

SEEM Collaborative Annual Report 2020-2021



...creating successful futures

LYNNFIELD MELROSE NORTH ANDOVER
NORTH READING READING SAUGUS STONEHAM WAKEFIELD
WILMINGTON WINCHESTER WOBURN

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I. MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear SEEM Collaborative Community Members,

Helen Keller once said, "Alone we do so little; together we can do so much." I am pleased to share with you how much we have indeed done by coming together and working together in earnest, with heart, passion, and a genuine commitment to educating every child who walks through our school doors.

Nearly 55 years ago our member districts realized the untapped possibilities that collaboration could create when it came to their efforts to educate all children. Because of their support, and as a result of the dedication and perseverance of our staff and parents, SEEM Collaborative has become a thriving organization that adapts and evolves with the needs of children and the districts who serve them.

During the 2020-2021 school year, the collaborative continued this effort by engaging in several changes and initiatives: We transitioned from fully remote instruction back to full in-person learning, while keeping health, physical safety, mental health, well-being, and stabilization in the forefront of our instructional practices. We completed the building renovations for the new facility of the Beebe school and began moving the program in June of 2021. We continued to prioritize expanding our capacity to infuse technology into the curriculum through our tech support liaisons in each program, by investing in and updating our infrastructure, and through professional development. In the area of equity, we continued to provide professional development opportunities, and consultation to both SEEM Programs and local districts. Additionally, the Board voted to expand our District Services to include an Equity Specialist Position that would be cost-shared by and utilized as a consultant to 6 member districts for the FY22 school year.

The following report illustrates the myriad of ways in which SEEM Collaborative works to provide cooperative services that helps districts maximize cost efficiency; support the growth and development of educational professionals; and provide students with unique learning needs a challenging and meaningful education.

Thank you for your contribution to our work at SEEM Collaborative, I look forward to a long-lasting partnership as we continue our mission of improving educational outcomes for all students.

Warmest Regards



Cathy Lawson
Executive Director

II. COLLABORATIVE INFORMATION

Collaborative History

The SEEM Collaborative was established in 1968, six years before the Massachusetts Legislature passed and the governor signed into law, Chapter 40 Section 4e in 1974, the public statute that authorizes the creation of collaboratives in the Commonwealth. This statute allowed for local school districts to come together and work together, conducting, in concert, educational programs and services to supplement and strengthen existing school programs and services which would otherwise be neither affordable nor accessible.

2020-2021 Leadership at SEEM Collaborative

BOARD OF DIRECTORS

- Dr. Judith Evans, Winchester, Chairperson
- Ms. Kristen Vogel, Lynnfield
- Dr. Matt Crowley, Woburn
- Mr. John Macero, Stoneham, Financial Representative
- Dr. Glenn Brand, Wilmington
- Dr. John Doherty, Reading
- Dr. Julie Kukenberger, Melrose
- Dr. Patrick Daly, North Reading
- Mr. Doug Lyons, Wakefield
- Dr. David DeRuosi, Saugus

SPECIAL EDUCATION PLANNING AND ADVISORY COMMITTEE

- | | |
|-------------------------------------|--------------------------------------|
| -Ms. Pam Girouard, Winchester | -Ms. Martha Bakken, Stoneham |
| -Ms. Roberta Keene, Lynnfield | -Ms. Jennifer Stys, Reading |
| -Ms. Dawn Traynor, Saugus | -Ms. Cynthia Conant, North Reading |
| -Ms. Lyn O'Neil, Wakefield | -Ms. Alice Brown-LeGrand, Wilmington |
| -Ms. Patty White-Lambright, Melrose | -Ms. Maureen Ryan, Woburn |

SEEM ADMINISTRATIVE TEAM

- | | |
|---|--|
| -Dr. Cathy Lawson, Executive Director | -Mr. Greg Zammuto, Finance Director |
| -Mr. Ryan Snyder, Behavioral Services | -Ms. Aine Healy, Assessment Center |
| -Ms. Stephanie Arzigian, Middle School | -Ms. Jennifer Thornton, Ripley Elementary School |
| -Ms. Kristine Nickas, Beebe School | -Mr. William McDonald, SEEM Prep |
| -Ms. Judy Favro and Ms. Joanne Shively, Deaf and Hard of Hearing Program | |
| -Ms. Maureen Crowley, Campus Academy High School and Foundations for Life Program | |



SEEM COLLABORATIVE MISSION AND VISION

◆ MISSION STATEMENT

The mission of the SEEM Collaborative is to provide low incidence populations with high quality, cost-efficient educational programs and services, in the least restrictive environment, that compliment and strengthen the school programs of the member districts.

◆ VISION STATEMENT

1. SEEM's programs and services enable member districts to extend their capacity to educate students in the least restrictive environment.
2. SEEM's programs and services provide access to the Massachusetts Curriculum Frameworks, and support students to learn the skills that allow them to be productive and successful adults.
3. All students enrolled recognize their strengths and experience success.
4. All students enrolled have access to typically developing peers in the least restrictive environment possible.
5. Integrated, specialized services are provided to low incidence populations.
6. Member districts, parents, students and other stakeholders involved in students' lives support respect, value and appreciate the consistent high quality of our programs and services.

◆ BELIEFS

We believe in:

1. The ability of all children to learn;
2. The importance of strong mutually supportive relationships among all members of the SEEM community, including students, parents, staff and district personnel, respecting individual differences and the value of collaboration and trust;
3. The development of the skills necessary for success in the least restrictive environment while ensuring access to the full range of the Massachusetts Curriculum Frameworks;
4. The value of high quality, cost effective programming for students which provides the best opportunity for them to achieve equality of opportunity, full participation, independent living, and economic self-sufficiency.

◆ OUR PURPOSE

Founded in 1968, The Collaborative exists to conduct educational programs and services, which shall compliment and strengthen the school programs of member school committees and increase educational opportunities for children when it is determined that such programs and services can most effectively and economically be provided on a collaborative basis. The foregoing purpose includes the authority of the Collaborative, acting through its Board of Directors, to contract with corporations, individuals, associations, agencies, and/or any other entities in order to obtain and provide services for a member district(s). In addition, the Collaborative will continue to increase and expand its level of service in general education, occupational-vocational education, staff development and training, and research and development of innovative programs.

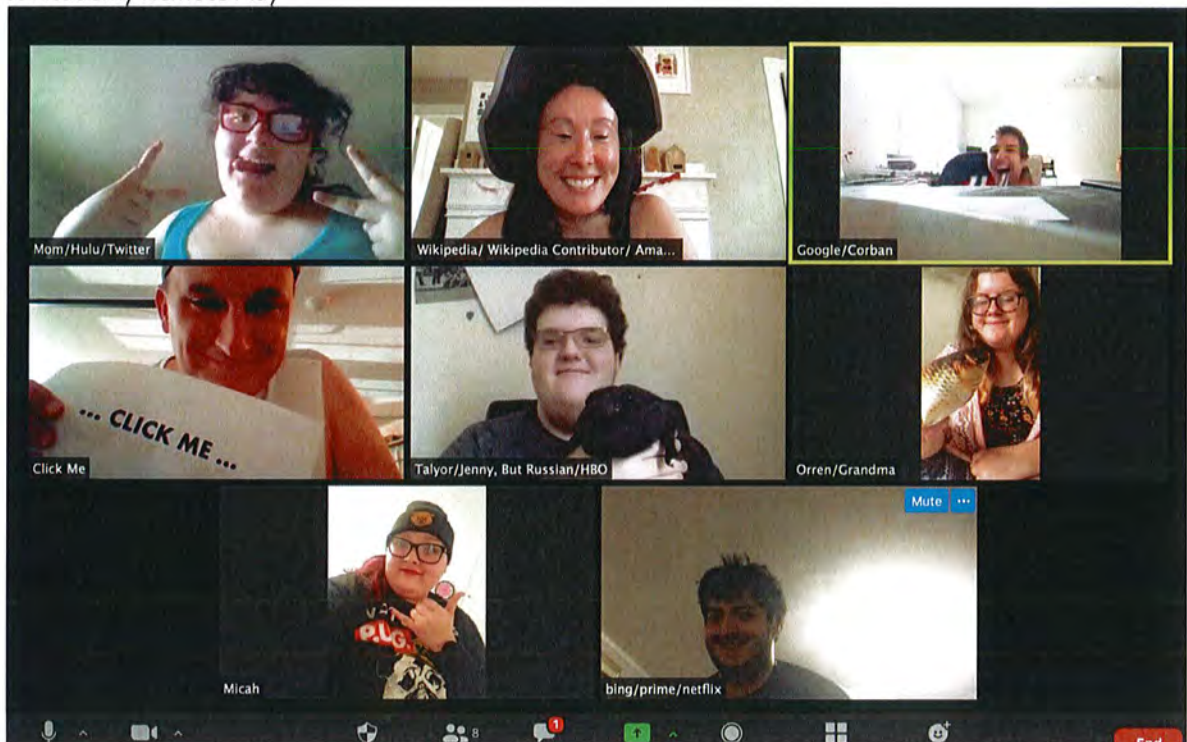
Why We Exist...

- To educate, to collaborate, to train, to create.
- To accommodate school-aged students whose needs are so unique that local special education teams have determined that their needs cannot be met by the local school districts.
- To help each student achieve his/her personal, vocational, and/or educational goals.
- To assist students and families through their transitions from school to life.
- To educate practitioners and parents, through training programs and professional development activities that are in the forefront of research-based best practices.
- To provide on-site consultation, demonstration of best practices, and remain available to ensure transference to the local instructional team.
- To work toward a future where all students will be seen as equally valuable, where all students can learn, and where all students benefit when they are educated together.

III. COLLABORATIVE OBJECTIVES

1. Provision of day programs and other services for general education students and students with low-incidence disabilities in the least restrictive environment;
2. Offering cooperative programs and/or services to help districts maximize cost efficiency and program effectiveness through a collaborative effort.
3. Provision of cooperative and regional educational programs and services in a cost-effective manner;
4. To offer a variety of quality professional development opportunities to general and special education teachers and administrators, and related service providers;
5. Exploration and pursuit of grants and other funding to support identified needs of the Member Districts; and

Campus Academy Remote Play



IV. PROGRAM INFORMATION

Collaborative Objective 1:

The provision of day programs and other services for general education students and students with low-incidence disabilities in the least restrictive environment.

Progress toward Program Objective:

Currently SEEM Collaborative operates eight programs: The Deaf and Hard of Hearing Program, The Therapeutic Learning Center, SEEM Prep, The Hurd Elementary Program, SEEM Middle School Program, Campus Academy Alternative High School, the Foundations for Life Program, and the Assessment and Intervention Center.

These programs support SEEM Collaborative districts and work toward meet our organization's goals and objectives by providing programming for students with low-incidence disabilities. Each of the programs offers opportunities for students to be included in both general education classes, and the community through experiential life and academic experiences, as well as transitional and vocational experiences; thus ensuring students are receiving their education in the least restrictive educational environment possible. **The following highlights the progress made towards our goals to improve curriculum and instruction for all students during the 2020-2021 school year:**

Google Sites

Created for all SEEM Collaborative programs in order to communicate a wide variety of information pertinent to all members within the SEEM community; staff, students, parents, caregivers, and sending districts. The educational, social, and emotional needs of our students remained to be a top priority throughout the 2020-2021 school year. These sites helped to create continued collaboration and communication practices for all stakeholders.

Site Highlights

- Administrative and Program Communications
 - CDC Guidelines & Updates
 - Department of Education Guidance & Updates
 - Reopening Guidance
 - Covid-19 Related Documentation: Screening, Stay at Home Guidelines, Healthy Together Code of Conduct,
 - Covid-19 Social Stories and Swab Expectations Visuals/Sequencing
 - Collaborative Covid-19 Protocols: Material Sharing, Outside Evaluation and Assessments, Program Closure Plan, Referral and Tour Safety, Stay at Home Guidelines, Social Distancing Protocols, Team Meeting Protocols, Washing Face Coverings Guidelines, How to Wash Hands, Addendum to Employee Handbook
 - Health Services: Covid-19 Daily Screening Checklist, Toileting Procedures, Doffing Steps, Donning Steps, DESE protocols for Responding, Covid-19 Visual Supports and Communication
 - Transportation Guidance: Arrival and Dismal Procedures, Boarding and Unloading, SEEM Van Protocols, Vehicle Disinfection Checklist
 - Facilities: General Cleaning Protocols, School bathroom Cleaning Protocols, Daily Disinfectant Solution, Routine Cleaning and Disinfecting, Classroom Cleaning Protocols
 - Nurse Communication and guidance: Wearing a mask visual, Covid-19 Home Care Packages.
- Technology Support-Parents & Caregivers
 - Chromebook and Ipad
 - Google Classroom Tutorials
 - Seesaw Student & Family Tutorials
 - How-to Guides

- Guidelines for Home use of Computers and Electronics,
- G-Suite Permission Documentation
- Videohugs: an easy-to-use video platform that combines short video clips to create a personalized and meaningful montage.
- Home Guidance and Support-Explanations and Printable Resources
 - First Then Boards
 - Setting-up Routines/Schedules
 - Gaining and Maintaining Attention
 - Reinforcement/Token Systems
 - Visual Supports
 - Speech and Language-How To Guides for home communication devices, Articulation Guides, Vocabulary and Language Guides,
 - Occupational Therapy: Digital Classrooms, Motor Planning Activities, and Resources, Zones of Regulation Supports,
 - Leisure and Play Resources: Physical education Guides, Tutorials & Calendars
 - Music Therapy: YouTube Channel
 - Compilation of Teacher Video Read Alouds, Cooking and Art Tutorials
 - Social-Emotional Support
 - Social Skills Resources, Virtual Mindfulness Rooms, Self-Care Resources, Parent Support, Open Office Hours, Digital Sharing Platforms, Guided Meditation and Yoga Practices

Educational Learning: Platforms, Trainings & Implementation

Highlights

- Google Classroom
 - Specifically created in order to communicate and collaborate with students and teachers, unique in that the individual classrooms created were developed in order to work with students, teachers, and specialists in multiple grade levels and subject areas. This helped streamline staff workflow and maximize social, emotional, and academic impacts.
- Seesaw Classroom
 - A simple way for teachers and students to record and share what's happening in the classroom. Provided students a place to document their learning, be creative, and learn how to use technology. Each student was provided with their own e-journal/online binder and was able to easily complete multiple different activities assigned under various content areas and teachers.
 - Content created throughout the year was continually and specifically designed for the individual learner with appropriate modifications and accommodations to the content.
 - IEP Goal Progress via work samples, videos, and recordings
 - Collaborate with more co-teachers and specialists per class, get unlimited activities, and curate lessons in a personalized Activity Library for your school or district, the ability to save time with student draft feature, "Send Back to Student", Multi-page Posts, and other premium features
 - Family engagement and usage trends were easily visible from the administrative dashboard, along with centrally managed data
 - Several curriculum initiatives specifically created to utilize within the Seesaw platform in order to align curriculum, and enable teachers to view student work organized by skill or standard
 - Two-Three Seesaw Ambassadors identified within the collaborative in order to lead and support their individual school community with Seesaw learning initiatives and updates throughout the school year

- Ambassadors led trainings and small staff trainings in order to increase student engagement with teachers, students, and families.
- Seesaw Family App
 - Increased Communication: School Events, Supply Lists, Breakfast/Lunch Menu, Calendar Routine, and Schedules, ZOOM Links
 - Families get notified when there are new posts (from the teacher) in their student's journal. They can view posts and add likes and comments. Up to 10 family members can connect to one child's journal and content can be easily shared by caregivers with others via email and texts.
- ZOOM/Google Meet
 - Utilized to hold online classes and meetings virtually, allowed students to wordlessly signal to the teacher and utilize chat features, brainstorm on a virtual whiteboard, and collaborate on projects by annotating documents on other students' screens.
- Academics
 - Literacy
 - Reading A-Z Digital Content, Reading Flow Charts (Independent, Instructional, Frustration) guidelines, digital progress monitoring, and benchmarking
 - Literacy Profiles, Great Leaps, Digital Increasing Fluency Program, Multi-sensory Systematic Individual Literacy Plan as needed, On-set-Rime program implemented with additional digital components
 - All Road to Reading phonics content made into digital content with pre and post-assessment practices for unit topics taught. Beginning, middle, and end of the year assessments, trimester assessment practices to monitor content taught and student progress monitored with google sheets data tracking systems.
 - Multisyllabic Words program digital and in print
 - Digital literacy sequence and organization lesson flow for a program created in order to adjust language level, controlled vocabulary, controlled syntax, chunking (i.e., grouping of words by sentence features- noun phrase, verb phrase, etc.), repetition of patterns.
 - Modification of literacy programming that teaches basic sight words from the Dolch and Fry lists and functional word sets.
 - Early Stages of development-a lesson plan sequence based on visual discrimination activities and is designed to teach students to automatically recognize and correctly pronounce/identify one word at a time. As each new word is learned, previous words are continually reviewed, which promotes both short- and long-term retention. Every word is practiced and reviewed multiple times. For every set of words learned, students then take part in reading a book that incorporates the words learned.
 - Math
 - Functional math skills sets with digital content
 - Guided Math Pre and Post assessment practices, Unit Assessment Quick Checks, Digital content modified and designed to teach K-5 content, practice taught concepts, and reinforce concepts with games. Teacher-created checkpoints weekly to assess students' learning of the concepts taught. Digital content, K-5 Seesaw, and Google Classroom Compatible.

