted to share a few photos from our trip to the Museum of Science**
>>**taken on our classroom iPad.**
>> [redacted] **had such a wonderful day and was so happy. Doug, one of the aides**
>>**is**
> > faotastic with him and they have a real bond. And yeS< that's him on an
>> escalator like a champ! Enjoy!
>>
>> Laura E. Badger M.S. CCC-SLP
>> Speech-Language Pathologist
> > AAC Specialist
> > Valley Collaborative High School
> > 40 Linnell Circle Billerica, MA O1821
>>
>>
>>

Central Administration Office

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

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Financial Update

I am happy to say the FY'17 Audit was finding free again this year and demonstrates the Boards' sound fiscal management of the Collaborative. Here are some of the highlights:

- "In the fiscal year ended June 30, 2017, operating expenses increased by approximately $1,090,000, or 7%, compared to the fiscal year ended June 30, 2016. Student enrollment in the fiscal year ended June 30, 2017 increased by approximately 17% and the increase in operating expenses was due primarily to increases in personnel and other program costs to cover the increased enrollment. Personnel costs increased by approximately $935,000 in the fiscal year ended June 30, 2017 as a result of increased staffing and cost of living adjustments. Materials, supplies and equipment costs increased by approximately $130,000 due to increases of approximately $20,000 in therapists' supplies, approximately $15,000 in classroom supplies and approximately $93,000 in computer technology supplies."
- "Due to strong management, since the year ended June 30, 2013, the Collaborative has returned $4,373,496 from its general fund in the form of cash and tuition credits to its member districts, including $2,000,000 returned during the year ended June 30, 2017. In addition, subsequent to June 30, 2017, Valley's Board of Directors voted to return an additional $150,000 and is required to vote on the return of excess surplus funds as of June 30, 2017 in the amount of $51,859."
- "As of June 30, 2017, the balance in the capital reserve fund was $1,500,000, which is the maximum balance as voted on by the Collaborative's member districts."
- "As of June 30, 2017 the balance in the postemployment benefit plan was $3,542,216 and the plan is considered fully funded."

The FY'19 Budget was voted on at the December 1st Board Meeting. I did not recommend an increase in tuition and services. FY'19 expenses are up 7.28% and projected revenues are up 7.42%. The drivers of the budget are:

- Staffing/Personnel Drivers
  - Cost of Living Adjustment (COLA): $300,00.00
  - Increase of Teachers Salary Schedule Steps and Lanes: $200,00.00
  - Increase in Employer Paid Benefits: $130,000.00

    - Increase in DDS Individual Worker Wages due to minimum wage requirements: $125,000.00
- Therapy Department
    - Increase in Professional Therapeutic Staff of 3.4 FTE: $300,000.00
- Technology Enhancement
    - Aspen (X2) Software: $31,000.00
- Curriculum Enhancement:
    - Pearson On-Line Blended Learning: $40,000.00

Required Action:

None

Attachments:

VALLEY COLLABORATIVE

FY2019 BUDGET SUMMARY

Preliminary

	FY2016		FY2017		FY2018	FY2019		
	Budget	**Actual**	**Budget**	**Actual**	**Budget**	**Request**	**vs. 2018**	**% change**
REVENUES								
Services	14,690,990	14,709,026	14,520,880	16,039,657	15,260,680	16,416,426	$ 1,155,746	
State contracts	1,770,000	2,017,845	1,935,000	2,192,283	2,290,000	2,395,000	105,000	
Other	471,000	498,060	432,000	622,242	447,000	506,000	59,000	
Interest	5,000	3,636	4,500	10,945	4,500	20,000	15,500	
Total Revenues	$ 16,936,990	$ 17,228,567	$ 16,892,380	$ 18,865,127	$ 18,002,180	$ 19,337,426	$ 1,335,246	7.42%
EXPENSES								
Salaries	10,266,815	10,410,028	10,774,247	11,171,961	11,722,646	12,851,042	1,128,396	
Operating Expenses	5,557,323	5,125,812	5,419,132	5,443,822	5,457,929	5,581,125	123,196	
Total Expenses	$ 15,824,138	$ 15,535,840	$ 16,193,379	$ 16,615,783	$ 17,180,575	$ 18,432,167	$ 1,251,592	7.28%
Revenues over/(under) Expenses	1,112,852	1,692,727	699,001	2,249,344	821,605	905,259	83,654	
NON-OPERATING								
Capital	600,000	0	600,000	0	425,000	425,000	-	-
Board Capital Reserve			-		-	-	-	
BUDGETED SURPLUS/(SHORTFALL)	$ 512,852	$ 1,692,727	$ 99,001	$ 2,249,344	$ 396,605	$ 480,259	$ 83,654	

VALLEY COLLABORATIVE

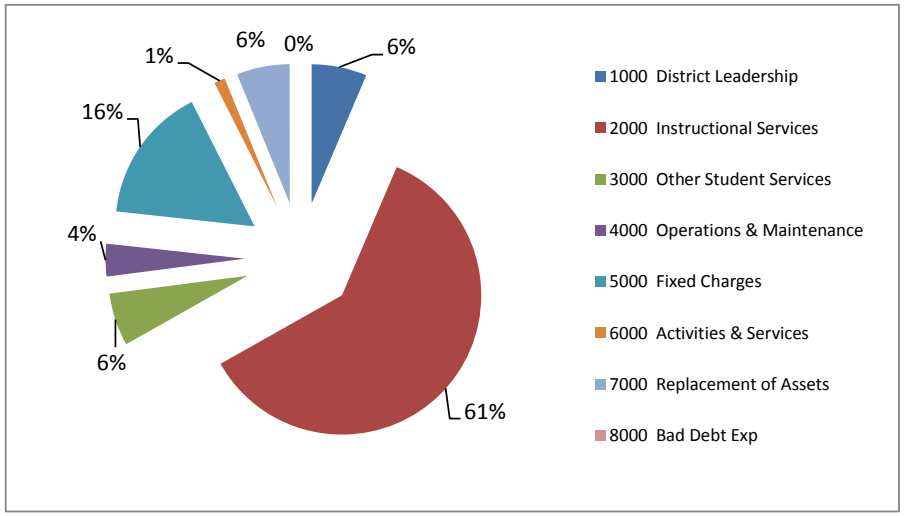
Fiscal Year 2019 Operating Budget, by Program

PROGRAM		PRELIMINARY BUDGET (11/7/2017) FTEs	SALARIES	EXPENSES	OTHER	REVENUE	Net Fav/(Unfav)
ADMINISTRATION:							
100	CENTRAL ACTIVITIES	17.03	1,303,152	1,061,013	(2,334,165)	30,000	-
POST-SECONDARY:							
101	MRC - EVALUATION & TRAINING	3.30	180,893	76,456	37,503	330,000	35,147
102	MRC - SUPPORTED WORK	1.15	68,019	18,405	12,595	100,000	982
500	DDS - OVER 22	28.70	1,453,919	540,736	290,680	2,280,000	(5,336)
HIGH SCHOOL:							
200	HIGH SCHOOL (SITE 3)	56.91	2,750,795	1,224,769	579,358	5,111,269	556,347
400	HIGH SCHOOL ALTERNATIVE (SITE 2)	19.85	1,120,057	398,503	221,299	1,838,435	98,576
410	HIGH SCHOOL ALTERNATIVE VOC (SITE 1)	13.95	929,927	452,732	201,494	1,794,140	209,986
MIDDLE SCHOOL:							
712	MIDDLE SCHOOL	35.35	1,679,444	455,344	311,102	2,822,653	376,763
ELEMENTARY SCHOOL:							
660	ELEMENTARY SCHOOL	67.43	3,284,491	1,289,935	666,629	4,935,928	(305,128)
OTHER SERVICES:							
450	CTR FOR ASSESSMENTS & SERVICES	0.60	44,954	47,709	13,504	20,000	(86,167)
650	HOME SERVICES REVENUE	1.01	35,389	15,523		75,000	24,088
	CAPITAL PLAN				425,000		(425,000)
	TOTALS	245.28	12,851,042	5,581,125	425,000	19,337,425	**480,259**

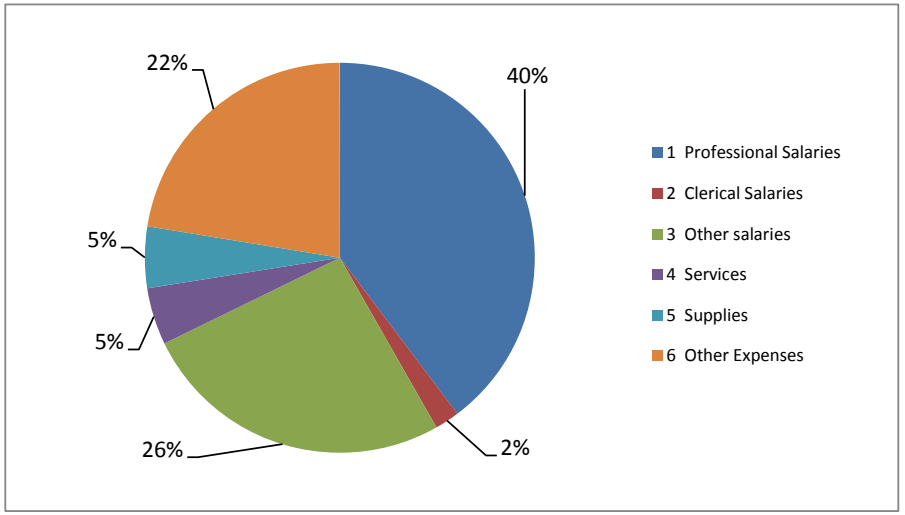
VALLEY COLLABORATIVE

Preliminary FY2019 Budget

DESE FUNCTION:	
1000 District Leadership	1,207,732.28
2000 Instructional Services	11,394,884.46
3000 Other Student Services	1,153,521.86
4000 Operations & Maintenance	712,531.80
5000 Fixed Charges	2,983,200.01
6000 Activities & Services	242,096.50
7000 Replacement of Assets	1,163,200.00
8000 Bad Debt Exp	0.00
	18,857,167



DESE OBJECT:	
1 Professional Salaries	7,489,782
2 Clerical Salaries	383,550
3 Other salaries	4,903,868
4 Services	892,600
5 Supplies	958,941
6 Other Expenses	4,228,426
	18,857,167



VALLEY COLLABORATIVE
Recommended Capital Plan
FY2019-2023

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Budget	Five-Year Plan FY2019	FY2020	FY2021	FY2022	FY2023	5-year TOTALS
FACILITIES ACQUISITION	-									-
FACILITIES IMPROVEMENTS	-	82,452	321,037	100,000	100,000	125,000	125,000	125,000	125,000	600,000
SITE IMPROVEMENTS	-	-	-							-
LEASEHOLD IMPROVEMENTS	-	-	-							-
VEHICLES	360,827	-	182,062	200,000	200,000	250,000	250,000	250,000	250,000	1,200,000
TECHNOLOGY PLAN	274,542	15,448	66,307	100,000	100,000	75,000	75,000	75,000	75,000	400,000
FURNISHINGS & EQUIPMENT	79,776	88,865	58,502	25,000	25,000	50,000	50,000	50,000	50,000	225,000
TOTALS	**$ 715,145**	**$ 186,765**	**$ 627,908**	**$ 425,000**	**$ 425,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 2,425,000**

