***CAPE COD COLLABORATIVE***

***REPORT ON EXAMINATION OF***
***BASIC FINANCIAL STATEMENTS***

***YEAR ENDED JUNE 30, 2017***

# CAPE COD COLLABORATIVE

# REPORT ON EXAMINATION OF BASIC FINANCIAL STATEMENTS

# JUNE 30, 2017

## TABLE OF CONTENTS

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**Independent Auditor's Report**

To the Board of Directors
Cape Cod Collaborative
Osterville, 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 the Cape Cod Collaborative (the "Collaborative"), as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise the 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 the Cape Cod Collaborative, as of June 30, 2017, and the respective changes in financial position thereof 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 and the required supplementary information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing 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 Information*

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Collaborative's basic financial statements. The other information, as listed in the table of contents, is presented for the purpose of additional analysis and is not a required part of the financial statements.

The other information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

## Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated November 8, 2017, on our consideration of the Collaborative's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the 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 the Collaborative's internal control over financial reporting and compliance.

Powers & Sullivan LLC

November 8, 2017

# ***Management's Discussion and Analysis***

# *Management's Discussion and Analysis*

Cape Cod Collaborative provides this Management's Discussion and Analysis of its financial statements. This narrative overview and analysis of the financial activities is for the fiscal year ended June 30, 2017. We encourage readers to consider this information in conjunction with the Collaborative's financial statements, which follow.

**Nature of the Organization**

The Cape Cod Collaborative is an agent of its members (school districts); a governmental subdivision of its members. Unlike a Municipality or a School District, the Collaborative determines values for its services by allocating estimated costs based on the projected service needs of its member districts. Inevitably there are variances between projected and actual service needs and estimated and actual costs. An excess or deficiency results to the extent that actual needs fall short of or exceed estimates. When this occurs, and after providing for adequate operating capital, these variances (shared assets or liabilities) are passed on to member districts as future service cost increases or reductions.

The Cape Cod Collaborative continues to expand and develop its technology resources to meet member needs and increased requirements of the DESE. Hardware and software upgrades initiated in 2012 continued into 2017 and improving: financial reporting, teacher evaluation processes, student learning, transportation tracking and network server access.

The STAR program in Osterville and Waypoint Academy on Joint Base Cape Cod in Bourne are Collaborative tuition programs. 2017 enrollment met expectations through the year due to changing student populations, and transportation service requests increased slightly over a very strong 2016. Our student population is typically fluid throughout the year; a number of factors impact enrollment such as: residential placement, students who attain the age of 22, students who return to their district or leave the area entirely. While a large percentage of our enrollment is stable these other factors can fluctuate from projections by as much as 20%, which can be problematic without budgetary safeguards. Consequently, many of our spending decisions (wages and other expenses) are predicated on evolving enrollment, which allows us to be quite efficient at providing services.

The restructuring of transportation administration which began in 2014 added administrative support and increased reliance on database improvement. This continued into 2017 as Dispatch services were strengthened. We continue to work with districts to refine the in-district costing templates, providing them with control over their services and costs, and yielding significant efficiencies for us and cost savings for them. We continue to see this as a having resulted in an increase in the transportation services we provide to members. We see this area of the Collaborative expanding as members face increased costs and diminished services from outside contractors.

Transportation invoicing, while more transparent and efficient, was still complicated and cumbersome. The automation of the invoicing process has eliminated the redundancy and intensity of manual manipulation that was previously required. This process continued to be refined into 2017 to provide time and distance data to feed the costing process and facilitate the cost allocation process. Further technology and recordkeeping procedures were implemented and will be further evaluated over the next fiscal year to provide consistent and accurate costs for transportation services.

The acclaimed Advanced Studies and Leadership Program (ASLP), in partnership with Massachusetts Maritime Academy, had another successful session. 209 enrolled students successfully completed the summer program. The following program objectives were accomplished: To support and stimulate high achieving students by providing a 3-week summer program that offers hands-on academic pursuit and interactive leadership activities within a collegial environment; To provide a total of 48 hours of project-oriented study in STEM related subject areas; To provide a total of 24 hours of project-oriented study in a humanities related subject area; To provide an evening program of interactive leadership activities; To provide necessary media and library support to ensure success for each student. Demand for this program allowed us to expand access to ASLP in 2017. In 2017, 275± students had applied for the summer program and 209 attended.

**Using This Annual Report**

The annual report consists of a series of financial statements and other information, as follows:

- **Management's Discussion and Analysis** introduces the basic financial statements and provides an analytical overview of the Collaborative's financial activities.

- The **Government-wide Financial Statements** consist of a *Statement of Net Position* and a *Statement of Activities.* These provide information about the activities of the Collaborative as a whole and present an overall view of the Collaborative's finances including Fixed Assets, Depreciation, Long Term Debt and Other Post-retirement Employee Benefits.

- The **Fund Financial Statements** tell how governmental services were financed in the short term as well as what remains for future spending. The Collaborative's Budget follows Governmental Funds reporting. Fund financial statements report operations in more detail than the Government-wide Statements by providing information about the most significant funds.

- **Notes to Financial Statements** provide additional information essential to a full understanding of the data provided in the basic financial statements. It is here that you will find a reconciliation of the Statement of Net Position to the Funds Balance Sheet as well as detail concerning some significant major transactions.

- **Required Supplementary Information** further explains and supports the financial statements with a comparison to the Collaborative's Governmental Fund budget for the year. Legislation also requires the Collaborative to provide other data as mandated by the Massachusetts Department of Elementary and Secondary Education.

**2017 Financial Highlights**

- Governmental fund revenues increased 1.14% or $141,000 and expenditures increased 1.38% or $174,000 over the prior year which excludes state pension contributions referred to above. The resulting net change in fund balance of $526,00 is due to the Collaborative's ability to maintain a linear relationship between cost of services and revenue.

- The Governmental Funds actual revenue and other sources were less than budget by $39,000. Expenditures related to the above were less than budget by $467,000. This resulted in a net change in fund balance of $428,000.

- Governmental activities revenues, excluding state pension contributions referred to above increased 0.41%, or $51,000 from fiscal year 2016, while total expenditures increased by 0.18%, or $21,000, resulting in an increase in net position of $565,000.

- Other Post-retirement Employee Benefits (OPEB) in the Governmental Activities portion of the financial statements represents the unfunded portion of this liability and continues to be a reconciling item between Governmental Activities and the Governmental Funds. In fiscal 2017 the Board voted to transfer $180,000 into the irrevocable OPEB Trust that was created to manage these deposits. This transfer is recorded in the 2017 General Fund as a current expenditure. The balance in the Trust totaled $779,000 at year end.

- GASB 68, *Accounting and Financial Reporting for Pensions* was implemented in 2016. The GASB requires disclosures related to our proportional share of pension costs and liabilities unless you are in a Special Funding situation, such as we are, where the Commonwealth of Massachusetts is responsible to pay for our past service costs and has assumed our pension liabilities. However, we are still responsible to pay the annual normal cost (currently .05936%; $185,163 in 2017) and to disclose our proportional share of pensions costs in both MTRS and MSERS. In addition, we must record those proportional pension costs and the Commonwealth's contribution as pension revenue in the financial statements.

At year end the Collaborative was committed to purchase eleven buses and vans for approximately $585,000 to replace and improve the existing fleet.

## *Government-wide Financial Analysis*

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. Assets exceeded liabilities by $1.7 million at the close of 2017. Key components of the Collaborative's governmental financial position are as follows.

| | 2017 | 2016 |
|---|---|---|
| **Assets:** | | |
| Current assets………………………………… | $ 4,743,562 | $ 4,209,708 |
| Capital assets………………………………… | 1,713,138 | 1,445,091 |
| **Total assets……………………………** | **6,456,700** | **5,654,799** |
| **Liabilities:** | | |
| Current liabilities (excluding debt)………………… | 887,768 | 934,784 |
| Noncurrent liabilities (excluding debt)…………… | 1,623,262 | 1,696,234 |
| Current debt………………………………… | 387,121 | 381,653 |
| Noncurrent debt……………………………… | 1,284,130 | 987,802 |
| **Total liabilities…………………………** | **4,182,281** | **4,000,473** |
| **DEFERRED INFLOWS OF RESOURCES** | | |
| Unearned revenue……………………………… | **555,175** | **500,271** |
| **Net Position:** | | |
| Net investment in capital assets………………… | 41,887 | 75,636 |
| Unrestricted………………………………… | 1,677,357 | 1,078,419 |
| **Total net position………………………** | **$ 1,719,244** | **$ 1,154,055** |

Net position of $41,887 reflects the Collaborative's net investment in capital assets (e.g., equipment, furniture and fixtures, and vehicles); less any related debt used to acquire those assets that is still outstanding. The Collaborative uses these capital assets to provide services to pupils; consequently, these assets are *not* available for future spending. Although the investment in capital assets is reported net of its related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

The remaining $1.7 million portion of net position is unrestricted.

| | 2017 | 2016 |
|---|---|---|
| **Program revenues:** | | |
| Charges for services | $ 12,390,909 | $ 12,237,933 |
| Operating grants and contributions | 2,128,621 | 1,555,843 |
| Other revenue | 43,380 | 58,980 |
| Investment income | 5,850 | 9,138 |
| **Total revenues** | **14,568,760** | **13,861,894** |
| **Expenses:** | | |
| Waypoint Academy | 2,708,063 | 2,655,128 |
| STAR Program | 2,542,427 | 2,743,364 |
| Interant Services | 1,038,043 | 1,194,601 |
| Transportation | 5,134,902 | 4,760,165 |
| Executive Search | 247,564 | 277,145 |
| Advance Studies and Leadership Program | 219,634 | 239,164 |
| State funded pension benefits | 2,112,938 | 1,456,708 |
| **Total expenses** | **14,003,571** | **13,326,275** |
| **Change in net position** | **565,189** | **535,619** |
| **Net position - beginning** | **1,154,055** | **618,436** |
| **Net position - ending** | $ **1,719,244** | $ **1,154,055** |

The Collaborative's net position increased by $565,000 in 2017 as compared to a $536,000 increase in 2016. The increase is mainly related to the positive results at Waypoint Academy, the STAR Program and Transportation. This was also helped by a decrease in the OPEB liability of $73,000.