DESCRIPTION OF PROGRAMS:

THE DEAF AND HARD OF HEARING PROGRAM

students is a 180 day school program housed at a public school in North Reading. The program consists of three classrooms and educates students in grades PreK-2 and averages between 9-14 students. All students present with an educationally significant hearing loss that is moderate, severe, or profound. Students use a variety of amplification devices including hearing aids, FM systems and cochlear implants. In addition, staff and students use a combination of spoken English and Signing Exact English (SEEII) to communicate. The mission of this program is to prepare students to transition back to their sending district when they are ready to return successfully. The program also offers an extended year program which runs four half days a week for 5 weeks for students who require additional academic services to prevent substantial regression.

Additional Program Features include:

- The curriculum is aligned with the Massachusetts Common Core Frameworks, but modified to incorporate language, speech and auditory development.
- Class sizes are small, ranging from 3 to 8 students with a teacher of the deaf and a paraprofessional.
- Students receive individual speech, language and auditory therapy four times per week as well as Audiological support.
- Other services such as occupational and physical therapy are available as needed.

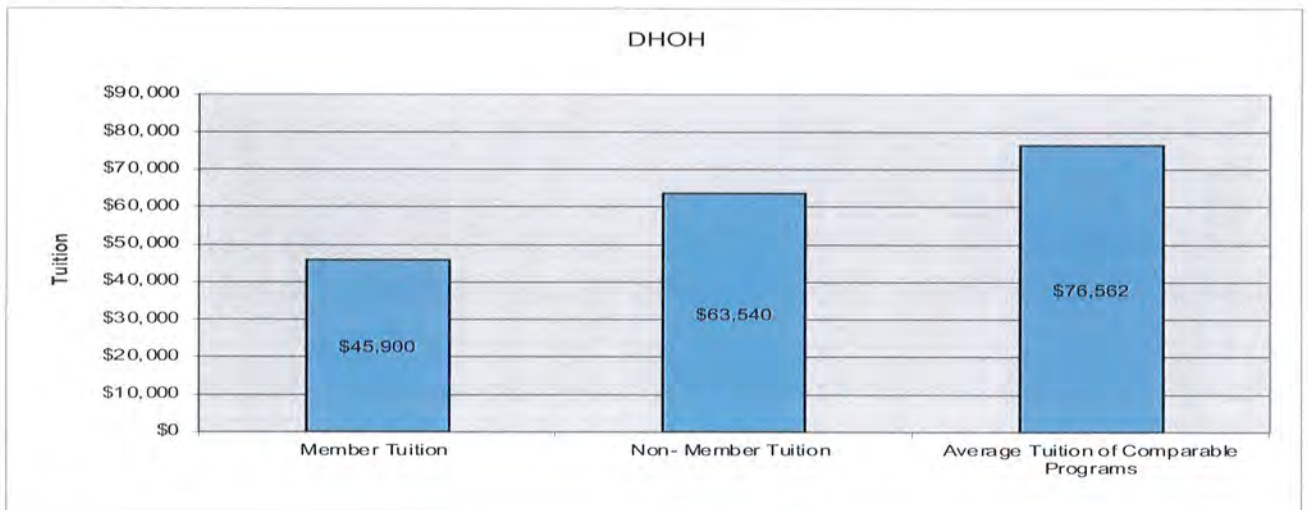


- Starting at the kindergarten level, students participate in mainstream classes for both academic and non-academic subjects.
- Mainstream programming is based on individual readiness and students are always accompanied by SEEM staff. A Deaf mentorship component of the program includes Deaf and Hard of Hearing adults visiting the classrooms and sharing stories with students.

Staff Include;

DESE certified Teachers; Experienced Assistant Teaching Staff; Licensed Occupational Therapists; Licensed Speech and Language Pathologists; Certified Physical Education Teacher; access to full time registered nurse; audiologist;

Cost Effectiveness:



THE THERAPEUTIC LEARNING CENTER (TLC)

The SEEM Collaborative Therapeutic Learning Center (TLC) at the Fordham Rd. is a MA DESE approved, public day elementary and middle school (Pre-K through 9th grade) for students with intensive special needs. Located in the town of Wilmington, the school's enrollment fluctuates between 55 and 65 students depending on the needs of member and non-member districts at any given time. The main goal of TLC is to provide the necessary support to help students acquire the skills identified on their Individual Education Plans. Teachers receive intensive training and follow research-supported best practices, including Applied Behavior Analysis. The TLC program also offers a six-week, extended year program, from early July to mid-August for students who require additional academic services to prevent substantial regression.

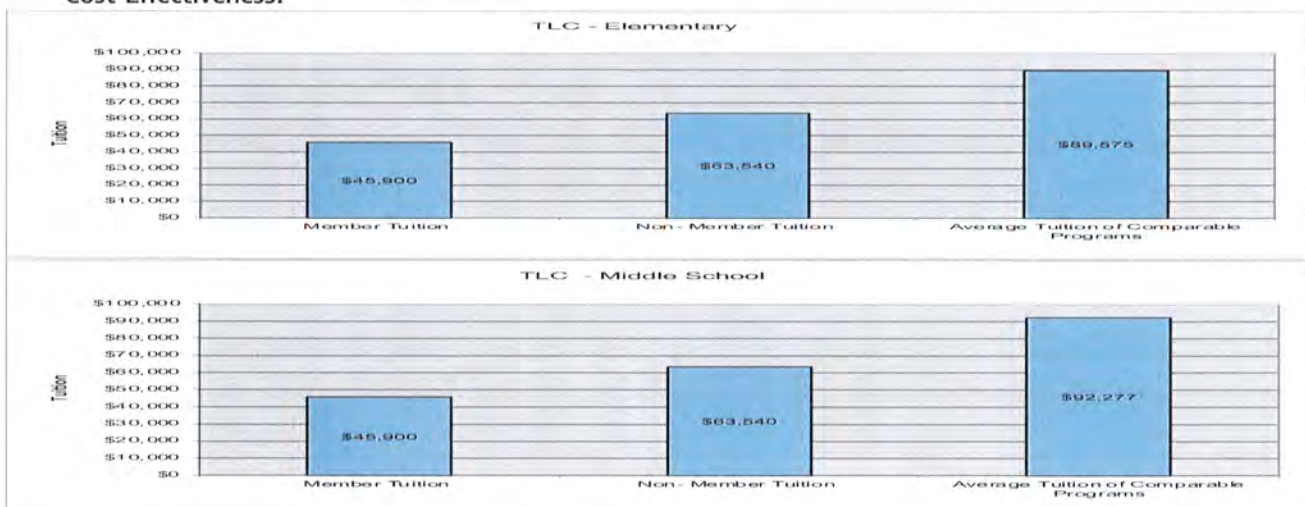


Students attending the TLC are currently on an Individual Education Plan; present with significant levels of cognitive delay, communication and/or social deficits; require moderate to significant modifications to the MA Curriculum Frameworks to make effective academic progress; present with interfering challenging behaviors (e.g. aggression, self-injury) and have been diagnosed with: Autism Spectrum Disorder, Developmental Delay Receptive/Expressive Language Delay, Down Syndrome, and other genetic disorders

Additional Program Features include:

- Individualized academic and behavioral programs
- Curriculum emphasis on communication, academic readiness, community, life skills and social skills
- 2:1 student to staff ratio
- Discrete Trial and Incidental Teaching
- Assistive technology, Mimeo® boards and educational technology in every classroom
- Augmentative and Alternative Communication Systems; Functional Behavior Assessment
- Behavior Intervention Plans
- Consulting Board Certified Behavior Analysts
- Related services: Speech, OT, PT, APE; Social skills groups; Parent consultation available
- Staff Include:
DESE certified Teachers; Board Certified Behavior Analysts; Instructional Coach; Licensed Social Workers; Licensed Occupational Therapists; Licensed Speech and Language Pathologists; Certified Physical Education Teacher; Behavior Support Assistant; Experienced Assistant Teaching Staff; Full Time Registered Nurse; Music Therapist.

Cost-Effectiveness:



THE SEEM PREP PROGRAM

The SEEM Prep Program is a Massachusetts Department of Elementary and Secondary Education approved, public day high school (age 14-22) for students with moderate to intensive special needs. Located in Wakefield, the SEEM Prep Program services on average between 42- 60 students in a given school year. The primary goal of the program is to provide a functional academic curriculum along with vocational training in order to support students' development of the independent skills necessary to transition successfully into the adult world. Vocational Staff, counselors and teachers work collaboratively to provide both therapeutic and case management support to students and their families. The SEEM Prep program also offers a five-week, extended year program, from late June to end of July for students who require additional academic services to prevent substantial regression.

Students who attend SEEM Prep are between the ages of 14 and 22, are currently on an Individual Education Plan and have identified social emotional and learning needs. Students present with moderate to significant levels of cognitive delay, communication based delays, and/or social difficulties. All students require moderate to significant modifications to the MA Curriculum Frameworks to make effective academic progress.

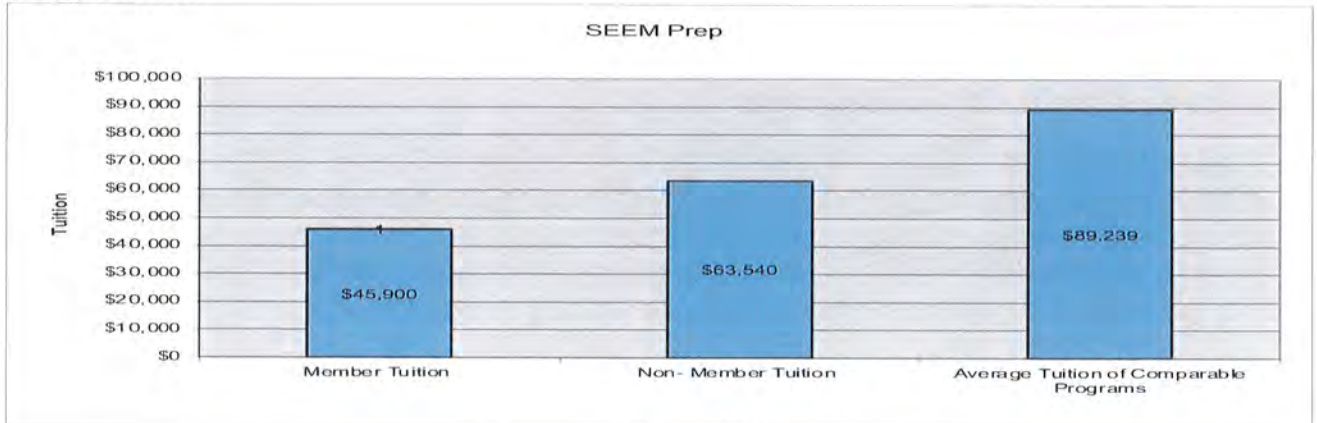
Additional Features Include:

- Functional and Experiential Curriculum based upon the Massachusetts Curriculum Frameworks for Students with Significant Disabilities (2001).
- Picture Exchange Communications System
- Positive Behavior Support Plans
- Total communication approach



- Speech and Language Therapy
- Occupational Therapy
- Adaptive Physical Education
- Integrated Related Service Approach in order to enhance student learning
- Social Skills Groups Individual Counseling vocational Program Individualized
- curriculum focusing on academic achievement, life skills development
- Staffing Ratio: 2:1 (student: staff)
- Intramural and Recreational sports
- Monthly School socials and dances for students
- Annual Participation in the Special Olympics
- Staff Include:
 - DESE certified Teachers; Licensed Fulltime Counselors; Licensed Occupational Therapist; Licensed Speech and Language Pathologist; Certified Physical Education Teacher; Behavior Specialist; Experienced Assistant Teaching Staff; Fulltime Registered Nurse; Music Therapist

Cost-Effectiveness:



THE HURD ELEMENTARY SCHOOL PROGRAM

The Hurd Elementary Program at Ripley School is a Massachusetts DESE approved educational therapeutic day school located at the Ripley School in Melrose, MA. The program services an average range of 40-60 students in a given school year. The Ripley Elementary Program serves students in grades K-5 with a variety of social, emotional, behavioral and learning needs, who do not yet possess the skills necessary to meet the day-to-day demands of a traditional elementary school program. Despite years of significant local modifications to their schedule and curriculum and intense special education intervention and support, students who exhibit behaviors and challenge that, in the team's judgment, warrant out-placement in a therapeutic day school program.



Students attending the Ripley School Program have cognitive abilities that fall in the average range or above; however, many students have significant learning disabilities, organizational issues, social, emotional and/or behavioral issues that greatly impact their performance in academic areas. All students are on an Individual Education Plan and most have cognitive skills in the average range (may have specific learning disabilities).

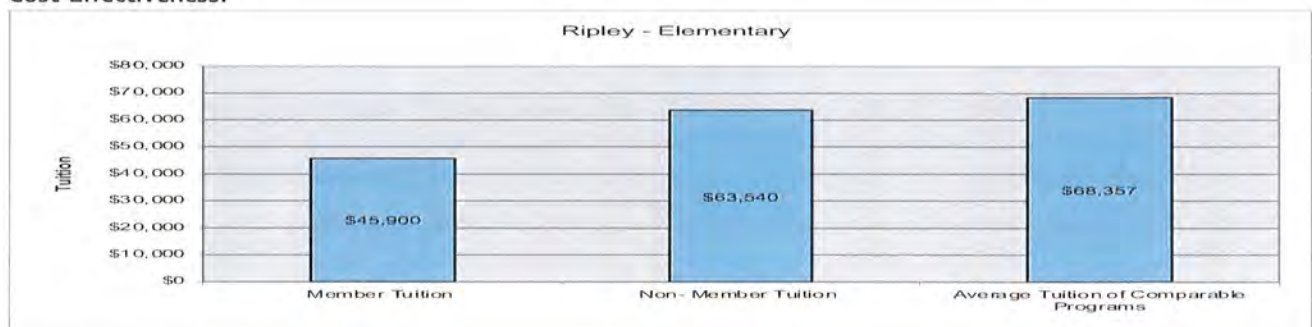
All curricula taught at the Ripley School follows the standards based on the Common Core Curriculum Frameworks while, at the same time, provides individual students with support, adaptations and accommodations they need in order to reach their learning potential, as well as, pass the MCAS. The program strives to assist students in developing the behavioral and academic skills needed to successfully return to their sending school.

The program also offers a five-week, extended year program, from late June to end of July for students who require additional academic services to prevent substantial regression

Additional Program Features

- Curriculum aligned to MA state Frameworks
- Small group instruction -3:1 Student to staff Ratio
- Multisensory learning approach
- Balanced Literacy Program
- Social Skills Group
- Sensory Education Program
- Keyboarding and computer instruction
- Mimeos in every classroom
- Adventure-based learning
- Weekly Social Skills group;
- Pragmatic Language and Occupational Therapy Groups
- Electives Program: Project Adventure, Cooking, Science, Arts and Crafts
- Parent Activity Group
- Yearly School Community Events: Thanksgiving brunch; Holiday Fair; Yard Sale; Socials
- Staff Include:
 - DESE certified Teachers; Licensed Fulltime Counselors; Licensed Occupational Therapist; Licensed Speech and Language Pathologist; Certified Physical Education Teacher; Behavior Specialist; Experienced Assistant Teaching Staff; Fulltime Registered Nurse; Music Therapist

Cost-Effectiveness:



SEEM MIDDLE SCHOOL PROGRAM

SEEM Middle School is a Massachusetts Department of Education approved co-educational therapeutic day school. Located in Stoneham, the school is conveniently located minutes from both route 93 and route 95. SEEM Middle School services an average range of 46-70 students. The main goal of SEEM Middle is to provide the necessary therapeutic and educational supports to help students prepare for high school and attain the social/behavioral skills to be prepared to join the work force or continue on to higher education opportunities. Counselors provide both therapeutic and case management supports.

Students who attend the SEEM Middle School are in Grades 5-8, currently on an Individual Education Plan and typically present with the following characteristics: No significant level of global delay (may have specific learning disabilities); Able to contact at or near grade level for most academic material with support.