VALLEY COLLABORATIVE

Recommended Tuitions

FY2019

PROGRAM		Enrollment		Tuition		Estimated Revenue		
		Member	Non-Mem	Member	Non-Mem	Member	Non-Mem	TOTAL
HIGH SCHOOL:								
200	SCHOOL AND VOCATIONAL TRAINING	10	18	28,080	35,550	280,800	639,900	920,700
210	SCHOOL AND LIFE SKILLS TRAINING	16	9	32,220	41,850	515,520	376,650	892,170
211	SCHOOL AND LIFE SKILLS TRAINING ISN	1	6	43,200	54,270	43,200	325,620	368,820
215	SCHOOL-TO-WORK	15	16	32,220	40,770	483,300	652,320	1,135,620
300	INTENSIVE SPECIAL NEEDS	1	3	52,920	65,970	52,920	197,910	250,830
400	HIGH SCHOOL ALTERNATIVE	21	26	29,880	37,890	627,480	985,140	1,612,620
410	HIGH SCHOOL ALTERNATIVE VOCATIONAL	14	28	32,220	40,770	451,080	1,141,560	1,592,640
480	TRANSITION PATHWAYS	1	0	25,920	N/A	25,920	-	25,920
MIDDLE SCHOOL:								
712	MIDDLE SCHOOL EBS	9	4	38,880	48,870	349,920	195,480	545,400
713	MIDDLE SCHOOL ASD	7	13	43,200	54,270	302,400	705,510	1,007,910
714	MIDDLE SCHOOL ISN	3	4	52,920	65,970	158,760	263,880	422,640
715	MS- SCHOOL AND LIFE SKILLS ISN	3	1	43,200	54,270	129,600	54,270	183,870
ELEMENTARY SCHOOL:								
660	EBS & BEHAVIORAL	11	14	38,880	47,700	427,680	667,800	1,095,480
662	PDD & BEHAVIORAL	19	20	43,200	54,270	820,800	1,085,400	1,906,200
660-ISN	ELEM - INTENSIVE SPECIAL NEEDS	8	5	52,920	65,970	423,360	329,850	753,210
662-ISN	ELEM - INTENSIVE SPECIAL NEEDS	1	0	52,920	65,970	52,920	-	52,920
OTHER SERVICES:								
450	CTR FOR ASSESSMENTS & SERVICES			9,765	11,970	-	-	-
		140	**167**			**$ 5,145,660**	**$ 7,621,290**	**$ 12,766,950**

APPROVED TUITION CHANGE FROM FY2018:	
Member Districts	0.00%
Non-Member Districts	0.00%

Bachelor Level - Salary Comparison between Member Districts and Valley

District	Days	Step 1 Bachelor	Step 2 Bachelor	Step 3 Bachelor	Step 4 Bachelor	Step 5 Bachelor	Step 6 Bachelor	Step 7 Bachelor	Step 8 Bachelor	Step 9 Bachelor	Step 10 Bachelor	Step 11 Bachelor	Step 12 Bachelor
Billerica (2017-2018)	183	$ 42,651	$ 43,910	$ 46,362	$ 48,497	$ 51,157	$ 54,855	$ 57,020	$ 59,186	$ 63,140	$ 66,463	$ 72,338	$ 74,891
Chelmsford (2015-2016)	182.5	$ 43,661	$ 46,141	$ 48,620	$ 51,099	$ 53,578	$ 56,418	$ 59,289	$ 62,157	$ 65,030	$ 66,679	$ 68,454	$ 70,933
Westford (2017-2018)	185	$ 42,611	$ 44,729	$ 46,749	$ 48,408	$ 49,727	$ 51,149	$ 53,285	$ 55,490	$ 57,564	$ 60,554	$ 62,204	$ 65,126
Groton-Dunstable (2016-2017)	183	$ 45,804	$ 48,075	$ 50,845	$ 53,608	$ 56,525	$ 59,233	$ 62,373	$ 65,639	$ 70,405	$ -	$ -	$ -
NMRSD (2017-2018)	184	$ 49,353	$ 51,330	$ 53,383	$ 55,519	$ 57,964	$ 60,048	$ 62,450	$ 64,637	$ 66,732	$ 69,471	$ -	$ -
Tewksbury (2017-2018)	184	$ 45,935	$ 50,513	$ 53,055	$ 56,215	$ 59,373	$ 65,050	$ 66,248	$ 67,510	$ 69,206	$ -	$ -	$ -
Dracut (2016-2017)	182	$ 42,587	$ 44,781	$ 46,967	$ 49,156	$ 51,712	$ 54,263	$ 56,820	$ 59,733	$ 62,840	$ 66,123	$ -	$ -
Nashoba (2013-2014)*	184	$ 43,244	$ 45,517	$ 47,793	$ 50,470	$ 54,453	$ 58,432	$ 62,415	$ 72,603	$ -	$ -	$ -	$ -
Tyngsboro (2017-2018)	183	$ 46,071	$ 50,145	$ 52,471	$ 54,803	$ 57,134	$ 59,464	$ 61,848	$ 64,222	$ 66,469	$ 68,971	$ -	$ -
Average Salary all Member Districts		$ 44,657	$ 47,238	$ 49,583	$ 51,975	$ 54,625	$ 57,657	$ 60,194	$ 63,464	$ 65,173	$ 66,377	$ 67,665	$ 70,317
Valley Collaborative with 2.7 COLA (2018-2019)	182 (7.5 hour work day)	$ 45,293	$ 46,991	$ 48,754	$ 50,582	$ 52,478	$ 54,446	$ 56,488	$ 58,607	$ 60,803	$ 63,084	$ 65,450	$ 67,905
% differences of Member Districts Annual Salary compared to Valley Annual Salaries WITH COLA		1%	-1%	-2%	-3%	-4%	-6%	-6%	-8%	-7%	-5%	-3%	-3%

Valley COLLABORATIVE

** Nashoba 18-19 Salary Scale was an outliner and significantly higher than the average of the other 8 Member Districtst salary scales so was left out of calculation.*

Master's Level - Salary Comparison between Member Districts and Valley

District	Days	Step 1 Masters	Step 2 Masters	Step 3 Masters	Step 4 Masters	Step 5 Masters	Step 6 Masters	Step 7 Masters	Step 8 Masters	Step 9 Masters	Step 10 Masters	Step 11 Masters	Step 12 Masters
Billerica (2017-2018)	183	$ 44,780	$ 46,105	$ 48,678	$ 50,921	$ 53,712	$ 57,598	$ 59,869	$ 62,148	$ 66,293	$ 69,781	$ 75,954	$ 78,633
Chelmsford (2015-2016)	182.5	$ 48,460	$ 51,070	$ 53,681	$ 56,292	$ 58,903	$ 61,514	$ 64,124	$ 66,684	$ 69,749	$ 71,957	$ 74,568	$ 77,178
Westford (2016-2017)	185	$ 48,935	$ 50,672	$ 52,409	$ 54,154	$ 55,964	$ 57,887	$ 60,261	$ 62,730	$ 65,350	$ 68,269	$ 72,119	$ 75,467
Groton-Dunstable (2016-2017)	183	$ 50,479	$ 52,882	$ 55,969	$ 58,795	$ 61,750	$ 64,536	$ 67,735	$ 71,060	$ 74,539	$ 78,740	$ -	$ -
NMRSD (2017-2018)	184	$ 51,319	$ 53,370	$ 55,506	$ 57,727	$ 60,035	$ 62,438	$ 64,934	$ 67,532	$ 70,234	$ 73,868	$ 76,454	$ 78,932
Tewksbury (2016-2017)	184	$ 48,418	$ 53,836	$ 56,313	$ 59,397	$ 62,535	$ 67,622	$ 71,921	$ 73,396	$ 75,003	$ 76,771	$ -	$ -
Dracut (2016-2017)	182	$ 46,752	$ 48,940	$ 51,126	$ 53,320	$ 55,984	$ 58,623	$ 61,179	$ 64,514	$ 67,621	$ 71,319	$ -	$ -
Nashoba (2013-2014)	184	$ 46,655	$ 48,930	$ 51,207	$ 53,883	$ 57,864	$ 61,848	$ 65,831	$ 76,015	$ -	$ -	$ -	$ -
Tyngsboro (2017-2018)	183	$ 52,181	$ 54,508	$ 56,844	$ 59,175	$ 61,504	$ 53,826	$ 66,219	$ 68,590	$ 70,792	$ 73,366	$ 78,164	$ -
Average Salary all Member Districts		$ 48,664	$ 51,146	$ 53,526	$ 55,963	$ 58,695	$ 60,655	$ 64,675	$ 68,074	$ 69,948	$ 73,009	$ 74,774	$ 77,553
Valley Collaborative with 2.7 COLA (2018-2019)	182 (7.5 hour work day)	$ 49,709	$ 51,574	$ 53,507	$ 55,515	$ 57,597	$ 59,756	$ 61,997	$ 64,322	$ 66,734	$ 69,235	$ 71,831	$ 74,525
% differences of Member Districts Annual Salary compared to Valley Annual Salaries WITH COLA		2%	1%	0%	-1%	-2%	-1%	-4%	-6%	-5%	-5%	-4%	-4%

Valley COLLABORATIVE

Nashoba 18-19 Salary Scale was an outliner and significantly higher than the average of the other 8 Member Districtst salary scales so was left out of calculation.

