



Bi-County Collaborative  
Making It Possible

# Bi-County Collaborative FY 22 Annual Report

Jeanne M. Sullivan, M. Ed.  
Executive Director

Administrative Offices  
397 East Central Street Franklin, MA 02038  
508-520-1998  
[www.bicounty.org](http://www.bicounty.org)

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Dear Bi-County Collaborative Community,

The 2021-2022 school year had us continuing to manage the difficulties that the COVID-19 Pandemic presented to us. BICO Staff and Students continued to navigate through wearing masks, staff shortages, staff and student illnesses resulting in having to quarantine, etc.. We have continued to find innovative ways to engage students in learning and support services and provide therapeutic services for students.

During the 2021-2022 school year BICO started the year with a lower than expected student enrollment. This lower enrollment resulted in decreased revenue, leading the Board of Directors and Leadership Team to take a deep dive into enrollment trends, capacity and enrollment of the Collaborative, facility usage, staffing patterns, leadership responsibilities, etc... and take a closer look at the overall budget process. As a result, we have reshaped and realigned leadership responsibilities and have updated our data collection practices to provide increased transparency in what is happening across the Collaborative. Despite our challenges, BICO has remained responsive to the needs of our members and has maintained high quality, cost effective programs for students.

Enrollment for the 2021-2022 school year began at 171 students and closed the year at 208 students. Referrals to BICO programs started the year slowly but gradually increased to more typical levels as the year progressed. BICO noted an increase in the number of 45 day evaluations as students in our member districts returned to school full time.

In the Spring of 2022, we began the process of developing a new four year strategic plan following the Planning for Success Model. In this process, the BICO Leadership Team partnered with members of our Board of Directors and Operating Committee to revise our Mission, Vision, Core Values and to develop four strategic objectives that will guide our work over the next four years. Thank you to all of our staff, member district partners and Wheaton College who donated space for the team to work.

In June, we were excited to honor the BICO Class of 2022 with graduation ceremonies. It was wonderful to come together as a community to celebrate the hard work and accomplishments of our students!!



Summit High School Class of 2022!!



Learning Center Class of 2022!!

Thank you to BICO's Board of Directors, Leadership Team and dedicated staff for their flexibility in continuing to support our students and families during this unprecedented time. Together we can make it possible for our students to receive the services they require to be successful.

Sincerely,

*Jeanne M. Sullivan*

Jeanne M. Sullivan  
Executive Director

## Board of Directors

- Mr. David Sawyer, Attleboro
- Dr. Peter Marano, Bellingham – Vice Chair
- Dr. Jason DeFalco, Blackstone-Millville
- Dr. Lisha Cabral, Easton
- Dr. Amy Berdos, Foxboro
- Dr. Sara Ahern, Franklin
- Ms. Karen Crebase, Hopedale
- Mr. Paul Zinni, King Philip
- Ms. Teresa Murphy, Mansfield
- Dr. Kevin McIntyre, Milford
- Dr. Ingrid Allardi, Norfolk
- Dr. John Antonucci, North Attleboro
- Dr. Joseph Baeta, Norton
- Mr. David Raiche, Plainville
- Mr. John Robidoux, Swansea
- Ms. Karen Maguire, Tri-County
- Dr. Patrick Dillon, Uxbridge
- Dr. Bridgette Gough, Walpole
- Dr. Allan Cameron, Wrentham – Chair

## Operating Committee

- Ms. Ivonne Medeiros, Attleboro
- Ms. Suzanne Michel, Bellingham
- Ms. Jill Pilla-Gallerini, Blackstone-Millville
- Ms. Teresa Skinner, Easton
- Mr. Cory Mikolazyk, Foxboro
- Ms. Paula Marano, Franklin
- Ms. Karen Cosgrove, Hopedale
- Ms. Lisa Moy, King Philip
- Mr. James Leonard, Mansfield
- Ms. Lucy Jenkins, Milford
- Dr. Anna Tupper, Norfolk
- Ms. Margaret Camire, North Attleboro
- Mr. Vincent Cerce, Norton
- Dr. Ann Dargon, Plainville
- Dr. Julie Garrell, Swansea
- Mr. Kevin Pierce, Tri-County
- Ms. Jennifer Ramsdell, Uxbridge
- Dr. John Queally, Walpole
- Ms. Karen McNamara, Wrentham

## Leadership Team

- Mrs. Jeanne M. Sullivan, Executive Director
- Mrs. Julie O'Connor, Director of Student Services
- Mrs. Laurie Cunningham, Program Director for Clinical Services
- Ms. Debra Ciccone, Director of Finance & Operations
- Mrs. Laurie Abban, School Nurse Leader
- Mr. Thomas Drake, Coordinator of Technology Integration & Planning
- Mrs. Melani Galante, Coordinator of Curriculum & Professional Development
- Mr. Casey Hatten, Director of Transition Services
- Mrs. Kristin Boni, Program Director
- Mr. Benjamin Giuffrida, Program Director
- Mr. William Kickham, Program Director
- Ms. Pamela Ludwig, Program Director
- Mr. Jacob Richardson, Program Director

## **Mission**

BICO provides and coordinates educational programs and opportunities for students, families, and our professional community.

## **Vision**

BICO, in partnership with families and communities, is an innovative and responsive organization that works to ensure that students are confident and successful as learners and citizens in an ever changing global society, through effective, efficient, and purposeful programming.

## **Guiding Beliefs**

We believe:

- In educating the whole child: academically, socially, and emotionally, to build independence and self-advocacy.
- Our success comes from collaboration between parents, staff, and districts.
- In minimizing the impact of disability and maximizing opportunities for learning and growth.
- That all students must have curriculum and instruction that will meet each individual's goals and prepare them for life after school.
- In a safe and positive learning environment, in diverse, and in mental health and physical supports.
- In frequently assessing progress to provide technology, communication, and professional development.
- In opportunity to provide transition based learning in preparation for adulthood.
- In fostering lifelong learning for students, staff, and families.
- In embracing diversity, change, risk taking, and shared decision making.

## General Collaborative Information

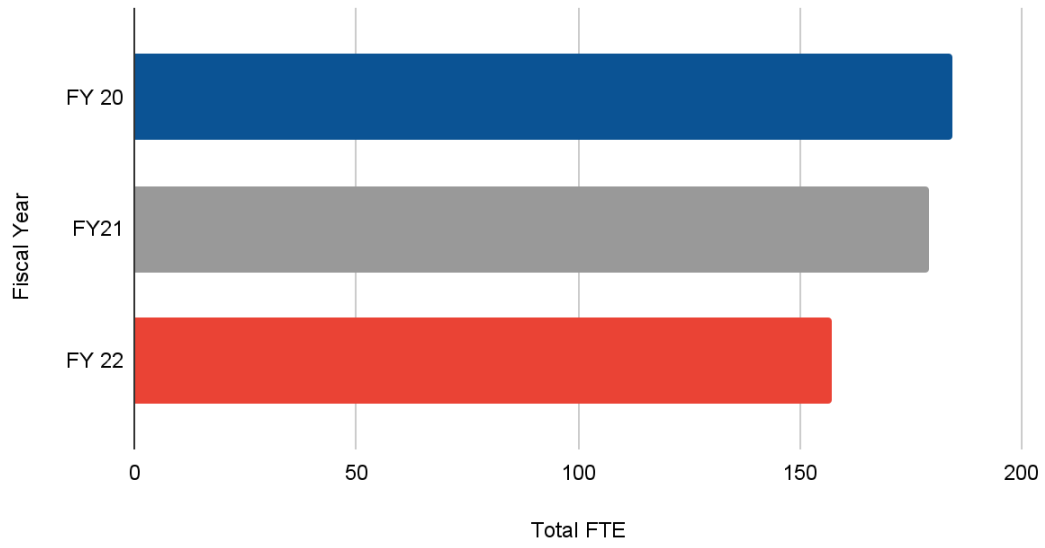
<b>Years in Service</b>	47		
<b>Member Districts</b>	19	School Districts Served in 2022: 55*	*This includes school districts accessing student programming and professional development.
<b>Number of Employees</b>	161	<b>Employee FTE</b>	157.10
<b>Programs</b>	20	<b>Students Served</b>	249
<b>Bi-County Program / Service Locations</b>	Bellingham, Blackstone Millville Regional, Foxboro, Franklin, Mansfield, Norton, Plainville, Walpole, Wrentham		