The program also offers a five-week, extended year program, from late June to end of July for students who require additional academic services to prevent substantial regression

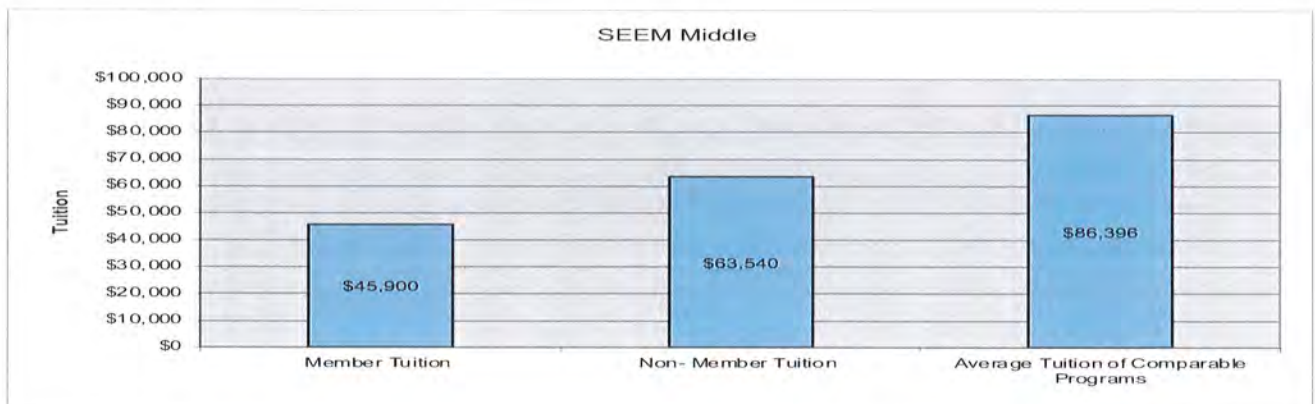
Additional Program Features

- Curriculum aligned with MA State Frameworks
- Small group instruction- Average of 3:1 Student to Staff ratio
- Multi-sensory learning approach
- Balanced Literacy Program
- Social Skills Group
- Sensory Education Program
- Direct and Consulting SLP, OT, PT Services
- Computer instruction
- Project-based learning



- Mimeos in every classroom
- Student Recreational Room and Activities
- Creative Arts Program
- Theater, Photography and multimedia electives
- School Basketball Team
- In school vocational placements
- Prevocational skills training
- Staff include:
DESE certified Teachers; Licensed Fulltime Counselors; Licensed Occupational Therapist; Licensed Speech and Language Pathologist; Certified Physical Education Teacher; Behavior Specialist; Experienced Assistant Teaching Staff; Fulltime Registered Nurse on site; Consulting Board Certified Behavior Analyst

Cost-Effectiveness:



CAMPUS ACADEMY ALTERNATIVE HIGH SCHOOL & FOUNDATIONS FOR LIFE PROGRAM

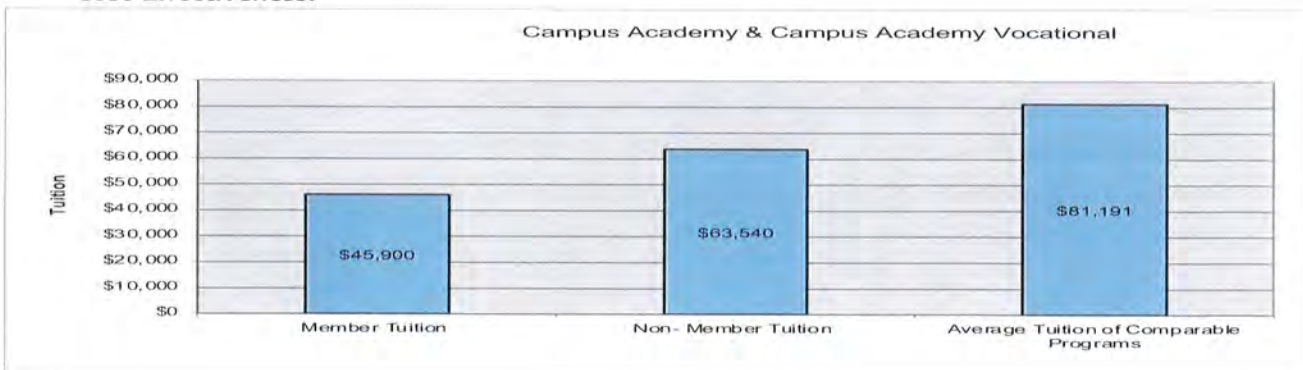
Campus academy is a DESE approved educational therapeutic day school. Located in Stoneham, MA. Campus Academy's census fluctuates between 70 and 85. Campus Academy's primary goal is to provide the necessary therapeutic, transition, and academic supports to help students' graduate high school and/or attain the productive social/behavioral skills needed to return to the sending district, join the work force, or continue on to higher education opportunities. The Academic and Elective Programs at Campus Academy are aligned with State requirements and meets the credit requirements of each sending districts; therefore, each student attending Campus Academy is eligible for a high school diploma from his or her sending district provided course requirements are met with a passing grade and MCAS is passed. In addition to academic support, the counselors on staff provide both therapeutic and case management supports to students and their families and interface with other medical, court appointed and/or community-based supports as needed. Campus Academy also offers a vocational program in which students receive onsite employment opportunities and training, community-based employment, and community based social pragmatics training.

Students enrolled at Campus Academy High School are currently on an Individual Education Plan and present with the following learning profile: Have No significant level of global delay (may have specific learning disabilities); Able to access at or near grade level for most academic material with support; May require some remedial supports for specific learning disabilities; have identified social – emotional needs. The program also offers a five-week, extended year program, from late June to end of July for students who require additional academic services to prevent substantial regression

Additional Program Features:

- Curriculum aligned with MA State Frameworks
- Small group instruction- Average of 6:1 Student to Staff ratio

Cost-Effectiveness:



- Multi-sensory learning approach
- Balanced Literacy Program
- Social Skills Group
- Dual Enrollment Program with local Community Colleges
- Sensory Education Program
- Direct and Consulting SLP, OT, PT Services
- Computer instruction
- Project-based learning
- Student Recreational Activities/Intramural Sports
- Fine Art, Visual Art and Graphic Arts Program
- In school and community-based vocational placements
- Transition and vocational skills training
- Staff Include:

DESE certified Teachers; Licensed Fulltime Counselors; Licensed Occupational Therapist; Licensed Speech and Language Pathologist; Certified Physical Education Teacher; Behavior Specialist; Experienced Assistant Teaching Staff; Fulltime Registered Nurse on site; Consulting Board Certified Behavior Analyst

The Foundations for Life program is an extension of Campus Academy that delivers extended services to students 18 years and older. The program's goal is to promote the greatest level of independence possible for each student by providing community-based transition skills for students who require such training after completing grade.

SEEM ASSESSMENT INTERVENTION CENTER

SAIC is an interim alternative educational setting, which provides stabilization and evaluation to aide in determining long-term educational placement solutions. Students attend the center for up to 9 school weeks. During this time parents/guardians and students can expect a highly structured, therapeutic educational setting in which each student is carefully evaluated. Classrooms are designed to provide a rich academic experience in which each student engages in curriculum as outlined by the Massachusetts Common Core Frameworks.



Additional Features:

Curriculum:

- Sending district personnel have the option to forward curriculum to our teachers so that students can continue to focus upon their community district curriculum.
-

School-based individual counseling and groups:

- Our program clinician provides therapeutic support throughout each school day. Students are involved in groups, which target social skills, behavioral skills, cooperative play and leadership.

Person Centered Planning:

- In an effort to organize a framework for planning and making decisions, each student creates a power point to present to the TEAM at their final meetings. Each student's project is based on his or her strengths, capabilities, preferences, lifestyle and cultural background.

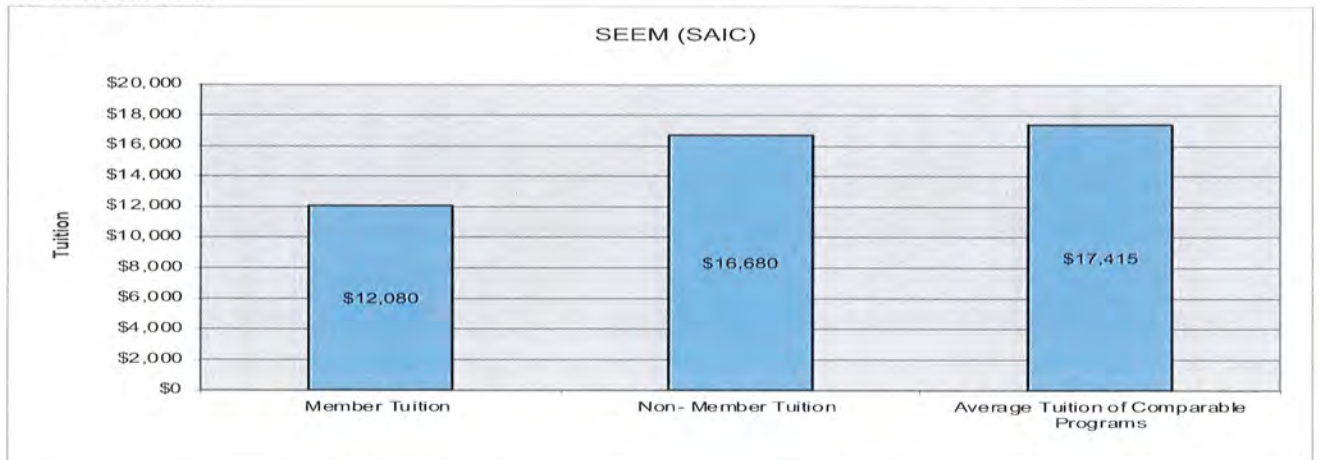
Occupational therapy and Speech therapy:

- Our teachers have weekly consultation with an occupational therapist and speech therapist. Students who have Occupational and/or Speech Therapy on their IEP grids engage in one 30 minute OT and/or Speech group per week (for elementary/middle classrooms).

Evaluation:

- Social-emotional, behavioral, academic, transition, and psycho-education

Cost-Effectiveness



V. DISTRICT BASED SERVICES

Collaborative Objective #2:

Offering cooperative programs and/or services to help districts maximize cost efficiency and program effectiveness through a collaborative effort.

Progress toward Program Objective:

In addition to offering programs that directly educate students, the collaborative also provides district-based services that support teachers and specialists who service students who have low-incidence special needs. These services include evaluations, consultation, targeted professional development and direct service to staff and students in local public schools.

Efforts to make progress towards this objective included the implementation of 4 new offerings: Wilson tutoring and fee for service occupational therapy, speech therapy and physical therapy. The Wilson tutoring service falls under the coordination of the tutoring department and can be provided to students both during and after school. Fee for service OT, PT and SLP evaluations and direct services can be delivered either remotely or in-person in the student's school or home. In addition to those new services, our Adaptive Physical Education services have evolved to not only service students individually, but also to provide small group instruction within our member districts.

Cost-Effectiveness:

The district-based services help districts maximize cost efficiency and effectiveness through a consortium approach. For example, vision services is a need in all eleven member districts, however, because it is a low-incidence need, contracting on a per diem basis with the collaborative is more cost-effective than hiring staff and it can prevent an out of district placement. The district is therefore able to provide the specialized support required to properly educate certain students in their home school, support inclusion, and avoid the costs associated with hiring additional staff and out of district placements.

Description of District Based Services:

Assistive Technology

SEEM Collaborative provides Assistive Technology assessments and consultations to member & non-member districts. Utilizing the SETT Framework, students are assessed to determine what, if any, assistive technology supports are needed to support access to the Mass Curriculum Frameworks. Classroom support and training is available as needed. Assistive Technology workshops are also offered. During the 2020-2021 school year, the AT department worked across 9 districts, completed 16 evaluations and delivered ongoing consultation to 30 student teams.

Audiology

Services include: ongoing consultation with classroom staff on a specific speech, language, audition, academic and social/emotional needs of the student, providing in-services on hearing equipment functioning and troubleshooting, providing instruction on environmental and educational accommodations, communicating with the student's audiologist when needed and when necessary providing direct assessment and instruction to the student in need. Audition services are provided to each student part of our SEEM Deaf and Hard of Hearing program. During the 2020-2021 school year these services were provided to 22 students in public school districts, to support the district's effort to educate children in their local public school.

Applied Behavior Analysis

Applied Behavior Analysis (ABA) is the science of systematically studying variables that influence behavior (Sulzer-Azaroff & Mayer, 1991) and is an evidence based teaching methodology that can be used to target skill deficits in individuals with and without disabilities. SEEM Collaborative currently employs several Board Certified Behavior Analysts (BCBA), who provide and supervise ABA services, for students ages 3-22. The main areas of service provided are: Consultation to Member & Non-member public schools, Direct and Consultative Home services, Behavior Analytic assessments as well as Behavior-based trainings and monthly job alikes for both member and non-member BCBAs. During the 2020-2021 school year, school and home based consultation/services were provided to approximately 75 students and approximately 18 Functional Behavior Assessments and 9 home assessments were conducted across 12 districts.

Psycho-Educational Assessments

The primary goal of a psycho-educational assessment is to evaluate psychological and academic functioning to determine the needs for special education placement and services required for effective remediation. A school neuropsychological evaluation integrates neuropsychological and educational principles to the assessment and intervention process. During the 2020-2021 school year this service was provided for approximately 40 students who attended the Assessment and Intervention Center and Campus Academy Alternative High School.

Transition

SEEM Collaborative's Transition Services Department provides evaluation in the areas of vocation and transition skills. Each evaluation consists of a series of formal and informal tests, interviews and observations. Specific evaluation tools are used based on the individual's specific learning style and assessments begin with a review of the student's most recent IEP and testing. During the 2020-2021 school year our transition service department conducted transition assessments and provided direct service for 50+ students across 10 districts. The Transition Services Department conducted 13 transition assessments and 1 vocational assessment and they provided job coaching and community-based instruction to 11 students across 5 member and 3 non-member districts. During School Year 2021, the Metro-North Transition Task Force held three remote meetings, with an average of 34 participants per meeting (range: 23-43). At least five SEEM member districts were represented at each meeting, along with school districts, collaborative and private school programs, and adult service providers throughout the north shore, as far west as Marlboro, and south to Seekonk. Guest speakers included Mary Price, Statewide Director of MAICEI programs for the Department of Higher Education, Amanda Green, Special Education Secondary Transition Supervisor for DESE, and several area PreETS service providers.

In addition to the MNTT, the Transition Services Department facilitated monthly Transition Job-Alike meetings, from September through May, averaging 7.6 participants per meeting (range 3-9). These meetings were geared toward transition specialists and teachers in post 12 grade programs, allowing for open discussion on a broad range of transition related issues. Job Alike participants represented 5 SEEM member districts, 6 non-member districts, and 2 private schools.

Vision and Mobility

Vision services are provided through either direct instruction or a consultative model. Direct services include teaching compensatory skills, consultation to classroom staff includes classroom organization, materials modification and teaching strategies. Orientation and mobility instruction is age-appropriate, individualized training which teaches students with visual impairments to move safely and independently in home, schools and Community. During the 2021-2021 school year, SEEM Collaborative provided this service to 23 students across 4 districts and conducted approximately 5 evaluations, all with a single provider.

English Language Education:

SEEM supports English Learners through a variety of services to English Language Learners and their teachers. Our services include 15 EL PDP professional development workshops, SEI Endorsement Courses for both teachers and administrators, and direct student services and EL assessments for students in our SEEM programs. During the 2020-2021 school year the collaborative managed the Title III grant for 5 member districts. The collaborative also offered 1 professional development offerings that met the 15 pdp licensure requirement, but it was canceled due to low enrollment. Approximately 50 people participated in the courses. The Collaborative ran 8 full Teacher SEI endorsement courses and 1 for administrators, servicing approximately 300 educators.

Home Tutoring Services/Wilson Tutoring

Tutoring services are provided to students who have a medical condition preventing them from participating in classroom instruction. The goal of tutoring is to keep students as current as possible with their school-work while facilitating the student's return to the current classroom setting. The collaborative provides the services through online learning or direct 1:1 instruction provided either remotely or in-person. Online courses may be used in place of, or to supplement, direct instruction for available classes. Wilson instruction is provided to students by certified Wilson educators in either a 1:1 or small group setting. During the 2019-2020 school year, this service was provided to 26 students across 7 member districts and 1 non-member district. Wilson instructional services were provided to 26 students.

Wraparound Services - Bridge Program

The purpose of the Bridge Program at SEEM Collaborative is to assist public school districts with developing increased skills and capacity to effectively meet the growing needs of students struggling with social and emotional difficulties; to provide support to families in removing nonacademic barriers to student success; and to support students directly through crisis intervention and intensive case management. The Bridge Program provides services in a variety of modalities in the school, home and community setting. The Bridge Program offers Consultation Services, Home Services, Intensive Case Management and Coordination and School Based Assessments and Direct Services. During the 2020-2021 school year, the Bridge Program serviced approximately 33 students and families and conducted over 38 assessments in 10 member districts 2 nonmember districts. They also provided professional development on the topics of social emotional learning, returning to school and building relationships in a remote setting and to approximately 150 staff across 3 member districts.

Inclusion Coaching

During the 2018-2019 school year, 7 member districts joined together to cost-share an inclusion coach position. This position was created as the result of the RADAR grant issued by MA DESE. In 2020-2021, our inclusion coach continued to provide support to those 7 districts. The inclusion coach provided ongoing job-embedded professional development and coaching support to identified classrooms at the elementary, middle and high school levels, inclusion assessment and consultation. This year, our inclusion coach expanded the way in which they meet the needs of our members by providing parent training sessions, virtual teacher consultation and professional development.

Equity Services and Evaluations

During the 2020-2021 school year, the Equity Specialist provided training and consultative services to 9 districts, in the form of one-time trainings, ongoing professional development, or classroom and school-level consultation. The support provided was in areas including supporting LGBTQ/T+ students, educational equity in remote learning, cultural humility, racism and anti-racism in schools, and disablism. The Equity Specialist also provided relationship and sexuality education to special education classes in 6 programs across 5 districts, with ages ranging from middle school to post-graduate.