Master's +30 (Therapy) Level - Salary Comparison between Member Districts and Valley

District	Days	Step 1 Masters +30	Step 2 Masters +30	Step 3 Masters +30	Step 4 Masters +30	Step 5 Masters +30	Step 6 Masters +30	Step 7 Masters +30	Step 8 Masters +30	Step 9 Masters +30	Step 10 Masters +30	Step 11 Masters +30	Step 12 Masters +30
Billerica (2017-2018)	183	$ 47,019	$ 48,410	$ 51,111	$ 53,466	$ 56,397	$ 60,474	$ 62,861	$ 65,253	$ 69,607	$ 73,270	$ 79,752	$82,563
Chelmsford (2015-2016)	182.5	$ 51,828	$ 54,521	$ 57,213	$ 59,906	$ 62,599	$ 65,291	$ 67,984	$ 70,677	$ 73,369	$ 76,062	$ 78,755	$ 81,447
Westford (2016-2017)	185	$ 54,081	$ 55,514	$ 56,946	$ 58,383	$ 59,874	$ 62,900	$ 64,862	$ 67,212	$ 69,758	$ 72,708	$ 76,036	$ 80,686
Groton-Dunstable (2016-2017)	183	$ 53,361	$ 55,765	$ 59,455	$ 62,349	$ 65,496	$ 68,379	$ 71,723	$ 75,177	$ 78,783	$ 82,500	$ 87,128	$ 88,435
NMRSD (2017-2018)	184	$ 53,109	$ 55,271	$ 59,087	$ 61,449	$ 63,908	$ 66,463	$ 69,123	$ 71,886	$ 74,765	$ 77,995	$ 80,725	$83,342
Tewksbury (2016-2017)	184	$ 51,523	$ 56,941	$ 59,418	$ 62,502	$ 65,640	$ 70,726	$ 75,027	$ 76,603	$ 78,210	$ 79,978	$ -	$ -
Dracut (2016-2017)	182	$ 50,092	$ 52,280	$ 54,470	$ 56,652	$ 59,317	$ 61,962	$ 64,514	$ 67,853	$ 72,211	$ 74,663	$ -	$ -
Nashoba (2013-2014)	184	$ 48,930	$ 51,207	$ 53,483	$ 56,160	$ 60,140	$ 64,122	$ 68,107	$ 78,292	$ -	$ -	$ -	$ -
Tyngsboro (2017-2018)	183	$ 57,768	$ 60,097	$ 62,424	$ 64,758	$ 67,088	$ 69,418	$ 71,801	$ 74,179	$ 76,562	$ 78,800	$ -	$ -
Average Salary all Member Districts		$ 51,968	$ 54,445	$ 57,067	$ 59,514	$ 62,273	$ 65,526	$ 68,445	$ 71,904	$ 74,158	$ 76,997	$ 80,479	$83,295
Valley Collaborative with 2.7 COLA (2018-2019)	182 (7.5 hour work day)	$ 52,672	$ 54,648	$ 56,697	$ 58,823	$ 61,028	$ 63,318	$ 65,692	$ 68,155	$ 70,711	$ 73,364	$ 76,114	$78,968
% differences of Member Districts Annual Salary compared to Valley Annual Salaries with COLA		1%	0%	-1%	-1%	-2%	-3%	-4%	-5%	-5%	-5%	-5%	-5%

Valley COLLABORATIVE

Nashoba 18-19 Salary Scale was an outliner and significantly higher than the average of the other 8 Member Districtst salary scales so was left out of calculation.

School Staffing Ratios

	A	B	C	D	E	F	G	H		
Program	Total Number of Students	Number of Students that do not have District Paid Aides	Number of Teachers	Number of District Paid Aides	Number of classroom Aides	Number of Worksite Aides	Other Staff FTEs	Total FTEs	Direct Ratio*	Indirect Ratio
Elementary	73	53	15	20	10	0	22	67	1:2	1:1
Middle School	43	29	7	14	5	0	12	38	1:2	1:1
High School Site 1	42	42	6	0	0	3.4	4	13.4	1:5	1:3
High School Site 2	48	46.2	10	1.8	2	0	6	19.8	1:4	1:2
High School Site 3	93	67.4	10	25.6	0	3	17.04	55.64	1:5	1:2
TOTALS	299	237.6	48	61.4	17	6.4	61.04	193.84		

Direct Ratio Formula

*** B divided by [C + E + F] = Direct**

* Data as of 11.8.17

Final Distribution of Surplus Funds ($51,859) per Auidted FY17 Financials, to be voted on November 9, 2017						
						Percentage of
				Percentage		Tuition
Member District	**Summer Tuition**	**School Year Tuition**	**Total Fiscal Year Tuition**	**of Total**	**Return**	**To Be Returned**
Billerica Public Schools	125,644	692,867	818,511	14.83%	7,689.13	0.94%
Chelmsford Public Schools	195,333	1,130,496	1,325,829	24.02%	12,454.90	0.94%
Dracut Public Schools	105,750	670,176	775,926	14.06%	7,289.09	0.94%
Groton-Dunstable Regional School District	12,570	91,664	104,234	1.89%	979.18	0.94%
Nashoba Valley Technical High School	-	8,463	8,463	0.15%	79.50	0.94%
North Middlesex Regional School District	96,712	780,454	877,166	15.89%	8,240.14	0.94%
Tewksbury Public Schools	65,688	747,934	813,622	14.74%	7,643.20	0.94%
Tyngsborough Public Schools	49,860	281,499	331,359	6.00%	3,112.80	0.94%
Westford Public Schools	46,668	418,632	465,300	8.43%	4,371.05	0.94%
Grand Total	**698,225**	**4,822,185**	**5,520,410**	**100.00%**	**51,859.00**	**0.94%**

Distribution of Surplus Funds ($150,000) for FY2017, Voted on September 14, 2017						
						Percentage of
				Percentage		Tuition
Member District	**Summer Tuition**	**School Year Tuition**	**Total Fiscal Year Tuition**	**of Total**	**Return**	**To Be Returned**
Billerica Public Schools	125,644	692,867	818,511	14.83%	22,240.49	2.72%
Chelmsford Public Schools	195,333	1,130,496	1,325,829	24.02%	36,025.29	2.72%
Dracut Public Schools	105,750	670,176	775,926	14.06%	21,083.38	2.72%
Groton-Dunstable Regional School District	12,570	91,664	104,234	1.89%	2,832.24	2.72%
Nashoba Valley Technical High School	-	8,463	8,463	0.15%	229.96	2.72%
North Middlesex Regional School District	96,712	780,454	877,166	15.89%	23,834.25	2.72%
Tewksbury Public Schools	65,688	747,934	813,622	14.74%	22,107.65	2.72%
Tyngsborough Public Schools	49,860	281,499	331,359	6.00%	9,003.65	2.72%
Westford Public Schools	46,668	418,632	465,300	8.43%	12,643.09	2.72%
Grand Total	**698,225**	**4,822,185**	**5,520,410**	**100.00%**	**150,000.00**	**2.72%**

Distribution of Surplus Funds ($2,000,000) for FY2017, Voted on June 1, 2017							
						Percentage of	Total Percentage of
				Percentage		Tuition	Tuition
Member District	**Summer Tuition**	**School Year Tuition**	**Total Fiscal Year Tuition**	**of Total**	**Return**	**To Be Returned**	**To Be Returned**
Billerica Public Schools	125,644	692,867	818,511	14.83%	296,539.87	36.23%	38.59%
Chelmsford Public Schools	195,333	1,130,496	1,325,829	24.02%	480,337.17	36.23%	38.59%
Dracut Public Schools	105,750	670,176	775,926	14.06%	281,111.74	36.23%	38.59%
Groton-Dunstable Regional School District	12,570	91,664	104,234	1.89%	37,763.14	36.23%	38.59%
Nashoba Valley Technical High School	-	8,463	8,463	0.15%	3,066.08	36.23%	38.59%
North Middlesex Regional School District	96,712	780,454	877,166	15.89%	317,790.03	36.23%	38.59%
Tewksbury Public Schools	65,688	747,934	813,622	14.74%	294,768.70	36.23%	38.59%
Tyngsborough Public Schools	49,860	281,499	331,359	6.00%	120,048.70	36.23%	38.59%
Westford Public Schools	46,668	418,632	465,300	8.43%	168,574.59	36.23%	38.59%
Grand Total	**698,225**	**4,822,185**	**5,520,410**	**100.00%**	**2,000,000.00**	**36.23%**	**38.59%**

Total Distribution of Surplus Funds ($2,201,859) for FY2017, pending November 9th 2017 vote						
						Percentage of
				Percentage		Tuition
Member District	**Summer Tuition**	**School Year Tuition**	**Total Fiscal Year Tuition**	**of Total**	**Return**	**To Be Returned**
Billerica Public Schools	125,644	692,867	818,511	14.83%	326,469.49	39.89%
Chelmsford Public Schools	195,333	1,130,496	1,325,829	24.02%	528,817.36	39.89%
Dracut Public Schools	105,750	670,176	775,926	14.06%	309,484.21	39.89%
Groton-Dunstable Regional School District	12,570	91,664	104,234	1.89%	41,574.55	39.89%
Nashoba Valley Technical High School	-	8,463	8,463	0.15%	3,375.53	39.89%
North Middlesex Regional School District	96,712	780,454	877,166	15.89%	349,864.42	39.89%
Tewksbury Public Schools	65,688	747,934	813,622	14.74%	324,519.55	39.89%
Tyngsborough Public Schools	49,860	281,499	331,359	6.00%	132,165.15	39.89%
Westford Public Schools	46,668	418,632	465,300	8.43%	185,588.74	39.89%
Grand Total	**698,225**	**4,822,185**	**5,520,410**	**100.00%**	**2,201,859.00**	**39.89%**

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2018-2019 Tuition Rates

Member Districts Rates

Program	Grades	Locations	Per Diem	School Year Tuition (180 Days)	Summer Tuition (30 Days)	Total Annual Tuition
Intensive Special Needs (ISN) (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	K – Age 22	Tyngsborough Billerica	$294	$52,920	$8,820	$61,740
Elementary School - Elementary Behavioral Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	K-6	Tyngsborough	$216	$38,880	$6,480	$45,360
Elementary School - Autism Spectrum Disorder Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	K-6	Tyngsborough	$240	$43,200	$7,200	$50,400
Middle School - Emotional Behavioral Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	6-8	Billerica	$216	$38,880	$6,480	$45,360
Middle School - Autism Spectrum Disorder Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	6-8	Billerica	$240	$43,200	$7,200	$50,400

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2018-2019 Tuition Rates

Member Districts Rates

Program	Grades	Locations	Per Diem	School Year Tuition (180 Days)	Summer Tuition (30 Days)	Total Annual Tuition
High School & Middle School - School & Life Skills Training ISN Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling included in tuition)	6-12	Billerica	$240	$43,200	$7,200	$50,400
High School - School & Vocational Training (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	9 – Age 22	Billerica	$156	$28,080	$4,680	$32,760
High School - School & Life Skills Training (Speech, Occupational, Physical, In- School BCBA, Social Work and Counseling Services Included in the Tuition)	9 – Age 22	Billerica	$179	$32,220	$5,370	$37,590
High School - School to Work Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	9 – Age 22	Billerica	$179	$32,220	$5,370	$37,590
High School - Alternative Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	9-12	Billerica	$166	$29,880	$4,980	$34,860
High School - Alternative Vocational Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	9-12	Billerica	$179	$32,220	$5,370	$37,590

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2018-2019 Tuition Rates

Member Districts Rates

Program	Grades	Locations	Per Diem	School Year Tuition (180 Days)	Summer Tuition (30 Days)	Total Annual Tuition
Transition Pathways (Designed for students who are 18 years or older, have had their high school diploma withheld and only need transition services)	PG	Billerica	$144	$25,920	$4,320	$30,240
Department of Developmental Services (DDS) - Day Program	Post grade 12	Billerica	$120	N/A	N/A	N/A