## *Financial Analysis of the Governmental Funds*

The focus of *governmental funds* is to provide information on near-term inflows, outflows, and balances of *spendable* resources. Such information is useful in assessing financing requirements. In particular, *unassigned fund balance* may serve as a useful measure of the Collaborative's net resources available for spending at the end of the year.

At the end of the current year, governmental funds reported combined ending fund balances of $3.3 million. The general fund balance increased by $526,000. Nonmajor governmental funds increased slightly.

The general fund is the Collaborative's chief operating fund. At year end, fund balance in the general fund totaled $3.3 million. This represents 22.0% of total general fund expenditures.

See financial highlights for additional information.

### *General Fund Budgetary Highlights*

The Collaborative adopts an annual budget for its general fund. A budgetary comparison statement has been provided for the general fund to demonstrate compliance with this budget.

The original year 2017 approved budget for the general fund authorized $12.5 million in appropriations. During the year, the original budget was increased to $13.3 million.

See financial highlights for additional information.

### *Capital Asset and Debt Administration*

The Collaborative's net capital assets totaled $1.7 million as of June 30, 2017. The Collaborative capital purchases consisted of several new school busses and some office equipment. Depreciation expense in the amount of $524,000 was recorded.

The Collaborative has several capital leases liabilities outstanding at year end, which totaled $1.7 million.

Please refer to the Notes 4 and 7 of the basic financial statements for further discussion of the capital asset and debt activity.

### *Requests for Information*

This financial report is designed to provide a general overview of the Cape Cod Collaborative's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Business Administrator, Cape Cod Collaborative, 418 Bumps River Road, Osterville, Massachusetts 02655.

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# *Basic Financial Statements*

## STATEMENT OF NET POSITION

JUNE 30, 2017

| | | Governmental Activities |
|---|---|---|
| **ASSETS** | | |
| CURRENT: | | |
| Cash and cash equivalents………………………………... | $ | 2,778,781 |
| Investments………………………………………………… | | 340,268 |
| Receivables, net of allowance for uncollectibles: | | |
| Departmental and other………………………………. | | 1,599,943 |
| Prepaid expenses…………………………………………. | | 24,570 |
| Capital assets, net of accumulated depreciation………. | | 1,713,138 |
| TOTAL ASSETS……………………………………………… | | 6,456,700 |
| **LIABILITIES** | | |
| CURRENT: | | |
| Accounts payable…………………………………………. | | 308,300 |
| Accrued liabilities…………………………………………. | | 183,243 |
| Accrued payroll……………………………………………. | | 396,225 |
| Capital lease obligations…………………………………. | | 387,121 |
| NONCURRENT: | | |
| Capital lease obligations…………………………………. | | 1,284,130 |
| Other postemployment benefits…………………………. | | 1,623,262 |
| TOTAL LIABILITIES………………………………………… | | 4,182,281 |
| **DEFERRED INFLOWS OF RESOURCES** | | |
| Unearned revenue……………………………………. | | 555,175 |
| **NET POSITION** | | |
| Net investment in capital assets………………………………. | | 41,887 |
| Unrestricted………………………………………………… | | 1,677,357 |
| TOTAL NET POSITION………………………………………. | $ | 1,719,244 |

See notes to basic financial statements.

**STATEMENT OF ACTIVITIES**

YEAR ENDED JUNE 30, 2017

| Functions/Programs | Expenses | Program Revenues: Charges for Services | Program Revenues: Operating Grants and Contributions | Net (Expense) Revenue |
|---|---|---|---|---|
| **Primary Government:** | | | | |
| *Governmental Activities:* | | | | |
| Waypoint Academy | $ 2,708,063 | $ 2,767,318 | $ 5,470 | $ 64,725 |
| STAR Program | 2,542,427 | 2,670,644 | 1,213 | 129,430 |
| Itinerant Services | 1,038,043 | 985,697 | - | (52,346) |
| Transportation | 5,134,902 | 5,515,997 | - | 381,095 |
| Professional Development & Executive Search | 247,564 | 183,011 | - | (64,553) |
| Advanced Studies & Leadership Program | 219,634 | 268,242 | 9,000 | 57,608 |
| State funded pension benefits | 2,112,938 | - | 2,112,938 | - |
| Total Governmental Activities | $ 14,003,571 | $ 12,390,909 | $ 2,128,621 | $ **515,959** |

See notes to basic financial statements.

(Continued)

## STATEMENT OF ACTIVITIES

YEAR ENDED JUNE 30, 2017

| | | Primary Government |
|---|---|---|
| | | Governmental Activities |
| **Changes in net position:** | | |
| Net (expense) revenue from previous page | $ | **515,959** |
| *General revenues:* | | |
| Other revenue | | 43,380 |
| Unrestricted investment income | | 5,850 |
| Total general revenues | | 49,230 |
| Change in net position | | 565,189 |
| *Net Position:* | | |
| Beginning of year | | 1,154,055 |
| End of year | $ | 1,719,244 |

(Concluded)

**GOVERNMENTAL FUNDS**

BALANCE SHEET

JUNE 30, 2017

| | | General | | Nonmajor Governmental Funds | | Total Governmental Funds |
|---|---|---|---|---|---|---|
| **ASSETS:** | | | | | | |
| Cash and cash equivalents | $ | 2,719,841 | $ | 58,940 | $ | 2,778,781 |
| Investments | | 340,268 | | - | | 340,268 |
| Receivables, net of uncollectibles: | | | | | | |
| Departmental and other | | 1,599,943 | | - | | 1,599,943 |
| Prepaid expenses | | 24,570 | | - | | 24,570 |
| TOTAL ASSETS | $ | 4,684,622 | $ | 58,940 | $ | 4,743,562 |
| **LIABILITIES:** | | | | | | |
| Accounts payable | $ | 308,204 | $ | 96 | $ | 308,300 |
| Accrued liabilities | | 183,243 | | - | | 183,243 |
| Accrued payroll | | 396,225 | | - | | 396,225 |
| Unearned revenue | | 527,626 | | 27,549 | | 555,175 |
| TOTAL LIABILITIES | | 1,415,298 | | 27,645 | | 1,442,943 |
| **FUND BALANCES:** | | | | | | |
| Restricted | | - | | 31,295 | | 31,295 |
| Committed | | 200,000 | | - | | 200,000 |
| Unassigned | | 3,069,324 | | - | | 3,069,324 |
| TOTAL FUND BALANCES | | 3,269,324 | | 31,295 | | 3,300,619 |
| TOTAL LIABILITIES AND FUND BALANCE | $ | 4,684,622 | $ | 58,940 | $ | 4,743,562 |

See notes to basic financial statements.

**RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET**
**TOTAL FUND BALANCES TO THE STATEMENT OF NET POSITION**

JUNE 30, 2017

| | | |
|---|---|---|
| Total governmental fund balances……… | | $ 3,300,619 |
| Capital assets (net) used in governmental activities are not financial resources and, therefore, are not reported in the funds……… | | 1,713,138 |
| Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds. | | |
| Capital lease obligations……… | (1,671,251) | |
| Other postemployment benefits……… | (1,623,262) | |
| Net effect of reporting long-term liabilities……… | | (3,294,513) |
| Net position of governmental activities……… | | $ 1,719,244 |

See notes to basic financial statements.

**GOVERNMENTAL FUNDS**

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

YEAR ENDED JUNE 30, 2017

| | General | Nonmajor Governmental Funds | Total Governmental Funds |
|---|---|---|---|
| REVENUES: | | | |
| Tuition | $ 5,620,106 | $ - | $ 5,620,106 |
| Service revenue | 1,255,216 | - | 1,255,216 |
| Transportation | 5,515,117 | - | 5,515,117 |
| Other | 27,036 | - | 27,036 |
| Fees and rentals | - | - | - |
| Pension trust dividends | - | - | - |
| Licenses and permits | - | - | - |
| Fines and forfeitures | - | - | - |
| Supplemental services | - | - | - |
| Professional development | - | - | - |
| Special assessments | - | - | - |
| Intergovernmental - other | - | 32,497 | 32,497 |
| Intergovernmental - State provided pension benefits | 2,112,938 | - | 2,112,938 |
| Investment income | 5,850 | - | 5,850 |
| TOTAL REVENUES | 14,536,263 | 32,497 | 14,568,760 |
| EXPENDITURES: | | | |
| Current: | | | |
| Waypoint Academy | 2,724,332 | 17 | 2,724,349 |
| STAR Program | 2,564,267 | 661 | 2,564,928 |
| Itinerant Services | 1,047,707 | - | 1,047,707 |
| Transportation | 5,917,247 | - | 5,917,247 |
| Professional Development & Executive Search | 247,701 | 524 | 248,225 |
| Advanced Studies & Leadership Program | 219,634 | - | 219,634 |
| State funded pension benefits | 2,112,938 | - | 2,112,938 |
| TOTAL EXPENDITURES | 14,833,826 | 1,202 | 14,835,028 |
| EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES | (297,563) | 31,295 | (266,268) |
| OTHER FINANCING SOURCES (USES): | | | |
| Capital lease financing | 792,234 | - | 792,234 |
| NET CHANGE IN FUND BALANCES | 494,671 | 31,295 | 525,966 |
| FUND BALANCES AT BEGINNING OF YEAR | 2,774,653 | - | 2,774,653 |
| FUND BALANCES AT END OF YEAR | $ 3,269,324 | $ 31,295 | $ 3,300,619 |

See notes to basic financial statements.

## RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES

YEAR ENDED JUNE 30, 2017

| | | |
|---|---|---|
| Net change in fund balances - total governmental funds………………………………………… | | $ 525,966 |
| Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. | | |
| Capital outlay……………………………………………………………………………… | 792,234 | |
| Depreciation expense………………………...………………………………………… | (524,187) | |
| Net effect of reporting capital assets…………………………………………… | | 268,047 |
| The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the Statement of Activities. | | |
| Capital lease financing…………………………………………………………………… | (792,234) | |
| Capital lease principal payments…………………………………………………… | 490,438 | |
| Net effect of reporting long-term debt…………………………………………… | | (301,796) |
| Some expenses 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 accrual……………………………… | | 72,972 |
| Change in net position of governmental activities……………………………………………… | | $ 565,189 |

See notes to basic financial statements.

**FIDUCIARY FUNDS**

STATEMENT OF FIDUCIARY NET POSITION

JUNE 30, 2017

| | | Other Postemployment Benefit Trust Fund |
|---|---|---|
| **ASSETS** | | |
| CURRENT: | | |
| Cash and cash equivalents……….……………………… | $ | 11,675 |
| Investments……………………………………………… | | 767,624 |
| TOTAL ASSETS……………………………………………… | | 779,299 |
| **NET POSITION** | | |
| Held in trust for other postemployment benefits and other purposes…………………………………… | $ | 779,299 |

See notes to basic financial statements.

**FIDUCIARY FUNDS**

STATEMENT OF CHANGES IN FIDUCIARY NET POSITION

YEAR ENDED JUNE 30, 2017

| | | Other Postemployment Benefit Trust Fund |
|---|---|---|
| ADDITIONS: | | |
| Contributions: | | |
| Employer contribution to the trust…………………………………… | $ | 180,000 |
| Employer contribution to pay for OPEB benefits……………………… | | 38,813 |
| Total contributions………………………………………………… | | 218,813 |
| Net investment income: | | |
| Interest……………………………………………………………… | | 74,784 |
| TOTAL ADDITIONS………………………………………………… | | 293,597 |
| DEDUCTIONS: | | |
| Administration……………………………………………………… | | 1,811 |
| OPEB benefits……………………………………………………… | | 38,813 |
| TOTAL DEDUCTIONS……………………………………………… | | 40,624 |
| CHANGE IN NET ASSETS……………………………………… | | 252,973 |
| NET POSITION AT BEGINNING OF YEAR………………………… | | 526,326 |
| NET POSITION AT END OF YEAR…………………………………… | $ | 779,299 |

See notes to basic financial statements.

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The Cape Cod Collaborative (the "Collaborative") was formed by an agreement between the communities of Barnstable, Bourne, Brewster, Chatham, Eastham, Falmouth, Harwich, Mashpee, Nantucket, Orleans, Provincetown, Sandwich, Truro, Wareham, and Wellfleet, and the regional school districts of Cape Cod Tech, Dennis Yarmouth, Martha's Vineyard, Nauset and Upper Cape Cod Tech, dated March 1, 1975, as amended April 20, 1993. The objectives of the Collaborative include jointly conducting educational programs which shall supplement and strengthen school programs for special needs students offered by the participating communities.

The Collaborative provides specialized services to its own programs and to programs operated directly by its members. In addition, it provides vocational, prevocational, behavioral intervention and development skills to the low incidence special needs population.

Governance of the Collaborative is vested in a 19 member Board of Directors (the "Board") composed of one representative appointed by each member school committee. The Board appoints an Executive Director who is the chief operating official for the Collaborative and who reports directly to the Board.

The accompanying basic financial statements of the Collaborative have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant Collaborative accounting policies are described herein.

A. Reporting Entity

For financial reporting purposes, the Collaborative has included all funds, organizations, agencies, boards, commissions, and institutions. The Collaborative has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the Collaborative are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the Collaborative (the primary government) and its component units. The Collaborative has no component units that require inclusion in these basic financial statements.

The primary government consists of all funds and departments which provide various services including special education, occupational education, supplemental services, professional development and administrative. The Board and Executive Director are directly responsible for these activities.

B. Government-Wide and Fund Financial Statements

*Government-Wide Financial Statements*

The government-wide financial statements (i.e., statement of net position and the statement of changes in net position) report information on all of the non-fiduciary activities of the primary government and its component units. *Governmental activities* are primarily supported by member assessments and intergovernmental revenue.

*Fund Financial Statements*

Separate financial statements are provided for governmental funds and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds are reported as separate columns in the fund financial statements. Nonmajor funds are aggregated and displayed in a single column.

*Major Fund Criteria*

Major funds must be reported if the following criteria are met:

- If the total assets and deferred outflows, liabilities and deferred inflows, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*

- If the total assets and deferred outflows, liabilities and deferred inflows, revenues, or expenditures/expenses of the individual governmental fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

*Government-Wide Financial Statements*

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to recipients who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.

- Grants and contributions that are restricted to meeting the operational requirements of a particular function or segment.

- Grants and contributions that are restricted to meeting the capital requirements of a particular function or segment.

Other items not identifiable as program revenues are reported as general revenues.

The effect of interfund activity has been removed from the government-wide financial statements.

*Fund Financial Statements*

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

Investment income is susceptible to accrual. Other receipts and revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *nonmajor governmental funds* consist of other special revenue funds that are aggregated and presented in the *nonmajor governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds or capital projects.

***Fiduciary*** fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs. The Collaborative does not currently have any funds that are required to be reported as fiduciary funds.

D. Cash and Investments

*Government-Wide and Fund Financial Statements*

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition. Investments are carried at fair value.

E. Fair Value Measurements

The Collaborative reports required types of financial instruments in accordance with the fair value standards. These standards require an entity to maximize the use of observable inputs (such as quoted prices in active markets) and minimize the use of unobservable inputs (such as appraisals or valuation techniques) to determine fair value. Fair value standards also require the government to classify these financial instruments into a three-level hierarchy, based on the priority of inputs to the valuation technique or in accordance with net asset value practical expedient rules, which allow for either Level 2 or Level 3 depending on lock up and notice periods associated with the underlying funds.

Instruments measured and reported at fair value are classified and disclosed in one of the following categories:

Level 1 – Quoted prices are available in active markets for identical instruments as of the reporting date. Instruments, which are generally included in this category, include actively traded equity and debt securities, U.S. government obligations, and mutual funds with quoted market prices in active markets.

Level 2 – Pricing inputs are other than quoted in active markets, which are either directly or indirectly observable as of the reporting date, and fair value is determined through the use of models or other valuation methodologies. Certain fixed income securities, primarily corporate bonds, are classified as Level 2 because fair values are estimated using pricing models, matrix pricing, or discounted cash flows.

Level 3 – Pricing inputs are unobservable for the instrument and include situations where there is little, if any, market activity for the instrument. The inputs into the determination of fair value require significant management judgment or estimation.

In some instances the inputs used to measure fair value may fall into different levels of the fair value hierarchy and is based on the lowest level of input that is significant to the fair value measurement.

Market price is affected by a number of factors, including the type of instrument and the characteristics specific to the instrument. Instruments with readily available active quoted prices generally will have a higher degree of market price observability and a lesser degree of judgment used in measuring fair value. It is reasonably possible that change in values of these instruments will occur in the near term and that such changes could materially affect amounts reported in these financial statements. For more information on the fair value of the Collaborative's financial instruments, see Note 2 – Cash and Investments.

F. Accounts Receivable

*Government-Wide and Fund Financial Statements*

The recognition of revenue related to accounts receivable reported in the government-wide financial statements and fiduciary funds financial statements are reported under the accrual basis of accounting. The recognition of revenue related to accounts receivable reported in the governmental funds financial statements are reported under the modified accrual basis of accounting.

***Departmental and Other***

Departmental and other receivables consist of various benefit payments which are under agreement with current and former employees to reimburse the Collaborative and tuition payments receivable from other Collaborative's for special education services provided.

***Intergovernmental***

Various federal and state grants for operating and capital purposes are applied for and received annually. For non-expenditure driven grants, receivables are recorded as soon as all eligibility requirements imposed by the provider have been met. For expenditure driven grants, receivables are recorded when the qualifying expenditures are incurred and all other grant requirements are met.

These receivables are considered 100% collectible and therefore do not report an allowance for uncollectibles.

G. Inventories

*Government-Wide and Fund Financial Statements*

Inventories are recorded as expenditures at the time of purchase.  Such inventories are not material in total to the government-wide and fund financial statements, and therefore are not reported.

H. Capital Assets

*Government-Wide Financial Statements*

Capital assets, which include equipment, furniture and fixtures, and vehicles, are reported in the government-wide financial statements.  Capital assets are recorded at historical cost, or at estimated historical cost, if actual historical cost is not available.  Donated capital assets are recorded at the estimated fair market value at the date of donation.

All purchases and construction costs in excess of $5,000 are capitalized at the date of acquisition or construction, respectively, with expected useful lives of greater than one year.

Capital assets are depreciated on a straight-line basis.  The estimated useful lives of capital assets are as follows:

| Capital Asset Type | Estimated Useful Life |
|---|---|
| Office equipment and furniture……………… | 5 years |
| Leasehold improvements……………………. | 10 years |
| School buses…………………………………. | 3-7 years |

The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized and are treated as expenses when incurred.  Improvements are capitalized.

*Governmental Fund Financial Statements*

Capital asset costs are recorded as expenditures in the acquiring fund in the year of the purchase.

I. Deferred Outflows/Inflows of Resources

*Government-Wide Financial Statements (Net Position)*

In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources.  This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to a future period(s) and so will not be recognized as an outflow of resources (expense/ expenditure) until then.  The Collaborative did not have any elements that qualify for reporting in this category.

In addition to liabilities, the statement of net position will sometimes report a separate section for deferred inflows of resources.  This separate financial statement element, *deferred inflows of resources,* represents an acquisition of net position that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time.  The Collaborative did not have any elements that qualify for reporting in this category.

*Government Fund Financial Statements*

In addition to liabilities, the governmental funds balance sheet will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, *deferred inflows of resources*, represents amounts that have been recorded in the governmental fund financial statements but the revenue is not available and so will not be recognized as an inflow of resources (revenue) until it becomes available. The Collaborative did not have any items that qualify for reporting in this category.

