



# Massachusetts Department of Elementary and Secondary Education

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## ANNUAL REPORT GUIDELINES FOR EDUCATION COLLABORATIVES

### Fiscal Year 2022

[Massachusetts General Law Chapter 40, Section 4E](#) and [Education Collaborative Regulations, 603 CMR 50.08](#) require each education collaborative to submit an annual report to the Commissioner of Elementary and Secondary Education (Commissioner), to each member school committee and charter school board (member district). The annual report for the 2021-2022 academic year must address the fiscal year beginning on July 1, 2021 and ending on June 30, 2022. The annual report must be approved by the collaborative board of directors (collaborative board) and submitted on or before **January 1, 2023**. The Department of Elementary and Secondary Education (Department) issues these guidelines to provide direction on the format, content, and submission of the FY22 annual reports.

The annual report should be a comprehensive summary of the programs and services offered by the collaborative during the fiscal year. The annual report will allow member districts, the collaborative board, and the Department to review the collaborative's progress toward meeting the objectives and purpose(s) set forth in the collaborative agreement. Finally, the annual report will provide all interested parties with information about the collaborative and the programs and services that are offered by the collaborative. At a minimum, each annual report must include the following required content:

1. [Letter from Executive Director and/or the Chairperson of the Collaborative Board](#)
2. [General Information](#)
3. [Governance and Leadership](#)
4. [Programs and Services Provided](#)
5. [Cost-effectiveness of Programs and Services](#)
6. [Progress Made Toward Achieving the Purposes and Objectives Set Forth in the Collaborative Agreement](#)
7. [Collaborative Board Approval and Submission of the Annual Report](#)

#### 1. Letter from Executive Director and/or the Chairperson of the Collaborative Board

This letter serves as an introduction to the key elements of the annual report and provides a brief overview of collaborative activities and significant changes from the previous annual report.

#### 2. General Information

The annual report must include the:

- name of the collaborative,
- key personnel contact information,

- physical address of the collaborative's principal office(s),
- website address for the collaborative, and
- the fiscal year that is being reported on.

### 3. Governance and Leadership

The annual report must include:

- a listing of the member districts, and
- the names and roles of the appointed representatives for each member district.

### 4. Programs and Services Provided

The annual report must include information for each program and service offered by the collaborative. For each program offered by the collaborative, provide:

- a detailed description of the program, and
- the location of the program.

For each service offered by the collaborative, provide: the type and scope of service(s) noting:

- the number of individuals served,
- the number of professional development sessions offered, and/or
- the entities benefiting from cooperative purchasing, joint transportation, or Medicaid billing.

Additionally, the annual report must note:

- the total number of students served by the collaborative any new programs or services, and
- any significant changes in program offerings or locations that have been put into place since the last annual report.

### 5. Cost-Effectiveness of Programs and Services

A discussion of the cost-effectiveness of each of the collaborative's programs and each of the collaborative's services, including clear explanations of the methodologies used to assess cost-effectiveness and appropriate citations to data against which programs and services are compared. Please ensure that the report addresses every program and service offered by the collaborative, that reasonable methodologies are used to measure cost-effectiveness, and that methodologies are described sufficiently, so that readers understand how the collaborative measured cost-effectiveness. Note that there are various ways to address cost-effectiveness, as described below.

The Department does not advocate or promote any particular means of measuring cost-effectiveness. That determination is to be made by the individual collaborative. However, there are a number of different ways collaboratives in Massachusetts and educational service agencies in other states have measured cost-effectiveness, some of which are listed later in this document. These examples are not all-inclusive and are not intended to require any particular means of measurement. Measuring cost-effectiveness may include cost comparisons, qualitative comparisons or comparisons based on other factors, as well.