Valley COLLABORATIVE

Center for Assessment and Therapeutic Services

2018-2019 Member Districts Rates

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

updated on 11/8/17

Contract Services

2018-2019 Member Districts Rates

Hourly Services	Member District Rates
Therapy (Speech, Occupational & Physical)	$96.25/hr.
Transition Specialist	$96.25/hr.
Augmentative and Alternative Communication Specialist	$96.25/hr.
Social Work	$96.25/hr.
Home School Facilitator	$92.50/hr.
ABA Therapist	$55/hr.
Board Certified Behavior Analyst	$98.75/hr.
Psychiatrist	$323.75/hr.
School Psychologist	$97.50/hr.
Tutoring	$45/hr.
One-on-one Transitional Aide	$19.50/hr.
One-on-one Behavioral Aide	$36.6/hr.
One-on-one Nurse	Contingent on qualifications
Restraint Training	$150/per person not to exceed $1500 a day
Extended Day Programming	$20/day (1:5 ratio) $40/day (any other ratio)
Assessments	**Member District Rates**
Speech Language Evaluation	$308 flat rate
Occupational Therapy Evaluation	$308 flat rate
SIPT Assessment *Sensory Integration & Praxis Test – 17 subtests*	$100/hr.
Physical Therapy Evaluation	$308 flat rate
Functional Behavioral Assessment	$1,155 flat rate
Functional Vocational Evaluation (V5) · *Sensory-motor* · *Gross & Fine Motor* · *Coping/Adaptive Behavior* · *Autonomous Living* · *Strengths* · *Preferences and Interests* · *Work adjustment and Job readiness* · *Memory and Learning Style* · *an observation of the student in a community based work environment*	$777 flat rate
Transition Assessment (V10) *V5 and:* · *Adaptive Living* · *Self –Determination* · *Employability* · *Transition* · *Social* · *Person-Centered Planning*	$1,210 flat rate
Observational Assessment	$603 flat rate
Cognitive/Intelligence Testing – Three Year Evaluations	$78/hr.
Psychological Evaluation · *Bender Visual-Motor Gestalt Test* · *Rey-Osterreith Complex Figure* · *BASC Progress Monitor* · *Vineland Adaptive Behavior Scales, 2nd Ed.* · *Wechsler Intelligence Scale for Children, 4th Ed.* · *Wechsler Preschool & Primary Intelligence Scale, 4th Ed.* · *Connors' Rating Scales* · *Drug Use Screening Inventory* · *Millon Adolescent Clinical Inventory* · *Behavioral Assessment for Children, 2nd Ed.* · *Wechsler Adult Intelligence Scale, 4th Ed.*	$78/hr. *2 hrs minimum depending on assessments requested*
Team Meeting Attendance	$93/hr.
Travel Rate	Federal mileage reimbursement rate
Restraint Training	$150/person not to exceed $1,500 a day
Products	**Member District Rates**
Transition Planning Package (20 Person Centered Planning Tools with 2 hours of consult with our Transition Specialist)	$265 per pkg.
Person Centered Planning Tool	$4.93 ea.
Experiential Physical Education: Field Manual	$40.00 ea.
Experiential Physical Education: Comprehensive Curriculum Guide	$75.00 ea.
Experiential Physical Education: Leadership Development (2 days, 1 night)	$3500 per 10 students

updated on 11/8/17

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2018-2019 Tuition Rates

Non-Member Districts Rates

Program	Grades	Locations	Per Diem	School Year Tuition (180 Days)	Summer Tuition (30 Days)	Total Annual Tuition
Intensive Special Needs (ISN) (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	K – Age 22	Tyngsborough Billerica	$366.50	$65,970	$10,995	$76,965
Elementary School - Elementary Behavioral Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	K-6	Tyngsborough	$271.50	$48,870	$8,145	$57,015
Elementary School - Autism Spectrum Disorder Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	K-6	Tyngsborough	$301.50	$54,270	$9,045	$63,315
Middle School - Emotional Behavioral Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	6-8	Billerica	$271.50	$48,870	$8,145	$57,015
Middle School - Autism Spectrum Disorder Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling Services Included in the Tuition)	6-8	Billerica	$301.50	$54,270	$9,045	$63,315

Building a community that empowers children and adults to find their own way

2018-2019 Tuition Rates

Non-Member Districts Rates

Program	Grades	Locations	Per Diem	School Year Tuition (180 Days)	Summer Tuition (30 Days)	Total Annual Tuition
High School & Middle School - School & Life Skills Training ISN Program (Speech, Occupational, Physical, In-School BCBA, Social Work and Counseling included in tuition)	6-12	Billerica	$301.50	$54,270	$9,045	$63,315
High School - School & Vocational Training (In-School BCBA, Social Work and Counseling Services Included in the Tuition)	9 – Age 22	Billerica	$197.50	$35,550	$5,925	$41,475
High School - School & Life Skills Training (In-School BCBA, Social Work and Counseling Services Included in the Tuition)	9 – Age 22	Billerica	$232.50	$41,850	$6,975	$48,825
High School - School to Work Program (In-School BCBA, Social Work and Counseling Services Included in the Tuition)	9 – Age 22	Billerica	$226.50	$40,770	$6,795	$47,565
High School - Alternative Program (In-School BCBA, Social Work and Counseling Services Included in the Tuition)	9-12	Billerica	$210.50	$37,890	$6,315	$44,205
High School - Alternative Vocational Program (In-School BCBA, Social Work and Counseling Services Included in the Tuition)	9-12	Billerica	$226.50	$40,770	$6,795	$47,565

Valley COLLABORATIVE

Center for Assessment and Therapeutic Services

2018-2019 Non-Member Districts Rates

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

updated on 11/8/17

Contract Services

2018-2019 Non-Member Districts Rates

Hourly Services	Non-Member District Rates
Therapy (Speech, Occupational & Physical)	$117/hr.
Transition Specialist	$117/hr.
Augmentative and Alternative Communication Specialist	$117/hr.
Social Work	$117/hr.
Home School Facilitator	$113/hr.
ABA Therapist	$60/hr.
Board Certified Behavior Analyst	$119/hr.
Psychiatrist	$394/hr.
School Psychologist	$125/hr.
Tutoring	$50/hr.
One-on-one Transitional Aide	$21/hr.
One-on-one Behavioral Aide	$39/hr.
Restraint Training	$200/per person not to exceed $1500 a day
Extended Day Programming	$25/day (1:5 ratio) $45/day (any other ratio)
One-on-one Nurse	Contingent on qualifications
Assessments	**Non-Member District Rates**
Speech Language Evaluation	$374 flat rate
Occupational Therapy Evaluation	$374 flat rate
SIPT Assessment *Sensory Integration & Praxis Test – 17 subtests*	$150/hr.
Physical Therapy Evaluation	$374 flat rate
Functional Behavioral Assessment	$1,410 flat rate
Functional Vocational Evaluation (V5) · *Sensory-motor* · *Strengths* · *Gross & Fine Motor* · *Preferences and Interests* · *Coping/Adaptive Behavior* · *Work adjustment and Job readiness* · *Autonomous Living* · *Memory and Learning Style* · *an observation of the student in a community based work environment*	$816 flat rate
Transition Assessment (V10) *V5 and:* · *Adaptive Living* · *Transition* · *Self –Determination* · *Social* · *Employability* · *Person-Centered Planning*	$1,270 flat rate
Observational Assessment	$827 flat rate
Cognitive/Intelligence Testing – Three Year Evaluations	$100/hr.
Psychological Evaluation · *Bender Visual-Motor Gestalt Test* · *Connors' Rating Scales* · *Rey-Osterreith Complex Figure* · *Drug Use Screening Inventory* · *BASC Progress Monitor* · *Millon Adolescent Clinical Inventory* · *Vineland Adaptive Behavior Scales, 2nd Ed.* · *Behavioral Assessment for Children, 2nd Ed.* · *Wechsler Intelligence Scale for Children, 4th Ed.* · *Wechsler Adult Intelligence Scale, 4th Ed.* · *Wechsler Preschool & Primary Intelligence Scale, 4th Ed.*	$100/hr. *2 hrs. minimum depending on assessments requested*
Team Meeting Attendance	$116/hr.
Travel Rate	Federal mileage reimbursement rate
Restraint Training	$200/per person not to exceed $1,500 a day
Products	**Non-Member District Rates**
Transition Planning Package (20 Person Centered Planning Tools with 2 hours of consult with our Transition Specialist)	$310 per pkg.
Person Centered Planning Tool	$4.93 ea.
Experiential Physical Education: Field Manual	$40.00 ea.
Experiential Physical Education: Comprehensive Curriculum Guide	$75.00 ea.
Experiential Physical Education: Leadership Development (2 days, 1 night)	$3500 per 10 students

updated on 11/8/17

Central Administration Office

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

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Quarterly Update

The end of December marked the close of the second quarter (101 of 210 days- 48.1%) at Valley. The second quarter in FY'18 proved to be a successful one. December is historically a low revenue month, and this December included three full payrolls- making it a high month in terms of expenses. However, even with those parameters, revenues (51.38 %) continue to trend above expenses (50.65%)- a ratio that is very similar to Valley's position at the close of the second quarter of FY'17. (See Included FY'17 Statement of Revenues.)

Enrollment trends continue to stay strong, and early projections are forecasting another significant return to Member School Districts at the end of FY'18- marking the 4th consecutive year that Valley would be able to do so. Returns are available when strong financials have Net Assets exceeding the 25% rule.

The Collaborative's PARS OPEB Trust ended November 2017 with a balance of $3,737,592.94, with a one year 14.04% investment return. The Post Employment Retiree Benefit program is considered "fully funded" at this time. Please find the full PARS report included.