J. Interfund Receivables and Payables

During the course of its operations, transactions occur between and within individual funds that may result in amounts owed between funds.

*Fund Financial Statements*

Transactions of a buyer/seller nature between and within funds are not eliminated from the individual fund statements. Receivables and payables resulting from these transactions are classified as “Due from other funds” or “Due to other funds” on the balance sheet.

*Government-Wide Financial Statements*

Transactions of a buyer/seller nature between and within governmental funds are eliminated from the governmental activities in the statement of net position.

K. Interfund Transfers

During the course of its operations, resources are permanently reallocated between and within funds. These transactions are reported as transfers in and transfers out.

*Government-Wide Financial Statements*

Transfers within governmental funds are eliminated from the governmental activities in the statement of activities.

*Fund Financial Statements*

Transfers between and within funds are *not* eliminated from the individual fund statements and are reported as transfers in and transfers out.

L. Net Position and Fund Equity

*Government-Wide Financial Statements (Net Position)*

Net position reported as “net investment in capital assets” includes capital assets, net of accumulated depreciation, less the principal balance of outstanding debt used to acquire capital assets. Unspent proceeds of capital related debt are not considered to be capital assets.

Net position is reported as restricted when amounts are not available for appropriation or are legally restricted by outside parties for a specific future use.

Sometimes the Collaborative will fund outlays for a particular purpose from both restricted (e.g., restricted bond or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted – net position and unrestricted – net position in the government-wide and proprietary fund financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the Collaborative's policy to consider restricted – net position to have been depleted before unrestricted – net position is applied.

*Fund Financial Statements (Fund Balances)*

Governmental fund balances are classified as nonspendable, restricted, committed, assigned, or unassigned based on the extent to which the government is bound to honor constraints on the specific purposes for which amounts in those funds can be spent.

The governmental fund balance classifications are as follows:

"Nonspendable" fund balance includes amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.

"Restricted" fund balance includes amounts subject to constraints placed on the use of resources that are either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or that are imposed by law through constitutional provisions or enabling legislation.

"Committed" fund balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.

"Assigned" fund balance includes amounts that are constrained by the Collaborative's intent to be used for specific purposes, but are neither restricted nor committed.

"Unassigned" fund balance includes the residual classification for the general fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund.

The Collaborative's spending policy is to spend restricted fund balance first, followed by committed, assigned and unassigned fund balance. Most governmental funds are designated for one purpose at the time of their creation. Therefore, any expenditure from the fund will be allocated to the applicable fund balance classifications in the order of the aforementioned spending policy. The general fund and certain other funds may have more than one purpose.

## M. Long-term debt

*Government-Wide Financial Statements*

Long-term debt is reported as liabilities in the government-wide statement of net position. Material bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount.

*Governmental Fund Financial Statements*

The face amount of governmental funds long-term debt is reported as other financing sources. Bond premiums and discounts, as well as issuance costs, are recognized in the current period. Bond premiums are reported as other financing sources and bond discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual bond proceeds received, are reported as administrative expenditures.

N. Investment Income

Investment income derived from major and nonmajor governmental funds is legally assigned to the general fund unless otherwise directed by Massachusetts General Law (MGL).

O. Pensions

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of both the Massachusetts State Employee Retirement System and the Massachusetts Teachers Retirement System and additions to/deductions from the Systems fiduciary net position have been determined on the same basis as they are reported by the Systems. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

P. Compensated Absences

Employees are granted vacation and sick leave in varying amounts based on collective bargaining agreements, state laws and executive policies.

*Government-Wide Financial Statements*

Vested or accumulated vacation and sick leave are reported as liabilities and expensed as incurred.

*Governmental Fund Financial Statements*

Vested or accumulated vacation and sick leave, which will be liquidated with expendable available financial resources, are reported as expenditures and fund liabilities upon maturity of the liability.

Q. Use of Estimates

*Government-Wide and Fund Financial Statements*

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure for contingent assets and liabilities at the date of the basic financial statements and the reported amounts of the revenues and expenditures/expenses during the year. Actual results could vary from estimates that were used.

R. Total Column

*Government-Wide Financial Statements*

The total column presented on the government-wide financial statements represents consolidated financial information.

*Fund Financial Statements*

The total column on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

## NOTE 2 – CASH AND INVESTMENTS

A cash and investment pool is maintained that is available for use by all funds. Each fund type's portion of this pool is displayed on the balance sheet as "Cash and Cash Equivalents". The deposits and investments of trust funds are held separately from those of other funds.

Statutes authorize the investment in obligations of the U.S. Treasury, agencies, and instrumentalities, certificates of deposit, repurchase agreements, money market accounts, bank deposits and the State Treasurer's Investment Pool (Pool). In addition, there are various restrictions limiting the amount and length of deposits and investments.

The Pool meets the criteria of an external investment pool. The Pool is administered by the Massachusetts Municipal Depository Trust (MMDT), which was established by the Treasurer of the Commonwealth who serves as Trustee. The fair value of the position in the Pool is valued at amortized cost.

Custodial Credit Risk – Deposits

Custodial credit risk is the risk that in the event of a bank failure, the Collaborative’s deposits may not be returned to it. The Collaborative does not have a formal deposit policy for custodial credit risk.

At year-end, the carrying amount of deposits totaled $561,133 and the bank balance totaled $1,339,792. Of that amount $265,972 was covered by Federal Depository Insurance and $1,073,820 was uncollateralized.

Investments

The Collaborative holds investments that are measured at fair value on a recurring basis. Because investing is not a core part of the Collaborative’s mission, the Collaborative determines that the disclosures related to these investments only need to be disaggregated by major type. The Collaborative chooses a tabular format for disclosing the levels within the fair value hierarchy.

The following table presents financial assets at June 30, 2017, that the Collaborative measures fair value on a recurring basis, by level, within the fair value hierarchy:

| | | Fair Value Measurements Using | | |
|---|---|---|---|---|
| Investment Type | June 30, 2017 | Markets for Identical Assets (Level 1) | Other Observable Inputs (Level 2) | Significant Unobservable Inputs (Level 3) |
| Other investments: | | | | |
| Equity Securities | $ 448,597 | $ 448,597 | $ - | $ - |
| Fixed Income Mutual Funds | 659,295 | 659,295 | - | - |
| Money Market Mutual Funds | 2,229,323 | 2,229,323 | - | - |
| Total investments measured at fair value | $ 3,337,215 | $ 3,337,215 | $ - | $ - |

Equity Securities, Fixed Income Mutual Funds and Money Market Mutual Funds classified in Level 1 of the fair value hierarchy are valued using prices quoted in active markets for those securities.

Custodial Credit Risk – Investments

For an investment, this is the risk that, in the event of a failure by the counterparty, the entity will not be able to recover the value of its investments or collateral security that are in the possession of an outside party. Of the Collaborative's investments, $1,107,892 of equity securities and fixed income securities are exposed to custodial credit risk because the related securities are uninsured, unregistered and held by the counterparty.

The money market mutual funds of $2,229,323 are fully collateralized.

The Collaborative does not have a formal investment policy for custodial credit risk.

Interest Rate Risk

Interest rate risk exists when there is a possibility that changes in interest rates could adversely affect the fair value of the Collaboratives' investments. The Collaborative does not have a formal investment policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Credit Risk

The Collaborative has not adopted a formal policy related to Credit Risk.

Concentration of Credit Risk

The Collaborative places no limit on the amount the government may invest in any one issuer.

**NOTE 3 – RECEIVABLES**

At June 30, 2017, receivables for the individual major and non-major governmental funds in the aggregate are as follows:

| | Gross Amount | Allowance for Uncollectibles | Net Amount |
|---|---|---|---|
| Receivables: | | | |
| Departmental and other……………. | $ 1,599,943 | $ - | $ 1,599,943 |

**NOTE 4 – CAPITAL ASSETS**

Capital asset activity for the year ended June 30, 2017 was as follows:

| | Beginning Balance | Additions | Disposals | Ending Balance |
|---|---|---|---|---|
| Capital assets being depreciated: | | | | |
| School buses………………………………………. | $ 5,332,569 | $ 792,234 | $ - | $ 6,124,803 |
| Leasehold improvements…………………………. | 202,892 | - | - | 202,892 |
| Office equipment and furniture…………………… | 28,868 | - | - | 28,868 |
| Total capital assets being depreciated………. | 5,564,329 | 792,234 | - | 6,356,563 |
| Less accumulated depreciation for: | | | | |
| School buses………………………………………. | (3,988,208) | (497,106) | - | (4,485,314) |
| Leasehold improvements…………………………. | (121,734) | (20,289) | - | (142,023) |
| Office equipment and furniture…………………… | (9,306) | (6,782) | - | (16,088) |
| Total accumulated depreciation………………. | (4,119,248) | (524,177) | - | (4,643,425) |
| Total capital assets being depreciated, net…………. | $ 1,445,081 | $ 268,057 | $ - | $ 1,713,138 |

All depreciation expense was charged to Transportation in 2017.

**NOTE 5 – INTERFUND TRANSFERS**

Inter-fund transfers can occur between the general fund and nonmajor funds. There were no such transfers in 2017.

**NOTE 6 – PREPAID TUITION**

Member communities are allowed to prepay a portion of the next year's tuition. At June 30, 2017, the Collaborative had received $555,000 of prepaid tuition from member communities.

**NOTE 7 – CAPITAL LEASES**

The Collaborative has entered into non-cancelable long-term lease agreements for the purchase of busses. The lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of their future minimum lease payments as of the inception date.