In addition to our fee for service position, 6 member districts joined together to cost-share an Equity Specialist Position to consult with, and support their efforts to build equitable and more inclusive communities and dismantle systems and practices that perpetuate systemic racism and inequities. This position was set to begin in FY22.

OT/PT/SLP

During the 2020-2021 school year, SEEM Collaborative added in-district Occupational Therapy, Physical Therapy and Speech Language Therapy to their offerings. These services were added in response to the needs of our member districts' need for evaluations and direct services to students that their district-based staff did not have the capacity to deliver. During the 2020-2021 school year, SEEM Collaborative completed over 12 OT evaluations and provided direct OT and PT services to 1 student in a member district.

VI. Transportation Services

Collaborative Objective #3:

Provision of cooperative and regional educational programs and services in a cost-effective manner;

Progress Towards Meeting Objective

SEEM Collaborative provides cooperative and regional services to public school districts in the northeast by managing a special education transportation contract on with NRT Bus Co. on behalf of 10 local public school districts: Andover, Chelsea, Lynnfield, North Andover, North Reading, Stoneham, Swampscott, Wakefield, Winchester and Woburn. The cooperative service provides school districts the opportunity to partner with each other to transport their students to out-of-district schools. Our carefully selected transportation provider is equipped to meet the special needs of our students; drivers receive training in student safety and behavior support strategies. Additionally, each van is equipped with a GPS, a video camera and a child checkmate system to ensure student safety from the time they are picked up at home until they arrive at their destinations.

Cost-Effectiveness:

This cooperative contract continues to be cost-effective because transportation of special education students to out-of-district schools can be shared within contiguous areas, thus reducing the cost to each district. The quality of service is improved by a contract with one transportation company delegating the vehicle routing of all students to NRT staff, avoiding route duplication, overlap and wait time. In addition to cost savings, the Collaborative supports participating districts in saving time and energy by following the procurement process, collecting the data, writing and initiating the bid process and by managing the contract.

VII. Professional Development

Collaborative Objective #4:

To offer a variety of quality professional development opportunities to general and special education teachers and administrators, and related service providers.

SEEM Collaborative believes that fostering continual professional growth is critical to effective practice and successful student learning. Our professional development center's core mission is to provide support services to our districts in extending instructional excellence to students. We are committed to providing quality, cost-effective services and partnering with local school districts to develop high quality, authentic professional development services to improve student achievement. Due to the COVID-19 pandemic, our professional development opportunities shifted to fully remote. We witnessed a decline in enrollment that may be attributed to the intense demands of public school teachers and their limited capacity for additional time away from the classroom. SEEM Collaborative continues to see an increase in our participation number for our job alikes. Our 2020-221 offerings included:

- The Hidden Rules of Special Education: A Chort for 1st and 2nd Year Special Educators:
- SEI Fall Courses: Teacher 7, Admin course- 1
- SEI Winter/Spring: Teacher 3,
- Supporting LGBTQ/T+ Students in Public Schools
- 15 PDPs in Special Education Topics for Administrators
- 15 PDPs in Special Education Topics for Teachers

Additionally, the Collaborative facilitated job a-likes for member districts in the following areas:

- Transition
- BCBA's
- Educational Team Leaders
- Curriculum Leaders
- EL teachers/coordinators
- OT/PT/SLP
- Clinical Staff (social workers, counselors, school psychologists)

Cost-Effectiveness:

The professional development center provides professional development in a myriad of ways that is engaging, promotes positive change in practice, and supports the growth of all staff. We hire trainers that are reputable and known for their high impact on instructional practice (i.e. Jessica Minahan), but are too costly for a district to fund entirely on their own, particularly for low incidence positions. We also utilize Collaborative Staff (i.e. BCBA's, Equity Specialist, mental health professionals, Safety Care Trainers) to provide customized workshops; this allows districts to access trainings that are necessary for select faculty across districts without incurring the burden of total cost. The job alikes are low/no cost for member districts, with exception of when a facilitator must be hired or CEs are provided. During the 2020-2021 school year the collaborative provided professional development to approximately 375 people across 50 districts.

VIII. GRANT SERVICES

Collaborative Objective #5

Exploration and pursuit of grants and other funding to support identified needs of the Member Districts.

Progress Towards Objective:

SEEM Collaborative works to support district capacity by seeking and applying for grant funds that will support district initiatives. SEEM received the following grants in FY21:

Grant	Amount Awarded	Funding Year	Purpose of Grant/Allocation of Funds
Cummings Foundation	\$20,000	FY20 (Year 3 of 10)	Enhance educational experiences.
Title III	\$51,308	FY21	Provided supplemental ELL supports for the towns of Lynnfield, North Reading, Reading, Stoneham, Wakefield and Wilmington .
COVID Prevention	\$20, 412.50	FY21	PPE Related Supplies
274 Grant	\$13, 725	FY21	Technology for Remote Access

Cost-Effectiveness:

The total amount of grant funds awarded to the Collaborative during the 2020-2021 school year was \$105,445.50. Grant funding demonstrates cost savings, as it affords us the opportunity to strengthen our instructional practices and provide professional development to our member district educators at no cost to the districts or the collaborative.

IX. FINANCIAL INFORMATION

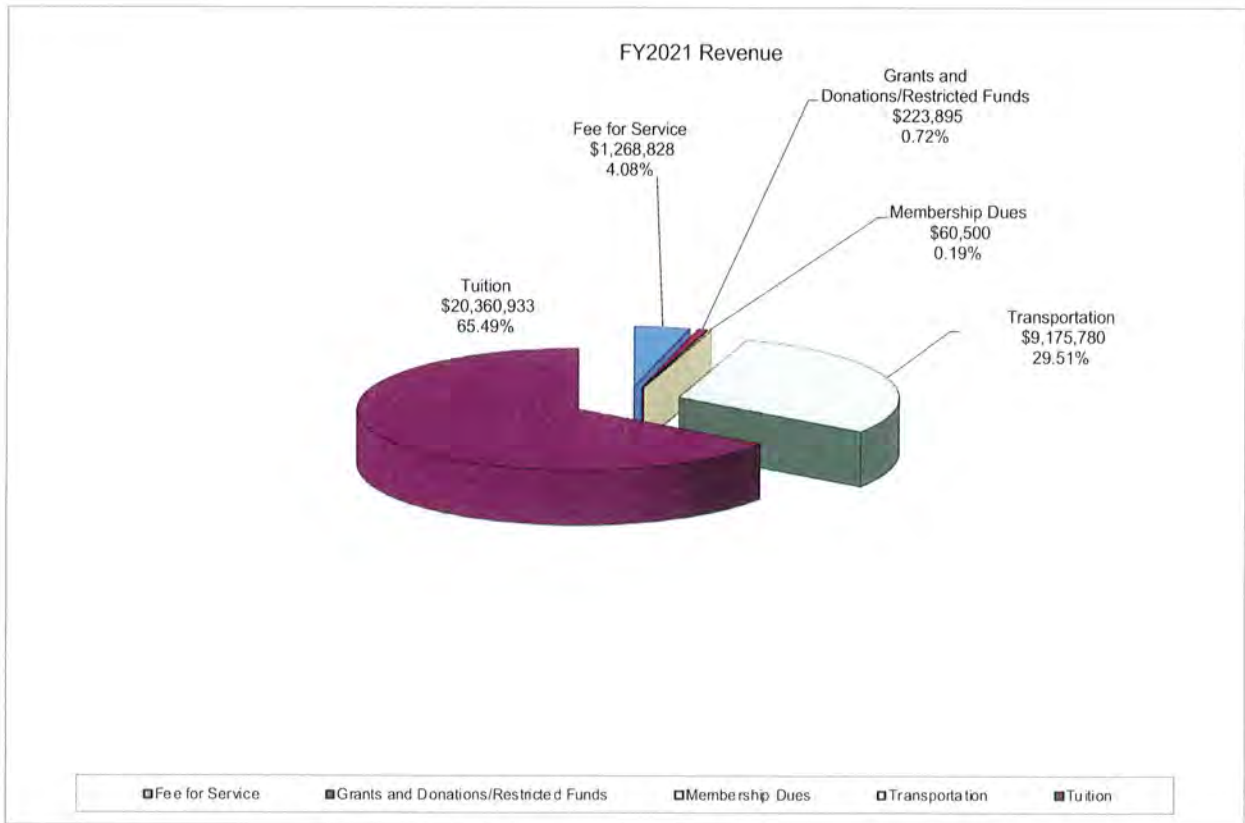
FY21 SOURCES OF REVENUE

SEEM Collaborative Revenue sources include...

Tuition, Fee for Service (Consultation, Direct Service to Districts and Assessments), Professional Development, Grants, Food Service, Transportation, and Membership Dues and Interest:

FY2021 Revenue

Program	Revenue	Percentage
Fee for Service	\$ 1,268,828	4.08%
Grants and Donations/Restricted Funds	\$ 223,895	0.72%
Membership Dues	\$ 60,500	0.19%
Transportation	\$ 9,175,780	29.51%
Tuition	\$ 20,360,933	65.49%
TOTAL	\$ 31,089,936	100.00%



APPENDIX A

FY21 Tuition and Rate Comparison with Comparable Programs

Member District Rates

Program	Tuition	Days	Tuition Per day	Day Comparison Difference	180 Day Comparison Tuition Cost	180 Day Comparison Difference
Elementary School						
DHOH	\$45,900.00	180	\$255.00		\$45,900.00	
Elementary (Pre K-2)						
Global Impairments; Neurological; Autism Spectrum Disorder	\$61,622.44	180	\$342.35	-\$87.35	\$61,622.44	-\$15,722.44
	\$98,454.36	221	\$445.49	-\$190.49	\$80,189.07	-\$34,289.07
	\$99,590.32	204	\$488.19	-\$233.19	\$87,873.81	-\$41,973.81
	\$99,590.32	204	\$488.19	-\$233.19	\$87,873.81	-\$41,973.81
	\$123,701.97	216	\$572.69	-\$317.69	\$103,084.98	-\$57,184.98
	\$89,011.37	180	\$494.51	-\$239.51	\$89,011.37	-\$43,111.37
					Average Cost	Average Difference
					\$76,561.77	-\$30,661.77
Average Cost and Difference of Comparable Programs based on 180 Days						
TLC Beebe	\$45,900.00	180	\$255.00		\$45,900.00	
Elementary (Pre K-5)						
Global Impairments; Neurological; Autism Spectrum Disorder	\$105,284.47	216	\$487.43	-\$232.43	\$87,737.06	-\$41,837.06
	\$122,302.85	235	\$520.44	-\$265.44	\$93,678.78	-\$47,778.78
	\$99,590.32	204	\$488.19	-\$233.19	\$87,873.81	-\$41,973.81
	\$123,701.97	216	\$572.69	-\$317.69	\$103,084.98	-\$57,184.98
	\$89,011.37	180	\$494.51	-\$239.51	\$89,011.37	-\$43,111.37
					Average Cost	Average Difference
					\$92,277.20	-\$46,377.20
Average Cost and Difference of Comparable Programs based on 180 Days						
Ripley	\$45,900.00	180	\$255.00		\$45,900.00	
Elementary (Pre K-5)						
Social-Emotional/Behavioral; Autism Spectrum Disorder-High Functioning; Asperger Syndrome	\$82,981.37	216	\$384.17	-\$129.17	\$69,151.14	-\$23,251.14
	\$62,152.85	216	\$287.74	-\$32.74	\$51,794.04	-\$5,894.04
	\$56,373.53	180	\$313.19	-\$58.19	\$56,373.53	-\$10,473.53
	\$96,110.91	180	\$533.95	-\$278.95	\$96,110.91	-\$50,210.91
					Average Cost	Average Difference
					\$68,357.41	-\$22,457.41
Average Cost and Difference of Comparable Programs based on 180 Days						
Middle School						
TLC Beebe	\$45,900.00	180	\$255.00		\$45,900.00	
Middle School (5-9th)						
Global Impairments; Neurological; Autism Spectrum Disorder	\$105,284.47	216	\$487.43	-\$232.43	\$87,737.06	-\$41,837.06
	\$122,302.85	235	\$520.44	-\$265.44	\$93,678.78	-\$47,778.78
	\$99,590.32	204	\$488.19	-\$233.19	\$87,873.81	-\$41,973.81
	\$123,701.97	216	\$572.69	-\$317.69	\$103,084.98	-\$57,184.98
	\$89,011.37	180	\$494.51	-\$239.51	\$89,011.37	-\$43,111.37
					Average Cost	Average Difference
					\$92,277.20	-\$46,377.20
Average Cost and Difference of Comparable Programs based on 180 Days						
SEEM Middle	\$45,900.00	180	\$255.00		\$45,900.00	
Middle School (5-9th)						
Social-Emotional/Behavioral; Autism Spectrum Disorder-High Functioning; Asperger Syndrome	\$94,165.44	216	\$435.95	-\$180.95	\$78,471.20	-\$32,571.20
	\$89,307.62	180	\$496.15	-\$241.15	\$89,307.62	-\$43,407.62
	\$74,930.59	180	\$416.28	-\$161.28	\$74,930.59	-\$29,030.59
	\$96,110.91	180	\$533.95	-\$278.95	\$96,110.91	-\$50,210.91
	\$93,160.85	180	\$517.56	-\$262.56	\$93,160.85	-\$47,260.85
					Average Cost	Average Difference
					\$86,396.23	-\$40,496.23
Average Cost and Difference of Comparable Programs based on 180 Days						
High School						
SEEM Prep	\$45,900.00	180	\$255.00		\$45,900.00	
High School (ages 14-22)						
Global Impairments; Neurological; Autism Spectrum Disorder	\$120,068.02	237	\$506.62	-\$251.62	\$91,190.90	-\$45,290.90
	\$122,302.85	235	\$520.44	-\$265.44	\$93,678.78	-\$47,778.78
	\$125,439.65	216	\$580.74	-\$325.74	\$99,891.76	-\$53,991.76
	\$60,738.20	198	\$306.76	-\$51.76	\$55,216.55	-\$9,316.55
	\$114,264.89	216	\$529.00	-\$274.00	\$95,220.74	-\$49,320.74
	\$125,847.47	226	\$556.85	-\$301.85	\$100,232.50	-\$54,332.50
					Average Cost	Average Difference
					\$89,238.54	-\$43,338.54
Average Cost and Difference of Comparable Programs based on 180 Days						

Member District Rates

High School (ages 14-22)	Campus/Campus Voc.	\$45,900.00	180	\$255.00	\$45,900.00	Average Difference
Social-Emotional/Behavioral;	Compass Inc.	\$74,930.59	180	\$416.28	\$74,930.59	-\$29,030.59
Autism Spectrum Disorder - High	Farr Academy	\$93,160.85	180	\$517.56	\$93,160.85	-\$47,260.85
Functioning; Asperger Syndrome	Milestones	\$119,730.28	216	\$554.31	\$99,775.23	-\$53,875.23
	Wayside	\$69,540.09	210	\$316.09	\$56,896.44	-\$10,996.44
Average Cost and Difference of Comparable Programs based on 180 Days						
<i>Note: The average of Campus and Campus Vocational is used to calculate the comparison difference amounts.</i>						
					Average Cost	\$81,190.78
					Average Difference	-\$35,290.78