Required Action:

None

Attachments:

None

Valley Collaborative
Interim Statement of Net Assets
For the Period Ended December 31, 2017

UNAUDITED

ASSETS

Current Assets		
Cash and Cash Equivalents	$	3,638,019
Restricted Investments - OPEB		3,737,593
Accounts Receivable, Net		4,112,438
Prepaid Expenses and Other Assets		22,552
Cash Held for Member Districts		1,723,820
Other Assets		-
Total Current Assets		13,234,422
Non-Current Assets		
Land & Building		6,418,428
Furniture, Equipment, and Leasehold Improvements, Net of Depreciation		880,647
Construction in Progress		9,950
Total Non-Current Assets		7,309,025
TOTAL ASSETS	**$**	**20,543,447**

LIABILITIES AND NET ASSETS

Current Liabilities		
Accounts Payable and Accrued Liabilities	$	1,313,739
Other Liabilities		27,333
Deferred Revenue		-
Member District Accounts (Settlement)		1,723,820
Total Current Liabilities		3,064,892
Total Liabilities		3,064,892
Net Assets		
Operating - Unrestricted		4,732,815
Restricted - Student Activities		26,789
Reserved - OPEB Trust		3,737,593
Reserved - Capital		1,500,000
Invested in Capital Assets, Net of Related Debt		7,481,358
Total Net Assets		17,478,555
TOTAL LIABILITIES AND NET ASSETS	**$**	**20,543,447**

Valley Collaborative
Interim Statement of Revenues, Expenses and Changes in Net Assets
For the Period Ending December 31, 2017
101 of 210 (48.09%) School Days

UNAUDITED

	BUDGET	ACTUAL	
REVENUES			
Services	$ 15,260,680	$ 7,799,054	
State Contracts	2,290,000	1,181,999	
Other	447,000	251,373	
Interest	4,500	17,923	
Total Revenues	**18,002,180**	**9,250,349**	51.38%
EXPENSES			
Salaries	11,732,646	5,889,384	
Employee Benefits	2,210,000	1,033,732	
Operating Expenses	2,055,700	1,204,999	
Leases & Rentals	444,030	220,976	
Depreciation	738,200	353,536	
Total Expenses	**17,180,576**	**8,702,627**	50.65%
Change in Net Assets - Operating	**$ 821,604**	**$ 547,722**	
Non Operating Activities			
Non-Operating Revenues	-	-	
Non-Operating Expenses (1)	(425,000)	(172,333)	
Change in Net Assets	**$ 396,604**	**$ 375,389**	

(1) Capital Plan

Valley Collaborative

Interim Statement of Revenues, Expenses and Changes in Net Assets

For the period ending December 31, 2016

103 of 210 (49.05%) School Days

UNAUDITED

	BUDGET	ACTUAL	
REVENUES			
Services	14,520,880	$ 7,335,954	
State Contracts	1,935,000	1,025,225	
Other	432,000	240,046	
Interest	4,500	3,292	
Total Revenues	**$ 16,892,380**	**$ 8,604,517**	50.94%
EXPENSES			
Salaries	10,774,247	5,370,987	
Employee Benefits	2,314,855	1,043,200	
Operating Expenses	1,977,725	1,189,260	
Leases & Rentals	421,802	218,176	
Depreciation	704,750	352,375	
Total Expenses	**16,193,379**	**8,173,998**	50.48%
Change in Net Assets - Operating	**$ 699,001**	**$ 430,519**	
Non Operating Activities			
Non-Operating Revenues	-	-	
Non-Operating Expenses (1)	(600,000)	(256,597)	
Change in Net Assets	**$ 99,001**	**$ 173,922**	

(1) Capital Plan

VALLEY COLLABORATIVE
TREASURER'S REPORT
NOVEMBER 30, 2017

ENTERPISE BANK ACCOUNTS

	Valley Operating Enterprise a/c 493426	Valley Payroll Enterprise a/c 795823	Community Catering Enterprise a/c 531401	ICS MMDA a/c 856490	Independence Project a/c 821315	Total Enterprise Bank
Beginning Balance	$ 1,332,548.11	$ 343,369.48	$ 34,198.96	$ 2,002,379.30	$ 5,529.59	**$ 3,718,025.44**
Receipts	1,405,934.91		8,748.00			**$ 1,414,682.91**
Transfers In	30,000.00	1,550,000.00				**$ 1,580,000.00**
Withdrawals:						
Payroll		(850,922.83)				**$ (850,922.83)**
Accounts Payable	(332,779.30)		(589.77)			**$ (333,369.07)**
Other						-
Total Withdrawals	(332,779.30)	(850,922.83)	(589.77)	-	-	**(1,184,291.90)**
Transfers Out	(1,550,000.00)		(30,000.00)			**$ (1,580,000.00)**
Int./Investment Earnings				329.12		**329.12**
Ending Balance	$ 885,703.72	$ 1,042,446.65	$ 12,357.19	$ 2,002,708.42	$ 5,529.59	**$ 3,948,745.57**

OTHER CASH ACCOUNTS

	Eastern a/c 601076227	MMDT 00044263747	Total Cash
Beginning Balance	$ 250,000.00	$ 2,385,186.42	**$ 6,353,211.86**
Receipts			**$ 1,414,682.91**
Transfers In			**$ 1,580,000.00**
Withdrawals:			
Payroll			**$ (850,922.83)**
Accounts Payable			**$ (333,369.07)**
Other			-
Total Withdrawals	-	-	**(1,184,291.90)**
Transfers Out			**$ (1,580,000.00)**
Int./Investment Earnings		2,616.28	**2,945.40**
Ending Balance	$ 250,000.00	$ 2,387,802.70	**$ 6,586,548.27**

RESTRICTED

PARS OPEB TRUST
$ 3,645,531.00
(759.49)
(759.49)
40,903.29
$ 3,685,674.80

as of October 31, 2017

VALLEY COLLABORATIVE
TREASURER'S REPORT
DECEMBER 31, 2017

ENTERPISE BANK ACCOUNTS

	Valley Operating Enterprise a/c 493426	Valley Payroll Enterprise a/c 795823	Community Catering Enterprise a/c 531401	ICS MMDA a/c 856490	Independence Project a/c 821315	Total Enterprise Bank
Beginning Balance	$ 885,703.72	$ 1,042,446.65	$ 12,357.19	$ 2,002,708.42	$ 5,529.59	**$ 3,948,745.57**
Receipts	643,516.02		8,223.00			**$ 651,739.02**
Transfers In		750,000.00				**$ 750,000.00**
Withdrawals:						
Payroll						**$ -**
Accounts Payable	(221,064.33)	(1,663,050.54)	(982.37)			**$ (1,885,097.24)**
Other						**-**
Total Withdrawals	(221,064.33)	(1,663,050.54)	(982.37)	-	-	**(1,885,097.24)**
Transfers Out	(750,000.00)					**$ (750,000.00)**
Int./Investment Earnings				340.13		**340.13**
Ending Balance	$ 558,155.41	$ 129,396.11	$ 19,597.82	$ 2,003,048.55	$ 5,529.59	**$ 2,715,727.48**

OTHER CASH ACCOUNTS

	Eastern a/c 601076227	MMDT 00044263747	Total Cash	RESTRICTED PARS OPEB TRUST
Beginning Balance	$ 250,000.00	$ 2,387,802.70	**$ 6,586,548.27**	**$ 3,685,674.80**
Receipts			**$ 651,739.02**	
Transfers In			**$ 750,000.00**	
Withdrawals:				
Payroll			**$ -**	
Accounts Payable			**$ (1,885,097.24)**	
Other			**-**	**(767.85)**
Total Withdrawals	-	-	**(1,885,097.24)**	**(767.85)**
Transfers Out			**$ (750,000.00)**	
Int./Investment Earnings		2,884.25	**3,224.38**	**52,685.99**
Ending Balance	$ 250,000.00	$ 2,390,686.95	**$ 5,356,414.43**	**$ 3,737,592.94**

as of November 30, 2017

PUBLIC AGENCY RETIREMENT SERVICES | PARS

VALLEY COLLABORATIVE
PARS OPEB Trust Program

Account Report for the Period
11/1/2017 to 11/30/2017

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

Account Summary

Source	Beginning Balance as of 11/1/2017	Contributions	Earnings	Expenses	Distributions	Transfers	Ending Balance as of 11/30/2017
OPEB	$3,685,674.80	$0.00	$52,685.99	$767.85	$0.00	$0.00	$3,737,592.94
Totals	**$3,685,674.80**	**$0.00**	**$52,685.99**	**$767.85**	**$0.00**	**$0.00**	**$3,737,592.94**

Investment Selection

Vanguard Balanced Strategy

Investment Objective

The Balanced Portfolio invests in Vanguard mutual funds using an asset allocation strategy designed for investors seeking both a reasonable level of income and long-term growth of capital and income.

Investment Return

1-Month	3-Months	1-Year	Annualized Return 3-Years	5-Years	10-Years	Plan's Inception Date
1.43%	3.57%	14.04%	-	-	-	6/24/2015

Information as provided by US Bank, Trustee for PARS; Not FDIC Insured; No Bank Guarantee; May Lose Value

Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which could reduce returns. Information is deemed reliable but may be subject to change.

Investment Return: Annualized rate of return is the return on an investment over a period other than one year multiplied or divided to give a comparable one-year return.
Account balances are inclusive of Trust Administration, Trustee and Investment Management fees

Central Administration Office

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

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Heather Mackay, STEM Lead Teacher
Date: January 18, 2018
Re: Presentation – Heather Mackay, STEM Lead Teacher, Valley Elementary School

---

The following is an update of our professional development with Mike Flynn, Professional Math Coach, from December 15, 2017.

Mike started off the PD day asking teachers what they thought were the most successful and most challenging parts of their math classes. This provided a judgement-free environment for teachers to feel heard and supported about different successes and challenges they face within their classrooms. The following highlights are bulletted to cover the topics discussed:

- Presentation on the importance of student assessments, specially related to math.
- How and why we assess in the world of education, while getting feedback about specific math assessments that are used at the Elementary School.
- Look at student work samples and have meaningful conversations in what it was showing us about the student's math skills, what was lacking in terms of the students math ability for that student and next steps for instruction. It was an important opportunity to collaborate together focusing on sharing ideas, suggestions and opinions.
- Created an anecdotal recording sheet for day-to-day math lessons to ensure we are informally assessing students at the end of each lesson. Meghan (literacy lead) and I have a meeting set in January to make our reading, writing and math recording sheets visually similar so organizing for teachers is easier.
- Practiced creating a Progression of Skills list to use on the recording sheet for the standards we will be teaching in January which gave teachers another opportunity to collaborate and ask questions while working.
- Identified useful resources including the Progression of Skills list for the Common Core State Standards in Mathematics, which will be utilized when completing daily data sheets, an article called "Never Say Anything a Kid Can Say," a copy of the early numeracy skills assessment, and an online resource called "coherence map."
- **Next visit with Mike:** create homegrown assessments to progress monitor students as they make progress towards cluster of standards. These assessments will be helpful in creating IEP goals and driving academic instruction in the classroom.

Mike and I created an exit ticket for feedback from teachers. The overall sentiment from the teachers was overwhelming excitement about having some great resources to use when lesson planning. As the STEM coach at the Elementary School, I also feel more confident that I can support teachers in a different way than I was able to before after hearing candid and honest details about struggles and successes in each classroom.

Thanks for allowing us this opportunity.
Heather Mackay

Required Action:

None

Attachments:

None

Valley COLLABORATIVE

Central Administration Office

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

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Annie Willis, Principal
Date: January 18, 2018
Re: Presentation – Annie Willis, Principal, Valley Elementary School

---

Eric Nabydoski (Pelham, NH) will be reading his script for his 'commericial' promoting his documentary on the Elementary School Program.

Required Action:

None

Attachments:

None

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Nicole Noska, Principal
Date: January 18, 2018
Re: Presentation – Nicole Noska, Principal, Valley Middle School

---

Alannah Cavallaro (Billerica) will be presenting for the Middle School.

Required Action:

None

Attachments:

None

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Chris Cowan, Principal
Date: January 18, 2018
Re: Presentation – Chris Cowan, Principal, Valley Transitional High School – Site 1

Michael Dumont (NMRSD) will be sharing his essay on "Why Valley is Awesome".

