

READS COLLABORATIVE

INDEPENDENT AUDITOR'S REPORTS PURSUANT  
TO GOVERNMENTAL AUDITING STANDARDS  
AND OMB CIRCULAR A-133

YEAR ENDED JUNE 30, 2012

READS COLLABORATIVE

INDEPENDENT AUDITOR'S REPORTS PURSUANT TO GOVERNMENTAL  
AUDITING STANDARDS AND OMB CIRCULAR A-133

YEAR ENDED JUNE 30, 2012

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**BORGATTI  
HARRISON  
& CO.**

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

Board of Directors  
READS Collaborative  
Middleboro, Massachusetts

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the READS Collaborative as of and for the year ended June 30, 2012, which collectively comprise the READS Collaborative's basic financial statements and have issued our report thereon dated October 20, 2012. 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 of the United States.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered the READS Collaborative's internal control over financial reporting as a basis for designing our auditing procedures 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 READS Collaborative's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the READS Collaborative's internal control over financial reporting.

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 misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the READS Collaborative's financial statements are free of 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.

This report is intended solely for the information and use of management, Board of Directors, others within the entity, and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.



Borgatti Harrison & Co.

Framingham, Massachusetts  
October 20, 2012

READS COLLABORATIVE  
BASIC FINANCIAL STATEMENTS  
YEAR ENDED JUNE 30, 2012  
AND  
REPORT OF CERTIFIED PUBLIC ACCOUNTANTS

BORGATTI HARRISON & CO.

READS COLLABORATIVE

BASIC FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2012

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**BORGATTI  
HARRISON  
& CO.**

INDEPENDENT AUDITORS' REPORT

Board of Directors  
READS Collaborative  
Middleboro, Massachusetts

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the READS Collaborative as of and for the year ended June 30, 2012, which collectively comprise the Collaborative's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the READS Collaborative's management. 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 of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our 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 READS Collaborative at June 30, 2012, and the respective changes in financial position, and cash flows, where applicable, thereof and the budgetary comparison for the general fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with Government Auditing Standards, we have also issued our report dated October 20, 2012 on our consideration of the READS Collaborative's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing on 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 and should be considered in assessing the results of our audit.

Certified Public Accountants

One Framingham Center, Five Edgell Road, Suite 38, Framingham, Massachusetts 01701 (508) 620-7911 FAX (508) 620-7608

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 3 through 5 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Government 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.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise READS Collaborative's financial statements as a whole. The supplementary information found on page 27 is presented for purposes of additional analysis and is not a required part of the financial statements. The supplementary information found on page 27 is the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements taken as a whole.



Borgatti Harrison & Co.

Framingham, Massachusetts  
October 20, 2012

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

As Management of the Regional Educational Assessment and Diagnostic Services Collaborative (READS Collaborative), we offer readers of the Collaborative financial statements this narrative overview and analysis of financial activities of the Collaborative for the fiscal year ended June 30, 2012. We encourage readers to consider the information presented here in conjunction with additional information that we have furnished in our basic statements and notes to the basic statements.

### **Financial Highlights**

As of July 1, 2011, the assets, liabilities and net assets of R.E.A.D.S., Inc. were merged into READS Collaborative.

The assets of the READS Collaborative exceeded its liabilities at the close of the fiscal year by \$3,633,463 (net assets). Of this amount, \$1,725,165 (unrestricted net assets) may be used to meet ongoing obligations of the Collaborative.

The total assets of the Collaborative are \$5,763,506. Of this amount, \$4,074,965 represents current assets.

The total revenues of the Collaborative for fiscal 2012 were \$8,244,244, a decrease of \$285,260 (3.41%) over fiscal 2011.

The total expenses of the Collaborative for fiscal 2012 were \$8,350,682, an increase of \$304,435 (3.96%) over fiscal 2011.

The overall financial position of the Collaborative is stable. The change in net assets for the fiscal year amounts to a decrease of \$106,438 (2.8%) due to an increase in Other Post Employment Benefits liability of \$471,234.

### **Overview of Financial Statements**

This overview is intended to serve as an introduction to the Collaborative's basic financial statements. The Collaborative's basic financial statements consist of three components: 1) government-wide financial statements; 2) fund financial statements; and 3) notes to the financial statements.

#### **Government-Wide Financial Statements:**

The government-wide financial statements are designed to provide readers with a broad overview of the Collaborative's finances, in a manner similar to a private sector business.

The statement of net assets presents information on all of the Collaborative's assets and liabilities, with the difference between the two reports as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the Collaborative is improving or deteriorating.

The statement of activities presents information showing how the Collaborative's assets changed during the most recent fiscal year. All changes in net assets are reported as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods.

Both of the government-wide financial statements distinguish functions that are principally supported by member tuitions and intergovernmental revenues (government activities). The governmental activities include general government, pension benefits, property and liability insurance, employee benefits, claims and judgments, and interest.

#### **Fund Financial Statements:**

A fund is a grouping of related accounts or a single account that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds are governmental funds.

#### **Governmental Funds:**

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and charges in fund balance provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

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

The basic governmental fund financial statements can be found on pages 8 through 12.