The following identifies the assets acquired through capital lease agreements:

| Asset: | | |
|---|---|---|
| School buses | $ | 6,124,803 |
| Less: accumulated depreciation | | (4,485,315) |
| Total | $ | 1,639,488 |

The future minimum lease obligations and the net present value of these minimum lease payments as of June 30, 2017 were as follows:

| Year Ending June 30: | Principal | Interest | Total |
|---|---|---|---|
| 2018 | $ 387,121 | $ 31,863 | $ 418,984 |
| 2019 | 324,917 | 21,967 | 346,884 |
| 2020 | 322,773 | 17,507 | 340,280 |
| 2021 | 306,188 | 10,679 | 316,867 |
| 2022 | 217,674 | 4,781 | 222,455 |
| 2023 | 105,324 | 1,178 | 106,502 |
| 2024 | 7,254 | 12 | 7,266 |
| | $ 1,671,251 | $ 87,987 | $ 1,759,238 |

Related interest expense for the year ended June 30, 2017 was $38,057.

Changes in Long-term Liabilities

During the year ended June 30, 2017, the following changes occurred in long-term liabilities:

| | Balance June 30, 2016 | Additions | Retirements and Other | Balance June 30, 2017 | Current Portion |
|---|---|---|---|---|---|
| Capital Lease Obligation | $ 1,369,455 | $ 792,235 | $ (490,439) | $ 1,671,251 | $ 387,121 |
| Other Postemployment Benefits | 1,696,234 | 145,841 | (218,813) | 1,623,262 | - |
| Total | $ 3,065,689 | $ 938,076 | $ (709,252) | $ 3,294,513 | $ 387,121 |

**NOTE 8 – GOVERNMENTAL FUND BALANCE CLASSIFICATIONS**

The Collaborative has adopted GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The intention of the GASB is to provide a more structured classification of fund balance and to improve the usefulness of fund balance reporting to the users of the Collaborative's financial statements. The reporting standard establishes a hierarchy for fund balance classifications and the constraints imposed on the uses of those resources.

GASB 54 provides for two major types of fund balances, which are nonspendable and spendable. Nonspendable fund balances are balances that cannot be spent because they are not expected to be converted to cash or they are legally or contractually required to remain intact. Examples of this classification are prepaid items, inventories, and principal (corpus) of an endowment fund.
In addition to the nonspendable fund balance, GASB 54 has provided a hierarchy of spendable fund balances, based on a hierarchy of spending constraints.

- Restricted: fund balances that are constrained by external parties, constitutional provisions, or enabling legislation.
- Committed: fund balances that contain self-imposed constraints of the government from its highest level of decision making authority.
- Assigned: fund balances that contain self-imposed constraints of the government to be used for a particular purpose.
- Unassigned: fund balance of the general fund that is not constrained for any particular purpose.

The Collaborative has classified its fund balances with the following hieracy:

| | General | Nonmajor Governmental Funds | Total Governmental Funds |
|---|---|---|---|
| Fund Balances | | | |
| Restricted for: | | | |
| Art & Music | $ - | $ 665 | $ 665 |
| Advanced Studies & Leadership Program | - | 5,275 | 5,275 |
| Garden Fund | - | 65 | 65 |
| Preschool Expansion | - | 25,290 | 25,290 |
| Committed to: | | | |
| Construction project | 200,000 | - | 200,000 |
| Unassigned | 3,069,324 | - | 3,069,324 |
| Total Fund Balances | $ 3,269,324 | $ 31,295 | $ 3,300,619 |

**NOTE 9 – RISK FINANCING**

The Collaborative is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the Collaborative carries commercial insurance. Settlement claims resulting from these risks have not exceeded commercial insurance coverage in any of the past three years.

The Collaborative participates in premium-based health care plans for its employees and retirees.

**NOTE 10 – PENSION PLAN**

*Plan Description*s

The Collaborative is a member of the Massachusetts State Employees' Retirement System (MSERS), a public employee retirement system that administers a cost-sharing multi-employer defined benefit plan covering substantially all employees of the Commonwealth and certain employees of the independent authorities and agencies. The MSERS is part of the Commonwealth's reporting entity and the audited financial report may be obtained by visiting http://www.mass.gov/osc/publications-and-reports/financial-reports/.

The Collaborative is also a member of the Massachusetts Teachers' Retirement System (MTRS), a cost-sharing multi-employer defined benefit plan. MTRS is managed by the Commonwealth of Massachusetts (Commonwealth) on behalf of municipal teachers and municipal teacher retirees. The Commonwealth is a nonemployer contributor and is responsible for 100% of the contributions and future benefit requirements of the MTRS. The MTRS covers certified teachers in cities (except Boston), towns, regional school districts, charter schools, educational collaboratives and Quincy College. The MTRS is part of the Commonwealth's reporting entity and the audited financial report may be obtained by visiting http://www.mass.gov/osc/publications-and-reports/financial-reports/.

*Special Funding Situations*

The Commonwealth is a nonemployer contributor and is required by statute to make 100% of all actuarially determined employer contributions on behalf of the Collaborative's teachers and retired teachers to the MTRS. Therefore, the Collaborative is considered to be in a special funding situation as defined by GASB Statement No. 68, *Accounting and Financial Reporting for Pensions* and the Commonwealth is a nonemployer contributor in MTRS. Since the Collaborative does not contribute directly to MTRS, the Collaborative does not have a net pension liability. The total of the Commonwealth provided contributions have been allocated based on each employer's covered payroll to the total covered payroll of employers in MTRS as of the measurement date of June 30, 2016. The Collaborative's portion of the collective pension expense, contributed by the Commonwealth, of $976,150 is reported in the general fund as intergovernmental revenue and pension expense in the current fiscal year. The portion of the Commonwealth's collective net pension liability associated with the Collaborative is $9,569,480 as of the measurement date.

A special funding situation was created by Massachusetts General Laws for all educational collaboratives in the Commonwealth. Collaboratives contribute amounts equal to the normal cost of non-teaching employees' benefits at a rate established by the Public Employees' Retirement Administration Commission (PERAC), currently 5.6% of covered payroll. Legally, the Collaboratives are only responsible for contributing the annual normal cost of their employees' benefits (i.e., the present value of the benefits earned by those employees in any given year) and are not legally responsible for the past service cost attributable to those employees or previously retired employees of the Collaboratives. Therefore, the Collaborative does not have a net pension liability. The Collaborative's required contribution to MSERS equaled its actual contribution for the year ended December 31, 2016 was $185,163.

The Commonwealth as a nonemployer is legally responsible for the entire past service cost related to the non-teaching employees' of the Collaboratives and therefore has a 100% special funding situation. The total of the Commonwealth provided contributions are allocated based on each employer's covered payroll to the total covered payroll of employers in MSERS as of the measurement date of June 30, 2016. The Collaborative's portion of the collective pension expense, contributed by the Commonwealth, of $1,136,788 is reported as intergovernmental revenue and pension expense in the current fiscal year. The portion of the Commonwealth's collective net pension liability associated with the Collaborative is $8,185,506 as of the measurement date.

*Benefits Provided*

Both Systems provide retirement, disability, survivor and death benefits to plan members and beneficiaries. Massachusetts Contributory Retirement System benefits are, with certain minor exceptions, uniform from system to system. The System provides for retirement allowance benefits up to a maximum of 80% of a member's highest three-year average annual rate of regular compensation. For persons who became members on or after

April 2, 2012, average salary is the average annual rate of regular compensation received during the five consecutive years that produce the highest average, or, if greater, during the last five years (whether or not consecutive) preceding retirement. Benefit payments are based upon a member's age, length of creditable service, level of compensation, and group classification. Members become vested after ten years of creditable service.

Employees who resign from service and who are not eligible to receive a retirement allowance or are under the age of 55 are entitled to request a refund of their accumulated total deductions. Survivor benefits are extended to eligible beneficiaries of members whose death occurs prior to or following retirement.

Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth's state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the Board and are borne by the System.

## NOTE 11 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSIONS

*Plan Description* – The Collaborative administers a single-employer defined benefit healthcare plan (the "Plan"). The Plan provides lifetime healthcare insurance for eligible retirees and their spouses through the Collaborative's group health insurance plan, which covers both active and retired members. Chapter 32B of the MGL assigns authority to establish and amend benefit provisions of the plan. Benefit provisions are negotiated between the Collaborative and the unions representing Collaborative employees and are renegotiated each bargaining period. The Plan does not issue a publicly available financial report.

*Funding Policy* – Contribution requirements are also negotiated between the Collaborative and union representatives. The required contribution is based on a pay-as-you-go financing requirement. The Collaborative contributes 50 percent of the cost of only medical insurance premiums for eligible retired plan members and their spouses. Plan members receiving benefits contribute the remaining portion of their premium costs. For 2017, contributions totaled approximately $219,000.

The Commonwealth of Massachusetts passed special legislation that has allowed the Collaborative to establish a postemployment benefit trust fund and to enable the Collaborative to begin pre-funding its OPEB liabilities. The Trust is managed by the Board of Trustees whose are authorized to manage the Trust in accordance with the Trust Agreement.

The annual money-weighted rate of return on OPEB plan investments was 5.09%. The money-weighted rate of return expresses investment performance, net of OPEB plan investment expense, adjusted for the changing amounts actually invested.

*Plan Membership* - The following represents the Plan's membership at June 30, 2017:

| | |
|---|---|
| Active members…………………………………………………… | 152 |
| Inactive members currently receiving benefits…………………… | 7 |
| Total…………………………………………………… | 159 |

*Components of OPEB Liability* – Components of the other postemployment benefits liability as of June 30, 2017, were as follows:

| | | |
|---|---|---|
| Total OPEB liability………………………………………………… | $ | 1,377,465 |
| Less: OPEB plan's fiduciary net position…………………………… | | 779,299 |
| Net OPEB liability………………………………………………… | $ | 598,166 |
| The OPEB plan's fiduciary net position as a percentage of the total OPEB liability……………………… | | 56.57% |

*Significant Actuarial Assumption* – The total other postemployment benefit liability in the July 1, 2016, actuarial valuation was determined using the following actuarial assumptions:

| | |
|---|---|
| Valuation date………………………………………… | July 1, 2016 |
| Actuarial cost method………………………………… | Entry Age Normal |
| Investment rate of return…………………………… | 7.5% net of investment expenses, including inflation |
| Healthcare cost trend rate…………………………… | 8.0% for 2016; decreasing .05% per year to an ultimate rate of 5% for 2022 and later years |
| Pre-Retirement Mortality - General Employees…… | RP-2014 Blue Collar Mortality Table, base year 2014, projected with generational improvement using Scale M-2016 and set forward one year for females |
| Post-Retirement Mortality - General Employees….. | RP-2014 Health Annuitant Blue Collar Mortality Table, base year 2014, projected with generational improvement using Scale M-2016 and set forward one year for females |
| Pre-Retirement Mortality - Teachers………………. | RP-2014 Employees Mortality Table, base year 2014, projected with generational mortality improvement using Scale BB |

*Investment policy*

The OPEB plan's assets are managed on a total return basis with a long-term objective of achieving and maintaining a fully funded status for the benefits provided through the OPEB plan. The long-term real rate of return on OPEB investments was determined using the Collaborative's investment policy.