NON-MEMBER DISTRICT RATES

Program	Tuition	Days	Tuition Per Day	Day Comparison Difference	180 Day Comparison Tuition Cost	180 Day Comparison Difference
Elementary (Pre K-2)						
Educationally Significant Hearing Loss Including Moderate, Severe, and Profound Losses						
DHOH	\$63,540.00	180	\$353.00		\$63,540.00	
Clark School	\$61,622.44	180	\$342.35	\$10.65	\$61,622.44	\$1,917.56
Horace Mann	\$98,454.36	221	\$445.49	-\$92.49	\$80,189.07	-\$16,649.07
Childrens Comm. Ctr.	\$99,590.32	204	\$488.19	-\$135.19	\$87,873.81	-\$24,333.81
Average Cost and Difference of Comparable Programs based on 180 Days						Average Difference
					\$76,561.77	-\$13,021.77
Elementary (Pre K-5)						
Global Impairments; Neurological; Autism Spectrum Disorder						
TLC Beebe	\$63,540.00	180	\$353.00		\$63,540.00	
League School of Boston	\$105,284.47	\$216.00	\$487.43	-\$134.43	\$87,737.06	-\$24,197.06
May Institute	\$122,302.85	\$235.00	\$520.44	-\$167.44	\$93,678.78	-\$30,138.78
Child. Comm. Ctr.	\$99,590.32	\$204.00	\$488.19	-\$135.19	\$87,873.81	-\$24,333.81
Hopeful Journeys	\$123,701.97	\$216.00				
Lighthouse	\$89,011.37	\$180.00	\$494.51	-\$141.51	\$89,011.37	-\$25,471.37
Average Cost and Difference of Comparable Programs based on 180 Days						Average Difference
					\$89,575.25	-\$26,035.25
Elementary (Pre K-5)						
Social-Emotional/Behavioral; Autism Spectrum Disorder -High Functioning; Asperger Syndrome						
Ripley	\$63,540.00	180	\$353.00		\$63,540.00	
Brandon	\$82,981.37	216	\$384.17	-\$31.17	\$69,151.14	-\$5,611.14
Deveraux	\$62,152.85	216	\$287.74	\$65.26	\$51,794.04	\$11,745.96
St. Ann's	\$56,373.53	180	\$313.19	\$39.81	\$56,373.53	\$7,166.47
Manville	\$96,110.91	180	\$533.95	-\$180.95	\$96,110.91	-\$32,570.91
Average Cost and Difference of Comparable Programs based on 180 Days						Average Difference
					\$68,357.41	-\$4,817.41
Middle School						
Global Impairments; Neurological; Autism Spectrum Disorder						
TLC Beebe	\$63,540.00	180	\$353.00		\$63,540.00	
League School of Boston	\$105,284.47	216	\$487.43	-\$134.43	\$87,737.06	-\$24,197.06
May Institute	\$122,302.85	235	\$520.44	-\$167.44	\$93,678.78	-\$30,138.78
Child. Comm. Ctr.	\$99,590.32	204	\$488.19	-\$135.19	\$87,873.81	-\$24,333.81
Hopeful Journeys	\$123,701.97	216	\$572.69	-\$219.69	\$103,084.98	-\$39,544.98
Lighthouse	\$89,011.37	180	\$494.51	-\$141.51	\$89,011.37	-\$25,471.37
Average Cost and Difference of Comparable Programs based on 180 Days						Average Difference
					\$92,277.20	-\$28,737.20
Middle School (5-9th)						
Social-Emotional/Behavioral; Autism Spectrum Disorder - High Functioning; Asperger Syndrome						
SEEM Middle	\$63,540.00	180	\$353.00		\$63,540.00	
Walker School	\$94,165.44	216	\$435.95	-\$82.95	\$78,471.20	-\$14,931.20
Dearborn Academy	\$89,307.62	180	\$496.15	-\$143.15	\$89,307.62	-\$25,767.62
Compass, Inc.	\$74,930.59	180	\$416.28	-\$63.28	\$74,930.59	-\$11,390.59
Manville	\$96,110.91	180	\$533.95	-\$180.95	\$96,110.91	-\$32,570.91
Farr Academy	\$93,160.85	180	\$517.56	-\$164.56	\$93,160.85	-\$29,620.85
Average Cost and Difference of Comparable Programs based on 180 Days						Average Difference
					\$86,396.23	-\$22,856.23
High School						
Global Impairments; Neurological; Autism Spectrum Disorder						
SEEM Prep	\$63,540.00	180	\$353.00		\$63,540.00	
Meimark	\$120,068.02	237	\$506.62	-\$153.62	\$91,190.90	-\$27,650.90
May Institute	\$122,302.85	235	\$520.44	-\$167.44	\$93,678.78	-\$30,138.78
NECC	\$125,419.65	216	\$580.65	-\$201.95	\$98,891.76	-\$36,351.76
Walker - Beacon	\$60,738.20	198	\$306.76	\$46.24	\$55,216.55	\$8,323.45
Nashoba	\$114,264.89	216	\$529.00	-\$176.00	\$95,220.74	-\$31,680.74
Crossroads	\$125,847.47	226	\$556.85	-\$203.85	\$100,232.50	-\$36,692.50
Average Cost and Difference of Comparable Programs based on 180 Days						Average Difference
					\$100,232.50	-\$36,692.50

NON-MEMBER DISTRICT RATES

					\$89,238.54	-\$25,698.54
Campus/Campus Voc	\$63,540.00	180	\$353.00		\$63,540.00	
Compass Inc.	\$74,930.59	180	\$416.28	-\$63.28	\$74,930.59	-\$11,390.59
Farr Academy	\$93,160.85	180	\$517.56	-\$164.56	\$93,160.85	-\$29,620.85
Milestones	\$119,730.28	216	\$554.31	-\$201.31	\$99,775.23	-\$36,235.23
Wayside	\$69,540.09	220	\$316.09	\$36.91	\$56,896.44	\$6,643.56
Average Cost and Difference of Comparable Programs based on 180 Days					Average Cost	Average Difference
					\$81,190.78	-\$17,650.78

Note: The average of Campus and Campus Vocational is used to calculate the comparison difference amounts.

NON-MEMBER DISTRICT RATES

Assessment and Intervention Center						
Assessment and Intervention Center	SEEM (SAIC)			Day Comparisons Difference	Tuition Cost	Comparison Difference
Italian Home	\$ 15,509.78	40	\$417.00	\$29.26	\$15,509.78	\$1,170.22
Dearborn	\$ 19,320.62	40	\$387.74	-\$66.02	\$19,320.62	-\$2,640.62
Average Cost and Difference of Comparable Programs based on 45 Days						
* Assessments are completed at the "Assessment Center" or when appropriate integrated into a school program.						
					Average Cost	Average Difference
					\$17,415.20	-\$735.20

APPENDIX B

FY21 Financial Audit



FRITZ DEGUGLIELMO LLC
CERTIFIED PUBLIC ACCOUNTANTS
& BUSINESS ADVISORS

December 14, 2021

To the Board of Directors of
SEEM Collaborative
92 Montvale Ave., Ste 3500
Stoneham, MA 02180

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of SEEM Collaborative for the year ended June 30, 2021. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated August 5, 2021. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by SEEM Collaborative are described in Note A to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during fiscal 2021. We noted no transactions entered into by the Collaborative during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

Management's estimate of depreciation expense is based on guidelines established by the Commonwealth of Massachusetts for contracting purposes. Management's estimate of the post-retirement health benefit obligation is based on an actuarial valuation, which included actuarial assumptions of returns on investments, inflation, and annual compensation increase rates. Management's estimate of pension on-behalf payments is based on audited plan financial statements issued by the retirement systems. We evaluated the key factors and assumptions used to develop the estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated December 14, 2021.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Collaborative's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Collaborative's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to management's discussion and analysis, budgetary comparison information, OPEB Plan - Required Supplementary Information, and pension schedules, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information 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 did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

Restriction on Use

This information is intended solely for the use of the Board of Directors and management of SEEM Collaborative and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,



Fritz DeGuglielmo LLC

SEEM Collaborative

Financial Statements

For the Year Ended
June 30, 2021

SEEM Collaborative
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 For the Year Ended June 30, 2021

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FRITZ DEGUGLIELMO LLC
*CERTIFIED PUBLIC ACCOUNTANTS
& BUSINESS ADVISORS*

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
SEEM Collaborative
Stoneham, 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 SEEM Collaborative (a collaborative organized under the Laws of the Commonwealth of Massachusetts), as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise SEEM 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 SEEM Collaborative, as of June 30, 2021, and the respective changes in 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, OPEB Plan – Required Supplementary Information and pension schedules on pages 3-6 and 31-37 be presented to supplement the basic financial statements. Such information, although not 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 the information 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 December 14, 2021, on our consideration of SEEM 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 solely 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 the effectiveness of SEEM Collaborative's 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 SEEM Collaborative's internal control over financial reporting and compliance.

Certified Public Accountants
Newburyport, Massachusetts
December 14, 2021

SEEM Collaborative
Management's Discussion and Analysis
June 30, 2021

Our discussion and analysis of SEEM Collaborative's ("The Collaborative") financial performance provides an overview of the Collaborative's financial activities for the fiscal year ended June 30, 2021 with comparative information from the fiscal years ended June 30, 2020 and 2019. Please read it in conjunction with the financial statements that begin on page 7.

OVERVIEW OF THE FINANCIAL REPORTS

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 expenditures 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 funds** – 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.

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.

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.

SEEM Collaborative
Management's Discussion and Analysis
June 30, 2021

GOVERNMENT-WIDE FINANCIAL HIGHLIGHTS

Statement of Net Position

	<u>2021</u>	<u>2020</u>	<u>2019</u>
Total Current Assets	\$ 10,982,718	\$ 9,468,730	\$ 9,240,105
Total Non-current Assets	<u>2,009,919</u>	<u>483,538</u>	<u>155,325</u>
Total Assets	<u>\$ 12,992,637</u>	<u>\$ 9,952,268</u>	<u>\$ 9,395,430</u>
Deferred Outflows Related to OPEB	<u>\$ 5,414,408</u>	<u>\$ 2,185,983</u>	<u>\$ 1,448,899</u>
Liabilities			
Total Current Liabilities	\$ 4,259,335	\$ 3,098,661	\$ 3,165,588
Total Non-current Liabilities	<u>29,835,047</u>	<u>21,737,301</u>	<u>18,705,896</u>
Total Liabilities	<u>\$ 34,094,382</u>	<u>\$ 24,835,962</u>	<u>\$ 21,871,484</u>
Deferred Inflows Related to OPEB	<u>\$ 3,259,926</u>	<u>\$ 3,740,149</u>	<u>\$ 4,223,056</u>
Net Position			
Unrestricted	\$(19,537,112)	\$(17,109,828)	\$(15,574,949)
Restricted	202,756	188,430	169,413
Invested in capital assets, net of related debt	<u>387,093</u>	<u>483,538</u>	<u>155,325</u>
Total Net Position	<u>\$(18,947,263)</u>	<u>\$(16,437,860)</u>	<u>\$(15,250,211)</u>

SEEM Collaborative's net position decreased by approximately \$2,500,000 and \$1,188,000 in fiscal 2021 and 2020. During fiscal 2021, SEEM Collaborative recorded increases in net retirement health benefit obligations required by GASB Statement No. 75 of \$6,261,599 and transferred an additional \$71,242 to an OPEB trust. There was an increase in the OPEB deferred outflow of \$3,228,425 and a decrease in the OPEB deferred inflows of \$480,223. During fiscal 2020, SEEM Collaborative recorded increases in net retirement health benefit obligations required by GASB Statement No. 75 of \$3,031,405 and transferred an additional \$77,047 to an OPEB trust. There was an increase in the OPEB deferred outflows of \$737,084 and a decrease in OPEB deferred inflows of \$482,907. Increases in net position before these OPEB expenses were approximately \$115,000 and \$701,000 in fiscal 2021 and 2020, respectively. The surplus in fiscal 2021 was a result of revenues exceeding expenses during the year. The Collaborative recorded restricted net position in the amount of \$202,756 as of June 30, 2021. Other changes in assets and liabilities are due primarily to operations in fiscal 2021.

Statement of Activities

	<u>2021</u>	<u>2020</u>	<u>2019</u>
Program Revenues*	\$ 31,052,465	\$32,598,081	\$32,051,286
General Revenues	<u>60,500</u>	<u>185,650</u>	<u>105,386</u>
Total Revenues	<u>31,112,965</u>	<u>32,783,731</u>	<u>32,156,672</u>
Program Expenses*	29,111,496	30,179,097	30,078,087
Administrative Expenses*	<u>1,886,679</u>	<u>1,903,822</u>	<u>1,797,941</u>
Total Expenses*	<u>30,998,175</u>	<u>32,082,919</u>	<u>31,876,028</u>
Change in net position, before increase in net retirement health benefit obligation	114,790	700,812	280,644
Increase in net retirement health benefit obligation	(2,552,951)	(1,811,414)	(1,473,268)
OPEB trust funding	(71,242)	(77,047)	(46,025)
Total net position – beginning	<u>(16,437,860)</u>	<u>(15,250,211)</u>	<u>(14,011,562)</u>
Total net position – ending	<u>\$(18,947,263)</u>	<u>\$(16,437,860)</u>	<u>\$(15,250,211)</u>

* Excludes Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments.

During the years ended June 30, 2021 and 2020, operating revenues, excluding Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments, decreased by approximately \$1,545,000 and

SEEM Collaborative
Management's Discussion and Analysis
June 30, 2021

increased by \$627,000, respectively. The decrease in fiscal 2021 revenues was primarily from a decrease of transportation services of approximately \$1,370,000. The increase in fiscal 2020 revenues was primarily from additional tuition and program services revenues of approximately \$83,000 and additional transportation services of approximately \$464,000. During the years ended June 30, 2021 and 2020, operating expenses, excluding Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments, decreased approximately \$1,080,000 and increased by \$207,000 respectively. The decrease in expenses for the year ended June 30, 2021 was primarily due to decreases in transportation costs that correspond to decreases transportation revenues as a result of COVID-19 related reductions in services. The increases in expenses for the year ended June 30, 2020 was primarily due to increases in transportation costs that correspond to increases transportation revenues

GOVERNMENTAL FUNDS FINANCIAL HIGHLIGHTS

The Collaborative reported a total general fund balance of \$6,307,306, of which \$665,311 was nonspendable and \$5,641,995 was unassigned. The fund balance increased approximately \$126,000 during the year ended June 30, 2021. During fiscal 2021 there was a transfer of approximately \$71,200 to the OPEB Trust. The increase of approximately \$197,000 in the fund balance prior to the funding of the Trust was primarily due to decreases in transportation in excess of related revenues. Cash and cash equivalents increased by approximately \$538,000 and accounts receivable increased by approximately \$818,000. The balance in the restricted funds increased by approximately \$15,000 during the year ended June 30, 2021 due to unspent restricted contributions received. A capital project fund was added during fiscal year 2021 to account for inflows and outflows related to new space at Fordham Road in Wilmington, Massachusetts. The net fund balance at June 30, 2021 represents loan proceeds received for the project work not expended until fiscal year 2022.

GENERAL FUND BUDGETARY HIGHLIGHTS

The Collaborative's annual budget for fiscal 2021 was approved by its Board of Directors. For the fiscal year ended June 30, 2021, the Collaborative received revenues, excluding Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments, of approximately \$31,090,000 compared to budgeted revenues of approximately \$33,190,000. The difference between actual revenues received and budgeted revenues is primarily due to significantly lower than expected fees for transportation and tuition received during the fiscal year.

For the fiscal year ended June 30, 2021, the Collaborative incurred actual expenditures, excluding Massachusetts Teachers' and State Employees' Retirement Systems "on-behalf" payments, of approximately \$30,893,000 compared to budgeted expenditures of approximately \$33,178,000. The difference between actual expenditures incurred and budgeted expenditures is primarily due to the large purchase of capital assets that were not budgeted for.

CAPITAL ASSETS AND DEBT OBLIGATIONS

The collaborative's investment in capital assets as of the end of the current fiscal year amounts to \$2,009,919 (net of accumulated depreciation). This investment in capital assets included major improvement costs and renovations of the Collaborative's new building (260 Fordham Road, Wilmington, MA), leasehold improvements, vehicles, and equipment.

Additional information on the Collaborative's capital assets can be found in Note C in the notes to the financial statements.

The Collaborative incurred debt totaling \$1,888,947 to make significant improvements and renovations to the new leased building during fiscal year 2021. During fiscal year 2021, the Collaborative paid principal on the debt of \$4,582 and interest of \$1,956. For additional information on the debt, see Note I to the financial statements.

SEEM Collaborative
Management's Discussion and Analysis
June 30, 2021

KNOWN FACTS, DECISIONS, OR CONDITIONS

The Collaborative fully implemented two new standards from GASB Statements No. 74 and No. 75, in fiscal year 2017. These standards relate to the accounting and reporting by plans and employers for postemployment benefits other than pensions. The Collaborative provides financial support for postemployment health benefits.

The Collaborative historically recorded the cost of the postemployment health benefits on a "pay as you go" basis. Under Statement No. 75, the Collaborative is required to report the effects of OPEB-related transactions and events on its financial statements and to provide information about the Collaborative's OPEB obligations and the assets available to satisfy the obligations. This change significantly increased and accelerated the recording of these costs and significantly impacted the Collaborative's government-wide financials in fiscal year 2021 and 2020. The Collaborative recorded a charge for the estimated annual cost of OPEB for fiscal year 2021 of \$2,624,193.

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

Educational collaboratives contribute amounts equal to the normal cost of employees' benefits participating in MSERS at a rate established by the Public Employees' Retirement Administration Commission (PERAC), currently 6.1% of covered payroll. The Commonwealth is a nonemployer contributor in MTRS and MSERS and is required by statute to make all actuarially determined employer contributions on behalf of the member employers participating in MTRS. Therefore, the Collaborative is considered to be in a 100% special funding situation as defined by GASB Statement No. 68. Since the employers do not contribute directly to each system beyond the MSERS annual normal cost, there is no net pension liability to recognize. However, the notes to the financial statements must disclose the portion of the nonemployer contributing entities' share of the collective net pension liability that is associated with the employer. In addition, the Collaborative must recognize its portion of the collective pension expense as both revenue and pension expense.

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 any questions in regard to this report, please contact our finance department at (781) 279-1361.

SEEM Collaborative
Statement of Net Position
June 30, 2021

**Governmental
Activities**

Assets

Current Assets

Cash and cash equivalents	\$ 5,901,632
Accounts receivable, net	4,415,775
Prepaid expenses and other assets	665,311

Total Current Assets	10,982,718
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Non-current Assets

Furniture, equipment and leasehold improvements, net	2,009,919
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Total Non-current Assets	2,009,919
---------------------------------	-----------

Total Assets	12,992,637
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Deferred Outflows of Resources

Deferred Outflows of Resources Related to OPEB	5,414,408
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Total Assets and Deferred Outflows of Resources	\$ 18,407,045
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Liabilities

Current Liabilities

Accounts payable and accrued liabilities	\$ 3,953,833
Loan payable, current portion	48,218
Deferred revenues	257,284

Total Current Liabilities	4,259,335
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Non-current Liabilities:

Loan payable, net of current portion	1,836,147
Net OPEB liability	27,998,900

Total Non-current Liabilities	29,835,047
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Total Liabilities	34,094,382
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Deferred Inflows of Resources

Deferred Inflows of Resources Related to OPEB	3,259,926
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Net Position

Net Position

Invested in capital assets, net of related debt	387,093
Unrestricted	(19,537,112)
Restricted - grants and contributions	202,756

Total Net Position	(18,947,263)
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Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 18,407,045
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See accompanying notes to financial statements and independent auditor's report.