## **Notes to the Financial Statements:**

The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on **pages 14 through 26** of this report. An index of the notes appears on **page 13**.

## **Government-Wide Financial Analysis:**

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. Governmental assets exceeded liabilities by \$3,633,463 at the close of FY 2012, a decrease of \$106,438(2.84%).

## **Financial Analysis of Governmental Funds:**

As noted earlier, the Collaborative uses fund accounting to ensure and demonstrate compliance with local, state and federal requirements.

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

## **General Fund Budgetary Highlights:**

Actual revenues were \$7,966,257, over budget by \$1,704,637, primarily due to program services to non member districts and district contracted services.

Actual expenditures were \$7,870,264, over budget by \$1,150,602, primarily due to payroll and contract service costs associated with the increased services to members and non members and a significant investment in new technology equipment.

## **Fiscal Year 2013**

The Collaborative has appropriated a balanced annual budget for FY 2012 of \$7,020,337. Student enrollment is anticipated to be the same as last year. The Collaborative anticipates that revenue and expenses will be in line with the current fiscal year.

## **Requests for information:**

This financial report is designed to provide a general overview of the READS 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 Donna Richards, Business Manager at READS Collaborative, 105 East Grove Street, Middleboro, MA 02346.

## READS COLLABORATIVE

## STATEMENT OF NET ASSETS

JUNE 30, 2012

Governmental  
Activities**ASSETS****Current assets**

Cash and cash equivalents	\$3,815,712
Accounts receivable, net	230,982
Other	<u>28,271</u>
Total current assets	<u>4,074,965</u>

**Noncurrent assets**

Capital assets, net of accumulated depreciation	<u>1,688,541</u>
Total noncurrent assets	<u>1,688,541</u>
Total assets	<u>5,763,506</u>

**LIABILITIES****Current liabilities**

Accounts payable	269,375
Accrued payroll	<u>529,752</u>
Total current liabilities	<u>799,127</u>

**Noncurrent liabilities**

Other postemployment benefits obligation	1,270,499
Compensated absences	<u>60,417</u>
Total noncurrent liabilities	<u>1,330,916</u>
Total liabilities	<u>2,130,043</u>

**NET ASSETS**

Invested in capital assets, net of related debt	1,688,541
Restricted	219,757
Unrestricted	<u>1,725,165</u>
Total Net Assets	<u>\$3,633,463</u>
	=====

See accompanying notes to financial statements

## READS COLLABORATIVE

## STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2012

<u>Functions/Programs</u>	<u>Expenses</u>	<u>Charges for Services</u>	<u>Operating and Grants Contributions</u>	<u>Capital and Contributions</u>	<u>Net (Expense) Revenue and Changes in Net Assets</u>
<b>Primary Government</b>					
<b>Government Activities</b>					
Salaries and contract services	\$6,212,643	\$4,051,059	\$ 142,267	\$ -	\$ (2,019,317)
Payroll taxes and benefits	1,206,595	-	116,016	-	(1,090,579)
Legal and accounting	35,242	-	-	-	(35,242)
Conferences and conventions	31,573	-	90	-	(31,483)
Supplies and postage	154,487	-	11,051	-	(143,436)
Travel and transportation	48,270	-	-	-	(48,270)
Insurance	66,353	-	-	-	(66,353)
Advertising, subscript. and other	17,861	-	8,563	-	(9,298)
Telephone	16,350	-	-	-	(16,350)
Repairs and maintenance	69,436	-	-	-	(69,436)
Rent	107,630	-	-	-	(107,630)
Equipment	72,331	-	-	-	(72,331)
Utilities	42,430	-	-	-	(42,430)
Recruitment	6,683	-	-	-	(6,683)
Tuition	107,153	-	-	-	(107,153)
Recreational services	37,732	-	-	-	(37,732)
Depreciation	<u>117,913</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(117,913)</u>
Total governmental activities	<u>8,350,682</u>	<u>4,051,059</u>	<u>277,987</u>	<u>-</u>	<u>(4,021,636)</u>
General revenues:					
Member assessments				3,903,502	
Unrestricted investment earnings				11,696	
Other income				<u>-</u>	
Total general revenues				<u>3,915,198</u>	
Change in net assets				(106,438)	
Net assets, beginning of year, as restated				<u>3,739,901</u>	
Net assets, end of year				\$3,633,463	
				=====	

## READS COLLABORATIVE

BALANCE SHEET  
GOVERNMENTAL FUNDS

JUNE 30, 2012

	Nonmajor Governmental <u>General Fund</u>	Total Governmental <u>Funds</u>
<b>ASSETS</b>		
Cash and cash equivalents	\$3,595,955	\$ 219,757
Accounts receivable, net of allowance for uncollectible accounts	230,982	230,982
Other	<u>28,271</u>	<u>28,271</u>
Total assets	<u>\$3,855,208</u>	<u>\$ 219,757</u>
	=====	=====
<b>LIABILITIES AND FUND BALANCES</b>		
Liabilities:		
Accounts payable	\$ 269,375	\$ 269,375
Accrued payroll	<u>529,752</u>	<u>529,752</u>
Total liabilities	<u>799,127</u>	<u>799,127</u>
Fund balances:		
Nonspendable	28,271	28,271
Restricted	-	-
Committed	-	-
Assigned	418,604	638,361
Unassigned	<u>2,609,206</u>	<u>2,609,206</u>
Total fund balances	<u>3,056,081</u>	<u>219,757</u>
Total liabilities and fund balances	<u>\$3,855,208</u>	<u>\$ 219,757</u>
	=====	=====