## Staff Demographics (June 30, 2022)

Role	FTE
Accounting & Payroll Coordinator	1.0
Adjustment Counselors	6.8
Adaptive Physical Education Teachers	2.0
Administrative Assistant	2.0
Board Certified Behavior Analysts	4.0
Clinical Director Therapeutic MS & HS	0.6
Coordinator of Curriculum & Professional Development	1.0
Coordinator of Technology Integration & Planning	1.0
Custodian	1.5
Director of Clinical Services	1.0
Director of Finance & Operations	1.0
Director of Student Services	1.0
Director of Transition Services	1.0
Executive Assistant	1.0
Executive Director	1.0
Nurse - Leader	1.0
Nurses - LPN	1.0
Nurses - RN	5.0
Occupational Therapists	3.5
Paraprofessionals	68
Physical Therapy Assistant	0.5
Physical Therapist	1.0
Program Directors/Assistant Program Director	4.0
Principal	1.0
Purchasing & Transportation Associate	1.0
Speech & Language Assistant	1.0
Speech & Language Pathologists	4.2
Student Records & Human Resource Coordinator	1.0
Teachers	38.0
Transition Coordinator	1.0
School Psychologist	1.0
<b>TOTAL STAFF FTE AS OF 6/30/2022</b>	<b>157.10</b>



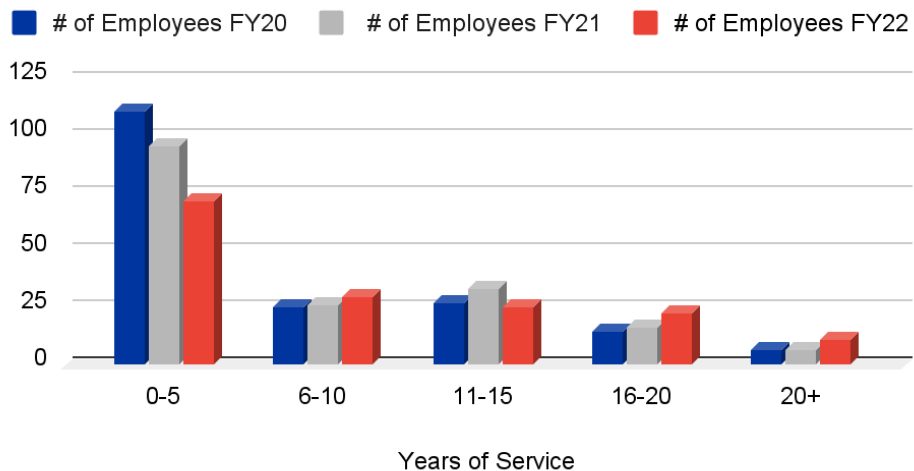
### FY 20-FY22 BICO Staff FTE



## Staff Years of Service 2022

Range of Years	Number of Staff	Percentage of Staff
0-5	72	44.7
6-10	30	18.6
11-15	25	15.5
16-20	23	14.3
20+	11	6.9
<b>Total</b>	<b>161</b>	<b>100%</b>

## BICO Staff Years of Service FY 20 - FY 22



## Bi-County Collaborative Educational Programs & Services

Bi-County Collaborative is dedicated to providing high quality educational programs making it possible for all students to become responsible and contributing members of society. Bi-County has provided specialized educational programs and services to students ages 3-22 for 47 years.

Bi-County programs address the needs of students with Autism, Communication, Developmental Delay, Emotional, Health, Intellectual, Neurological, Physical Impairments, and Specific Learning Disabilities. Bi-County programs offer individualized goals, specialized instruction, and unwavering support. Every Bi-County program is focused on maximizing each student's academic, social, emotional, and life skills success. Based upon a student's abilities, particular needs, and Individualized Education Program (IEP), the student will follow one of two program pathways.

Bi-County's intensive continuum programs deliver specialized instruction and support for students with intellectual, physical, and medical needs. Multi-sensory instruction, assistive technology, and total communication support are integral to each program. Using the award winning Unique curriculum, with modifications as necessary, academics are aligned with MA Curriculum and Common Core Standards. Instruction is individualized based on each student's strengths and ongoing assessment of progress. In addition, student programming includes activities in the community along with transition planning, goals and experiences.

Bi-County's therapeutic programs are focused on delivering solid academic content to students whose social, emotional, and/or academic delays have compromised their success in the general education setting. All classroom environments are predictable, safe, and supportive with a focus on therapeutic strategies to promote success. Students enter this pathway with a goal of reentering their home district or progressing to the next least restrictive setting, and diploma acquisition.

Bi-County Collaborative also strives to provide high quality professional development for educators from across the state. Bi-County's professional development has grown substantially offering an onsite Master's Degree program in Educational Leadership from Worcester State University; coursework required for the MA SEI Endorsement requirements for teachers and administrators; coursework for Registered Behavior Technicians; seminars and workshops on MA school law; The Impact of Trauma on Learning graduate level course with Lesley University; Non- Violent Crisis Intervention and Prevention training; and opportunities to earn PDPs needed for teacher recertification. Bi-County's Member District Professional Development Committee continues to focus on networking and collaboration for quality professional development for member and non-member district staff.

## Bi-County Collaborative Programs & Services

### Preschool & Elementary Programs

#### PRESCHOOL DEVELOPMENTAL LEARNING PROGRAM (PDLP)

Jordan/ Jackson School  
Mansfield, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[jconnor@bicounty.org](mailto:jconnor@bicounty.org)

**T**he Preschool Developmental Learning Program is a 12-month program, which serves students ages 3-5 with multiple physical, intellectual, neurological and communication impairments.

Many of these students enter the program after participating in a home-based early intervention model. A comprehensive transitional plan between the early intervention team and the school-based team is developed to assure student success in the program. The team also makes it a priority to help parents understand the school-based model of instruction and the IEP process.

Educational instruction is based on the Pre-Kindergarten Common Core standards with modifications for students to successfully participate in all curriculum areas. The program incorporates assistive technology using a multi-sensory model of instruction

to foster participation, awareness, and self-determination.

**RELATED SERVICES:** Students may have daily medical needs that require care by a classroom nurse. Direct speech therapy, occupational therapy, and physical therapy are provided per each student's IEP. Therapists also provide staff consultation in order to embed therapeutic techniques into the daily classroom routine. Vision services are also available as needed.



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## Bi-County Collaborative Programs & Services

### Preschool & Elementary Programs

#### ELEMENTARY DEVELOPMENTAL LEARNING PROGRAM (EDLP)

Jordan/ Jackson School  
Mansfield, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Elementary Developmental Learning Program is a 12-month program, which provides a comprehensive program for elementary students with multiple physical, intellectual, neurological, and communication impairments.

Emphasis is placed upon sensory-based learning, movement, total communication, and adaptive technology. Therapist's activities are integrated into students' daily classroom routines. The program incorporates assistive technology, multi-sensory instruction designed to foster participation, awareness, and self-determination.

Environmental structure and positive behavioral supports are individualized for students to assist in processing and communicating information. Students require structured teaching of social protocol. Academics are individualized and focus on

maximizing students' strengths.

**RELATED SERVICES:** Students may have daily medical needs that require care by a classroom nurse. Direct speech therapy, occupational therapy, and physical therapy are provided per each student's IEP. Therapists also provide staff consultation in order to embed therapeutic techniques into the daily classroom routine. Vision services are also available as needed.



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## Bi-County Collaborative Programs & Services

### Preschool & Elementary Programs

#### **SPECIALIZED ELEMENTARY ALTERNATIVE PROGRAM (SEAP)**

Joseph F. DiPietro School, Bellingham, MA  
Beatrice H Wood School, Plainville, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Specialized Elementary Alternative Program (SEAP) provides comprehensive educational and therapeutic services for students in grades K-6 who may present with one or more of the following challenges: Autism Spectrum Disorder, Neurological, Intellectual and/or Communication Impairment which impacts learning socially and academically.

Students receive individualized and small group teaching and staffing support to navigate their activities of daily living. Social and academic skills are taught using an Applied Behavioral Analysis approach as appropriate, including discrete trial instruction, natural learning environments, and small group instruction.

The primary focus for students is to increase and maintain communication, social skills, and self-help skills. To accomplish this, programming incorporates assistive

technology for communication and instruction. Inclusion opportunities within a public school setting to further develop social skills are also an integral part of this program. As students progress academic classes are introduced with the goal to return to classrooms and programs within each student's home district.



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## Bi-County Collaborative Programs & Services

### Preschool & Elementary Programs

#### THERAPEUTIC ELEMENTARY ALTERNATIVE PROGRAM (TEAP)

JFK/ Augustine F. Maloney, Blackstone, MA  
Anna Ware Jackson School, Plainville, MA  
Beatrice H. Wood School, Plainville, MA  
Delaney School, Wrentham, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[jocannon@bicounty.org](mailto:jocannon@bicounty.org)

**T**he Therapeutic Elementary Alternative Programs (TEAP) provide comprehensive educational and therapeutic services for students in grades K-6 whose social, emotional and/or academic delays and challenges inhibit their success in the general educational setting. Students may present with difficulties in the areas of language development, cognition, sensory integration, and social/behavioral skills related to Communication Impairment, Autism Spectrum Disorder, Attention Deficit Hyperactivity Disorder and/or Neurological Impairments.

The TEAP program is designed to incorporate learning that meets students' individual needs, allowing them to see their true potential while having inclusion opportunities within a public school setting. A range of services including direct social skills instruction, speech and language services, and counseling are provided by a multidisciplinary team in one setting so that optimal learning is possible.