**Cost comparisons:** The cost of programs and services offered through a collaborative effort can be compared to the cost of providing the same programs and services in individual districts or through private placements or contracts. Documentation or evidence may include:

- Reductions in combined administration and coordination costs for staffing and administration of programs and services versus costs at the individual district level;

- Collaborative tuitions compared to costs of program creation or maintenance, at the individual district level;
- Costs incurred by individual districts' placement of students at collaborative programs compared to those at comparable private schools that offer substantially similar programs;
- Fees-for-services for related services as compared to the costs individual districts would pay full-time employees, private vendors and/or hospitals;
- Transportation savings due to joint bidding and/or shared routes;
- Transportation costs as compared to those districts would pay or have paid in the past;
- Savings realized from Medicaid billing;
- Professional development (PD) costs compared to those an individual teacher or district would have to pay colleges, universities and/or other PD providers;
- Savings in travel costs and staff time for staff to attend professional development sessions at locations closer to their local districts; and
- Savings realized from increased bargaining power associated with pooled purchases of, for example, school and professional development materials, cafeteria food, utilities, health insurance and transportation vehicles.

Please identify the agencies or entities to which cost comparisons are made, if applicable.

**Qualitative or other comparisons:** In some cases, the cost-effectiveness determination may not be based on financial analysis, but instead may be based on qualitative factors or other tangible benefits. Examples may include:

- Ability to offer higher quality services (e.g., a more costly and more experienced professional development provider) due to pooling resources;
- Increased opportunity through shared resources, (e.g., teachers from smaller districts or districts with a lower budget can avail themselves of the same professional development as teachers from larger or more affluent districts);
- Ability to retain students in the least restrictive environment for academic programs and/or extracurricular and/or non-academic activities;
- Standardization of content and ability for follow-up (fewer presenters can ensure consistency of message, and local presenters/PD providers can monitor delivery of content more readily); and/or
- Likelihood that service would not have been provided at all if an individual district had to plan and fund the service alone.

## **6. Progress Made toward Achieving the Purposes and Objectives Set Forth in the Collaborative Agreement**

The annual report must describe the progress made toward achieving the purpose(s) and objectives set forth in the collaborative agreement and must indicate the measures that the collaborative uses to determine progress toward achieving the purpose(s) and objectives.

Report directly on the progress made toward achieving the purpose(s) and objectives listed in the collaborative agreement and include information about how the collaborative “strengthens and complements” member district programs by:

- Re-stating the purpose(s) and objectives;
- Reporting on whether the collaborative is achieving or making progress toward achieving its purpose(s);

- Reporting on whether the collaborative is achieving or making progress toward achieving its objectives; and
- Describing the tools for measuring progress toward meeting both the purpose(s) and objectives of the collaborative.

## 7. Collaborative Board Approval and Submission of the Annual Report

The collaborative board must discuss and vote to approve the annual report at an open meeting. Upon approval by the collaborative board and no later than January 1 of each year, the annual report must be submitted to the chair of each member district and the Commissioner. Documentation of the collaborative board's approval in the form of a signed certification from the collaborative board chair or the approved meeting minutes must be filed with the Department.


**PLEASE NOTE THAT JANUARY 1<sup>ST</sup> IS A STATUTORY DEADLINE AND CANNOT BE WAIVED BY THE DEPARTMENT.**

### **Posting Requirements**

Each collaborative must publish the approved annual report with the annual independent audit in an accessible format on the collaborative website. Once approved by the board, the annual report and the annual independent audit are public documents and must be accessible to the public.

### **Electronic Submission through the Department's Security Portal**

All annual reports are to be submitted electronically to the Department after October 1, 2022, and no later than January 1, 2023, by following these directions from your internet browser:

1. Navigate to the  [landing page](#).
2. Enter your username and password.
3. Select **Application List** at top of the page.
4. Select **Drop Box Central** from the center of the page.
5. Select **Education Collaboratives\*** from the Drop Box list and select the **Next** button.
6. Select **Browse** to find and select the FY22 Annual Report on your computer.
7. Select the **Upload File** button to transmit your document.

If you are unable to access any of these fields, you may not have the necessary security clearance and should contact your collaborative's directory administrator in order to gain access to the portal.

Once your submission has been received, you will receive an email confirming receipt of the document(s), the date, and the time of submission. Please email any questions regarding this submission to the [educationcollaborativeteam@mass.gov](mailto:educationcollaborativeteam@mass.gov).

**\* PLEASE DO NOT UPLOAD ANY FILES TO THE REGIONAL GOVERNANCE DROPBOX.**