See accompanying notes to financial statements

READS COLLABORATIVE

RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET TO  
THE STATEMENT OF NET ASSETS

JUNE 30, 2012

Total fund balance, governmental funds	\$3,275,838
Amounts reported for governmental activities in the Statement of Net Assets are different because:	
Capital assets used in governmental activities are not current financial resources and therefore are not reported in this fund financial statement, but are reported in the governmental activities of the Statement of Net Assets	1,688,541
Some liabilities, (such as Notes Payable, Capital Leases, Compensated Absences), are not due and payable in the current period and are not included in the fund financial statement, but are included in the governmental activities of the Statement of Net Assets	(1,330,916)
Net Assets of Governmental Activities in the Statement of Net Assets	\$3,633,463
	=====

See accompanying notes to financial statements

## READS COLLABORATIVE

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
GOVERNMENTAL FUNDS

FOR THE YEAR ENDED JUNE 30, 2012

	Nonmajor Governmental <u>General Fund</u>	Total Governmental <u>Funds</u>
<b>REVENUES</b>		
Program service fees - members	\$ 4,058,749	\$ 4,099,620
- nonmembers	3,252,169	3,252,169
District contracted services and other	798,890	798,890
Credits issued	(155,247)	(155,247)
Interest income	11,696	11,696
Governmental revenue	<u>116,016</u>	<u>121,100</u>
Total revenues	<u>8,082,273</u>	<u>8,244,244</u>
<b>EXPENDITURES</b>		
Salaries and contract services	6,043,696	6,212,643
Payroll taxes and benefits	795,265	799,103
Legal and accounting	35,242	35,242
Conferences, conventions and meetings	26,965	31,573
Supplies and postage	139,621	154,487
Travel and transportation	43,876	48,270
Insurance	66,353	66,353
Advertising, subscriptions and other	9,298	17,861
Telephone	16,350	16,350
Repairs and maintenance	87,455	90,255
Rent	107,630	107,630
Equipment	420,531	420,531
Utilities	42,430	42,430
Recruitment	6,683	6,683
Recreational services	37,732	37,732
Tuition	<u>107,153</u>	<u>107,153</u>
Total expenditures	<u>7,986,280</u>	<u>8,194,295</u>
Excess (deficiency) of revenues over expenditures	<u>95,993</u>	<u>(46,045)</u>
<b>OTHER FINANCING SOURCES (USES)</b>		
Transfers in (out)	<u>11,313</u>	<u>(11,313)</u>
Total other financing sources (uses)	<u>-</u>	<u>-</u>
Net change in fund balances	107,306	49,948
Fund balances - beginning of year, as restated	<u>2,948,775</u>	<u>277,115</u>
Fund balances - end of year	<u>\$3,056,081</u>	<u>\$ 219,757</u>
	<u>=====</u>	<u>=====</u>

See accompanying notes to financial statements

READS COLLABORATIVE

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

FOR THE YEAR ENDED JUNE 30, 2012

Net change in fund balances - total governmental funds \$ 49,948

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

Governmental funds report outlays for capital assets as expenditures because such outlays use current financial resources. In contrast, the Statement of Activities reports only a portion of the outlay as expense. The outlay is allocated over the assets' estimated useful lives as depreciation expense for the period. This amount by which capital outlays (\$369,018) exceeded depreciation (\$117,913) in the current period 251,105

Some expenses reported in the Statement of Activities do not require the use of current financial resources and these are not reported as expenditures in governmental funds:

Net change in postemployment benefits liability (417,234)  
Compensated absences not reflected on Governmental funds, net change 9,743