Required Action:

None

Attachments:

None

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Julie Fielding, Principal
Date: January 18, 2018
Re: Presentation – Julie Fielding, Principal, Valley Transitional High School – Site 2

Robert Garcia (Lawrence) will be presenting a video.

Required Action:

None

Attachments:

None

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Kristine Bonsack, Principal
Date: January 18, 2018
Re: Presentation – Kristine Bonsack, Principal, Valley Transitional High School – Site 3

Kaitlyn White (Billerica) will be presenting an essay.

Required Action:

None

Attachments:

None

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Joe Venskus, Valley Adult Services Coordinator
Date: January 18, 2018
Re: Presentation – Joe Venskus, Adult Services Coordinator, Valley Adult Services

---

Ken Bonnell (Chelmsford) will be presenting on 'What Valley means to him'.

Required Action:

None

Attachments:

None

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Communications

Each week the Principals and Adult Services Coordinator provide the team with an update on their programs. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates.

Required Action:

None

Attachments:

MOEC Update
Weekly Updates
Elementary High School Book Buddy Program
Holiday Food Drive
School Mascot
Professional Development – November 7, 2017
Middle School Welcomes Sophia – The Therapy Dog

Central Administration Office

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

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: MOEC Update

MOEC is at a historical fork in the road. Executive Director, Steve Theall, is retiring, as is the Treasurer and Secretary. I was asked to co-facilitate a Visioning activity with the MOEC General Membership at its last meeting on January 8, 2018 in an attempt to identify and shape the role of MOEC in the Commonwealth. It was a very productive session and MOEC is poised to provide its membership meaningful leadership over the next five years.

Required Action:

None

Attachments:

Thank you e-mail from Executive Director Steve Theall
MOEC General Meeting Agenda

From:	Chris Scott
To:	Chris Scott
Subject:	Thanks
Date:	Thursday, January 11, 2018 1:42:53 PM

From: Steve Theall [mailto:sjtheall@moecnet.org]
Sent: Monday, January 08, 2018 3:18 PM
To: Cathy Lawson; Cathy Cummins; Chris Scott
Subject: Thanks

I want to thank you for your efforts today to make our meeting so informative and engaging. As you heard there were many very positive comments. Best wishes, Steve

From: Richard Murphy [mailto:rmurphy@fllac.net]
Sent: Thursday, January 11, 2018 10:31 AM
To: Chris Scott
Subject: Auditors report

Hi Chris,
Thanks for helping to facilitate the MOEC meeting. I think we got some good ideas in a non-stressful and efficient manner. You and the "Cathys" did a good job.

Can you send me a copy of that report your auditors did on the financials of their seven collaborative clients? I am very interested to see what is similar and what is different within those collaborative and to see how FLLAC stacks up.

Great to see you Monday!
Richard

Massachusetts Organization of Educational Collaboratives

Agenda
MOEC General Meeting
January 8 2018 at Assabet Valley Collaborative

9:30	Coffee and conversation
10:00	Jean Willoughby and Megan Ronzio – Surrogate Parents recruitment and placement
10:30	Executive Director Report and Legislative Update
10:40	ESE Update
10:50	Visioning Activity: MOEC 2023 – led by Cathy Cummins and Chris Scott
12:10	Vote on By-Law Amendment
12:15	Lunch
12:45	MOEC Edcamp Activity – led by Cathy Lawson and Cathy Cummins
2:30	Adjourn

141 Mansion Drive Suite 200 E. Walpole, MA 02032
(781) 352-5712 SJTheall@moecnet.org

Central Administration Office

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

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Weekly Program Updates from
Annie Willis, Valley Elementary School Principal

Each week the principals provide the team with an update on their schools. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Elementary School Week 13 Update

Hello busy week here! We enrolled 5 new students between right before Thanksgiving until next Monday (1 member, the rest non-member). So we have had a lot of adjusting to expectations and routines. Sandy has been hard at work upgrading our front entry and conference room. We moved the therapy space around so there are more specific spot for art/music while giving the therapist some much needed room to work. We have begun the process of engaging in some co teaching for some classrooms and students. It will be amazing once it gets going. Our Chromebooks came in and almost all of my classrooms are now using them 100% for writer's workshop, reader's workshop and ST math. Jen B one of our teachers has helped me finish up some of the curriculum maps and I can share them when she completes everything. Holiday events are in full swing with our annual giving tree, secret snowflake and parent events upcoming this month. I am looking forward to full weeks as well after November.

Hope you all had productive weeks and enjoy the upcoming weekend.

Elementary School Week 14 Update

Well this week was long and a little emotionally trying but we made it through. As you know someone wrote an anonymous letter concerning the difficulty of the ratio for EB classrooms. Try telling us something we don't know! But what did happen was this tremendous staff response of support and borderline being upset that someone wouldn't just work within our team to help problem solve. We have such an amazing school. Everyone is there to support each other so it's nice to see that in action. Plus Dr. Scott and I discussed some ongoing ideas that were forming in my head anyways. So overall - good things.

On programmatic news we started those new students and man was it busy! But we are trucking along. Jennifer Bergeron one of my teachers has been taking on some administrative roles and really blossoming with ideas and teacher support. We have been working together on developing the new school store and it will be opening soon.

Thanks everyone and have a great week.

Elementary School Week 15 Update

This month is really hard for our kids. I forget until we get so close to Christmas that many of them would rather be here and just the unexpected / unstructured nature of the holidays is difficult. We also started our holiday festivities this week. The students had a chance to shop at our annual Holiday Fair. It's actually the 10th annual holiday fair at the elementary school. The tradition was started by Paula Churchill some time ago. Our giving tree is due on Monday. Many staff here chose an anonymous student to sponsor. Next week holds our annual Polar Express / Santa Visit pajama day. Hot chocolate and cookies will be served. We are also doing gingerbread houses. We should make the gingerbread houses a collaborative-wide thing next year somehow!

We held our parent teacher conferences last week and into this week to follow up the last progress reporting period. We committed to doing two a year. We also started monthly submission of work samples under each curriculum area to parents via classroom dojo. We got feedback from families that because we are so technology and hands on project based the families don't get worksheets home and feel out of the loop a bit, so we started to send home work samples and photo evidence of projects. So far the feedback is excellent.

We are starting 2 new students after break (both non-member) and welcoming back another student from a long time away from school. We have Groton, Littleton, and 3 Everett referrals in the wing. We also were able to fill one of our SLP positions.

I hope everyone has an excellent week and holidays if I don't see you.

Elementary School Weeks 17 and 18 Update

The first week back we welcomed two students from Groton and Littleton. We have 4 referrals on the table. Also we transitioned one student who was ready back to the district after winter break to Lowell. Last week although short was nice, and was a good "ease" back into the swing of things. Upcoming this month the kids are working with our greenhouse to integrate some problem solving skills with heat transfer, growth and STEM learning. They have a challenge this month to design systems to keep the plants growing well even in colder weather. It is going to be complicated by the extreme up and downs of the temperature. We have had some definite failures and some forward progress as well. We are trying to do more school wide "principal" challenges. Next up is a math challenge. Any ideas would be great!

Hope you all enjoyed your break!

Required Action:
None
Attachments:
None

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Weekly Program Updates from
Nicole Noska, Valley Middle School Principal

Each week the principals provide the team with an update on their schools. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Middle School Week 13 Update

This week proved to be a particularly challenging one in regard to student behaviors. My staff and I are looking forward to the weekend to recharge. Two non-member referrals came in this week. I had one student from Merrimack, NH start today, and I have a Lexington student starting Monday.

Next week we also welcome Sophie. She is a therapy dog belonging to my clinician, Jackie. Sophie will start out visiting the middle school one day a week and we will add more days during the school year. The students are so excited to meet her.

I will be sending out an email to the Collaborative about a fundraiser one of my teachers is spearheading for a student in her class. One of my 8th graders has been in Children's Hospital since September 5th. He got an infection after heart surgery and it started attacking the tissue in his feet and finger tips. As a result, he has had one of his feet amputated and it's looking like the other one will have to be taken as well. He's such a sweet kid, this is such a tragedy. The whole middle school is really rooting for him.

Middle School Week 14 Update

Well, we survived the supermoon from last Sunday/Monday! Just as chaotic as last week, but student responses to redirection were better received. Sophie, the therapy dog, joined the middle school today and it was a huge success. Everyone is looking forward to seeing her again next Thursday. In terms of curriculum, students are so excited about the Lego kits and we will look to begin integrating those into the mix next week. Brian and I are working with Meghan Waters to begin implementing the Reader's and Writer's Workshop in the middle school. Next step once the curriculum comes in will be to order books from Barnes and Nobles. Meghan has been amazing to work with.

Lots of fun activities planned for the upcoming week. Tomorrow students look forward to going to the Enchanted Village in Avon. Next Wednesday and Thursday groups of students will be going to the North Shore Music Theater to see A Christmas Carol. We also have a classroom going out ice skating on Tuesday with Josh and Trevor.

Next week is filled with IEPs and parent tours. I received four referrals this week from non-member districts. We look forward to the fundraiser on Tuesday the 12th at the Irish Cottage in Methuen from 4-10. The outpouring from the staff at all of the sites has been tremendous.

I hope you have a great weekend.

Middle School Week 15 Update

This week has been a challenging week behaviorally- lots of students in crisis and I'm anticipating it to keep amping up until the break next week. We've been pulling out all the stops to keep the students regulated. We did manage to have all of my EB students (minus one for behavioral reasons) participate in a trip these past two days to the North Shore Music Theater to see A Christmas Carol. They loved it! Several students asked that it become an annual Middle School tradition. Very cool! Next week I have several classes participating in the sing along at 25 LC. We are looking forward to it. The students are definitely in Christmas mode.

Thank you to everyone who donated and/or came out to support my student and his family at the fundraiser this past Tuesday- it was a huge success. We are hoping to deliver the donations early next week. I will update you all once I have the grand total from the fundraiser and the parent response! I know it is going to be an emotional visit.

I have one student starting next Monday from Woburn, which is perfect timing as I am having a 45 day student from Tewksbury return back to district after the break. Otherwise, the week should be quiet in terms of meetings and tours. I look forward to seeing everyone at Isabelle's luncheon tomorrow.

Middle School Weeks 17 and 18 Update

The middle school had a very difficult two days last week- the snow days off allowed for some respite. Back in full swing this past Monday. We started a member distinct student for an extended evaluation and had two tours with the possibility of another 45 day starting later this week (also from a member district). Several IEP and 3 year re-evaluation meetings this week, luckily nothing to reschedule from the snow days.

Students enjoyed snow shoeing yesterday with Josh and Trevor and are excited for the warmer temps so they can access the outdoors more often. With these frigid temps we have gotten creative with indoor activity choices- life size Jenga and Connect 4 are some of the favorites! Looking forward to a full week this week and getting back on schedule.