SEEM Collaborative
Statement of Activities
For the Year Ended June 30, 2021

Functions/ Programs	<u>Program Revenues</u>			Net (Expense) Revenue and Changes in Net Position
	<u>Expenses</u>	<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	
Governmental Activities:				
Administration	\$ 1,886,679	\$ -	\$ -	\$ (1,886,679)
Education and related	20,101,550	21,629,761	246,924	1,775,135
Transportation	8,897,241	9,175,780	-	278,539
Intergovernmental revenue and expense	6,840,955	-	6,840,955	-
Other postemployment benefits	2,624,193	-	-	(2,624,193)
Depreciation and amortization	112,705	-	-	(112,705)
Total Governmental Activities	<u>\$ 40,463,323</u>	<u>\$ 30,805,541</u>	<u>\$ 7,087,879</u>	(2,569,903)
General revenue:				
Assessments to member districts				<u>60,500</u>
Total General Revenue				<u>60,500</u>
Change in Net Position				(2,509,403)
Net Position, Beginning of Year				<u>(16,437,860)</u>
Net Position, End of Year				<u>\$ (18,947,263)</u>

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

SEEM Collaborative
 Balance Sheet
 Governmental Funds
 June 30, 2021

	General Fund	Fordham Road Improvements Fund	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS				
Cash and cash equivalents	\$ 5,437,337	\$ 261,539	\$ 202,756	\$ 5,901,632
Accounts receivable, net	4,415,775	-	-	4,415,775
Prepaid expenses and other assets	665,311	-	-	665,311
Total Assets	\$ 10,518,423	\$ 261,539	\$ 202,756	\$ 10,982,718
LIABILITIES AND FUND BALANCES				
Liabilities:				
Accounts payable and accrued liabilities	\$ 3,953,833	\$ -	\$ -	\$ 3,953,833
Deferred revenues	257,284	-	-	257,284
Total Liabilities	4,211,117	-	-	4,211,117
Fund Balances:				
Nonspendable	665,311	-	-	665,311
Restricted	-	-	202,756	202,756
Committed	-	261,539	-	261,539
Unassigned	5,641,995	-	-	5,641,995
Total Fund Balances	6,307,306	261,539	202,756	6,771,601
Total Liabilities and Fund Balances	\$ 10,518,423	\$ 261,539	\$ 202,756	\$ 10,982,718

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

SEEM Collaborative

Reconciliation of the Governmental Funds Balance Sheet to the Statement of Net Position

June 30, 2021

Total fund balances, governmental funds \$ 6,771,601

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 125,554

Deferred outflows relating to the other postemployment benefit obligation are not a current financial resource and therefore are not reported in this fund financial statement, but are reported in the government activities of the Statement of Net Position. 5,414,408

Deferred inflows relating to the other postemployment benefit obligation is not a current obligation and therefore is not reported in this fund financial statement, but is reported in the government activities of the Statement of Net Position. (3,259,926)

Other postemployment benefit (OPEB) liability is not a current obligation and therefore is not reported in this fund financial statement, but is reported in the governmental activities of the Statement of Net Position. (27,998,900)

Net position of governmental activities \$ (18,947,263)

SEEM Collaborative
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For the Year Ended June 30, 2021

	General Fund	Fordham Road Improvements Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:				
Tuition and service revenues	\$ 21,629,761	\$ -	\$ -	\$ 21,629,761
Transportation	9,175,780	-	-	9,175,780
Member assessments	60,500	-	-	60,500
Grants and contributions	223,895	-	23,029	246,924
Intergovernmental revenue	6,840,955	-	-	6,840,955
Total Revenues	37,930,891	-	23,029	37,953,920
Expenditures:				
Administration	1,886,679	-	-	1,886,679
Program payroll	15,178,109	-	-	15,178,109
Program fringe benefits and payroll taxes	2,388,658	-	-	2,388,658
Professional services	374,815	-	-	374,815
Rent and utilities	1,181,658	-	-	1,181,658
Maintenance	473,347	-	-	473,347
Supplies	369,058	-	-	369,058
Transportation	8,897,241	-	-	8,897,241
Travel, field trips, and conferences	8,395	-	8,523	16,918
Telephone and internet	32,920	-	-	32,920
Training	11,582	-	-	11,582
Miscellaneous	72,348	-	180	72,528
Intergovernmental expense	6,840,955	-	-	6,840,955
Capital outlay	11,679	1,627,408	-	1,639,087
Debt Service:				
Debt principal	4,582	-	-	4,582
Debt interest	1,956	-	-	1,956
Total Expenditures	37,733,982	1,627,408	8,703	39,370,093
Excess of Revenues over Expenditures	196,909	(1,627,408)	14,326	(1,416,173)
Other Financing Sources:				
Proceeds from loan payable	-	1,888,947	-	1,888,947
OPEB obligation funding	(71,242)	-	-	(71,242)
Net Change in Fund Balances	125,667	261,539	14,326	401,532
Fund Balances, Beginning of Year	6,181,639	-	188,430	6,370,069
Fund Balances, End of Year	\$ 6,307,306	\$ 261,539	\$ 202,756	\$ 6,771,601

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

SEEM 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, 2021

Net change in fund balances of total governmental funds \$ 401,532

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	1,639,087
Net debt proceeds, incurred on capital outlay purchases	(1,884,366)
Depreciation	(112,705)

Other postemployment benefits reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.

Net change in other postemployment benefits (OPEB) accrual	<u>(2,552,951)</u>
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Change in net position of governmental activities	<u><u>\$ (2,509,403)</u></u>
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SEEM Collaborative
Statement of Fiduciary Net Position
Retirees' Health Insurance Trust Fund
June 30, 2021

Assets	
Cash and cash equivalents	<u>\$ 1,322,099</u>
Total Assets	<u><u>\$ 1,322,099</u></u>
Net Position	
Net position restricted for OPEB	<u>\$ 1,322,099</u>
Total Net Position	<u><u>\$ 1,322,099</u></u>

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

SEEM Collaborative
Statement of Changes in Fiduciary Net Position
Retirees' Health Insurance Trust Fund
For the year ended June 30, 2021

Additions:

Contributions	\$ 71,242
Investment gain	<u>242,912</u>
Total Additions	<u>314,154</u>
Change in Net Position	314,154
Net Position - Beginning of Year	<u>1,007,945</u>
Net Position - End of Year	<u><u>\$ 1,322,099</u></u>

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

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Reporting Entity

SEEM Collaborative (“the Collaborative”) was created by agreement pursuant to the provisions of Section 4E of Chapter 40, as Amended by Chapter 797 of the Acts of 1974 and by Chapter 43 of the Acts of 2012 by the following school committees: Lynnfield, Melrose, North Andover, North Reading, Reading, Saugus, Stoneham, Wakefield, Wilmington, Woburn, and Winchester. The purpose of the agreement is to provide special programs and services for school children under the members’ jurisdiction. The Collaborative also provides services to non-member districts as services are requested.

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).

As required by GAAP and in accordance with the GASB, the accompanying financial statements present the Collaborative and its component units. Component units are included in the reporting entity if their operational and financial relationships with the Collaborative are significant. Pursuant to these criteria, the Collaborative did not identify any component units requiring inclusion in the accompanying financial statements.

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 Financial 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 is offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. The Collaborative does not allocate indirect expenses to functions in the statement of Activities. Program revenues included charges to customers or applicants who purchase, use or directly benefit from goods, services or privileges provided by a given function or segment and grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Assessments and other items not properly included among program revenues are reported instead as general revenues.

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

Fund financial statements of the reporting entity are organized into funds each of which are considered to be separate accounting entities. Each fund is accounted for by providing a separate set of self-balancing accounts, which constitute its assets, liabilities, fund balance, revenues and expenditures.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

The emphasis in fund financial statements is on the major funds in the governmental 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.

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.

Fordham Road Improvements Fund (Capital Projects Fund) – is 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.

Basis of Accounting and Measurement Focus

The Collaborative's government-wide financial statements are presented using the economic resources measurement focus and the accrual basis of accounting, as are fiduciary fund financial statements. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recorded when the liability is incurred or economic asset used. Revenues, expenses, gain, losses, assets, and liabilities resulting from exchange and exchange-like transactions are recognized when the exchange takes place.

The Collaborative's governmental funds financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on long-term debt, judgments, compensated absences and pension expenditures, which are recorded as a fund liability when expected to be paid with expendable available financial resources.

Fair Value Measurements and Investments

The Collaborative has contributed \$930,455 to a public employee retirement trust account with U.S Bank National Association as trustee, on behalf of its retirees' health insurance trust fund.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

The trustee invests the funds in Vanguard mutual funds. As of June 30, 2021, the balance in these investments consisted of the following:

	Collaborative Contributions <u>(Estimated Cost)</u>	Fair <u>Value</u>	Unrealized <u>Gain</u>
Mutual Funds	\$930,455	\$1,322,099	\$391,644

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, 2021 was \$242,912. There were no realized gains or losses during the year ended June 30, 2021. Investment fees for the year ended June 30, 2021 were \$3,472.

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.

Revenues

Expenditure-driven programs currently reimbursable are recognized as revenue when the qualifying expenditures have been incurred and the amounts are available. Charges for services provided to other education agencies and private parties are recognized as revenue when services are provided. Amounts owed to the Collaborative for services already performed, which are not available are recorded as receivables. Amounts received prior to the entitlement period are recorded as unearned revenue. Revenues susceptible to accrual include expenditure-driven programs and interest income.

Cash and Cash Equivalents

For financial statement purposes, the Collaborative considers all highly liquid investments with maturity of three months or less when purchased to be cash equivalents.

Accounts Receivable

Accounts receivable are carried at their net realized value. Management estimates the allowance for doubtful accounts by identifying troubled accounts and by using historical experience applied to an aging of accounts. Accounts receivable are written off when deemed uncollectible. Recoveries of accounts receivable previously written off are recorded as revenue when received. At June 30, 2021, management has not recorded an allowance for doubtful accounts because they have deemed all accounts collectible. At June 30, 2021, accounts receivable consisted of:

Services – SEEM programs and transportation	\$ 4,415,775
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Deferred Revenue

Revenue is recognized when earned, however funds received that are not earned as of year-end are recorded as deferred revenue in the financial statements.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Property and Equipment

Furniture and equipment are capitalized in the government-wide financial statements where the Collaborative maintains possession of the assets and expects future benefits to exceed one year. The assets are stated at cost less accumulated depreciation computed on the straight-line method. The useful lives are estimated to be five to ten years for equipment and five years for leasehold improvements. The Collaborative capitalizes assets purchased in excess of \$5,000.

Equity Classifications

Government-wide Statements

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

Net position invested in capital assets – Consists of capital assets including restricted capital assets net of accumulated depreciation and reduced by the outstanding balances of any bonds, mortgages, notes or other borrowings that are attributed to the acquisition, construction or improvement of those assets. If there are significant unspent related debt proceeds at year-end the portion of the debt attributable to the unspent proceeds are not included in the calculation or invested in capital assets. The Collaborative has no bonded debt on Capital assets at June 30, 2021.

Restricted net position (as applicable) – Consists of net position with constraints placed on the use either by (1) external groups such as creditors, grantors, contributors or laws or regulations of other government or, (2) law through constitutional provisions or enabling legislation.

Unrestricted net position – general and other purposes – All other net position that do not meet the definition of “restricted” or “invested in capital assets, net of related debt.”

Fund Financial Statements

Governmental fund equity is classified as fund balance. Fund balance in the fund financial statements is classified as nonspendable, restricted, committed, assigned or unassigned as described below:

Nonspendable: 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: Amounts that can be used only for specific purposes because of (a) constitutional provisions or enabling legislation or (b) externally imposed constraints. (External constraints might be imposed by creditors, grantors, contributors, or even the laws or regulations of other governments.)

Committed: Amounts that can be used only for specific purposes because of a formal action by the government’s highest level of decision-making authority (Board of Directors). This classification might also include contractual obligations if existing resources have been committed for use in satisfying those contractual requirements.

Assigned: Amounts intended to be used for specific purposes but that do not meet the criteria to be classified as restricted or committed. Intent can be stipulated by the governing body, another body (such as a finance committee), or by an official to whom authority has been given.

Unassigned: This is residual classification for the General Fund – that is, everything that is not in another classification or in another fund. The General Fund is the only governmental fund that can report a positive unassigned fund balance. Other governmental funds might have a negative unassigned fund balance as a result of overspending for specific purposes for which amounts have been restricted, committed, or assigned.

The Collaborative’s spending policy is to spend restricted fund balance first, followed by committed, assigned and unassigned fund balance.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

The Collaborative’s restricted balance of \$202,756 as of June 30, 2021 consists of restricted grants and contributions for various different program expenditures.

Use of Estimates

Management used 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, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from the estimates that were used.

Allocation of Costs

Directly identifiable costs are charged to student services or general and administrative functions as applicable. Costs related to more than one function are allocated based on criteria intended to associate the cost with whichever function benefits.

Income Tax Status

The Collaborative was established under Chapter 40 Section 4(e) under the general laws of Massachusetts and is therefore generally exempt from income taxes under Section 115 of the Internal Revenue Code. Accordingly, no provision for income taxes is made in the financial statements.

Subsequent Events

Subsequent events have been evaluated through December 14, 2021, which is the date the financial statements were available to be issued.

NOTE B – LEASE OBLIGATIONS

Operating Leases

The Collaborative has leases for office space and classroom space in various locations. With the exception of the Collaborative’s administrative office, all space is leased from certain member districts’ cities and towns. The leases have varying expiration dates through fiscal 2032. Classroom and office lease expense was \$1,058,336 for the year ended June 30, 2021.

The minimum future rental commitments under the above operating leases are as follows:

<u>Year Ending June 30</u>	
2022	\$ 1,356,111
2023	1,319,646
2024	1,250,190
2025	1,182,567
2026	1,182,567
2027-2031	4,578,747
2032-2036	171,247
Thereafter	-
	<u>\$11,041,075</u>

Leases with member districts include:

- Town of Wakefield, School Facility – Yeuell School, lease expired 6/30/19 and is now month to month.
- Town of Stoneham, School Facility – Central School, 7/1/19-6/30/29.
- Town of Melrose, School Facilities – Ripley School, 8/1/11-7/31/26, and Beebe School, 8/1/11-7/31/21.
- Town of North Reading, Classroom Space – North Reading Middle, 9/1/14-8/31/22, renewed for 1 additional year as of 7/1/21

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE B – LEASE OBLIGATIONS *(continued)*

The Collaborative also leases equipment, which consists principally of the leasing of copiers under operating leases that expire next fiscal year. Equipment lease expense was \$27,041 for the year ended June 30, 2021.

The following is a schedule by year of future minimum rental payments required under operating leases for equipment that have initial or remaining non-cancelable lease terms in excess of one year as of June 30, 2021.

<u>Year Ending June 30</u>	
2022	\$ 25,092
2023	25,092
2024	<u>12,546</u>
	<u>\$ 62,730</u>

NOTE C – CAPITAL ASSETS

A summary of depreciable capital assets follows:

	<u>Leasehold Improvements</u>	<u>Furniture & Equipment</u>	<u>Vehicles</u>	<u>Fordham Road</u>	<u>Total</u>
<u>COST</u>					
Balance, July 1, 2020	\$ 539,713	\$ 248,176	\$ 421,905	\$ -	\$ 1,209,794
Additions	-	11,679	-	1,627,407	1,639,086
Disposals	<u>(99,445)</u>	<u>(25,061)</u>	<u>-</u>	<u>-</u>	<u>(124,506)</u>
	440,268	234,794	421,905	1,627,407	2,724,374
<u>ACCUMULATED DEPRECIATION</u>					
Balance, July 1, 2020	(439,226)	(245,894)	(41,136)	-	(726,256)
Additions	(28,711)	(4,617)	(79,377)	-	(112,705)
Disposals	<u>99,445</u>	<u>25,061</u>	<u>-</u>	<u>-</u>	<u>124,506</u>
	<u>(368,492)</u>	<u>(225,450)</u>	<u>(120,513)</u>	<u>-</u>	<u>(714,455)</u>
Net, June 30, 2021	<u>\$ 71,776</u>	<u>\$ 9,344</u>	<u>\$ 301,392</u>	<u>\$1,627,407</u>	<u>\$ 2,009,919</u>

The Collaborative sold various fully depreciated equipment and improvements during the year ended June 30, 2021, in the amount of \$124,506. Depreciation expense of \$112,705 was not allocated to governmental functions. It appears unallocated on the Statement of Activities.