The long-term expected rate of return on OPEB plan investments was determined using a building-block method in which best-estimate ranges of expected future real of returns (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return of by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The Plan's expected future real rate of return of 4.5% is added to the expected inflation of 3.0% to produce the long-term expected nominal rate of return of 7.5%. Best estimates of geometric real rates of return for each major asset class included in the OPEB plan's target asset allocation as of June 30, 2017 are summarized in the following table.

| Asset Class | Long-Term Expected Asset Allocation | Long-Term Expected Real Rate of Return |
|---|---|---|
| Equities………………………………………… | 54.00% | 9.00% |
| U.S. Government and Agencies……………… | 20.00% | 1.03% |
| Fixed Income…………………………………… | 25.00% | 3.61% |
| Cash and equivalents…………………………… | 1.00% | 0.00% |
| Total Asset Allocation…………………………… | 100.00% | |

*Sensitivity of the net position liability to changes in the discount rate* – The following presents the net other postemployment benefit liability, calculated using the discount rate of 7.5%, as well as what the net other postemployment benefit liability would be if it were calculated using a discount rate that is 1-percentage-point lower (6.5%) or 1-percentage-point (8.5%) than the current rate.

| | 1% Decrease (6.50%) | Current Discount (7.50%) | 1% Increase (8.50%) |
|---|---|---|---|
| Total OPEB liability…………………… | $ 1,612,980 | $ 1,377,465 | $ 1,188,953 |
| Less: Plan fiduciary net position……. | (779,299) | (779,299) | (779,299) |
| Net OPEB liability…………………… | $ 833,681 | $ 598,166 | $ 409,654 |

*Sensitivity of the net position liability to changes in the healthcare trend* – The following presents the net other postemployment benefit liability, calculated the healthcare trend rate if it was 1-percentage-point lower or 1-percentage-point higher than the current rate of 8% year one decreasing to 5%.

| | 1% Decrease | Current Trend | 1% Increase |
|---|---|---|---|
| Total OPEB liability…………………… | $ 1,155,114 | $ 1,377,465 | $ 1,677,285 |
| Less: Plan fiduciary net position……. | (779,299) | (779,299) | (779,299) |
| Net OPEB liability…………………… | $ 375,815 | $ 598,166 | $ 897,986 |

*Annual OPEB Cost and Net OPEB Obligation* – The School's annual other postemployment benefit (OPEB) cost (expense) is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover the normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years.

The components of the School's annual OPEB cost for the year, the amount actually contributed to the plan, and changes in the School's net OPEB obligation are summarized in the following table:

| | | |
|---|---|---|
| Annual required contribution | $ | 136,483 |
| Interest on existing net OPEB obligation | | 67,849 |
| Adjustments to annual required contribution | | (58,491) |
| Annual OPEB cost/expense | | 145,841 |
| Contributions made | | (218,813) |
| Increase/(Decrease) in net OPEB obligation | | (72,972) |
| Net OPEB obligation - beginning of year | | 1,696,234 |
| Net OPEB obligation - end of year | $ | 1,623,262 |

The Collaborative's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for 2017 and two preceding years was as follows:

| Year Ended | | Annual OPEB Cost | Percentage of Annual OPEB Cost Contributed | | Net OPEB Obligation |
|---|---|---|---|---|---|
| 6/30/2017 | $ | 145,841 | 150.0% | $ | 1,623,262 |
| 6/30/2016 | | 342,465 | 71.5% | | 1,696,234 |
| 6/30/2015 | | 327,738 | 54.9% | | 1,696,234 |

*Funded Status and Funding Progress* – As of July 1, 2016, the most recent actuarial valuation date, the actuarial accrued liability for benefits was $1,227,422, of which $779,299 was funded. The covered payroll (annual payroll of active employees covered by the plan) was $6,423,123, and the ratio of the UAAL to the covered payroll was 10.3%.

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

*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 the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit 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.

In the July 1, 2016, actuarial valuation, actuarial liabilities were determined using the projected unit credit costs method. The actuarial assumptions included a 4.0% investment return assumption, which is based on the expected yield on the assets of the School, calculated based on the funded level of the plan at the valuation date, and an annual medical/ drug cost trend rate of 11% initially, graded to 5% over 8 years and included a 2.5% inflation assumption. The UAAL is being amortized over a 30 year period, with amortization payments increasing 4.0% per year. The remaining amortization period as of July 1, 2016 is 23 years.

## NOTE 12 – CONTINGENCIES

Various legal actions and claims are pending against the Collaborative. Litigation is subject to many uncertainties, and the outcome of individual litigated matters is not always predictable. Although the amount of liability, if any, at June 30, 2017 cannot be ascertained, management believes any resulting liability should not materially affect the financial position at June 30, 2017.

## NOTE 13 – SUBSEQUENT EVENTS

Management has evaluated subsequent events through November 8, 2017, which is the date the financial statements were available to be issued.

## NOTE 14 – IMPLEMENTATION OF NEW GASB PRONOUNCEMENTS

During 2017, the following GASB pronouncements were implemented:

- GASB Statement #74, *Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans*. The basic financial statements, related notes and required supplementary information were updated to be in compliance with this pronouncement.

- GASB Statement #77, *Tax Abatement Disclosures.* This pronouncement did not impact the basic financial statements.

- GASB Statement #78, *Pensions Provided through Certain Multiple-Employer Defined Benefit Pension Plans.* This pronouncement did not impact the basic financial statements.

- GASB Statement #80, *Blending Requirements for Certain Component Units – an amendment of GASB Statement #14.* This pronouncement did not impact the basic financial statements.

- GASB Statement #82, *Pension Issues – an amendment of GASB Statements #67, #68, and #73.* The basic financial statements and related notes were updated to be in compliance with this pronouncement.

The following GASB pronouncements will be implemented in the future:

- The GASB issued Statement #75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions,* which is required to be implemented in 2018.

- The GASB issued Statement #81, *Irrevocable Split-Interest Agreements,* which is required to be implemented in 2018.
- The GASB issued Statement #83, *Certain Asset Retirement Obligations,* which is required to be implemented in 2019.
- The GASB issued Statement #84, *Fiduciary Activities,* which is required to be implemented in 2020.
- The GASB issued Statement #85, *Omnibus 2017,* which is required to be implemented in 2018.
- The GASB issued Statement #86, *Certain Debt Extinguishment Issues,* which is required to be implemented in 2018.
- The GASB issued Statement #87, *Leases,* which is required to be implemented in 2021.

Management is currently assessing the impact the implementation of these pronouncements will have on the basic financial statements.

# ***Required Supplementary Information***

# *General Fund*
# *Budgetary Comparison Schedule*

The General Fund is the general operating fund of the Collaborative. It is used to account for all the financial resources, except those required to be accounted for in another fund.

**GENERAL FUND**

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - BUDGET AND ACTUAL

YEAR ENDED JUNE 30, 2017

| | Original Budget | Final Budget | Actual Budgetary Amounts | Variance to Final Budget |
|---|---|---|---|---|
| REVENUES: | | | | |
| Tuition | $ 5,833,972 | $ 5,765,254 | $ 5,620,106 | $ (145,148) |
| Service revenue | 1,412,600 | 1,334,200 | 1,255,216 | (78,984) |
| Transportation | 4,445,857 | 5,405,390 | 5,515,117 | 109,727 |
| Other | 50,000 | - | 27,036 | 27,036 |
| Investment income | - | - | 5,850 | 5,850 |
| TOTAL REVENUES | 11,742,429 | 12,504,844 | 12,423,325 | (81,519) |
| EXPENDITURES: | | | | |
| Waypoint Academy | 2,828,901 | 2,828,849 | 2,724,332 | 104,517 |
| STAR Program | 2,769,065 | 2,729,347 | 2,564,267 | 165,080 |
| Itinerant Services | 1,196,733 | 1,051,749 | 1,047,707 | 4,042 |
| Transportation | 5,195,857 | 6,155,390 | 5,983,991 | 171,399 |
| Professional Development & Executive Search | 235,071 | 224,525 | 247,701 | (23,176) |
| Advanced Studies & Leadership Program | 266,802 | 264,984 | 219,634 | 45,350 |
| TOTAL EXPENDITURES | 12,492,429 | 13,254,844 | 12,787,632 | 467,212 |
| EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES | (750,000) | (750,000) | (364,307) | 385,693 |
| OTHER FINANCING SOURCES (USES): | | | | |
| Capital lease financing | 750,000 | 750,000 | 792,234 | 42,234 |
| NET CHANGE IN FUND BALANCES | - | - | 427,927 | 427,927 |
| FUND BALANCES AT BEGINNING OF YEAR | 1,471,942 | 1,471,942 | 1,471,942 | - |
| FUND BALANCES AT END OF YEAR | $ 1,471,942 | $ 1,471,942 | $ 1,899,869 | $ 427,927 |

See notes to required supplementary information.

# *Collaborative Pension Plan Schedules*

The Schedule of the Special Funding Amounts of the Net Pension Liability for the Massachusetts State Employees Retirement System presents multi-year trend information on the liability and expense assumed by the Commonwealth of Massachusetts on behalf of the Collaborative along with related ratios.