Change in net assets of governmental activities \$ (106,438)  
=====

See accompanying notes to financial statements

## READS COLLABORATIVE

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN  
FUND BALANCES - BUDGET TO ACTUAL - GENERAL FUND

FOR THE YEAR ENDED JUNE 30, 2012

	<u>Budgeted Amounts</u>	<u>Actual Amounts</u>	Variance With Final Budget-	
	<u>Original</u>	<u>Final</u>	Budgetary Basis	Positive (Negative)
<b>REVENUES</b>				
Program service fees - members	\$3,948,585	\$3,948,585	\$4,058,749	\$ 110,164
- nonmembers	2,468,282	2,468,282	3,252,169	783,887
District contracted services and other	-	-	798,890	798,890
Interest income	-	-	11,696	11,696
Governmental revenue	-	-	-	-
Credits issued	(155,247)	(155,247)	(155,247)	-
<b>Total revenues</b>	<b>6,261,620</b>	<b>6,261,620</b>	<b>7,966,257</b>	<b>1,704,637</b>
<b>EXPENDITURES</b>				
Salaries and contracted services	5,255,894	5,255,894	6,043,696	(787,802)
Payroll taxes and benefits	737,930	737,930	679,249	58,681
Legal and accounting	34,900	34,900	35,242	(342)
Conferences, conventions and meetings	40,500	40,500	26,965	13,535
Supplies and postage	66,250	66,250	139,621	(73,371)
Travel and transportation	33,735	33,735	43,876	(10,141)
Insurance	91,758	91,758	66,353	25,405
Advertising, subscriptions and other	8,150	8,150	9,298	(1,148)
Telephone	27,550	27,550	16,350	11,200
Repairs and maintenance	21,450	21,450	87,455	(66,005)
Rent	117,610	117,610	107,630	9,980
Equipment	22,900	22,900	420,531	(322,631)
Utilities	105,890	105,890	42,430	63,460
Recruitment	14,000	14,000	6,683	7,317
Recreational services	1,500	1,500	37,732	(36,232)
Tuition	64,645	64,645	107,153	(42,508)
<b>Total expenditures</b>	<b>6,644,662</b>	<b>6,719,662</b>	<b>7,870,264</b>	<b>(1,150,602)</b>
Excess (deficiency) of revenues over expenditures	(383,042)	(458,042)	95,993	554,035
<b>OTHER FINANCING SOURCES (USES)</b>				
Use of unreserved surplus	383,042	458,042	458,042	-
Transfers in(out)	-	-	11,313	11,313
<b>Total other financing sources (uses)</b>	<b>383,042</b>	<b>458,042</b>	<b>469,355</b>	<b>11,313</b>
Net change in fund balances	-	-	565,348	565,358
Fund balances - beginning of year	2,565,733	2,490,733	2,490,733	-
Fund balances - end of year	\$2,565,733	\$2,490,733	\$3,056,081	\$ 565,348
	=====	=====	=====	=====

See accompanying notes to financial statements

READS COLLABORATIVE

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READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS

1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. General Statement

The Regional Educational Assessment and Diagnostic Services Collaborative (READS Collaborative) is an educational collaborative established under Massachusetts General Laws, Chapter 40, Section 4E and Board of Education Policy and an agreement between the School Committees of the Towns of Abington, Carver, East Bridgewater, Freetown-Lakeville Regional School District, Marion, Mattapoisett, Middleboro, Rochester, Taunton, West Bridgewater, Berkley, and the Dighton-Rehobeth Regional School District and Bridgewater-Raynham Regional School District. The Collaborative was formed with the purpose of providing educational services to low incidence handicapped school age children.

The accounting and reporting policies of the Collaborative relating to the funds included in the accompanying basic financial statements conform to accounting principles generally accepted in the United States of America applicable to state and local governments. Generally accepted accounting principles for local governments include those principles prescribed by the Government Accounting Standards Board (GASB), the American Institute of Certified Public Accountants in the publication entitled Audits of State and Local Governmental Units and by the Financial Accounting Standards Board (when applicable).

B. Basis of Presentation

The government-wide financial statements (the statement of net assets and the statement of activities) report information on all activities of the Collaborative.

The statement of activities demonstrates the degree to which the direct expenses of a given program are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific program. Program revenues include 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given program and 2) operating or capital grants and contributions that are restricted to meeting the operational or capital requirements of a particular program. Member tuition and other items not properly included among program revenues are reported instead as general revenues.

**Fund Financial Statements:**

The Collaborative segregates transactions related to certain functions or activities in separate funds in order to aid financial management and to demonstrate legal compliance. The fund financial statements present each major fund as a separate column; all non-major funds are aggregated and presented in a single column.

READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)

Governmental funds are those funds through which most governmental activities typically are financed. The measurement focus of governmental funds is on the sources, uses and balance of current financial resources. The Collaborative has presented the following major governmental funds:

General Fund - This fund is the main operating fund of the Collaborative. It is used to account for all financial resources not accounted for in other funds. All member tuition and other fees that are not restricted by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, insurance and benefits and other costs that are not paid through other funds are paid from the general fund.

Special Revenue Fund - This fund is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

C. Net Assets

Net assets represents the difference between assets and liabilities. Net assets invested in capital assets, net of related debt consists of capital assets, net of accumulated depreciation. Net assets are reported as restricted when there are limitations on their use either through external restrictions imposed by creditors, grantors or laws or regulations of other governments.

D. Fund Balance

Fund balance is divided into five classifications based primarily on the extent to which the Collaborative is bound to observe constraints imposed upon the use of the resources in the governmental funds. The classifications are as follows:

Nonspendable - The nonspendable fund balance category includes amounts that cannot be spent because they are not in spendable form, or legally or contractually required to be maintained intact. The "not in spendable form" criterion includes items that are not expected to be converted to cash. It also includes the long-term amount of interfund loans.

Restricted - Fund balance is reported as restricted when constraints placed on the use of resources are either externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments or is imposed by law through constitutional provisions or enabling legislation (Collaborative Agreement).

READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)

Enabling legislation authorizes the Collaborative to assess, levy, charge, or otherwise mandate payment of resources (from external resource providers) and includes a legally enforceable requirement that those resources be used only for the specific purposes stipulated in the legislation. Legal enforceability means that the Collaborative can be compelled by an external party, such as citizens, public interest groups, or the judiciary to use resources created by enabling legislation only for the purposes specified by the legislation.

Committed - The committed fund balance classification includes amounts that can be used only for the specific purposes imposed by formal action (ordinance or resolution) of Collaborative Board. Those committed amounts cannot be used for any other purpose unless the Collaborative Board removes or changes the specified use by taking the same type of action (ordinance or resolution) it employed to previously commit those amounts. In contrast to fund balance that is restricted by enabling legislation, committed fund balance classifications may be redeployed for other purposes with appropriate due process. Constraints imposed on the use of committed amounts are imposed by Collaborative Board, separate from the authorization to raise the underlying revenue; therefore, compliance with these constraints are not considered to be legally enforceable. Committed fund balance also incorporates contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.

Assigned - Amounts in the assigned fund balance classification are intended to be used by the Collaborative for specific purposes but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the General Fund, assigned fund balance represents the remaining amount that is not restricted or committed. In the General Fund, assigned amounts represent intended uses established by Collaborative Board or a Collaborative official delegated that authority by Cooperative Agreement or ordinance.

Unassigned - Unassigned fund balance is the residual classification for the General Fund and includes all spendable amounts not contained in the other classifications. In other governmental funds, the unassigned classification is used only to report a deficit balance resulting from overspending for specific purposes for which amounts had been restricted, committed, or assigned.

The Collaborative applies restricted resources first when expenditures are incurred for purposes for which either restricted or unrestricted (committed, assigned, and unassigned) amounts are available. Similarly, within unrestricted fund balance, committed amounts are reduced first followed by assigned, and then unassigned amounts when expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used.

READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)

E. Measurement Focus/Basis of Accounting

Measurement focus refers to what is being measured; basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurement made, regardless of the measurement focus applied.

The government-wide statements are reported using the economic resources measurement focus and the accrual basis of accounting. The economic resources measurement focus means all assets and liabilities (whether current or non-current) are included on the statement of net assets and the operating statements present increases (revenues) and decreases (expenses) in net total assets. Under the accrual basis of accounting, revenues are recognized when earned. Expenses are recognized at the time the liability is incurred.

Governmental fund financial statements are reported using the current financial resources measurement focus and are accounted for using the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual; i.e., when they become both 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 be used to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred. The revenues susceptible to accrual are tuition, program service fees, reimbursable income, interest income and intergovernmental income. All other governmental fund revenue are recorded when received.

F. Budgetary Control

The Board of Directors annually determines the amount to be raised (after deducting the amount of anticipated revenues from other sources, including surplus revenue, if any) to maintain and operate the Collaborative during the next fiscal year and apportions the amount among the member districts in accordance with the terms of the agreement.

The Statement of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual - General Fund presents a comparison of budgetary data to actual results. The General Fund utilizes the same basis of accounting for both budgetary purposes and actual results.

G. Cash and Investments

Cash of all funds, including restricted cash, are pooled into common pooled accounts in order to maximize investment opportunities. Each fund whose monies are deposited in the pooled cash accounts has an equity therein, and interest earned on the investment of these monies is allocated based upon relative equity at month end. An individual fund's pooled cash and cash investments are available upon demand and are considered to be "cash equivalents" when preparing these financial statements.

READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)

In addition, any marketable securities not included in the common pooled accounts that are purchased with a maturity of ninety days or less are also considered to be "cash equivalents".

All investments are recorded at fair value based on quoted market prices. Fair value is the amount at which a financial instrument could be exchanged in a current transaction between willing parties.

H. Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

I. Inventories of supplies

Supplies are considered to be expenditures at the time of purchase and are not included in the statement of financial position as inventories.

J. Transactions Between Funds

Legally authorized transfers are treated as interfund transfers and are included in the results of operations.

K. Claims and Judgments

Estimated losses from judgments and claims are recorded in the financial statements as a liability and as an expense if the loss is probable and amounts can be reasonably estimated.

L. Allowance for Uncollectible Accounts

The allowance for uncollectible accounts is estimated based on historical trends and specific account analysis and was \$0 at June 30, 2012.

M. Capital Assets

Capital assets, which includes property, plant, equipment, and infrastructure assets, are reported in the governmental activities column in the government-wide financial statements. All capital assets are valued at historical cost or estimated historical cost if actual historical cost is not available. Donated assets are valued at their fair value on the date donated. Repairs and maintenance are recorded as expenses. Renewals and betterments are capitalized.

Assets capitalized have an original cost of \$2,000 or more and over three years of useful life. Depreciation is calculated on each class of depreciable property using the straight-line method. Estimated useful lives are as follows:

Furniture and equipment	5 - 7 years
Buildings	40 years
Improvements	10 years

READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)

2 - DEPOSITS AND INVESTMENTS

Deposits - Custodial Risk

Custodial risk for deposits is the risk that, in the event of a bank failure, the Collaborative's deposits may not be recovered. The Collaborative does not have a policy for custodial credit risk of deposits. As of June 30, 2012, \$ -0- of the Collaborative's bank balance of \$221,548 was uninsured and uncollateralized and, therefore, exposed to custodial credit risk.