Required Action:
None

Attachments:
None

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Weekly Program Updates from
Chris Cowan, Valley Transitional High School Principal

Each week the principals provide the team with an update on their schools. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Site 1 Week 14 Update

The transition back from Thanksgiving Break was a smooth one. With almost four full weeks of school before Christmas Break, it was imperative to set the tone with solid routines to promote strong academic and vocational weeks for all students. A few highlights from the week:

- On Wednesday, we had a new student start (North Middlesex), and she has transitioned in nicely so far.
- Also on Wednesday, we had our annual Thanksgiving football game which was postponed from last Wednesday due to heavy rain. Staff defeated the students (Cowan 5 passing touchdowns), but we were honestly very impressed by the teamwork and sportsmanship that our students showed. This game was truly the best display of student comradery and maturity that we've ever seen in this game. Staff and students all had fun, and students have been awarded RAP tickets for holding their heads high, even in defeat.
- Today, several students are going rock climbing with Josh and Trevor, including a few of our newer students which is nice to see.
- Tomorrow, many of our students will be taking a trip to the Greater Boston Food Bank to make a significant food donation-roughly 250 lbs. Surprisingly, the Bank strongly suggested that we make our donation AFTER Thanksgiving, stating that they had enough food for the holiday, but will need it once again this week.
- Also tomorrow, we are starting a new PBIS incentive: academic and vocational students of the week, and academic class of the week. The hope is that this becomes an additional motivator for our students to perform at a higher level, raising the bar for themselves and their class groups.

NEXT WEEK

- Monday marks the beginning of our second annual holiday Giving Tree campaign. The tree in our milieu will have ornaments with the sex, age, and wish list of a struggling youngster. Students and staff may choose to take the ornament and pick out a present for that particular child. Nearer to Christmas, staff and students will make a special delivery to Children's Hospital in Boston to drop off the gifts. This is all part of Toys for Tots.
- By midweek, a new student (Billerica) should be starting with us.
- As of now, next week's trip is to Roller Kingdom is on.

It's nice to be back in the swing of things. Excited to string together some solid, productive weeks after such a funky November! And most importantly, excited to enjoy the holiday season…Valley style.

Site 1 Week 15 Update

This week presented many challenges, but I'm proud of how our staff came together to provide structure and normalcy to our students during a tough time for many. Other happenings on site this week included:

Tuesday: Many of our students went to Roller Kingdom and had a great time. Some of our students had never been on roller skates, so it's always nice to see kids trying something new and taking positive risks.
Friday: The majority of our site will be attending "A Christmas Carol" at the North Shore Theatre in Beverly. This trip is a personal favorite of mine. For most of our kids, this type of setting is "out of their element", but it allows them to experience a formal setting, the fine arts, and some holiday cheer.
This week also marked the return of a Billerica student who had left us for some time due to some personal struggles. It's good to have him back and we will support him as best as we can.

NEXT WEEK

Tuesday: Staff and many students will be dropping off all of our toys that were purchased through our "Giving Tree" charitable cause. We will be bringing the toys directly to Children's Hospital for their Toys for Tots campaign.
Wednesday: In the spirit of the holidays, staff will accompany many students to Frog Pond at Boston Common for a day of ice skating.
Thursday: Today, staff will be taking deserving students to the Burlington Mall in the morning if they would like to buy a Christmas card or present for their loved ones. Students will have to demonstrate to staff prior to going to the mall that they do have intentions to purchase gifts, and not simply hang out or buy things for themselves. Many of our students have not previously shopped for others during the holiday season, so we try to instill a selfless, giving spirit during this time…and potentially improve some otherwise frosty family relationships, in some cases. In the afternoon, advisor groups will participate in our annual gingerbread house decorating contest. **Please come down and vote for your favorite if you have time next Thursday.**
Also next week we have several IEP meetings and a possible shadow day for a School-to-Work student who may be a better fit on Site 1.

This brings us to our holiday break. I hope everyone is able to enjoy the spirit of the season with family and friends. Here's to a successful 2018.

Site 1 Weeks 17 and 18 Update

Last week was obviously a unique and short week with school occurring on only Tuesday and Wednesday due to holidays and snow days. Returning from Holiday Break can be challenging for many of our students, and I was pleased with the effort from our staff to ensure a smooth and positive transition for our kids as we settled back into our normal school routine.

Because of the snow days, our week was obviously abbreviated. Therefore, this week's theme will be similar to last week's: ensure a smooth transition as we ease our way back into "normalcy", once again.

Through a collective community outreach effort, we have made commitments to work with agencies such as Billerica Housing Authority and (hopefully) Billerica Recreation Department to assist them in the areas of snow removal (sidewalks, fire hydrants) at places in need, such as elderly apartment complexes.

Tomorrow, Danielle has arranged for a guest speaker to talk to a group of our students about substance abuse and addiction. Students are tying in tomorrow's presentation to material being discussed during Health and Wellness classes.

There are purposely no field trips this week as the goal is to keep students in classes and in vocational shops for more time on learning than usual. With the amount of days off, this is critical as the second quarter winds down.

The forecast seems to indicate that we will be here for the full five days this week. It's good to be back; staff needs to settle into a routine again just as much as our students do! Looking forward to a positive and productive January.

Required Action:
None

Attachments:
None

Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Weekly Program Updates from
Julie Fielding, Valley Transitional High School Principal

Each week the principals provide the team with an update on their schools. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Site 2 Week 13 Update

This week we had trips to Boston Winter Market, Pottery, Lowell Historical tour, and MetroRock. Students also had community service, a Lesley College tour and work tour.

Next week we have trips to MetroRock, New England Aquarium, Community Service, Bunker Hill Monument/Constitution, and LaserQuest.

We are gearing up for another overnight at the end of December and for the holiday celebrations. Students have started decorating and window painting for the holidays (two pictures attached).

Site 2 Week 14 Update

We had some tough behaviors this week. We had to cancel two trips due to students behaviors, looking forward to a fresh start next week. We had five students take the dual enrollment accuplacer test this week and are looking into taking some classes.

Next week we have a trip to the State House, Microsoft, Boda Borg, a college tour, community service and the RMV for permit tests.

We had a 45 day meeting today. The student is staying at Valley (Dracut). We've had some tours, shadow days and IEP meetings this week too.

Looking forward to seeing you all next Friday at Isabelle's luncheon!

Site 2 Week 15 Update

We've had a challenging two weeks with student behaviors but are looking forward to the holiday celebrations next week.

Tomorrow we have a group going to Boda Borg and a college tour to Northern Essex. Next week we have trips to the Imax, snow tubing and an overnight in NH. A few more students will be taking the accuplacer at MCC. We will also be building and decorating gingerbread houses, ornaments, cooking, each program is having a holiday celebration parties and doing secret santas/yankee swaps (depending on the program).

We've had some tours and shadow days this week, as well as, some IEP meetings and are wrapping up a 45-day meeting next week too.

Happy holidays and enjoy your break ☺

Site 2 Weeks 17 and 18 Update

Since last week was a short week we were able to ease into the return from winter break J We had trips to Wamesit, pottery class and to the Harvard National History Museum. We have a few IEP meetings and tours to reschedule from the snow days. A new student from Arlington started.

This week we have trips planned for snow tubing, laser tag, ice skating, Microsoft and community service. Classes are back in full swing, quarter 2 ends in a few weeks. We also have a new Billerica student starting tomorrow.

Required Action:
None

Attachments:
Photos





Central Administration Office

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MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Weekly Program Updates from
Kristine Bonsack, Valley Transitional High School Principal

Each week the principals provide the team with an update on their schools. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Site 3 Week 13 Update

Site 3 had a relatively good week back. I was in and out of IEP's all week and the classes were in the normal routines with programming. SVT (Pat's class) is going to Santa's village tomorrow.

Next week STW and Rob's class will be going rock climbing with Josh and Trevor. The classes are starting to decorate their doors for our annual door decorating contest. I have several meetings and I will be going to Chelmsford next Friday for an IEP on a student that will be joining us beginning in July. Renee and I are working together to create a smoother transition between Chelmsford High and ourselves for incoming students. It's starting already J.

Hope everyone has a good weekend!

Site 3 Week 14 Update

I can't believe its Thursday already. This week flew by. I had several meetings and a tour with a family from Lexington. Behavior wise we had a few bumpy spots throughout the week. Like the MS we were still feeling the super moon ☺

Next week, I'm in and out of meetings and I have 2 referrals that I will be scheduling for tours. STW is going Rock climbing with Josh and Trevor and Pat's and Michelle's class are going to adaptive ice skating. Our Holiday door decorating contest is Monday so stay tuned for pictures.

Hope everyone has a good weekend.

Site 3 Week 15 Update

This week has been a very rough week behaviorally. A lot of student in crises that we were working through. All the classrooms and offices decorated their doors and the students voted for the best ones. See attached pictures. I had several meetings with one 45-day day meeting with a student from North Middlesex and he is staying with us. Tomorrow STW is going rock climbing with Josh and Trevor.

Next week on Monday we have our Holiday sing along at 25 (everyone is invited!) On Wednesday we have a parent coming in to do a musical demonstration with some of our classes at 25 in the boardroom. This parent came in a few years ago and the students had a blast so he is coming back.

I have 2 tours from North Andover next week and a 45 day meeting from Marblehead that will most likely result in the student staying with us.

Hang in there everyone and have a great weekend!

Site 3 Weeks 17 and 18 Update

I do not want to jinx it (and maybe it's the calm before the storm) but coming back from break has gone relatively smoothly for Site 3. Last week we had normal programming for the short week and no field trips.

This week I have 3 tours (2 member, 1 non-member) and I had a few IEP meetings. I have 3 more referrals on the table that I will be scheduling tours for over the next week. We have 2 new students from North Andover starting in the next two weeks and I have one student from New Hampshire graduating next week. I also have one student from Lowell who currently is in SLS-ISN and is transitioning to SLS in the next 2 weeks. So far the transition has gone smoothly and we are excited with the progress he has made behaviorally.

Next week, we start play practice during after-school Rec. This is our 10th annual school play and we are excited to go back to where it all began with the production of School House Rocks. More details to follow!

Have a great rest of the week and long weekend!

Required Action:
None

Attachments:
None

Central Administration Office

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

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Weekly Program Updates from
Joe Venskus, Valley Adult Services Update

Each week the Adult Services Coordinator provides the team with an update on the program. The information is most interesting and I thought the Board would enjoy reading these weekly e-mailed updates. I have included the weekly newsletters below:

Adult Services Update – Week 13

This week was a good week. I'm now MAP trained…look out Nurse Jess! We finished giving the assessments for our individuals. This was a big project and we are happy to move into the next phase. We continued to receive donations for food and gifts for the Christmas season. In a previous email I sent the flyer for our Christmas Ornament Fundraiser. We will be selling hand crafted ornaments from our CBDS program. This will be starting Monday. The proceeds will go to funding our Rec program. We also had our second Human Rights Committee meeting of the year and my first. It was nice to meet the committee and hear what their thoughts were. We discussed current events and the Quest Report. We received positive feedback and I look forward to working with them in the future.