The Schedule of the Special Funding Amounts of the Net Pension Liability for the Massachusetts Teachers Retirement System presents multi-year trend information on the liability and expense assumed by the Commonwealth of Massachusetts on behalf of the Collaborative along with related ratios.

The Schedule of Collaborative's Contributions presents multi-year trend information on the Collaborative's required and actual contributions to the pension plan and related ratios.

These schedules are intended to present information for ten years.  Until a ten year trend is compiled, information is presented for those years for which information is available.

**SCHEDULE OF THE SPECIAL FUNDING AMOUNTS**
**OF THE NET PENSION LIABILITY**
MASSACHUSETTS STATE EMPLOYEES' RETIREMENT SYSTEM

The Collaborative's teachers and retired teachers pensions are covered under the Massachusetts Teachers Retirement System while all other employees and retirees are covered under the Massachusetts State Employees Retirement System. This schedule only reports on the nonteacher employees and retirees covered under the Massachusetts State Employees Retirement System.

A special funding situation was created by Massachusetts General Laws for all educational collaboratives in the Commonwealth. Collaboratives contribute amounts equal to the normal cost of employees' benefits at a rate established by PERAC, currently 5.6% of covered payroll. Legally, the collaboratives are only responsible for contributing the annual normal cost of their employees' benefits (i.e., the present value of the benefits earned by those employees in any given year) and are not legally responsible for the past service cost attributable to those employees or previously retired employees of the collaboratives. The Commonwealth as a nonemployer is legally responsible for the entire past service cost related to the collaboratives and therefore has a 100% special funding situation. Since the collaborative does not contribute directly to MSERS for the past service cost, there is no net pension liability to recognize. This schedule discloses the Commonwealth's 100% share of the collective net pension liability that is associated with the collaborative; the portion of the collective pension expense as both a revenue and pension expense recognized by the collaborative; and the Plan's fiduciary net position as a percentage of the total liability.

| Fiscal Year | Commonwealth's 100% Share of the Net Pension Liability Associated with CCC | CCC's Expense and Revenue Recognized for the Commonwealth's Support | Plan Fiduciary Net Position as a Percentage of the Total Liability |
|---|---|---|---|
| 2017 | $ 8,185,506 | $ 1,136,788 | 63.48% |
| 2016 | 6,641,623 | 741,921 | 55.38% |
| 2015 | 4,442,707 | 315,923 | 61.64% |

Note: 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 notes to required supplementary information.

## SCHEDULE OF THE SPECIAL FUNDING AMOUNTS
## OF THE NET PENSION LIABILITY

MASSACHUSETTS TEACHERS' RETIREMENT SYSTEM

The Collaborative's teachers and retired teachers pensions are covered under the Massachusetts Teachers Retirement System while all other employees and retirees are covered under the Massachusetts State Employees Retirement System. This schedule only reports on the teacher and retired teachers covered under the Massachusetts Teachers' Retirement System.

The Commonwealth of Massachusetts is a nonemployer contributor and is required by statute to make all actuarially determined employer contributions on behalf of the member employers which creates a special funding situation. Since the collaborative does not contribute directly to MTRS, there is no net pension liability to recognize. This schedule discloses the Commonwealth's 100% share of the collective net pension liability that is associated with the collaborative; the portion of the collective pension expense as both a revenue and pension expense recognized by the collaborative; and the Plan's fiduciary net position as a percentage of the total liability.

| Fiscal Year | Commonwealth's 100% Share of the Net Pension Liability Associated with the CCC | CCC's Expense and Revenue Recognized for the Commonwealth's Support | Plan Fiduciary Net Position as a Percentage of the Total Liability |
|---|---|---|---|
| 2017…………………………………… | $ 9,569,480 | $ 976,150 | 52.73% |
| 2016…………………………………… | 8,812,686 | 714,787 | 55.38% |
| 2015…………………………………… | 7,495,802 | 520,769 | 61.64% |

Note: 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 notes to required supplementary information.

## SCHEDULE OF CONTRIBUTIONS
MASSACHUSETTS STATE EMPLOYEES' RETIREMENT SYSTEM

A special funding situation was created by Massachusetts General Laws for all educational collaboratives in the Commonwealth. Collaboratives contribute amounts equal to the normal cost of employees' benefits at a rate established by PERAC, currently 5.6% of covered payroll. Legally, the collaboratives are only responsible for contributing the annual normal cost of their employees' benefits (i.e., the present value of the benefits earned by those employees in any given year) and are not legally responsible for the past service cost attributable to those employees or previously retired employees of the collaboratives. The Commonwealth as a nonemployer is legally responsible for the entire past service cost related to the collaboratives and therefore has a 100% special funding situation. Since the collaborative does not contribute directly to MSERS for the past service cost, there is no net pension liability to recognize. This schedule discloses the collaborative's required and actual contribution for the normal cost; covered payroll; and contributions recognized by the pension plan in relation to the covered payroll.

| Fiscal Year | CCC's Statutory Required and Actual Contribution for Normal Cost | CCC's Covered Payroll | The Amount of Contributions Recognized by the Pension Plan in Relation to the Covered Payroll |
|---|---|---|---|
| 2017………………………………………. | $ 185,163 | $ N/A | N/A |
| 2016………………………………………. | 186,458 | N/A | N/A |
| 2015………………………………………. | 177,775 | N/A | N/A |

Note: 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 notes to required supplementary information.

# *Other Postemployment Benefits Plan Schedules*

The Schedule of Changes in the Collaborative's Net Other Postemployment Benefit Liability presents multi-year trend information on the School's net other postemployment benefit liability and related ratios.

The Schedule of the School's Contributions presents multi-year trend information on the Collaborative's actual contributions to the other postemployment benefit plan and related ratios.

The Schedule of Investment Return presents multi-year trend information on the money-weighted investment return on other postemployment assets, net of investment expense.

The Schedule of Funding progress compares, over time, the actuarial accrued liability for benefits with the actuarial value of accumulated plan assets.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

**SCHEDULE OF CHANGES IN THE**
**COLLABORATIVE'S NET OPEB LIABILITY AND RELATED RATIOS**
OTHER POSTEMPLOYMENT BENEFIT PLAN

| | | June 30, 2017 |
|---|---|---|
| **Total OPEB Liability** | | |
| Service Cost………… | $ | 91,399 |
| Interest………… | | 97,457 |
| Changes of benefit terms………… | | - |
| Differences between expected and actual experience………… | | - |
| Changes of assumptions………… | | - |
| Benefit payments………… | | (38,813) |
| Net change in total OPEB liability………… | | 150,043 |
| Total OPEB liability- beginning………… | | 1,227,422 |
| Total OPEB liability- ending (a)………… | | 1,377,465 |
| **Plan fiduciary net position** | | |
| Contributions- employer ………… | $ | 218,813 |
| Net investment income………… | | 31,908 |
| Benefit payments………… | | (38,813) |
| Net change in plan fiduciary net position………… | | 211,908 |
| Plan fiduciary net position- beginning………… | | 567,391 |
| Plan fiduciary net position- ending (b)………… | $ | 779,299 |
| **Collaborative's net OPEB liability- ending (a)-(b)…………** | $ | 598,166 |
| Plan fiduciary net position as a percentage of the total OPEB liability………… | | 56.57% |
| Covered-employee payroll………… | | 6,423,123 |
| Collaborative's net OPEB liability as a percentage of covered-employee payroll………… | | 9.31% |

Note: 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 notes to required supplementary information.

**SCHEDULE OF COLLABORATIVE CONTRIBUTIONS**
OTHER POSTEMPLOYMENT BENEFIT PLAN

| | | June 30, 2017 |
|---|---|---|
| Actuarially determined contribution…………………………………… | $ | 136,483 |
| Contributions in relation to the actuarially determined contribution………………………………………… | | (218,813) |
| Contribution deficiency (excess)………………………………… | $ | (82,330) |
| Covered-employee payroll………………………………………… | $ | 6,423,123 |
| Contributions as a percentage of covered-employee payroll………………………………………………… | | 3.41% |

Note: 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 notes to required supplementary information.

## SCHEDULE OF INVESTMENT RETURNS
OTHER POSTEMPLOYMENT BENEFIT PLAN

| | June 30, 2017 |
|---|---|
| Annual money-weighted rate of return, net of investment expense……………………………………. | 5.09% |

The annual money-weighted rate of return has been calculated by the Pension Reserves Investment Management Board (PRIM).

Note: 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 notes to required supplementary information.

**OTHER POSTEMPLOYMENT BENEFIT PLAN**
SCHEDULE OF FUNDING PROGRESS AND EMPLOYER CONTRIBUTIONS

JUNE 30, 2017

### Schedule of Funding Progress

| Actuarial Valuation Date | Actuarial Value of Assets (A) | Actuarial Accrued Liability (AAL) Entry Age Normal (B) | Unfunded AAL (UAAL) (B-A) | Funded Ratio (A/B) | Covered Payroll (C) | UAAL as a Percentage of Covered Payroll ((B-A)/C) |
|---|---|---|---|---|---|---|
| 7/1/2014 | $ 187,356 | $ 2,449,018 | $ 2,261,662 | 7.65% | $ 5,918,408 | 38.2% |
| 7/1/2011 | - | 1,724,811 | 1,724,811 | 0% | 6,001,866 | 28.7% |
| 7/1/2009 | - | 1,726,831 | 1,726,831 | 0% | 6,614,918 | 26.1% |

### Schedule of Employer Contributions

| Year Ended | Annual Required Contribution | Actual Contributions Made | Percentage Contributed |
|---|---|---|---|
| 6/30/2017 | $ 136,483 | $ 218,813 | 160.3% |
| 6/30/2016 | 319,242 | 244,954 | 76.7% |
| 6/30/2015 | 327,738 | 180,000 | 54.9% |

See notes to required supplementary information.