Investments - Custodial Credit Risk

Custodial credit risk for investments is the risk that, in the event of the failure of the counterparty, the Collaborative will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The Collaborative does not have a policy for custodial credit risk of investments.

The Collaborative has a repurchase agreement with Rockland Trust Co. whereby the daily amount exceeding the target balance is swept into a one day repurchase instrument. The bank then purchases and assigns to the Collaborative securities with a par value and market value sufficient to cover the amount of the repurchase instrument. As of June 30, 2012, securities in the amount of \$3,911,768 were registered in the name of the Collaborative and, therefore, were not exposed to custodial credit risk.

Investments - Interest Rate Risk of Debt Securities

Interest rate risk for debt securities is the risk that changes in interest rates of debt securities will adversely affect the fair value of an investment. The Collaborative does not have a policy for interest rate risk of debt securities.

Investments - Credit Risk of Debt Securities

Credit risk for investments is the risk that an issuer or other counterparty to a debt security will not fulfill its obligations. The Collaborative does not have a policy for credit risk of debt securities.

3 - PENSION PLANS

Plan Description and Provisions

The Collaborative provides pension benefits for substantially all employees except certain administrative employees, professional employees and teachers, through the Massachusetts Retirement System (MRS), a Cost-Sharing Multiple Employer Employee Retirement System established under the Massachusetts Contributory Retirement Law.

READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)

The system provides for retirement benefits up to a maximum of 80% of a member's highest three year average annual compensation. Benefit payments are based upon a member's age, length of creditable service, level of compensation and group classification.

Members of the system become fully vested after 10 years of creditable service. A retirement allowance may be received upon reaching age 65 or upon attaining twenty years of service. The Plan also provides for early retirement at age 55 if the participant (1) has a record of 10 years creditable service, (2) was on the Collaborative payroll on January 1, 1978, (3) voluntarily left Collaborative employment on or after that date, and (4) left accumulated annuity deductions in the Fund.

The Massachusetts Retirement System issues a publicly available financial report that includes financial statements and required supplementary information for MRS.

**Funding Policy**

Active plan members contribute either 5, 7, 8, or 9% of their gross regular compensation depending on the date upon which their membership began, on a pre-tax basis. Individuals whose membership became effective on or after January 1, 1979 contribute an additional 2% of regular compensation over \$30,000. The Collaborative is required to contribute at an actuarially determined rate; the current rate is 7.8% of annual covered payroll. The contribution requirements of plan members are established and may be amended by the MRS Board of Trustees.

**Annual Pension Cost**

For 2012, the Collaborative's annual pension cost of \$164,940 was equal to the Collaborative's required and actual contributions. The periodic employer contributions to the retirement system are determined on an actuarial basis using the entry age normal actuarial cost method. Normal cost is funded on a current basis. The unfunded actuarial accrued liability is funded on a schedule that ends no later than the year 2030. The annual amortization of the unfunded actuarial liability increases each year by no more than 7.5%. The funding strategy for normal cost and the unfunded actuarial accrued liability should provide sufficient resources to pay employee pension benefits on a timely basis.

READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)

The significant actuarial assumptions used in the determination of the standardized measure of the pension benefit obligation and contribution are summarized below:

- \* The rate of return on the investment of present and future assets is 8% per year, compounded annually.
- \* Future pension payments reflect an assumption of a 4.5% salary increase per year.
- \* Additional projected salary increases of 1.5% a year attributable to longevity/merit.
- \* Future pension payments reflect no post-retirement benefit increases.

**Three Year Trend Information**

Fiscal Year <u>Funding</u>	Annual Pension Cost (APC)	Percentage of APC <u>Contribution</u>
2010	113,015	100%
2011	117,543	100%
2012	164,940	100%

Certain employees of the Collaborative participate individually in a contributory retirement plan administered by the Massachusetts Teacher's Retirement Board. The Collaborative does not contribute to this plan. All pension benefits and expenses paid by the Teachers Retirement Board are funded by the Commonwealth of Massachusetts. Payments made by the Commonwealth of Massachusetts on behalf of the Collaborative amounted to \$116,016 and are reflected as revenues and corresponding expenditures in the Collaborative's special revenue funds.

**4 - COMMITMENTS AND CONTINGENCIES**

Amounts received or receivable from grantor agencies are subject to audit and adjustment by the grantor agencies. Any disallowed claims, including amounts already collected, may constitute a liability of the Collaborative. The amount, if any, of expenditures which may be disallowed by the grantor cannot be determined at this time although the Collaborative expects such amounts, if any, to be immaterial.

**5 - LEASES**

The Collaborative leases a school bus and various office equipment under long-term lease agreements that expire in 2014. Rent expense under these lease amounted to \$18,854.

The Collaborative leases classroom space at several different locations under long-term and short-term arrangements. Rent expense under these leases amounted to \$88,777.

READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)

6 - BUDGETARY BASIS OF ACCOUNTING

The Collaborative prepares its annual budget on a basis (budget basis), which differs from generally accepted accounting principles (GAAP basis). The budget and all transactions are presented in accordance with the Collaborative's method (budget basis) in the Statement of Revenues, Expenditures and Changes in Fund Balances - Budget and Actual - General Fund to provide a meaningful comparison of actual results with the budget.

Adjustments necessary to convert the General Fund's excess of revenues over expenditures on the budget basis to a GAAP basis are provided below:

Excess of revenues over expenditures - budget basis	\$ 95,993
Record revenue recognized for MTR on-behalf payments	116,016
Record expenditures recognized for MTR on-behalf payments	(116,016)
Excess of revenues over expenditures - GAAP basis	\$ 95,993
	=====

7 - LONG-TERM OBLIGATIONS

Transactions for the year ended June 30, 2012 are summarized as follows:

	Balance <u>July 1</u>	Issues or <u>Additions</u>	Payments or <u>Expenditures</u>	Balance <u>June 30</u>	Due Within <u>One Year</u>
<u>Governmental Type Activities</u>					
Compensated Absences	\$ 70,160	\$ -	\$ 9,743	\$ 60,417	\$ -
Total governmental activities	\$ 70,160	\$ -	\$ 9,743	\$ 60,417	\$ -

## READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)8 - CAPITAL ASSETS

Capital asset activity for the year ended June 30, 2012 was as follows:

	<u>Beginning</u> <u>Balance</u>	<u>Increases</u>	<u>Decreases</u>	<u>Ending</u> <u>Balance</u>
<b>Governmental Activities:</b>				
Capital assets, not being depreciated				
Land	\$ 100,687	\$ -	\$ -	\$ 100,687
Capital assets, being depreciated				
Furniture and equipment	428,602	348,199	-	776,801
Buildings	1,692,377	-	-	1,692,377
Improvements	29,222	20,819	-	50,041
Total capital assets, being depreciated	<u>2,150,201</u>	<u>369,018</u>	<u>-</u>	<u>2,519,219</u>
Less accumulated depreciation for:				
Furniture and equipment	297,328	71,642	-	368,970
Buildings	503,786	42,308	-	546,094
Improvements	12,338	3,963	-	16,301
Total accumulated depreciation	<u>813,452</u>	<u>117,913</u>	<u>-</u>	<u>931,365</u>
Total capital assets, being depreciated, net	<u>1,336,749</u>	<u>251,105</u>	<u>-</u>	<u>1,587,854</u>
Governmental activities capital assets, net	\$ 1,437,436	\$ 251,105	\$ -	\$ 1,688,541
	=====	=====	=====	=====

Depreciation expense was not charged to various functions but shown as a separate line item in the statement of activities.

9 - POST EMPLOYMENT BENEFITS OTHER THAN PENSIONS

**Plan Description** - The Collaborative provides health insurance coverage for its retirees and their survivors (hereinafter referred to as the "Plan") as a single-employer defined benefit Other Post Employment Benefit (OPEB) plan. Chapter 32B of the Massachusetts General Laws (MGL) assigns authority to establish and amend benefit provisions. Changes to plan design and contribution rates is accomplished by vote of the Board of Directors. The Plan does not issue a stand alone financial report since there are no assets legally segregated for the sole purpose of paying benefits under the Plan.

The number of participants as of July 1, 2011, the latest actuarial valuation, is as follows:

Active employees.....	110
Retired employees and beneficiaries.....	<u>2</u>
Total	112
	==

## READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)

**Funding Policy** - The contribution requirements of the Plan and the Collaborative is established by the Board of Directors. The current required health insurance contribution rates of Plan members and the Collaborative are 50% and 50%, respectively. The Collaborative currently contributes enough money to the Plan to satisfy current obligations on a pay-as-you-go basis.

**Annual OPEB and Net OPEB Obligation** - The Collaborative's annual OPEB cost (expense) is calculated based on the annual required contribution (ARC) of the employer, an actuarially determined amount that is calculated in accordance with the parameters set forth in GASB Statement 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. The components of the Collaborative's annual OPEB cost for the year, the amount actuarially contributed to the plan, and changes in the Collaborative's net OPEB obligation are summarized in the following table:

Normal cost	\$ 291,577
Amortization of unfunded actuarial accrued liability	98,169
Interest on OPEB obligation	37,340
Other adjustments	<u>(5,114)</u>
	421,972
Contributions made	<u>4,738</u>
	417,234
Increase in net OPEB obligation	417,234
Net OPEB obligation, beginning of year	<u>853,265</u>
Net OPEB obligation, end of year	\$1,270,499
	=====

Trend information regarding annual pension cost, the percentage of the annual pension cost contributed and the net pension obligation is as follows:

Percentage of			
Fiscal Year <u>Ended</u>	Annual OPEB Cost	Annual OPEB Cost Contributed	Net OPEB Obligation
6/30/2012	\$ 421,972	1.14%	\$ 417 234
6/30/2011	290,103	2.02%	853 265
6/30/2010	290,103	2.02%	564,024

## READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)

**Funded Status and Funding Progress** - The funded status of the Plan at July 1, 2011, the most recent actuarial valuation, was as follows:

Actuarial Valuation Date	Actuarial		Unfunded AAL (UAAL)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
	Actuarial Value of Assets (A)	Accrued Liability (AAL) Projected Unit Credit (B)				
07/1/08	\$ -	\$1,765,435	\$1,765,435	-	\$4,581,071	38.5%
07/1/11	-	2,486,723	2,486,723	-	3,635,432	68.4%

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.