During fiscal year 2021 the Collaborative entered into a lease of a building at 260 Fordham Road, Wilmington, Massachusetts in order to increase their program operations. The Collaborative was required to make improvements to the property. During year ended June 30, 2021, the Collaborative incurred \$1,627,407 of improvement costs and capitalized those costs in the government-wide Statement of Net Position. The improvements were financed with a line of credit and a loan. The financing proceeds exceeded capitalized costs as of June 30, 2021 and are to be expended in the year ended June 30, 2022. The improvement costs and related financing were recorded in governmental funds under the Fordham Road Improvements Fund in the Statement of Revenues, Expenditures, and Changes in Fund Balances. The excess of the financing over the capital expenditures results in a committed fund balance of \$261,539 as of June 30, 2021.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE D – CONCENTRATION OF CREDIT RISK

From time to time, the Collaborative maintained bank account balances in a bank in excess of the federally insured limits. However, the bank has additional insurance provided by the Share Insurance Fund in the event of a loss in excess of the FDIC insured limit of \$250,000.

NOTE E – MASSACHUSETTS TEACHERS’ AND STATE EMPLOYEES’ RETIREMENT SYSTEMS

Plan Descriptions:

The Collaborative’s employees participate in the Massachusetts Teachers’ (MTRS) or State Employees’ Retirement System (MSERS), statewide cost-sharing multi-employer defined benefit plans public employee retirement systems (PERS) covering all employees of local school districts within the Commonwealth of Massachusetts. The 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.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE E – MASSACHUSETTS TEACHERS’ AND STATE EMPLOYEES’ RETIREE SYSTEMS
(continued)

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.

Contributions:

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

<u>Hire Date</u>	<u>% of Compensation</u>
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 6.1% 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 2021, the Collaborative’s contributions on behalf of employees totaled \$351,585.

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

<u>Hire Date</u>	<u>% of Compensation</u>
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 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, 2021 and was \$17,567,190 and \$34,153,568 under MSERS and MTRS, respectively. In fiscal 2021, the Collaborative recognized revenue and related expense of \$2,622,500 for its portion of the collective pension expense under MSERS. In fiscal 2021, the Collaborative recognized revenue and related expense of \$4,218,455 for its portion of the collective pension expense under MTRS.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE F – RETIREMENT HEALTH BENEFITS

The Collaborative follows the provisions of GASB Statement No. 75, “Accounting and Financial Reporting for Postemployment Benefits other than Pensions.” The Collaborative has also established a trust that follows the provisions of GASB Statement No. 74 that is intended to set funds aside for future retiree health insurance. The trust does not issue a separate financial report and its financial activities are reported in the fiduciary financial statements

Description

The Collaborative offers comprehensive medical insurance via Tufts Health Plan to eligible employees. An employee shall become eligible to retire under this plan upon meeting either of the following conditions:

- i. For employees hired before April 2, 2012, attainment of age 55 as an active member and completion of 10 years of service or completion of 20 years of service regardless of age.
- ii. For employees hired on and after April 2, 2012, attainment of age 60 as an active member and completion of 10 years of service.

The single-employer plan is administered by the Collaborative, which is the only employer involved in the plan, and the retirees share in 30% of premiums for Medical insurance.

Funding Policy

The contribution requirements of plan members and the Collaborative are established and may be amended through Collaborative ordinances. For the period ending June 30, 2021 Measurement Date, total Collaborative premiums plus implicit costs for the retiree medical program were \$214,325. The Collaborative also contributed \$71,242 to an OPEB Trust for a total contribution during the measurement period of \$285,567 to be reported on the financial statements for fiscal year 2021.

Investment Policy

The Collaborative’s Board of Directors, Executive Director, Finance Director and Treasurer must select an investment vehicle designed to ensure adequate funding for OPEB obligations to SEEM retirees. Safety, Liquidity, and Yield are important considerations for these long-term investments. SEEM’s investments for OPEB must be consistent with the goal of attaining a reasonable level of income and long-term growth of capital income. These funds may, however, be subject to market fluctuations. Trusts designed for this purpose which partner with investment houses are appropriate for vehicles for these funds. Compliance with GASB is required.

As of June 30, 2021, the Collaborative has established a Trust with Public Agency Retirement Services (PARS). The plan investments were in Vanguard mutual funds through Public Agency Retirement Services, the trust administrator. The annual money-weighted rate of return as of the of the June 30, 2021 measurement date was 23.45%.

Actuarially Determined Contribution (ADC)

The Collaborative’s Actuarially Determined Contribution (ADC) is an amount actuarially determined in accordance with the parameters of GASB Statement No. 74/75 which is composed of the service cost and an amortization of the unfunded liability. We have used a 30-year flat dollar amortization of the Collaborative’s unfunded liability for the purpose of calculating ADC. The following table shows the components of the Collaborative’s annual ADC for the fiscal year and the amount actually contributed to the plan:

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE F – RETIREMENT HEALTH BENEFITS (continued)

Actuarially Determined Contribution - Deficiency / (Excess)	
	<u>June 30, 2021</u>
I. Service Cost	\$1,951,063
II. 30 year amortization of NOL at 2.75%	900,784
III. Actuarial Determined Contribution [I. + II.]	2,851,847
IV. Contributions in relation to the actuarially determined contribution	(285,567)
V. Contribution deficiency / (excess) [III. + IV.]	<u>\$2,566,280</u>
Covered employee payroll	\$14,712,193
Contribution as a % of covered employee payroll	1.94%

Funded Status and Funding Progress

As of June 30, 2021, the plan was 4.51% funded. The Total OPEB Liability (TOL) for benefits was \$29,320,999, and the Fiduciary Net Position was \$1,322,099, resulting in a Net OPEB Liability (NOL) of \$27,998,900. The covered payroll (annual payroll of active employees covered by the plan) was \$14,712,193 and the ratio of the NOL to the covered payroll was 190.31%.

OPEB Liability, OPEB Expense and ADC

	Fiscal Year Ended June 30, 2021	
	Collaborative Employees and Retirees	Total
I. Total OPEB Liability	\$29,320,999	\$29,320,999
II. Fiduciary Net Position as of June 30, 2020	1,322,099	1,322,099
III. Net OPEB Liability (Asset) [I.-II.]	27,998,900	27,998,900
IV. Service Cost	1,951,063	1,951,063
V. Interest on Net OPEB Liability (Asset) and Service Cost	737,698	737,698
VI. Deferred (Inflows)/Outflows from Plan Design Changes	-	-
VII. Deferred (Inflows)/Outflows from Plan Experience	(758,581)	(758,581)
VIII. Deferred (Inflows)/Outflows from Changes in Assumptions	1,006,311	1,006,311
IX. Projected Earnings on OPEB Plan Investments	(60,915)	(60,915)
X. Deferred (Inflows)/Outflows from Earnings on Investments	(37,058)	(37,058)
XI. Employer Share of Costs	(214,325)	(214,325)
XII. Employer Payments (Withdrawals) to/from OPEB Trust	(71,242)	(71,242)
XIII. Total Employer Contribution [XI.+XII.]	<u>(285,567)</u>	<u>(285,567)</u>
XIV. Net OPEB Expense [IV.+V.+VI.+VII.+VIII.+IX.+X.+XIII.]	\$ 2,552,951	\$ 2,552,951

Effect of 1% Change in Healthcare Trend

In the event that healthcare trend rates were 1% higher than forecast and employee contributions were to increase at the forecast rates, the Total OPEB Liability as of the June 30, 2021 Measurement Date would increase to \$38,895,976 and Net OPEB Liability would increase to \$37,573,877. The corresponding Service Cost would increase to \$2,802,402. If such healthcare trend rates were 1% less than forecast and employee contributions were to increase at the forecast rate, the Total OPEB Liability would decrease to \$22,550,901 and the Net OPEB Liability would decrease to \$21,228,802. The corresponding Service Cost would decrease to \$1,385,459.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE F – RETIREMENT HEALTH BENEFITS (continued)

Changes in Net OPEB Liability

	Changes in Net OPEB Liability		
	Total OPEB Liability	Increase (Decrease) Plan Fiduciary Net Position	Net OPEB Liability
I. Balances at June 30, 2020	\$22,745,246	\$ 1,007,945	\$21,737,301
II. Prior Period Adjustment	-	-	-
III. Balances at June 30, 2020 GASB 75 [I.+II.]	22,745,246	1,007,945	21,737,301
Changes for the year:			
IV. Service Cost	1,951,063	-	1,951,063
V. Interest on Net OPEB Liability and Service Cost	737,698	-	737,698
VI. Changes in Benefit Terms*	-	-	-
VII. Changes in assumptions**	4,212,134	-	4,212,134
VIII. Differences between actual and expected experience**	(110,817)	-	(110,817)
IX. Net Investment Income	-	242,912	(242,912)
X. Employer Contributions (Withdrawals) to/from Trust	-	285,567	(285,567)
XI. Employee Contributions to Trust	-	(214,325)	214,325
XII. Benefit payments excluding implicit cost	(197,566)	-	(197,566)
XIII. Implicit cost amount	(16,759)	-	(16,759)
XIV. Total benefit payments including implicit cost [XII.+XIII.]	(214,325)	-	(214,325)
XV. Administrative expense	-	-	-
XVI. Other Charges	-	-	-
XV. Net Changes [IV.+V.+VI.+VII.+VIII.+IX.+X.+XI.+XIV.+XV.+XVI.]	<u>\$ 6,575,753</u>	<u>\$ 314,154</u>	<u>\$ 6,261,599</u>
XVI. Balances at June 30, 2021 [III.+XV.]	\$29,320,999	\$ 1,322,099	\$27,998,900

* Recognized immediately

** Amortized over 7 years

Effect of 1% Change in Discount Rates

As of the June 30, 2021 Measurement Date, if the discount rate were 1% higher than what was used in this valuation, the Total OPEB Liability would decrease to \$23,590,355 and the Net OPEB Liability would decrease to \$22,268,256. The corresponding Service Cost would decrease to \$1,434,959. If the discount rate were 1% lower than was used in this valuation, the Total OPEB Liability would increase to \$37,205,557 and the Net OPEB Liability would increase to \$35,883,458. The corresponding Service Cost would increase to \$2,713,731.

Actuarial Methods and Assumptions

Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefits costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

Actuarial Cost Method:	Individual Entry Age Normal
Discount Rate:	2.75% per annum (previously 3.00%)
General Inflation Assumption:	2.50% per annum
Annual Compensation Increases:	3.00% per annum
Actuarial Value of Assets:	Market Value

Recognition of OPEB Trust Assets

The state of Massachusetts has passed legislation allowing municipal entities to establish a Trust for Other Postemployment Benefits (“OPEB”) under M.G.L. Chapter 32B, Section 20 for purposes of accumulating assets to pre-fund the liabilities under GASB 75. This legislation was amended effective November 9, 2016 to clarify who may adopt such a Trust and provide guidance on the ongoing operation of such a Trust. To the best of our knowledge, SEEM Collaborative has established an irrevocable trust for the purposes of prefunding liabilities under GASB 74/75.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE F – RETIREMENT HEALTH BENEFITS (continued)

Impact of Patient Protection and Affordable Care Act (“PPACA”) Excise Tax

The Patient Protection and Affordable Care Act (“PPACA”) excise tax has been repealed.

Deferred Inflows/Outflows

Deferred (Inflows)/Outflows in OPEB Expense arising from the recognition of the effects of differences between expected & actual experience										
Fiscal	Differences between actual & expected experience	Recognition Period (years)	2021 Amortization	6/30/2021 Remaining Balance	2022	2023	2024	2025	2026	2027 and Thereafter
2017	35,147	14.01	2,509	22,602	2,509	2,509	2,509	2,509	2,509	10,057
2018	-	14.01	-	-	-	-	-	-	-	-
2019	(4,952,379)	7.00	(707,483)	(2,829,930)	(707,483)	(707,483)	(707,483)	(707,481)	-	-
2020	(264,431)	7.00	(37,776)	(188,879)	(37,776)	(37,776)	(37,776)	(37,776)	(37,775)	-
2021	(110,817)	7.00	(15,831)	(94,986)	(15,831)	(15,831)	(15,831)	(15,831)	(15,831)	(15,831)
Total Remaining Balance				(3,091,193)						
Net increase (decrease) in OPEB Expense			(758,581)		(758,581)	(758,581)	(758,581)	(758,579)	(51,097)	(5,774)

Deferred (Inflows)/Outflows in OPEB Expense arising from the recognition of the effects of changes in assumption										
Fiscal	Differences between actual & expected experience	Recognition Period (years)	2021 Amortization	6/30/2021 Remaining Balance	2022	2023	2024	2025	2026	2027 and Thereafter
2019	1,690,382	7.00	241,483	965,933	241,483	241,483	241,483	241,484	-	-
2020	1,141,662	7.00	163,095	815,472	163,095	163,095	163,095	163,095	163,092	-
2021	4,212,134	7.00	601,733	3,610,401	601,733	601,733	601,733	601,733	601,733	601,736
Total Remaining Balance				5,391,806						
Net increase (decrease) in OPEB Expense			1,006,311		1,006,311	1,006,311	1,006,311	1,006,312	764,825	601,736

Deferred (Inflows)/Outflows in OPEB Expense arising from the recognition of differences between projected & actual earnings on OPEB plan investments										
Fiscal	Differences between actual & expected experience	Recognition Period (years)	2021 Amortization	6/30/2021 Remaining Balance	2022	2023	2024	2025	2026	2027 and Thereafter
2019	(7,225)	5.00	(1,445)	(2,890)	(1,445)	(1,445)	-	-	-	-
2020	3,929	5.00	786	2,357	786	786	785	-	-	-
2021	(181,997)	5.00	(36,399)	(145,598)	(36,399)	(36,399)	(36,399)	(36,401)	-	-
Total Remaining Balance				(146,131)						
Net increase (decrease) in OPEB Expense			(37,058)		(37,058)	(37,058)	(35,614)	(36,401)	-	-

Impact of Section 9A1/2 of M.G.L. Section 32B

For employees who retire on or after January 1, 2011, whenever a retired employee or beneficiary receives a healthcare premium contribution from a government unit in a case where a portion of the retiree’s creditable service is attributable to service in 1 or more other governmental units, the first governmental unit shall be reimbursed in full, in accordance with this paragraph, by the other governmental units for the portion of the premium contributions that corresponds to the percentage of the retiree’s creditable service that is attributable to each governmental unit. The other governmental units shall be charged based on their own contribution rate or the contribution rate of the first employer, whichever is lower.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE F – RETIREMENT HEALTH BENEFITS (continued)

For purposes of the valuation the Collaborative has not attempted to value the impact of prior governmental service at other entities in the State of Massachusetts for current employees of the SEEM Collaborative nor has the Collaborative attempted to value the impact of prior SEEM Collaborative employees currently working at other governmental entities in the State of Massachusetts.

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.

Beginning in March 2020, the COVID-19 pandemic in the United States has caused business disruption and a reduction in overall economic activity. While the disruption was expected to be temporary, there is still considerable uncertainty around the duration and the impact it will have on the Collaborative's operations and financial position. Any financial impact to the Collaborative, if any, cannot be reasonably estimated at this time. Management and the Collaborative's board of directors constantly monitor the financial and operational situation in relation to the pandemic.

NOTE H – 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 I – DEBT

In fiscal 2021, the Organization entered into \$1,497,671 of credit ("line of credit") with a local bank and a loan agreement ("loan") with the landlord in the amount of \$391,276 to finance the improvements within the Collaborative's new leased building located at 260 Fordham Road, Wilmington, Massachusetts.

For the line of credit, monthly payments of principal and interest are \$9,469.17 starting in March 2022, amortized on a 216-month amortization schedule with a maturity date of March 26, 2030. The interest rate is 3.65%, will be payable at that rate until maturity on March 26, 2030. As of June 30, 2021, the remaining principal balance of the line of credit is \$1,497,671.

For the loan, monthly payments of principal and interest are \$4,241.71 starting in June 1, 2021, amortized on a 124-month amortization schedule with a maturity date of September 1, 2031. The interest rate is 6%, will be payable at that rate until maturity on September 1, 2031. As of June 30, 2021, the remaining principal balance of the loan is \$386,694.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE I – DEBT (continued)

The following summarizes long-term debt activity of the Collaborative for the year ended June 30, 2021:

June 30, 2020 balance	\$ -
Additions, fiscal 2021	1,888,947
Reductions (repayments), fiscal 2021	<u>(4,582)</u>
June 30, 2021 balance	<u>\$ 1,884,365</u>

Future maturities of debt payable as of June 30, 2021 are as follows:

Fiscal Year End

June 30:	Principal	Interest	Total
2022	\$ 48,219	\$ 40,559	\$ 88,778
2023	90,925	73,606	164,531
2024	95,042	69,489	164,531
2025	99,358	65,173	164,531
2026	103,882	60,649	164,531
2027-2031	1,446,939	186,395	1,633,334
Thereafter	-	-	-
	<u>\$ 1,884,365</u>	<u>\$ 495,871</u>	<u>\$ 2,380,236</u>

NOTE J – DISCLOSURES REQUIRED UNDER MASSACHUSETTS GENERAL LAW c.40 § 4E

Names, duties and total compensation for the five most highly compensated employees

The five highest paid employees of the Collaborative during fiscal 2021 were as follows:

Name	Title	Fiscal 2021 Salary
Catherine Lawson	Executive Director	\$181,555
Gregory Zammuto	Director of Finance and Operations	\$146,161
Ryan Snyder	Supervisor of Behavioral Services	\$121,151
Stephanie Arzigian	Principal	\$120,026
Jennifer Thornton	Principal	\$120,026

The first, second, and third employees listed above were employed by the Collaborative under 12-month contracts and the fourth and fifth employees listed above was employed by the Collaborative under 11-month contracts.