A small staff to student ratio allows for personalized and individualized teaching. The program emphasizes the use of assistive and instructional technology and multi-sensory instruction to foster active engagement in academic, social, and emotional learning.

Students are supported through a variety of incentives and positive support plans, both individual and classroom based. Once students have demonstrated the ability to regulate behaviors within the smaller classroom setting, they may have the opportunity to mainstream into a general education classroom within the public school setting.

**RELATED SERVICES** are provided based on each student's IEP team's recommendations.

The goal of the TEAP program is to help students experience growth and success, improve their sense of self worth both academically and socially, and eventually return to their home district.



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## Bi-County Collaborative Programs & Services

### Preschool & Elementary Programs

#### SPECIALIZED LANGUAGE BASED PROGRAM (SLBP)

Bellingham Memorial School  
Bellingham, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Specialized Language Based Program (SLBP) provides comprehensive educational and therapeutic services for students grades 3 – 5, with specific learning disabilities, challenges with language development, sensory integration, and social/behavioral skills deficits. Students may present with Dyslexia, Specific Learning Disabilities, Autism Spectrum Disorder, Attention Deficit Hyperactivity Disorder, and/ or Neurological impairments. This program provides a language rich environment paired with visuals, systematic reading and math curriculum as well as multi-sensory instruction to address the specialized needs of the students.

The SLBP program incorporates learning that meets the specific needs of Language Based Learners, incorporating opportunities to practice learned skills repetitively

while consistently teaching grade level standards. Through services including social skills, PT, OT, speech and counseling, students are able to have all their needs addressed in one setting so that optimal learning is possible. A small staff to student ratio allows for one on one instruction and individualized teaching which enables all students to reach their education goals.

Students can access mainstream opportunities in the general education classroom within the public school setting. The goal of the program is to help students achieve their potential and improve their sense of self worth through success in the classroom both academically and socially and eventually return to their home district.



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## Bi-County Collaborative Programs & Services

### Middle School Programs

#### ALTERNATE MIDDLE SCHOOL PROGRAM (AMS)

Keller-Sullivan School  
Franklin, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Alternative Middle School Program (AMS) provides services to students in grades 5-8 who may present with behavioral and social challenges, emotional impairment and/or specific learning disabilities.

The program provides a highly structured, consistent, and therapeutic environment. Teaching is individualized with a focus on promoting academic, social, and emotional success. Predictable routines, therapeutic supports, and consistent ongoing direct teaching of social and communication skills assist in motivating students and developing their self-esteem. Strategies are utilized that assist students to learn self-control and to develop appropriate behaviors and coping skills within the school environment.

The AMS academic curriculum is aligned

with the Massachusetts Common Core Standards and is modified to meet the learning styles and needs of each student.

**RELATED SERVICES:** Students in this program receive counseling, speech and language, and other related services as recommended by their IEP teams.



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## Bi-County Collaborative Programs & Services

### Middle School Programs

#### SUMMIT MIDDLE SCHOOL PROGRAM (SMS)

Bi-County Regional Education Center  
Walpole, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Summit Middle School Program is designed to provide educational services to students in grades 4-8 who cannot be educated in a public school setting due to significant difficulties and challenges that may include behavioral dysregulation and neurological and/or emotional impairment.

The Summit staff participates in ongoing weekly clinical consultation with a child psychologist and Board Certified Behavior Analyst, as well as a child psychiatrist in order to develop individualized positive intervention plans for each student.

A high staff to student ratio provides a safe, structured, predictable educational environment with outcomes that include students' ability to generalize behavior in various environments, and improved self-confidence and coping skills. The pro-

gram's experienced staff and standards-based curriculum can all lead to improved educational outcomes and transition to a less restrictive environment.

Close communication with parents and other service providers, such as therapists and physicians, is an essential component of the program services and assists in the quality management of individual treatment plans. Parents may be asked to participate in clinical consultation meetings. Parents and districts can also request a meeting with the Program consultants.

**RELATED SERVICES:** Students attending Summit may receive a variety of related services, including occupational therapy, speech & language therapy, physical therapy, as specified in their Individualized Education Programs (IEP). Students in the Summit program also have access to an onsite school adjustment counselor and school nurse.



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## Bi-County Collaborative Programs & Services

### Middle School Programs

#### THERAPEUTIC EDUCATION PROGRAM (TEP)

Ahern Middle School  
Foxborough, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Therapeutic Education Program (TEP) serves middle school aged students who present with neurological, social, communication and learning challenges.

The program provides a highly structured environment designed to assist students in learning academic content, perspective-taking skills, problem-solving skills, self-control, coping strategies, and acceptable social behaviors. Goals for students include the development of organizational skills, self-advocacy skills, confidence, and relationship building with peers and adults as well as preparation for success at the high school level. Throughout the program, emphasis is placed on students developing self-respect and becoming responsible learners who contribute to their class and school community in positive ways.

Although the program provides specialized

instructional approaches for academics, socialization, and behavior, the curriculum remains rigorous for each student. The program is aligned with the MA Common Core Standards. Modifications and accommodations are designed to match each individual student's learning style and profile to ensure success accessing the curriculum. Depending on the level of skills development, students participate in the MCAS Assessment with or without accommodations, or the MCAS Alternate Assessment.

The teaching team at TEP strives to develop close working relationships with their students and encourages team-building activities. Since parents or guardians are considered partners in the educational process, trusting and supportive relationships are fostered between the student, school staff and parent/guardian.

**RELATED SERVICES:** Speech and language, physical and occupational therapy and counseling are available as needed.



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## Bi-County Collaborative Programs & Services

### Middle School Programs

#### LIFE ROLLS EDUCATION PROGRAM (LREP)

Bellingham Memorial, Bellingham, MA  
Norton Middle School, Norton, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Life Roles Education Program (LREP) provides educational and therapeutic services to middle school students (ages 10-15) who may have intellectual and/or neurological disabilities, including Autism Spectrum Disorder. LREP provides evidence-based classroom instruction that is aligned with the Massachusetts Common Core Standards and individualized for each student. Additionally, programming includes explicit instruction in social and communication skills that will prepare students for their transition to high school.

Related therapy services are integrated into all classroom and community experiences. Students' medical needs can also be addressed in the LREP. Multisensory instruction, assistive technology, and multi-modal communication support are integral to each student's programming. Physical

and occupational therapies are integrated into daily classroom routines to maximize therapeutic benefits. A multidisciplinary approach is used to foster participation, awareness, and self-determination across all areas of need.

LREP offers 10-month programming with the option of Extended School Year Services and 12-month programming based on each student's Individualized Education Program (IEP).

Related services may include Speech and Language Therapy, Occupational Therapy, Physical Therapy, Vision Services, Orientation and Mobility Services, and Behavioral Consultation. These services are provided based on the recommendations made by the members of each student's IEP team.



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## Bi-County Collaborative Programs & Services

### High School Programs

#### LEARNING CENTER (LC)

**Blackstone-Millville High School**  
Blackstone, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Learning Center is a therapeutic educational program located in a public school setting. Students may present with emotional impairment and/ or specific learning disabilities.

The Learning Center emphasizes a multi-disciplinary approach that provides clinical consultation, ongoing counseling, behavioral programming, and instruction in social pragmatics in conjunction with a focus on academic achievement. The program curriculum is aligned with the Massachusetts Common Core Standards with accommodations tailored on an individual basis to assist each student in accessing the curriculum.

The goals of the program include reintegration into the mainstream, a return to a community high school, diploma acquisition, and transition planning for entry into

college or a post-secondary training program. Transitional planning and programming are individualized for each student to assist them in achieving their goals. This may include preparation for college based testing, work-based learning experiences, vocational exploration and soft skill job development, preparation for learning permit testing, and life planning skills such as budgeting.



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## Bi-County Collaborative Programs & Services

### High School Programs

#### SUMMIT HIGH SCHOOL PROGRAM (SHS)

Bi-County Regional Education Center  
Walpole, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Learning Center is a therapeutic educational program located in a public school setting. Students may present with emotional impairment and/ or specific learning disabilities.

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## Bi-County Collaborative Programs & Services

### High School Programs

#### SECONDARY THERAPEUTIC ALTERNATIVE HIGH SCHOOL (STAP)

Bi-County Regional Education Center  
Walpole, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Secondary Therapeutic Alternative High School, (STAP) offers an alternative approved public day school program for students with neurological, social, communication and learning challenges in grades (9-12).

To accommodate the wide range of learning abilities of our students, the STAP curriculum and instruction are personalized and modified to meet each student's individual needs. Small class size gives teachers the opportunity to employ more interactive instructional strategies. Student interests and learning styles are taken into account in an effort to create stimulating, rigorous, and engaging academic programming. Emphasis is also placed on students developing self-management and organizational skills, self-advocacy skills, and relationship building skills, while developing social and pragmatic language and the use of appropriate coping strategies and interaction skills.