Tomorrow…

On Tuesday we will be donating the gifts that the individuals and staff donated for our Toys for Tots drive to the local Billerica Fire Dep. We have over 65 gifts for the drive. On Thursday, the individuals are looking forward to the Holiday Dance.

Have a great weekend and get your shovels ready….sorry Sean!!!

Adult Services Update – Week 14

This week we accomplished quite a few things. We are nearly done with all the assessments and surveys that we needed the individuals to complete. We finalized our action plan for dealing with the unpaid work experiences and look to start work on aligning the information we learned from the assessment to the

individuals ISP goals, career interest and skills. We also have to take a look at all of our job sites and make sure that the work that is being done there aligns with the individual's interest and goals. No longer can we just send an individual to a site that they may like. The tasks that they do at the site need to align with their ISP.

On Tuesday we delivered our Toys for Tots drive to the local fire department and Marines. I've attached a few photos. The individuals and staff delivered 107 toys for local children. They got to meet two new Marine recruits who left because of another appointment, but returned once they realized that they had just missed us. The Fire Dep. Staff gave our guys a tour and let them sit in the trucks etc. I would also like to send out a HUGE THANK YOU to all who purchased our home made ornaments from the CBDS program. We raised over $150.00 so far! These funds will be used to start up our Adult Rec program which looks to run its first event in the New year. The individuals also enjoyed a night of dancing at the annual Holiday Dance last night.

Tomorrow….

We look forward to the week leading up to the Holiday break. It has been very busy these last few months. Staff and the individuals are looking forward to the break. On Thursday the 21st we have a fun day planned for the program. The individuals will be coming back for a Holiday celebration! We will be providing pizza, salad, fruit salad and drinks for the individuals. We will also be giving them Valley Collaborative Blankets as a gift and holding an ugly sweater contest.

Adult Services Update – Week 17 and 18

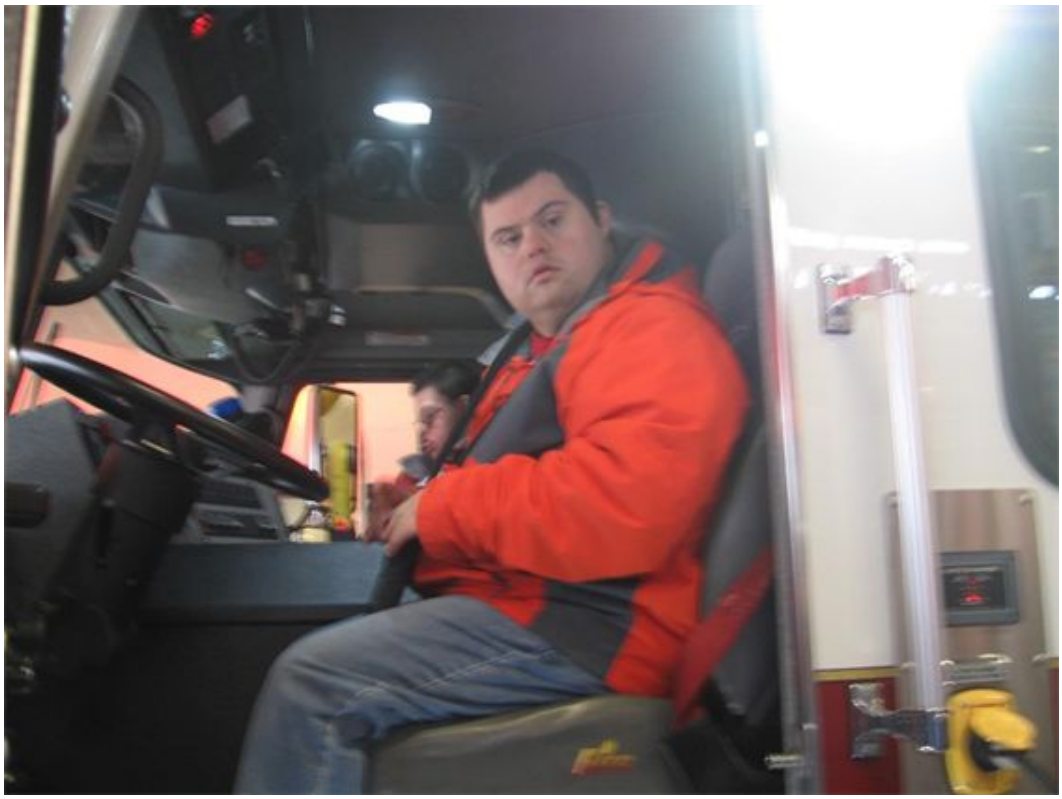
It was nice to get away and spend some time with family during the Holiday Season. With the New Year started we look forward to a busy year in the Today & Tomorrow program. We have finished giving all of our individuals a Vocational Coach Feedback form. This information will be utilized in evaluating the coaches to see how they are doing at working with the individuals in the program. We also have just a few more assessments to complete. The Blizzard slowed us down a little bit on finishing this task.

We've also begun the challenging work of redefining our volunteer sites. They are now called unpaid work experiences and the activities that are undertaken at each site need to align with their ISP goals, interests and results from the assessments that we have given. The plan is to have this completed by the end of the month.

Tomorrow…we look to have our 1st Adult Rec outing for the new year. This is a new feature for the Today & Tomorrow program. The purpose of the initiative is to provide the adults with an opportunity to come together after hours and have fun, meet new people and engage in the community. The idea right now is to have a Bingo night. The committee is still looking into a date and I believe it will happen at the end of the month.

Required Action:
None

Attachments:
Photos




FBD








RUDOLPH

From:	Julie Fielding
To:	Chris Scott
Cc:	Donna Suarez
Subject:	christmas story with technology
Date:	Tuesday, December 19, 2017 11:25:50 AM
Attachments:	file.jpeg file1.jpeg

Hi Chris,
Here are the story pictures from today. I also added an email from Heather at the elementary school sent Glen and Brittany regarding gifts Site 2 kids put together for her classroom.
Thanks,

Julie Fielding, M.EdL., LICSW
Principal
Valley Collaborative
40 Linnell Circle
Billerica MA 01821
978-528-7834

---------- Forwarded message ----------
From: "Heather Mackay" <hmackay@valleycollaborative.org>
Date: Thu, Dec 14, 2017 at 2:08 PM -0500
Subject: Sensory Basket
To: "Brittany Maiuri" <bmaiuri@valleycollaborative.org>
Cc: "Glen Costello" <gcostello@valleycollaborative.org>

Hi Brittany,
The high-schoolers came to my class today with Glen and brought the amazing basket full of amazing calming jars, stress balls, coloring packets and bags of putty. The kids were so thankful and they will be utilized OFTEN in the class :) Thanks so much for thinking of us and taking all the time and effort to make it amazing!

And Glen- thanks for bringing it to us! And letting us spend time with your kids- it makes my students day every time they get to see each other! The westsiders have been the topic of convo all day!

The kids sent some thank you letters via interoffice- I hope they make it to you :)

Happy Holidays!
Heather

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








How the Grinch Stole Christmas!

From: Matt Manfredi
To: Chris Scott
Cc: Chris Cowan
Subject: Dr Scott Email
Date: Monday, December 04, 2017 10:35:18 AM
Attachments: image001.png
Food Bank 1.jpeg
Food Bank 2.jpeg
Food Bank 3.jpeg

Good morning,
Our Holiday Food Drive has come to a close and last Friday we visited the Greater Boston Food Bank.

As a Collaborative we collected and donated 250 pounds of nonperishable food items for those less fortunate.

The food drive was a huge success and we are looking forward to surpassing our donation next year.

I have attached some photos of students donating at the food bank.

Regards,

Matt Manfredi
English Department Lead
40 Linnell Circle
Billerica, MA 01821
978-528-7800

Valley COLLABORATIVE

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







From:	Chris Scott
To:	Chris Scott
Subject:	school mascot
Date:	Thursday, January 11, 2018 2:14:30 PM

From: Nicole Noska
Sent: Friday, December 01, 2017 2:21 PM
To: Chris Scott
Subject: FW: school mascot

Hi Chris,

I just wanted to forward this along in case you are in need of a good smile this weekend. The email below is from the student who is petitioning for the mascot. It's very sweet.

Have a great weekend!

Nicole

Nicole Noska
Middle School Principal

40 Linnell Circle
Billerica, MA 01821
Tel. 978-528-7865
Fax 978-528-7810

From: Joanna Abate
Sent: Wednesday, November 29, 2017 9:26 AM
To: Nicole Noska; Brian Mihalek
Subject: school mascot

Dear Nicole,

Thank you for your time to look into getting a mascot for our school, this really means so much to me and also it was my dream to help a school to be a community! Thanks so much to Joanna also Brian and the whole school to make this possible!

Thanks for changing my life in Valley Middle School where dreams come to life!

From the Smile Student

~Alannah Cavallaro~

From: Adam Griggs
To: Cole Nardone; Paul Donovan; Chris Scott; Joia Mercurio; Kari Morrin
Subject: PD on Tuesday
Date: Thursday, November 09, 2017 7:13:51 PM

Good evening all!

I wanted to reach out and thank everyone for the amazing effort despite the power outage to set us up for a day of preparing the virtual reality headsets and applications for the teachers of Site 2.

While the entire IT department deserves thanks, I wanted to make sure you guys were aware of the incredible effort Cole gave us running around fixing unforeseen bugs and issues that arose. Our staff were able to sit back, enjoy the new technology, and focus on the educational usage and create a 5 page document on the academic application of the goggles, as well as concerns for curriculum and implementation without having more than a few minutes here and there worrying about technical issues because Cole was on top of everything. We moved forward with research into implementation of VR in transition as well as therapeutic skills for students with anxiety and autism as we “piggy back” off previous research from months prior. This was not expected to be done on this day, but we moved so quickly we feel we are ahead in our initiatives for our kids.

I do not send these emails often nor do I attach people to them unless I truly feel it warrants recognition. But Cole’s effort and professionalism was stellar and deserves notice by his superiors.

Thanks again, and enjoy the long weekend.

Adam Griggs
Valley Transitional HS
978-528-7830

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Valley Middle School

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

Please Welcome Sophie to our Valley Collaborative Middle School Community!

November 8, 2017

Hello Valley Collaborative Middle School Families,



We are pleased to announce that the middle school will be offering animal therapy for our students starting December 7th. Sophie Tallahassee will be joining the Valley Collaborative Middle School community on a weekly basis. Sophie is a six-year-old Portuguese Water Dog who has been working with youth for five years. She will be visiting classrooms and be available for students who would benefit from animal support. If you prefer your child not to have contact with Sophia or have any questions, please contact clinician Jackie Squeglia at jsqueglia@valleycollaborative.org

USA SERVICE DOG REGISTRATION

Central Administration Office

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

MEMORANDUM

To: Valley Collaborative Board of Directors
From: Dr. Chris Scott, Executive Director
Date: January 18, 2018
Re: Executive Session

To consider the purchase and value of real property.

Required Action:

None

Attachments:

None