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

The significant methods and assumptions as of the latest actuarial valuation are as follows:

Valuation date:	July 1, 2011
Actuarial cost method:	Projected Unit Credit
Amortization method:	Projected Unit Credit
Remaining amortization period:	27 Years
Interest discount rate:	4.0%
Healthcare/medical cost trend rate:	7% decreasing by 1% to an ultimate level of 5% per year

10 - EVALUATION OF SUBSEQUENT EVENTS

The Organization has evaluated subsequent events through October 20, 2012, the date which the financial statements were available to be issued. Management is not aware of any subsequent events that would require recognition or disclosure in the accompanying financial statements.

## READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)11 - FUND BALANCES

Fund balance is classified as nonspendable, restricted, committed, assigned and/or unassigned based primarily on the extent to which the Collaborative is bound to observe constraints imposed upon the use of the resources in the government funds. The constraints placed on fund balance for the major governmental funds and all other governmental funds are presented below:

<u>Fund Balances</u>	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total</u>
<u>Nonspendable:</u>	\$ 28,271	\$ -	\$ 28,271
<u>Restricted For:</u>	-	-	-
<u>Committed To:</u>	-	-	-
<u>Assigned:</u>			
Special events	-	41,306	41,306
Early intervention	-	86,111	86,111
School based medicaid	-	92,340	92,340
Retiree health insurance	35,145	-	35,145
Capital improvements	28,850	-	28,850
Professional development	2,470	-	2,470
Board voted credits	352,139	-	352,139
Total Assigned	418,604	219,757	638,361
<u>Unassigned:</u>	2,609,206	-	2,609,206
Total Fund Balances	\$3,056,081	\$ 219,757	\$3,275,838
	=====	=====	=====

## READS COLLABORATIVE

NOTES TO BASIC FINANCIAL STATEMENTS  
(Continued)12 - RESTATEMENT AND RECLASSIFICATIONS

On July 1, 2011, the assets, liabilities and fund balances of R.E.A.D.S., Inc. were merged into the Collaborative. Beginning fund balances have been restated as follows:

	General Fund	Nonmajor Governmental Funds	Total Governmental Funds
Balance June 30, 2011	\$2,650,336	\$ 4,766	\$2,655,102
Record assets, liabilities and fund balances of R.E.A.D.S., Inc.	<u>298,439</u>	<u>272,349</u>	<u>570,788</u>
Balance June 30, 2011, as restated	<u>\$2,948,775</u>	<u>\$ 277,115</u>	<u>\$3,225,890</u>
	=====	=====	=====

On July 1, 2011, the assets, liabilities and fund balances of R.E.A.D.S., Inc. were merged into the Collaborative. Beginning net assets have been restated as follows:

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Invested in Capital Assets</u>
Balance June 30, 2011	\$1,726,911	\$ 4,766	\$ 105,028
Record assets, liabilities and net assets of R.E.A.D.S., Inc.	<u>298,440</u>	<u>272,349</u>	<u>1,332,407</u>
Balance June 30, 2011, as restated	<u>\$2,025,351</u>	<u>\$ 277,115</u>	<u>\$1,437,435</u>
	=====	=====	=====

SUPPLEMENTARY INFORMATION

READS COLLABORATIVE

DISCLOSURES REQUIRED BY CHAPTER 43 OF THE ACTS OF 2012  
OF THE MASSACHUSETTS GENERAL LAWS

1. Transactions between the Collaborative and any related for-profit or non-profit organization:

None.

2. Transactions or contracts related to the purchase, sale, rental or lease of real property:

- \* Annual contracts for the lease of classroom space from member school districts and others at the following locations:

West Bridgewater High School	\$ 6,500
Central Baptist Church, Middleboro, MA	7,277

- \* Long-term leases for the lease of classroom space member school districts at the following locations:

Bridgewater-Raynham Regional School District	31,000
Middleboro Public Schools	<u>44,000</u>
	\$ 88,777
	=====

3. The names, duties and total compensation of the five most highly compensated employees:

John Dorn, Psychologist	\$ 150,591
Theresa Craig, Executive Director	123,500
Sinead Petersen, Applied Behavior Analysis Coordinator	93,456
Deirdre Dowd-Pizzuto, Program Director	87,624
Evelyn Rankin, Program Director	80,071

4. The amounts expended on administration and overhead:

\$ 514,430
=====

5. Any accounts held by the Collaborative that may be spent at the discretion of another person or entity:

None.

6. The amounts expended on services for individuals age 22 and older:

None.