Courses are provided that will meet credit requirements for graduation or for functional and transition skill requirements. Students carry a full schedule of academic courses and receive credit toward graduation requirements. The program is aligned with the Massachusetts Common Core Standards. Depending on the level of skill development, students participate in the MCAS Assessment with or without accommodations, or the MCAS Alternate Assessment.

Involvement with colleges, other social services, and community-based organizations is considered an important component of the program. Efforts are made to identify vocational interests and aptitudes for each student. Career awareness and transition planning are addressed on a daily basis. Additionally, it is a belief of this program that students become more connected and invested in their education when they are personally involved in goal setting and making choices within a therapeutic and supportive environment. Students are encouraged to participate in vocational experiences such as internships, job shadows and work experiences that are considered part of the total educational program.

Program goals include consistent attendance, successful completion of supported transition and vocational experiences, and coursework resulting in a high school diploma or certificate of high school completion, post-secondary education, and preparation for employment.

The teaching team strives to develop close working relationships with students. Parents / guardians are considered partners in the educational process and supportive relationships are honed between student, school staff and parents/guardians.

**RELATED SERVICES:** On-site social groups and/or counseling are provided as part of this program.



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# Bi-County Collaborative Programs & Services

## Adult Programs for Ages 18-22

### ADULT TRANSITION PROGRAM (ATP)

Bi-County Collaborative Campus School  
Walpole, MA

Referrals:  
Please contact Julie O'Connor  
Director of Student Services  
[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Adult Transition Program (ATP) provides individualized educational and community-based transitional services to students ranging from 18 to 22 years old. All program components are tied into the Massachusetts Curriculum Frameworks and the Massachusetts and National Transition Standards. Students may have fulfilled their MCAS or MCAS-Alternate Assessment requirements and may be completing their district credit requirements for graduation or working towards a high school certificate of attendance/completion.

The program serves students who have been diagnosed with high-functioning autism, mild neurological/intellectual disabilities, learning disabilities, and social-emotional disabilities. The Adult Transition Program is designed to provide students with individualized education, vocational, and therapeutic services that range from functional academics to community-based instruction, meaningful internships/work experiences, and appropriate recreational activities. Explicit Instruction in functional academics, activities of daily living, self-advocacy, employability skills,

social skills, and pragmatic language skills are all part of the ATP's commitment to support students as they develop competence that will assist them in adult life. The individualized and coordinated set of evidence-based activities and instruction provided to each student are designed to maximize independence and enable students to become successful, valued, and productive members of society.

Ongoing transition assessments are completed to identify and prioritize students' interests, preferences, strengths, and needs. Data gathered from formal and informal assessments are used to develop a comprehensive individualized action plan with post-secondary goals for instruction, employment, and community experiences all tailored to each student's unique skills and interests. Continuous monitoring of student progress is conducted to help students acquire the skills necessary to achieve their desired post-secondary outcomes.

ATP offers 10-month programming with students having access to Extended School Year services as determined by their Individualized Education Program (IEP) Team.



**Bi-County Collaborative**  
Making It Possible

397 East Central Street • Franklin, MA 02038  
Tel 508.520.1998 Fax 508. 520. 1445  
[www.bicounty.org](http://www.bicounty.org)



## Bi-County Collaborative Programs & Services

### Adult Programs for Ages 18-22

#### LIFE ROLES TRANSITION CENTER (LRTC)

Bi-County Collaborative Campus School  
Walpole, MA

Referrals:

Please contact Julie O'Connor  
Director of Student Services

[joconnor@bicounty.org](mailto:joconnor@bicounty.org)

**T**he Life Roles Transition Center (LRTC) provides individualized educational and community-based programming aligned with the Massachusetts Curriculum Frameworks and the National Transition Standards. The program serves students ages 14-22, many of whom are working on or have completed their MCAS-Alternative Assessment requirements and are pursuing certificates of completion.

LRTC is designed to provide students with individualized evidence-based educational, transition, and therapeutic services that range from functional academics to community-based instruction, meaningful internships/work experiences, and learning skills related to independence in recreation/leisure activities. Instruction in functional academics, activities of daily living, self-advocacy, employability skills, social skills development, pragmatic language skills, and community-based experiences are all part of the Transition Center's commitment to support students as they develop competencies that will assist them as they transition to adult life. The individualized, coordinated set of activities and instruction provided to each student is designed to maximize independence and enable each student to become successful, valued, and productive members of society.

Ongoing transition assessments are completed to identify and prioritize students' interests, preferences, strengths, and needs. Data gathered from formal and informal assessments are used to develop a comprehensive individualized action plan with post-secondary goals for instruction, employment, and community experiences all tailored to each student's unique skills and interests. Continuous monitoring of student progress is conducted to help students acquire the skills necessary to achieve their desired post-secondary outcomes.

Supervised school and community-based life experiences are an integral part of a holistic approach to transitioning students from school-based educational experiences to community-based adult living experiences.

LRTC offers 10-month programming with the option of Extended School Year Services and 12-month programming based on each student's Individualized Education Program (IEP).

Related services may include Speech and Language Therapy, Occupational Therapy, Physical Therapy, Vision Services, Orientation and Mobility Services, and Behavioral Consultation. These services are provided based on the recommendations made by the members of each student's IEP team.



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## Achievement of Purpose & Objectives

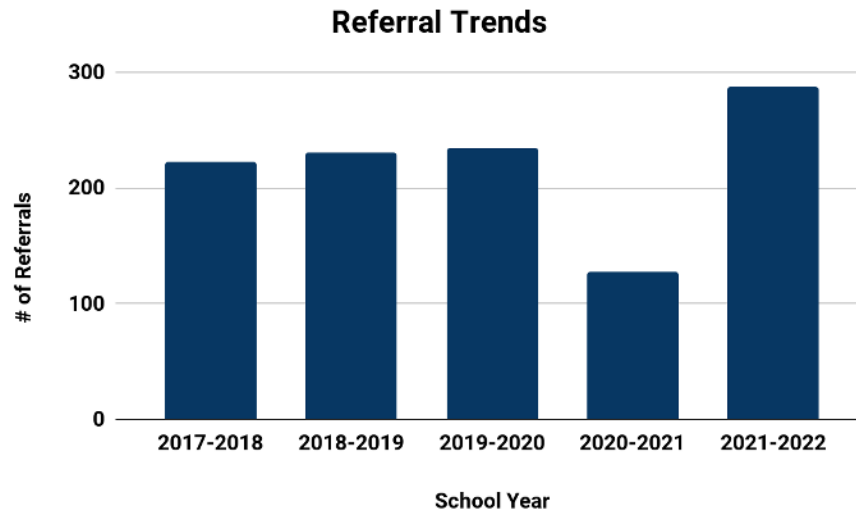
The Bi-County Collaborative provides high quality, specialized educational programs for students ages 3-22. Bi-County has serviced students both in public school settings and separate public day school settings for 47 years. Bi-County served a total of 249 students during the 2021-2022 school year. Bi-County educational programs serve students with primary disabilities of Autism, Communication Impairment, Developmental Delay, Emotional Impairment, Health Impairment, Intellectual Impairment, Multiple Disabilities, Neurological Impairment, and Specific Learning Disabilities.

In FY 22 Bi-County Collaborative programs provided services for students with disabilities from 55 public school districts. Bi-County's programs and services are located in host schools within our member school districts. While the ongoing COVID-19 pandemic did not allow us to access inclusion opportunities for our students as we would like, we are thankful that our partnership with our host schools affords the opportunity for BICO students to access and participate in the general curriculum with their non-disabled peers. In addition to programming within our member districts, Bi-County programs provide services to students who require a more restrictive setting in two public separate day schools approved by the Department of Elementary and Secondary Education. Bi-County Collaborative programs and services are cost effective in comparison to private special education day school programs and private agencies that provide substantially similar programs and services. The cost effectiveness and savings for programs and services offered by Bi-County can be found on pages 29-37 of this report.

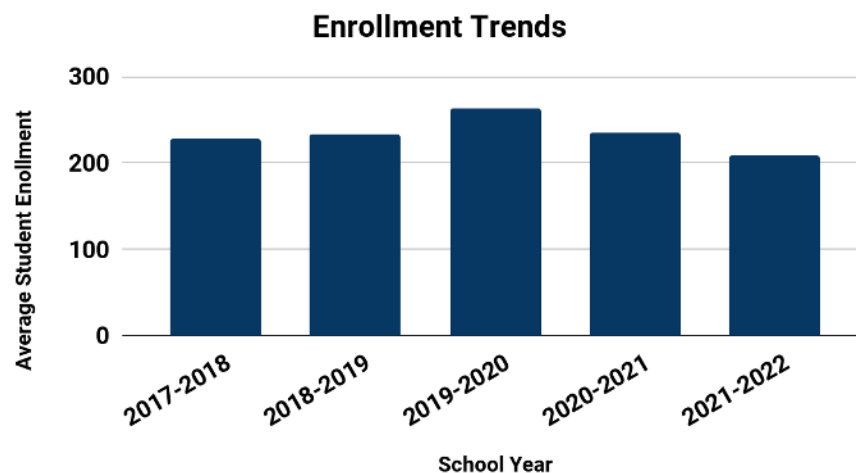
Bi-County programs provide related services to students who attend collaborative programs. These services include: Applied Behavioral Analysis (ABA), Adaptive Physical Education, ABA Home Based Services, Assessment & Evaluation Services, BCBA Consultation Services, Clinical Consultation, Counseling, Extended School Year Service, Physical Therapy, Occupational Therapy, Orientation and Mobility Services, Social Skills Groups, Speech & Language Therapy, and Vision services.