The duties of the individuals listed above include:

Executive Director - The executive director is the professional leader of the Collaborative and as such shall be responsible for all matters of decision and administration which come within the scope as executive officer.

Director of Finance and Operations - Ensures the Collaborative’s overall financial integrity, stability and best practices in all financial management operations.

Supervisor of Behavioral Services - Provides leadership, supervision and oversight of the consultative Board Certified Behavioral Analyst (“BCBA”) department and the Program based BCBA staff

Program Principal/Director - Assumes full administrative responsibilities for the operation, maintenance, and climate of their school or program.

Amounts expended on services for individuals aged 22 years and older

The Collaborative does not provide services to individuals aged 22 years or older.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE J – DISCLOSURES REQUIRED UNDER MASSACHUSETTS GENERAL LAW c.40 § 4E
(continued)

Amounts expended on administration and overhead

Total administrative costs incurred by the Collaborative totaled \$1,886,679 for the year ended June 30, 2021. Administrative expenses 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 of June 30, 2021, the Collaborative did not hold any accounts that may be spent at the discretion of another person or entity.

Transactions between the collaborative and any related for-profit or non-profit organization

Leases of space from member districts are described in Note B to the financial statements and are the only transactions between the collaborative and any related for-profit or non-profit organization.

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.

During fiscal year 2021 the Collaborative entered into a lease of a building at 260 Fordham Road, Wilmington, Massachusetts in order to increase their program operations. The Collaborative was required to make improvements to the property. During year ended June 30, 2021, the Collaborative incurred \$1,627,407 of improvement costs and capitalized those costs in the government-wide Statement of Net Position. The improvements were financed with a line of credit and a loan. The financing proceeds exceeded capitalized costs as of June 30, 2021 and are to be expended in the year ended June 30, 2022.

SEEM Collaborative
Notes to Financial Statements
June 30, 2021

NOTE J – DISCLOSURES REQUIRED UNDER MASSACHUSETTS GENERAL LAW c.40 § 4E
(continued)

Annual determination and disclosure of cumulative surplus

Cumulative Surplus Calculation – FY21		Page(s) in financial statements
(A) Surplus as of June 30, 2020	\$ 6,181,639	(A) p. 11
<i>(Breakdown of use of 2020 surplus)</i>		
B(1) used to support the FY21 budget	\$ -	
B(2) issued as credits to member districts	\$ -	
B(3) issued as a check(s) to member district(s)	\$ -	
B(4) deposited to a restricted account(s)	\$ -	
(B) Board voted uses of surplus funds during FY21 <i>(total from B1:B4)</i>	\$ -	(B)
(C) Unexpended FY21 General Funds	\$ 125,667	(C) p. 11
(D) Cumulative Surplus as of June 30, 2021	(A) - (B) + (C) = (D) \$ 6,307,306	(D) p. 11
(E) FY21 Total General Fund Expenditures*	\$ 30,964,269	(E) p. 11
(F) Cumulative Surplus Percentage	(D) ÷ (E) 20.37%	(F)
CUMULATIVE SURPLUS REDUCTION		
Allowable uses of surplus - in excess of the 25% limit		
(G) Cumulative surplus as of June 30, 2021	\$ 6,307,306	
	25% limit (allowed)	\$ 7,741,067
(H) Cumulative Surplus REDUCTIONS		
(H)1 Credited to member districts for tuition, services, etc.	\$ -	
(H)2 Deposited to an established trust and/or reserve fund	\$ -	
(H)3 Returned (check) to school districts/towns	\$ -	
	Total Reductions	\$ -
	FY21 Cumulative Surplus Percentage after Reductions	20.37%

* Excludes Intergovernmental expense, includes transfer to postemployment benefits trust

SEEM Collaborative
Statement of Revenues, Expenditures and Changes in Fund Balance
of the General Fund - Budget to Actual
For the Year Ended June 30, 2021

	Original & Final Budget	Actual	Variance with Final Budget Favorable (Unfavorable)
Revenues:			
Tuition and service revenues	\$ 23,128,216	\$ 21,629,761	\$ (1,498,455)
Transportation	10,000,000	9,175,780	(824,220)
Member assessments	60,500	60,500	-
Grants and contributions	-	223,895	223,895
Intergovernmental revenue*	-	6,840,955	6,840,955
Interest	-	-	-
Total Revenues	<u>33,188,716</u>	<u>37,930,891</u>	<u>4,742,175</u>
Expenditures:			
Administration	2,572,102	1,886,679	685,423
Program payroll	15,687,068	15,178,109	508,959
Program fringe benefits and payroll taxes	2,484,516	2,388,658	95,858
Professional services	304,771	374,815	(70,044)
Rent and utilities	1,509,949	1,181,658	328,291
Maintenance	339,900	473,347	(133,447)
Supplies	424,473	369,058	55,415
Transportation	9,700,000	8,897,241	802,759
Travel, field trips, and conferences	60,083	8,395	51,688
Telephone and internet	42,558	32,920	9,638
Training	-	11,582	(11,582)
Miscellaneous	52,072	72,348	(20,276)
Intergovernmental expense*	-	6,840,955	(6,840,955)
Capital outlay	-	11,679	(11,679)
Debt Service:			
Debt principal	-	4,582	(4,582)
Debt interest	-	1,956	(1,956)
Total Expenditures	<u>33,177,492</u>	<u>37,733,982</u>	<u>(4,556,490)</u>
Net Change in Fund Balances	<u>\$ 11,224</u>	<u>\$ 196,909</u>	<u>\$ 185,685</u>
Other Budget Items:			
Gain on assets	\$ -	\$ -	\$ -
OPEB obligation funding	-	(71,242)	(71,242)
	<u>\$ -</u>	<u>\$ (71,242)</u>	<u>\$ (71,242)</u>

*Intergovernmental revenue and expense is not budgeted by the Collaborative because it is actuarially determined annually and does not require actual expenditure by the Collaborative.

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.

See independent auditor's report.

SEEM Collaborative
OPEB Plan - Required Supplementary Information
June 30, 2021

Year	Actuarial Determined Contribution	Contributions in relation to the actuarially determined contribution	Contribution deficiency (excess)	Covered employee payroll	Contributions as a percentage of covered employee payroll
June 30, 2018	\$ 2,419,005	\$ (155,845)	\$ 2,263,160	\$ 13,574,188	1.15%
June 30, 2019	\$ 2,503,168	\$ (201,147)	\$ 2,302,021	\$ 15,560,829	1.29%
June 30, 2020	\$ 2,854,495	\$ (263,067)	\$ 2,591,428	\$ 16,027,654	1.64%
June 30, 2021	\$ 2,851,847	\$ (285,567)	\$ 2,566,280	\$ 14,712,193	1.94%

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.

SEEM Collaborative
OPEB Plan - Required Supplementary Information
As of the June 30, 2021 Measurement Date

Schedule of Changes in the Collaborative's Net OPEB Liability and Related Ratios				
Valuation Date	July 1, 2020	July 1, 2018	July 1, 2018	July 1, 2017
For the Reporting Period & Fiscal Year ending on:	June 30, 2021	June 30, 2020	June 30, 2019	June 30, 2018
Total OPEB Liability				
I. Service Cost	1,951,063	1,777,776	1,548,729	1,798,596
II. Interest on Total OPEB Liability, Service Cost, and Benefit Payments	737,698	691,291	637,592	607,386
III. Changes in Benefit terms				-
IV. Difference between Expected & Actual Plan Experience	(110,817)	(264,431)	(4,922,250)	-
V. Changes of Assumption	4,212,134	1,141,662	1,690,382	-
VI. Benefit Payments Excluding Implicit Cost	(197,566)	(171,162)	(146,334)	-
VII. Implicit Cost Amount	(16,759)	(14,858)	(8,788)	(134,887)
VIII. Total Benefit payments including Implicit Cost [VI.+VII.]	(214,325)	(186,020)	(155,122)	(134,887)
IX. Net Change in OPEB liability [I.+II.+III.+IV.+V.+VIII.]	6,575,753	3,160,278	(1,200,669)	2,271,095
X. Total OPEB liability - beginning of period	22,745,246	19,584,968	20,785,637	18,514,542
XI. Prior Period Adjustment for Retirees not Previously Reflected	-	-	-	-
XII. Total OPEB Liability - end of period [IX.+X.+XI.]	29,320,999	22,745,246	19,584,968	20,785,637
Plan Fiduciary Net Position				
XIII. Earning from Plan Investments	242,912	51,826	54,195	41,436
XIV. Employer Contribution to trust	285,567	263,067	201,147	290,732
XV. Benefit payments from trust, including refunds of member contributions	(214,325)	(186,020)	(155,122)	(134,887)
XVI. Administrative expense	-	-	-	-
XVII. Other	-	-	-	-
XVIII. Net change in plan fiduciary net position [XIII.+XIV.+XV.+XVI.+XVII.]	314,154	128,873	100,220	197,281
XIX. Plan fiduciary net position - beginning of period	1,007,945	879,072	778,852	581,571
XX. Plan fiduciary net position - end of period [XVIII.+XIX.]	1,322,099	1,007,945	879,072	778,852
XXI. Net OPEB Liability [XII.-XX.]	27,998,900	21,737,301	18,705,896	20,006,785
XXII. Plan fiduciary net position as a % of total OPEB liability [XX./XII.]	4.51%	4.43%	4.49%	3.75%
XXIII. Covered employee payroll	14,712,193	16,027,654	15,560,829	13,981,413
XXIV. Plan NOL as % of covered employee payroll [XXI./XXIII]	190.31%	135.62%	120.21%	143.10%
Single Discount Rate to calculate Plan Liabilities	2.75%	3.00%	3.25%	3.00%

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.

SEEM Collaborative
OPEB Plan - Required Supplementary Information
As of the June 30, 2021 Measurement Date

Notes to Required Supplementary Information:

Valuation Date: Actuarially Determined Contribution was valued as of July 1, 2020.

Actuarial Cost Method: Individual Entry Age Normal

Asset-Valuation Method: Market Value of Assets as of the Measurement Date, June 30, 2021.

Actuarial Assumptions:

Investment Rate of Return: 5.84 percent, net of OPEB plan investment expense, including inflation.

Municipal Bond Rate: 2.18 percent as of June 30, 2021 (source: S&P Municipal Bond 20-Year High Grade Index - SAPIHG)

Single Equivalent Discount Rate: 2.75 percent, net of OPEB plan investment expense, including inflation.

Inflation: 2.50 percent as of June 30, 2021 and for future periods

Salary Increases: 3.00 percent annually as of June 30, 2021 and for future periods

Cost of Living Adjustment: Not Applicable

Pre-Retirement Mortality: General: RP-2000 Employees Mortality Table projected generationally with scale BB and a base year 2009 for males and females.

Teacher: RP-2000 Employees Mortality Table projected generationally with scale BB and a base year 2009 for males and females.

Post-Retirement Mortality: General: RP-2000 Healthy Annuitant Mortality Table projected generationally with scale BB and a base year 2009 for males and females.

Teacher: RP-2000 Healthy Annuitant Mortality Table projected generationally with scale BB and a base year 2009 for males and females.

SEEM Collaborative
OPEB Plan - Required Supplementary Information
As of the June 30, 2021 Measurement Date

Notes to Required Supplementary Information (Continued):

Disabled Mortality: General: RP-2000 Healthy Annuitant Table projected generationally with Scale BB and a base year 2012 for males and females.

Teacher: RP-2000 Healthy Annuitant Table projected generationally with Scale BB and a base year 2012 for males and females.

Plan Membership

Plan Membership: At July 1, 2020, the OPEB plan membership consisted of the following:

Inactive employees or beneficiaries currently receiving benefits:	39
Active Employees:	<u>253</u>
Total:	292

Events Subsequent to the Measurement Date:

To the best of our knowledge there were no material events subsequent to the Measurement Date that would impact the figures shown.

Changes in Assumptions: From June 30, 2020 to June 30, 2021

* Discount rate is 2.75% previously 3%

Contributions:

The contribution requirements of plan members and the Collaborative are established and may be amended through Collaborative ordinances. The Collaborative contributed \$71,242 beyond the pay-as-you-go cost for the period ending on the June 30, 2021 Measurement Date. For the year ending on the June 30, 2021 Measurement Date total Collaborative premiums plus implicit costs for the retiree medical program were \$214,325. \$16,759 of the \$214,325 represents implicit cost.

SEEM Collaborative
Schedule of the Collaborative's Proportionate Share of Net Pension Liability
For the Year Ended June 30, 2021

		<u>MTRS</u>	<u>MSERS</u>
Collaborative's proportion of net pension liability	FY2015	0.10453%	0.09903%
	FY2016	0.11035%	0.09431%
	FY2017	0.11664%	0.10736%
	FY2018	0.11392%	0.10697%
	FY2019	0.12029%	0.10499%
	FY2020	0.11965%	0.10239%
Collaborative's proportionate share of net pension liability	FY2015	\$ 21,418,635	\$ 11,272,144
	FY2016	\$ 24,671,118	\$ 13,004,413
	FY2017	\$ 26,692,845	\$ 13,769,155
	FY2018	\$ 27,011,576	\$ 14,151,835
	FY2019	\$ 30,330,731	\$ 15,364,606
	FY2020	\$ 34,153,568	\$ 17,567,190
Collaborative's covered-employee payroll	FY2015	\$ 6,710,478	\$ 5,533,186
	FY2016	\$ 7,392,830	\$ 5,374,488
	FY2017	\$ 7,600,056	\$ 5,900,774
	FY2018	\$ 8,127,873	\$ 6,149,145
	FY2019	\$ 8,819,110	\$ 6,255,653
	FY2020	\$ 9,112,494	\$ 6,273,995
Collaborative's proportionate share of the net pension liability as a percentage of its covered-employee payroll	FY2015	319.18%	203.72%
	FY2016	333.72%	241.97%
	FY2017	351.22%	233.34%
	FY2018	332.33%	230.14%
	FY2019	343.92%	245.61%
	FY2020	374.80%	280.00%
Plan fiduciary net position as a percentage of total pension liability	FY2015	55.38%	67.87%
	FY2016	52.73%	63.48%
	FY2017	54.25%	67.21%
	FY2018	54.84%	67.91%
	FY2019	53.95%	66.28%
	FY2020	50.67%	62.48%

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, 2020.

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.

SEEM Collaborative
Schedule of Pension Contributions
For the Year Ended June 30, 2021

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
<u>MTRS</u>						
Contractually required contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions in relation to the contractually required contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Collaborative's covered-employee payroll	\$ 6,680,161	\$ 6,710,161	\$ 7,392,830	\$ 7,600,056	\$ 8,819,110	\$ 9,112,494
Contributions as a percentage of covered-employee payroll	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

<u>MSERS</u>						
Contractually required contribution	\$ 303,508	\$ 294,171	\$ 325,726	\$ 364,782	\$ 367,421	\$ 360,624
Contributions in relation to the contractually required contribution	\$ 303,508	\$ 294,171	\$ 325,726	\$ 364,782	\$ 367,421	\$ 360,624
Contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Collaborative's covered-employee payroll	\$ 5,533,186	\$ 5,374,488	\$ 5,900,774	\$ 6,149,145	\$ 6,255,653	\$ 6,273,995
Contributions as a percentage of covered-employee payroll	5.49%	5.47%	5.52%	5.93%	5.87%	5.75%

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, 2020.

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
SEEM Collaborative
Stoneham, 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 SEEM Collaborative (a collaborative organized under the Laws of the Commonwealth of Massachusetts), as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise SEEM Collaborative's basic financial statements, and have issued our report thereon dated December 14, 2021.

Internal Control over Financial Reporting

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

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 entity'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 entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Certified Public Accountants

Newburyport, Massachusetts

December 14, 2021

SEEM

COLLABORATIVE

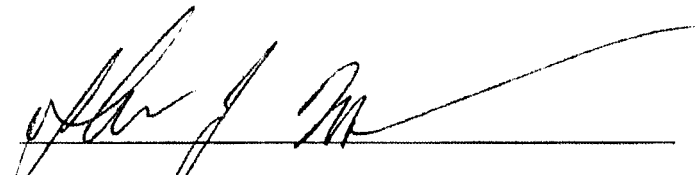
Creating Successful Futures...

92 Montvale Avenue, Suite 3500, Stoneham, MA 02180 ~ p. 781-279-1361 ~ f. 781-279-0292 www.seemcollaborative.org

ACCEPTANCE OF THE BOARD OF DIRECTORS

We, the Board of Directors of the SEEM 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, 2021.

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, 2021.



Board Chair
12/14/21

Date

SEEM Collaborative

92 Montvale Avenue, Suite 3500, Stoneham, MA 02180 ~ p. 781-279-1361 ~ f. 781-279-0292
www.seemcollaborative.org

I, Mr. John Macero, hereby certify that the Collaborative's FY21 annual report was approved by a duly authorized vote at a public meeting held by the SEEM Collaborative Board of Directors on 12/14/2021.



Mr. John Macero,
Chair, Seem Collaborative Board of Directors

12/14/21
Date