**OTHER POSTEMPLOYMENT BENEFIT PLAN**
ACTUARIAL METHODS AND ASSUMPTIONS

YEAR ENDED JUNE 30, 2017

Actuarial Methods:

| | |
|---|---|
| Valuation date……………………………………… | July 1, 2016 |
| Actuarial cost method……………………………… | Entry Age Normal |
| Amortization method……………………………… | Amortization payments increasing at 4.0% over 28 years on a closed amortization period |
| Remaining amortization period…………………… | 28 years |
| Asset valuation method…………………………… | Market Value |
| | |
| Investment rate of return…………………………… | 7.5% per annum |
| Inflation rate………………………………………… | 3.0% per annum |
| Medical/drug cost trend rate……………………… | 8.0% graded to 5% over 7 years |

Plan Membership:

| | |
|---|---:|
| Current retirees, beneficiaries, and dependents… | 7 |
| Current active members…………………………… | 152 |
| Total………………………………………………… | 159 |

See notes to required supplementary information.

## NOTE A – BUDGETARY BASIS OF ACCOUNTING

A. Budgetary Information

The Collaborative adopts a balanced budget that is approved by the Collaborative's Board of Directors. The Business Administrator presents an annual budget to the Board, which includes estimates of revenues and other financing sources and recommendations of expenditures and other financing uses. The Board, which has the full authority to amend and/or reject the budget or any line item, adopts the expenditure budget by majority vote. Increases to the budget subsequent to the approval of the annual budget require majority Board approval.

The majority of appropriations are non-continuing which lapse at the end of each year. Others are continuing appropriations for which the governing body has authorized that an unspent balance from a prior year be carried forward and made available for spending in the current year. These carry forwards are included as part of the subsequent year's original budget.

The Collaborative adopts an annual budget for the general fund in conformity with the guidelines described above. The original 2017 approved budget for the general fund authorized approximately $12.5 million in appropriations. During 2017, the original budget was increased by approximately $762,000, primarily for transportation, STAR program, and Itinerant services.

The Business Administrator has the responsibility to ensure that budgetary control is maintained. Budgetary control is exercised through the accounting system.

B. Budgetary - GAAP Reconciliation

For budgetary financial reporting purposes, a budgetary basis of accounting is followed, which differs from the GAAP basis of accounting. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the year ended June 30, 2017, is presented below:

| | | |
|---|---|---|
| Net change in fund balance, budgetary basis…………………………… | $ | 427,927 |
| Basis of accounting differences: | | |
| Recognition of revenue for on-behalf pension payments…….………. | | 976,150 |
| Recognition of expenditures for on-behalf pension payments………. | | (976,150) |
| Recognition of revenue for capital leases…………………….……..... | | 792,234 |
| Recognition of expenditures for capital leases…………………………. | | (792,234) |
| Net change in recording accrued expenditures………………………… | | 66,744 |
| Net change in fund balance, GAAP basis……………………….....……. | $ | 494,671 |

## NOTE B – PENSION PLAN

***Pension Plan Schedules***

A. Schedule of Collaborative's Contributions

A special funding situation was created by Massachusetts General Laws for all Educational Collaboratives in the Commonwealth. Collaboratives contribute amounts equal to the normal cost of non-teaching employees' benefits at a rate established by the Public Employees' Retirement Administration Commission (PERAC), currently 5.6% of covered payroll. Legally, the collaboratives are only responsible for contributing the annual normal cost of their employees' benefits (i.e., the present value of the benefits earned by those employees in any given year) and are not legally responsible for the past service cost attributable to those employees or previously retired employees of the Collaboratives.

B. Schedules of the Special Funding Amounts of the Net Pension Liabilities

The Commonwealth of Massachusetts is a nonemployer contributor and is required by statute to make all actuarially determined employer contributions on behalf of the Collaborative which create two special funding situations.

- The MSERS schedule discloses the Commonwealth's 100% share of the collective net pension liability that is associated with the Collaborative; the portion of the collective pension expense as both revenue and pension expense recognized by the Collaborative; and the Plan's fiduciary net position as a percentage of the total liability.

- The MTRS schedule discloses the Commonwealth's 100% share of the collective net pension liability that is associated with the Collaborative; the portion of the collective pension expense as both revenue and pension expense recognized by the Collaborative; and the Plan's fiduciary net position as a percentage of the total liability.

**NOTE C – OTHER POSTEMPLOYMENT BENEFITS**

The Collaborative administers a single-employer defined benefit healthcare plan (the "Other Postemployment Benefit Plan"). The plan provides lifetime healthcare for eligible retirees through the Collaborative's health insurance plan, which covers both active and retired members.

The Collaborative currently finances its other postemployment benefits (OPEB) on a pay-as-you-go basis. As a result, the funded ratio (actuarial value of assets expressed as a percentage of the actuarial accrued liability) is 0%. In accordance with Governmental Accounting Standards, the Collaborative has recorded its OPEB cost equal to the actuarial determined annual required contribution (ARC) which includes the normal cost of providing benefits for the year and a component for the amortization of the total unfunded actuarial accrued liability of the plan.

Schedule of the School's Proportionate Share of the Net Other Postemployment Benefit Liability

The Schedule of the School's Proportionate Share of the Net Other Postemployment Benefit Liability details the net other postemployment benefit liability (asset) and the covered employee payroll. It also demonstrates the net position as a percentage of the total liability and the net other postemployment benefit liability as a percentage of covered payroll.

Schedule of the School's Contributions

The Schedule of the School's Contributions includes the School's annual required contribution, along with the contribution made in relation to the actuarially determined contribution and the covered employee payroll. The School is not required to fully fund this contribution. It also demonstrates the contributions as a percentage of covered payroll.

Schedule of Investment Return

The Schedule of Investment Return includes the money-weighted investment return on other postemployment assets, net of investment expense.

Schedule of Funding Progress

The Schedule of Funding Progress presents multiyear trend information which compares, overtime, the actuarial accrued liability for benefits with the actuarial value of accumulated plan assets.

Projections of benefits for financial reporting purposes are based on the substantive plan and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit 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.

The Schedule of Employer Contributions presents multiyear trend information for required and actual contributions relating to the plan.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

Changes in Assumptions

- Mortality tables changed
- Discount rate changed from 4% to 7.5%
- Change in funding method from Projected Unit Credit to Entry Age Normal

# *Other Information*

## REQUIRED DISCLOSURES FOR MASSACHUSETTS EDUCATIONAL COLLABORATIVES

The following information is provided to conform with the requirements of the Massachusetts Session Law, Chapter 43 of the Acts of 2012: An Act Relative to Improving Accountability and Oversight of Education Collaboratives. This law was adopted in March of 2012 and constitutes a comprehensive amendment Massachusetts General Law, Chapter 40, Section 4E which establishes the requirements for the formation and administration of Educational Collaboratives in Massachusetts.

### NOTE 1 – TRANSACTIONS BETWEEN THE EDUCATIONAL COLLABORATIVE AND ANY RELATED FOR-PROFIT OR NON-PROFIT ORGANIZATION

There are no related organizations that the Collaborative is associated with and therefore no transactions to report.

### NOTE 2 – TRANSACTIONS OR CONTRACTS RELATED TO THE PURCHASE, SALE, RENTAL, OR LEASE OF REAL PROPERTY

The following are transactions that qualify for reporting in this category:

| | | |
|---|---|---|
| Osterville Campus - Town of Barnstable………………… | $ | 80,976 |
| Bourne Campus - Town of Bourne……………………… | | 121,464 |
| Camp Burgess facility - South Shore YMCA…………… | | 60,000 |
| Pocasset maintenance facility - Chipper LLC………….. | | 33,833 |
| | $ | 296,273 |

### NOTE 3 – NAMES, DUTIES, AND TOTAL COMPENSATION OF THE FIVE MOST HIGHLY COMPENSATED EMPLOYEES

The following employees were the five highest compensated employees for the period ended June 30, 2017:

| Name | Employee Position | | Salary |
|---|---|---|---|
| Paul Hilton | Executive Director | $ | 151,436 |
| Lawrence Carroll | Director of Waypoint Academy | | 116,564 |
| Anita Woods | Director of STAR Program | | 117,415 |
| Amy Lipkind | Business Manager | | 93,180 |
| Linda Dillon | Occupational Therapist | | 96,757 |

### NOTE 4 – AMOUNTS EXPENDED ON ADMINISTRATION AND OVERHEAD

For the year ended June 30, 2017, the Collaborative expended $482,719 and $275,036 for amounts related to administration and overhead, respectively.

**NOTE 5 – ACCOUNTS HELD BY THE COLLABORATIVE THAT MAY BE SPENT AT THE DISCRETION OF ANOTHER PERSON OR ENTITY**

At June 30, 2017, there were no accounts that qualified for reporting in this category.

**NOTE 6 – AMOUNTS EXPENDED ON SERVICES FOR INDIVIDUALS WITH DISABILITIES, 22 YEARS OF AGE OR OLDER**

At June 30, 2017, there were no expenditures that qualified for reporting in this category.

**NOTE 7 – CERTIFIED CUMULATIVE SURPLUS**

Certified Cumulative Surplus is defined as the amount of general fund surplus in the collaborative accounts, as certified through an independent audit. Cumulative surplus is derived from a collaborative's unexpended general funds over a number of fiscal years. General funds are for the most part, the funds that a collaborative receives from school districts for tuitions, dues, fees for service, surcharges and related interest, as well as indirect costs allowed under certain grant awards not earmarked under the conditions of the funding for a specific purpose.

As of June 30, 2017, the Collaborative's general fund unassigned fund balance totaled $3,069,324. This amount does not exceed the limit of 25% of general fund expenditures for the year.

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# *Report on Internal Control Over Financial Reporting and on Compliance*

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**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***

**Independent Auditor's Report**

To the Board of Directors
Cape Cod Collaborative
Osterville, 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 the Cape Cod Collaborative (the Collaborative), as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise the Collaborative's basic financial statements, and have issued our report thereon dated November 8, 2017.

**Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Collaborative's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Collaborative's internal control. Accordingly, we do not express an opinion on the effectiveness of the 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 the Collaborative's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards.*

**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.

Powers & Sullivan LLC

November 8, 2017