Bi-County Collaborative manages a Transportation Network with 13 participating districts. Both member and non-member school districts participate in this network. The primary benefit of the Transportation Network is to negotiate the best pricing possible based on the scope of the contract as a large group of school districts as opposed to each district entering into agreements individually. Transportation routes from surrounding districts also contribute to a cost effective model. The primary goal of the Bi-County Transportation Network is providing dependable, efficient and cost effective transportation for special education students. The Bi-County Transportation Network negotiated a three year contract with Van Pool with a 3% increase in year 1, a 2% increase in year 2 and 3.

## Student Demographics – Enrollment / Referrals



Previous to the 2020-2021 school year, referrals for placement in Bi-County Collaborative Programs had increased 39% over a four-year period. Referrals decreased in 2020-2021 due to the ongoing COVID-19 Pandemic and school districts providing services in remote and hybrid learning models until mid Spring, 2021. During the 2021-2022 school year, BICO noted a trend of increased referrals as school districts returned to a more typical school year. It has been noted that several of the referrals received during the 2021-2022 school year were for students experiencing a higher level of behavioral needs (ex. police involvement, aggressive behavior, drug involvement, etc...).

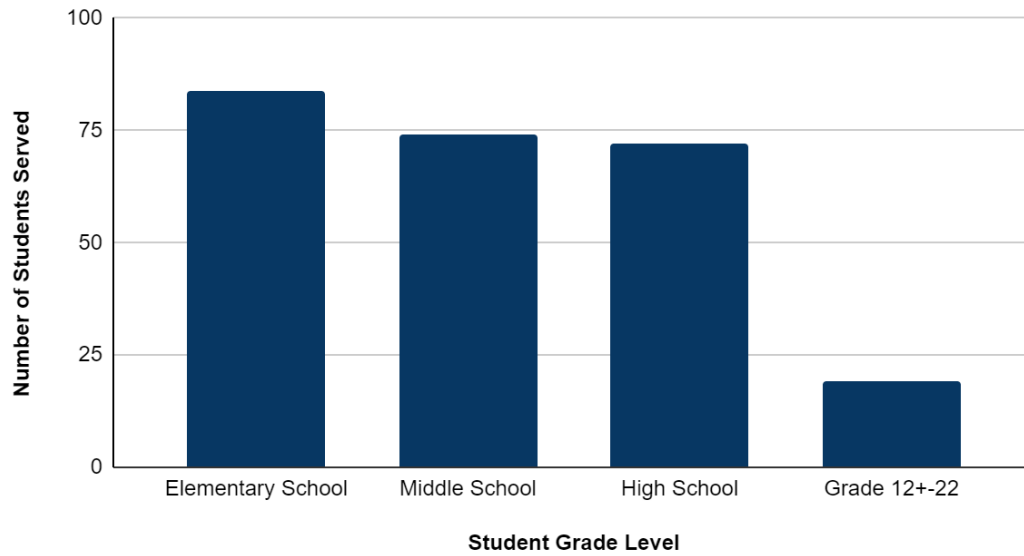


Previous to the 2020-2021 School Year, Bi-County Collaborative had consistently seen enrollment numbers that meet or exceed projected levels with a 21% increase in enrollment since the 2016-2017 school year. During the FY21 and FY22 school years BICO saw decreases in enrollment, returning to

FY19 enrollment levels. We suspect that decrease in enrollment can be attributed to school districts working in remote and hybrid learning models as an effect of the COVID-19 Pandemic.

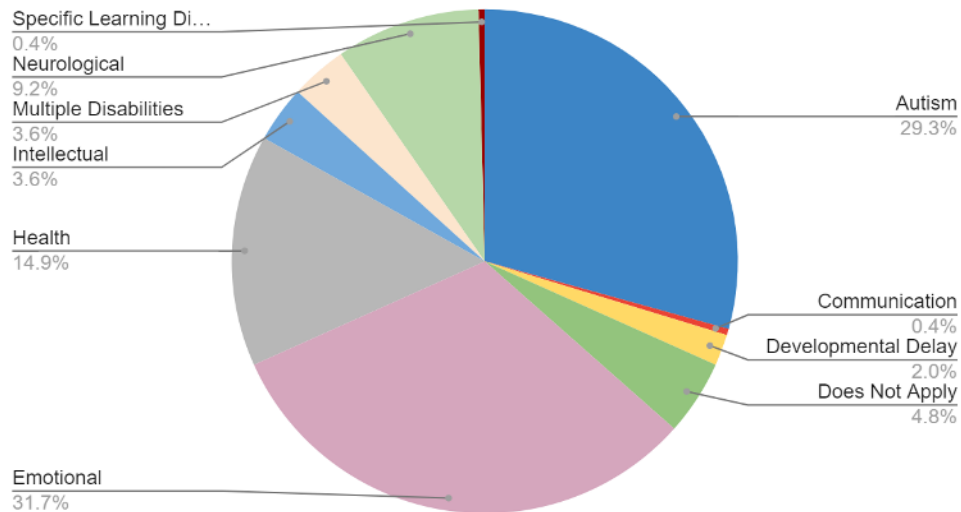
## Student Demographics – 2021-2022 School Year

### 2021-2022 Students Served



During the 2021-2022 School Year Bi-County Collaborative provided services to 249 students.

### 2021-2022 Students Served By Disability



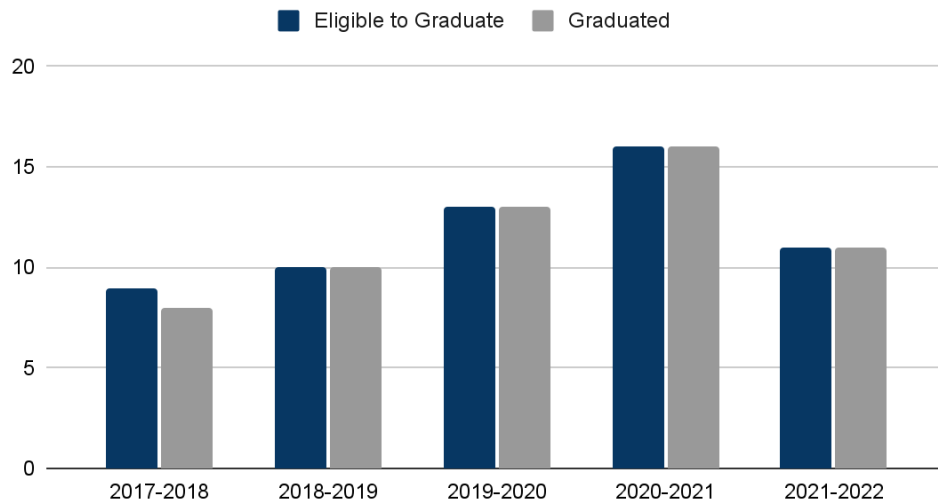
The three disabilities most highly represented by the Bi-County student population are Emotional,

Autism and Health. This year we have noted an increase in students requiring the instructional and therapeutic support offered through BICO's Neurological and Multiple Disabilities Intensive Programs.

## Student Outcomes

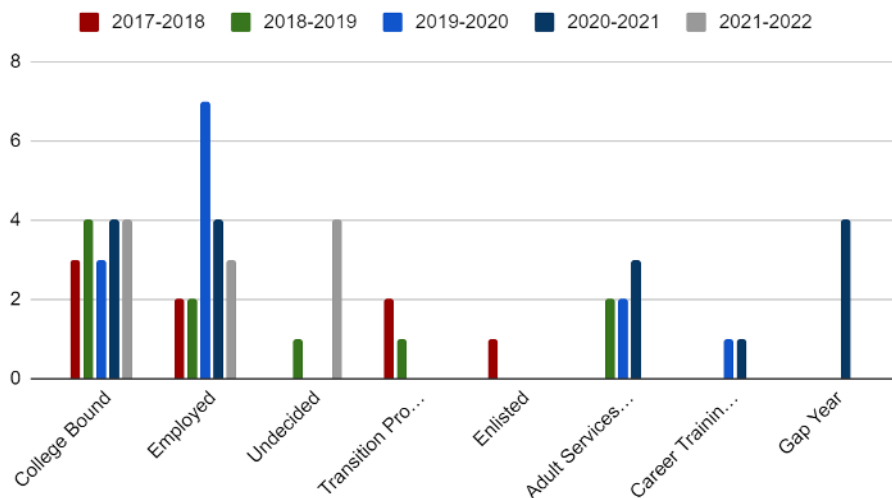
Students enrolled in Bi-County Collaborative Programs have consistently met graduation requirements by completion of their Senior Year.

### 2017-2022 Students Eligible to Graduate & Graduated



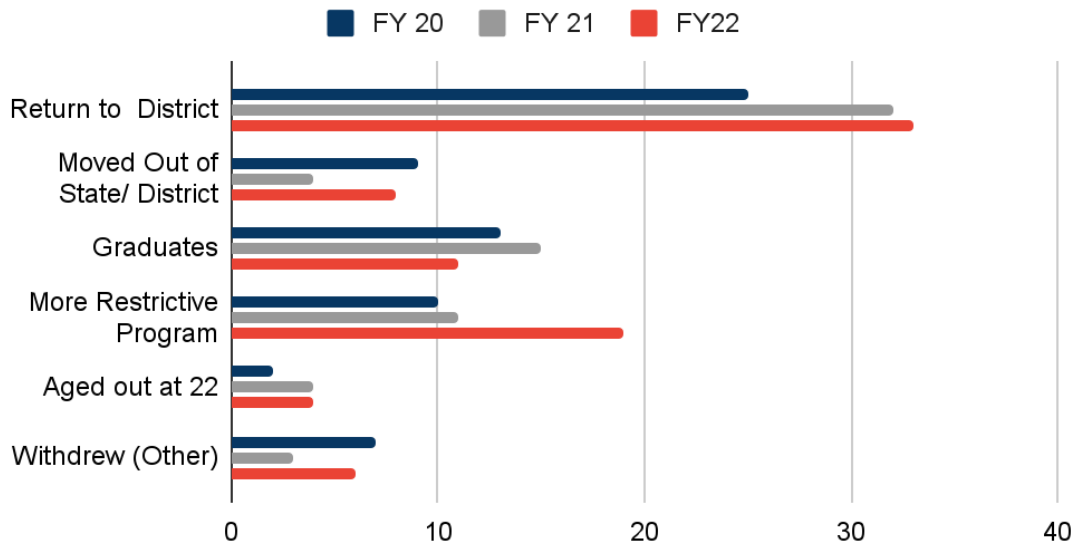
Students enrolled in Bi-County Collaborative Programs participate in transition planning which results in outcomes such as attending college, securing employment, entering transition programs, etc.

### Graduate Future Plans



During the 2021-2022 School Year, 81 students exited the collaborative. The largest number of these students (33) returned to their home district. In addition to students returning to their home district, 11 students graduated with a high school diploma, 4 students aged out at age 22, 19 required a more restrictive program, 8 moved from their home district or from the state. There were 6 students who withdrew due to DCF involvement, parent request and/or shifting to a different collaborative.

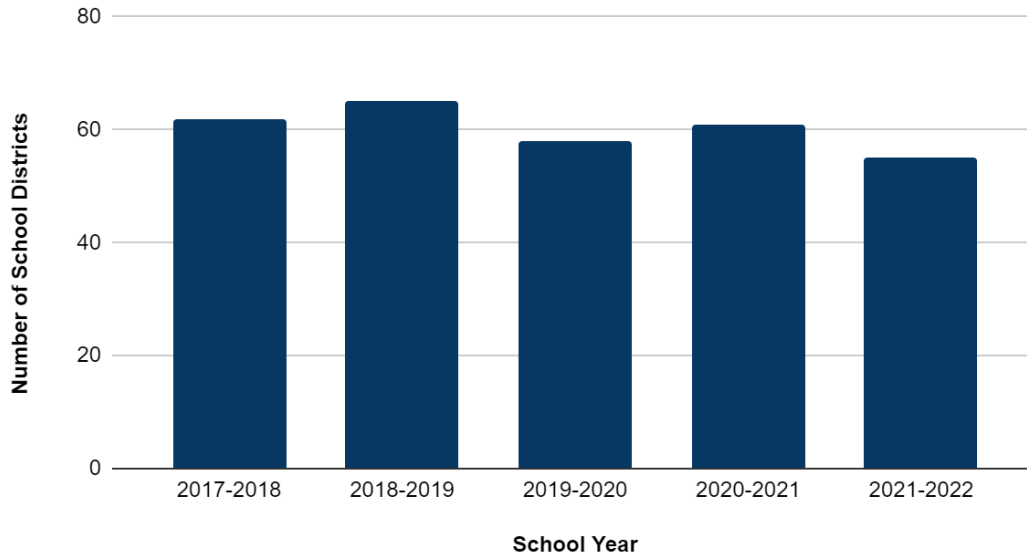
## Students Exiting BICO FY20 - FY22



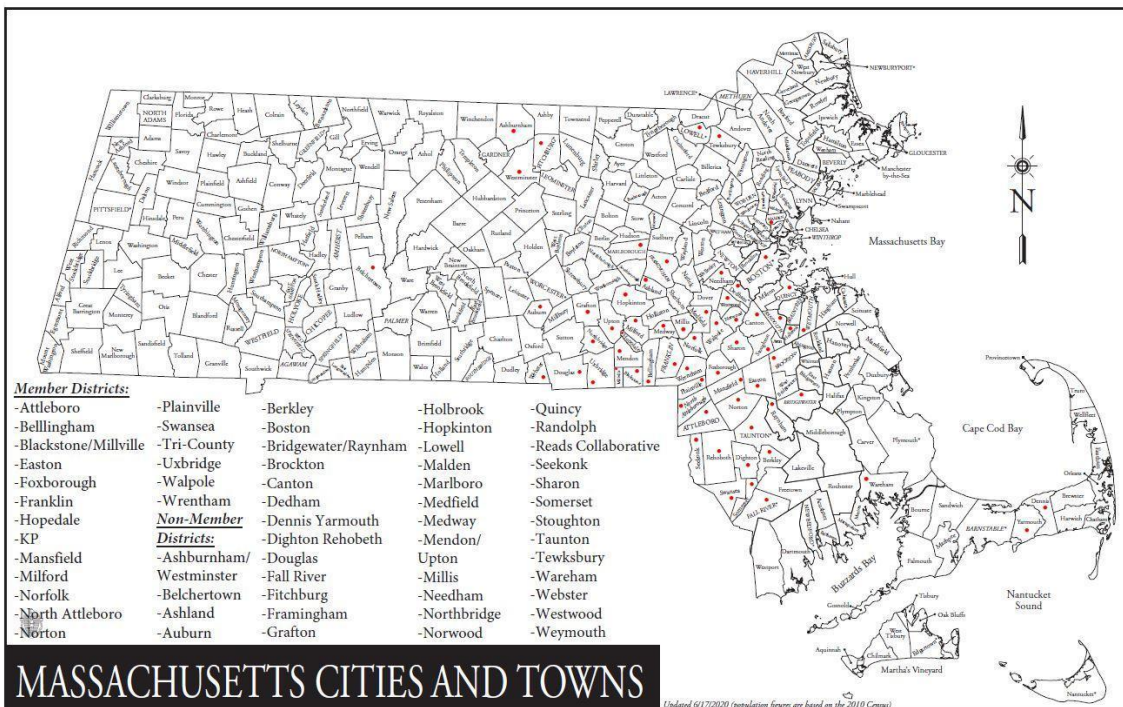
## Districts Served

Bi-County Collaborative represents 19 member school districts. The students who received services from BICO during the 2021-2022 school year came to BICO programs from 55 school districts.

### School Districts Served



### Districts sending students to Bi-County Collaborative 2021-2022



## Transportation Network

The Bi-County Collaborative Transportation Network represents a partnership of 13 member and nonmember districts who are collaborating and negotiating together to contract for the best possible pricing for transportation. This collaboration as a large group of school districts has helped to decrease pricing over what would be achieved individually. Collaboration and the ability to combine transportation routes from surrounding towns help to make this a cost effective model. The BICO Transportation Network originally entered into a 3-year agreement with Van Pool Transportation in the 2016-2017 school year. A 2-year extension was negotiated by the Transportation Network during the 2018-2019. This extension included a 0% increase for the 2019-2020 and 2020-2021 school years. In the Spring of 2020 an additional agreement regarding payment terms during the COVID-19 School Closures from March 13-June 30, 2020. In December, 2020 a COVID amendment was made to the previous contract. In the Spring of 2021, The Bi-County Transportation Network negotiated a three year contract with Van Pool with a 3% increase in year 1, a 2% increase in year 2 and 3.

## Cost Effectiveness of BICO Services

Bi-County Collaborative provides cost effective services to school districts for related services. The chart below demonstrates comparable costs for therapeutic services between Bi-County Collaborative and Private Vendors. Private Vendor rates reflect FY22 rates.

Type of Service	BICO Rate Per Hour	Private Vendor Avg. Rate Per Hour	Savings per Hour
BCBA	\$85.00	\$145.00	\$60.00
Registered Behavior Technician	\$40.73	\$65.00	\$24.27
Occupational Therapy	\$90.00	\$125.00	\$35.00
Physical Therapy	\$98.28	\$125.00	\$26.72
Speech Therapy	\$90.00	\$125.00	\$35.00

\*\* Private Vendor rates were averaged to obtain cost comparisons.



## Cost Effectiveness for Bi-County Collaborative Programs

### Cost Comparison to Massachusetts Educational Collaboratives

Below is a comparison of FY 22 average annual tuition rates for Massachusetts Collaboratives. Collaborative rates are listed in descending order by average rate with Bi-County Collaborative highlighted in green.

### Bi-County Collaborative 10 month - 180 Days Member Tuition Rate Comparison to Massachusetts Educational Collaboratives

	Member Average Tuition Rate	Average Member Students	Total Cost	Cost Savings
Reads	\$ 69,900.00	117	\$ 8,178,300.00	\$ 2,671,110.00
Crest	\$ 66,600.00	117	\$ 7,792,200.00	\$ 2,285,010.00
Keystone	\$ 58,783.80	117	\$ 6,877,704.60	\$ 1,370,514.60
Pilgrim Area	\$ 57,993.33	117	\$ 6,785,219.61	\$ 1,278,029.61
Assabet Valley	\$ 57,782.06	117	\$ 6,760,501.02	\$ 1,253,311.02
South Shore	\$ 55,954.33	117	\$ 6,546,656.61	\$ 1,039,466.61
TEC	\$ 50,839.33	117	\$ 5,948,201.61	\$ 441,011.61
Accept Collaborative	\$ 50,772.50	117	\$ 5,940,382.50	\$ 433,192.50
SMEC	\$ 49,500.00	117	\$ 5,791,500.00	\$ 284,310.00
Cape Cod	\$ 49,101.38	117	\$ 5,744,861.46	\$ 237,671.46
<b>Bi-County Collaborative</b>	<b>\$ 47,070.00</b>	<b>117</b>	<b>\$ 5,507,190.00</b>	

**Bi-County Collaborative 10 month - 180 Days Non-Member Tuition Rate  
Comparison to Massachusetts Educational Collaboratives**

	Non-Member AverageTuition Rate	Average Non Member Students	Total Cost	Cost Savings
<b>Reads</b>	\$ 80,460.00	76	<b>\$ 6,114,960.00</b>	\$ 1,648,440.00
<b>Crest</b>	\$ 79,956.00	76	<b>\$ 6,076,656.00</b>	\$ 1,610,136.00
<b>Keystone</b>	\$ 69,304.20	76	<b>\$ 5,267,119.20</b>	\$ 800,599.20
<b>Assabet Valley</b>	\$ 66,052.03	76	<b>\$ 5,019,954.28</b>	\$ 553,434.28
<b>South Shore</b>	\$61,763.33	76	<b>\$ 4,694,013.08</b>	\$ 227,493.08
<b>TEC</b>	\$ 61,155.67	76	<b>\$ 4,647,830.92</b>	\$ 181,310.92
<b>Accept Collaborative</b>	\$ 60,927.00	76	<b>\$ 4,630,452.00</b>	\$ 163,932.00
<b>Bi-County Collaborative</b>	<b>\$ 58,770.00</b>	<b>76</b>	<b>\$ 4,466,520.00</b>	
<b>Pilgrim Area</b>	\$ 57,993.33	76	<b>\$ 4,407,493.08</b>	\$ (59,026.92)
<b>SMEC</b>	\$ 55,440.00	76	<b>\$ 4,213,440.00</b>	\$ (253,080.00)
<b>Cape Cod</b>	\$ 54,011.52	76	<b>\$ 4,104,875.52</b>	\$ (361,644.48)

## Cost Comparison to Massachusetts Private Schools

Cost effectiveness and savings for Bi-County Collaborative member and non-member districts are represented in the charts below by comparing the daily rate for 180 and 223 day programs at BICO to Massachusetts approved private schools according to daily rates for FY 22 set by the Massachusetts Operational Services Division. Bi-County Collaborative tuition rates are compared to 2 private school tuitions servicing the same population of students with substantially similar programs.

### Bi-County Collaborative 12 Month – 223 Day Program Comparison

#### Preschool & Elementary Programs

Member/ Non-Member	BICO Program	Number of Students	BICO Tuition	Private School Comparison	Private School Tuition	Tuition Savings (Single Student)	Annual Tuition Savings (All Students)
Member	Elementary/Preschool Development Learning Program	6.9	\$67,792	Boston College Campus School	\$110,227	\$42,435	\$292,802
Member	Elementary/Preschool Development Learning Program	6.9	\$67,792	Cotting School	\$116,694	\$48,902	\$337,424
Non-Member	Elementary/Preschool Development Learning Program	3.1	\$82,287	Boston College Campus School	\$110,227	\$27,940	\$86,614
Non-Member	Elementary/Preschool Development Learning Program	3.1	\$82,287	Cotting School	\$116,694	\$34,407	\$106,662

#### Age 18+ Programs

Member/ Non-Member	BICO Program	Number of Students	BICO Tuition	Private School Comparison	Private School Tuition	Tuition Savings (Single Student)	Annual Tuition Savings (All Students)
Member	Life Roles Transition Center – Age 18+	5.3	\$67,792	Cotting School	\$116,694	\$48,902	\$259,181
Member	Life Roles Transition Center – Age 18+	5.3	\$67,792	League School	\$111,152	\$43,360	\$229,808
Non-Member	Life Roles Transition Center – Age 18+	2.8	\$82,287	Cotting School	\$116,694	\$34,407	\$96,340
Non-Member	Life Roles	2.8	\$82,287	League School	\$111,152	\$28,865	\$80,822

	Transition Center – Age 18+						
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## Bi-County Collaborative 10 Month -180 Day Program Comparison

### Elementary School Programs

Member/ Non-Member	BICO Program	Number of Students	BICO Tuition	Private School Comparison	Private School Tuition	Tuition Savings (Single Student)	Annual Tuition Savings (All Students)
Member	Specialized Elementary Alternative Program	8.5	\$47,070	Crossroads School for Children	\$102,497	\$55,427	\$471,130
Member	Specialized Elementary Alternative Program	8.5	\$47,070	New England Center for Children	\$102,150	\$55,080	\$468,180
Non-Member	Specialized Elementary Alternative Program	3.8	\$58,770	Crossroads School for Children	\$102,497	\$43,727	\$166,163
Non-Member	Specialized Elementary Alternative Program	3.8	\$58,770	New England Center for Children	\$102,150	\$43,380	\$164,844
Member	Therapeutic Elementary Alternative Program	25.2	\$47,070	Community Therapeutic Day School	\$83,554	\$36,484	\$919,397
Member	Therapeutic Elementary Alternative Program	25.2	\$47,070	Walker School	\$80,244	\$33,174	\$835,985
Non-Member	Therapeutic Elementary Alternative Program	13.8	\$58,770	Community Therapeutic Day School	\$83,554	\$24,784	\$342,019
Non-Member	Therapeutic Elementary Alternative Program	13.8	\$58,770	Walker School	\$80,244	\$21,474	\$296,341

### Middle School Programs

Member/ Non-Member	BICO Program	Number of Students	BICO Tuition	Private School Comparison	Private School Tuition	Tuition Savings (Single Student)	Annual Tuition Savings (All Students)
Member	Alternative Middle School Program	7	\$47,070	Judge Baker Children's Center	\$98,284	\$51,214	\$358,498
Member	Alternative Middle School Program	7	\$47,070	Walker School	\$80,244	\$33,174	\$232,218
Non-Member	Alternative Middle School Program	4	\$58,770	Judge Baker Children's Center	\$98,284	\$39,514	\$158,056
Non-Member	Alternative Middle School Program	4	\$58,770	Walker School	\$80,244	\$21,474	\$85,896
Member	Life Roles Education Program	5.7	\$47,070	Cotting School	\$94,192	\$47,122	\$268,595
Member	Life Roles Education Program	5.7	\$47,070	League School	\$89,798	\$42,728	\$243,550
Non-Member	Life Roles Education Program	5	\$58,770	Cotting School	\$94,192	\$35,422	\$177,110
Non-Member	Life Roles Education Program	5	\$58,770	League School	\$89,798	\$31,028	\$155,140
Member	Therapeutic Education Program	4.3	\$47,070	Judge Baker Children's Center	\$98,284	\$51,214	\$220,220
Member	Therapeutic Education Program	4.3	\$47,070	Walker School	\$80,244	\$33,174	\$142,648
Non-Member	Therapeutic Education Program	3.5	\$58,770	Judge Baker Children's Center	\$98,284	\$39,514	\$138,299
Non-Member	Therapeutic Education Program	3.5	\$58,770	Walker School	\$80,244	\$21,474	\$75,159
Member	Therapeutic Middle School Program	16.7	\$47,070	Judge Baker Children's Center	\$98,284	\$51,214	\$855,274
Member	Therapeutic	16.7	\$47,070	Walker School	\$80,244	\$33,174	\$554,006

	Middle School Program						
Non-Member	Therapeutic Middle School Program	9.5	\$58,770	Judge Baker Children's Center	\$98,284	\$39,514	\$375,383
Non-Member	Therapeutic Middle School Program	9.5	\$58,770	Walker School	\$80,244	\$21,474	\$204,003

### High School Programs

Member/ Non-Member	BICO Program	Number of Students	BICO Tuition	Private School Comparison	Private School Tuition	Tuition Savings (Single Student)	Annual Tuition Savings (All Students)
Member	Learning Center	11.1	\$47,070	Dearborn Academy	\$91,327	\$44,257	\$491,253
Member	Learning Center	11.1	\$47,070	James Farr Academy	\$95,267	\$48,197	\$534,987
Non-Member	Learning Center	2.5	\$58,770	Dearborn Academy	\$91,327	\$32,557	\$81,393
Non-Member	Learning Center	2.5	\$58,770	James Farr Academy	\$95,267	\$36,497	\$91,243
Member	Life Roles Transition Center 9-12	8.1	\$47,070	Cotting School	\$94,192	\$47,122	\$381,688
Member	Life Roles Transition Center 9-12	8.1	\$47,070	League School	\$89,798	\$42,728	\$346,097
Non-Member	Life Roles Transition Center 9-12	1.6	\$58,770	Cotting School	\$94,192	\$35,422	\$56,675
Non-Member	Life Roles Transition Center 9-12	1.6	\$58,770	League School	\$89,798	\$31,028	\$49,645
Member	Secondary Therapeutic Alternative High School Program	10.9	\$47,070	Dearborn Academy	\$91,327	\$44,257	\$482,401
Member	Secondary Therapeutic Alternative High School Program	10.9	\$47,070	James Farr Academy	\$95,267	\$48,197	\$525,347
Non-Member	Secondary Therapeutic	4	\$58,770	Dearborn Academy	\$91,327	\$32,557	\$130,228

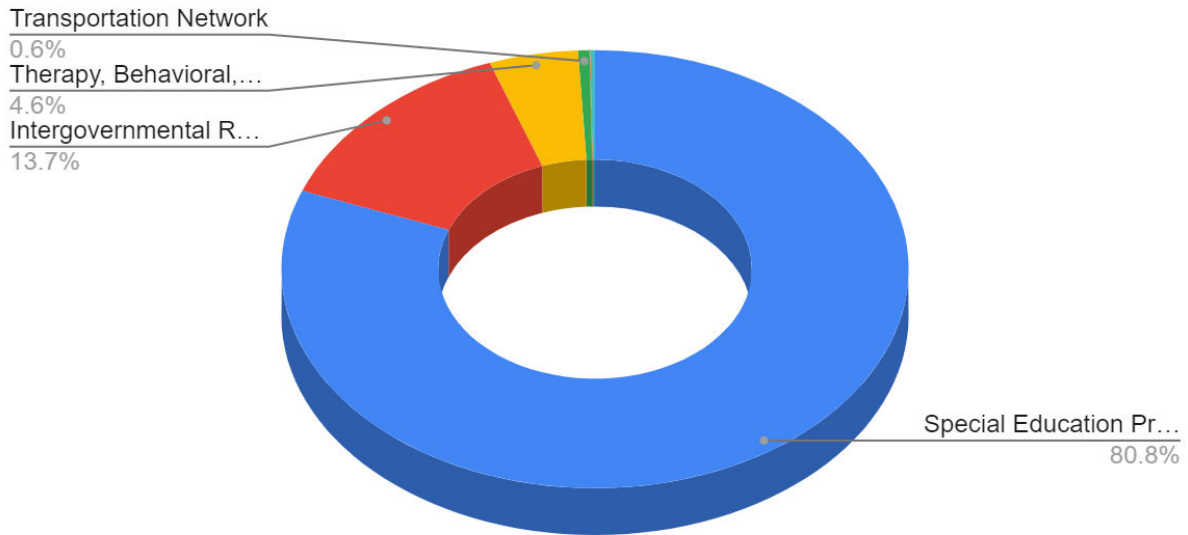
	Alternative High School Program						
Non-Member	Secondary Therapeutic Alternative High School Program	4	\$58,770	James Farr Academy	\$95,267	\$36,497	\$145,988
Member	Therapeutic High School Program	15.2	\$47,070	Dearborn Academy	\$91,327	\$44,257	\$672,706
Member	Therapeutic High School Program	15.2	\$47,070	James Farr Academy	\$95,267	\$48,197	\$732,594
Non-Member	Therapeutic High School Program	12.3	\$58,770	Dearborn Academy	\$91,327	\$32,557	\$400,451
Non-Member	Therapeutic High School Program	12.3	\$58,770	James Farr Academy	\$95,267	\$36,497	\$448,913

## Financial Information

### Revenue

Bi-County Collaborative's total revenue for Fiscal Year 22 is \$14,508,100. On the charts below the Intergovernmental revenue figures illustrate the dollar amount of the state retirement pensions paid to retirees of Bi-County Collaborative by the Commonwealth of Massachusetts.

## FY 22 Revenue



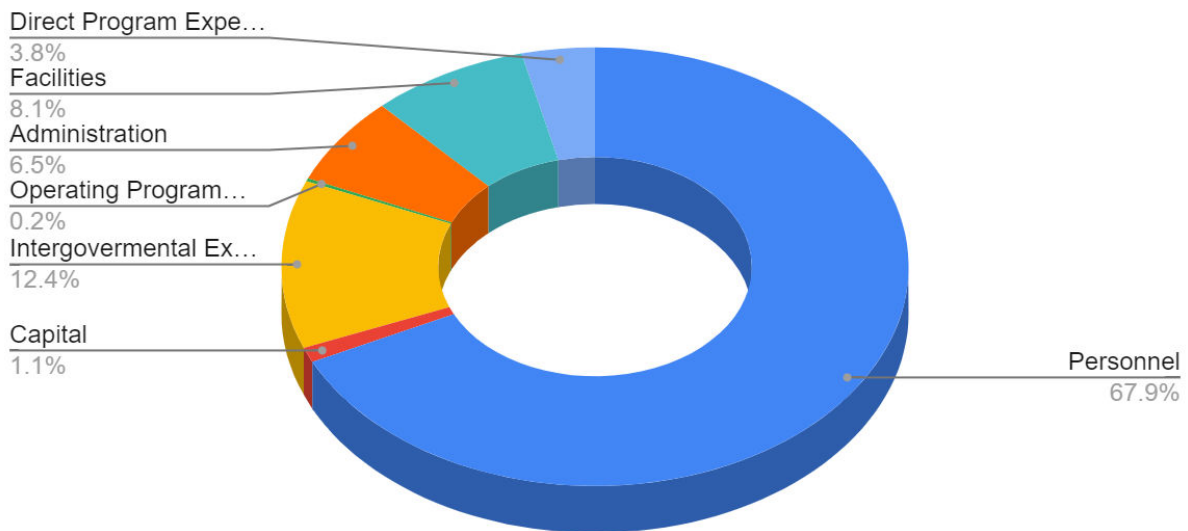
Category	Dollar Amount	Percentage of Revenue
Special Education Programs	\$11,724,877	80.82%
Intergovernmental Revenue	\$1,991,880	13.73%
Therapy, Behavioral & Evaluation Services	\$665,546	4.59%
Transportation Network	\$85,488	0.59%
Interest Income	\$4,605	0.03%
Other	\$35,704.00	0.25%
<b>Total</b>	<b>\$14,508,100</b>	<b>100.00%</b>



## Expenses

Bi-County Collaborative's total expenses for Fiscal Year 22 is \$16,043,961. On the charts below the Intergovernmental revenue figures illustrate the dollar amount paid to the Commonwealth of Massachusetts for BICO Employee retirement pensions.

### FY 22 Expenses



Category	Dollar Amount	Percentage of Expenses
Personnel (Excluding Administration)	\$10,886,072	67.85%
Intergovernmental Expense	\$178,761	1.11%
Facilities	\$1,991,880	12.42%
Administration	\$34,996	0.22%
Direct Program Expense	\$1,043,409	6.50%
Capital	\$1,305,141	8.13%
Operating Program Expense	\$603,702	3.76%
<b>Total</b>	<b>\$16,043,961</b>	<b>100%</b>

## **FY 22 Independent Financial Audit**

Bi-County Collaborative's Independent Financial Audit Report was conducted by Borgatti Harrison & CO. The Independent Auditor's Report was presented to the Board of Directors at a meeting held on October 13, 2022 by Timothy Harrison. Bi-County Collaborative's FY 22 Audit found Bi-County to have a clean audit and no findings of concern. The Board voted unanimously to accept the FY 22 Independent Audit Report on October 13, 2022.