

































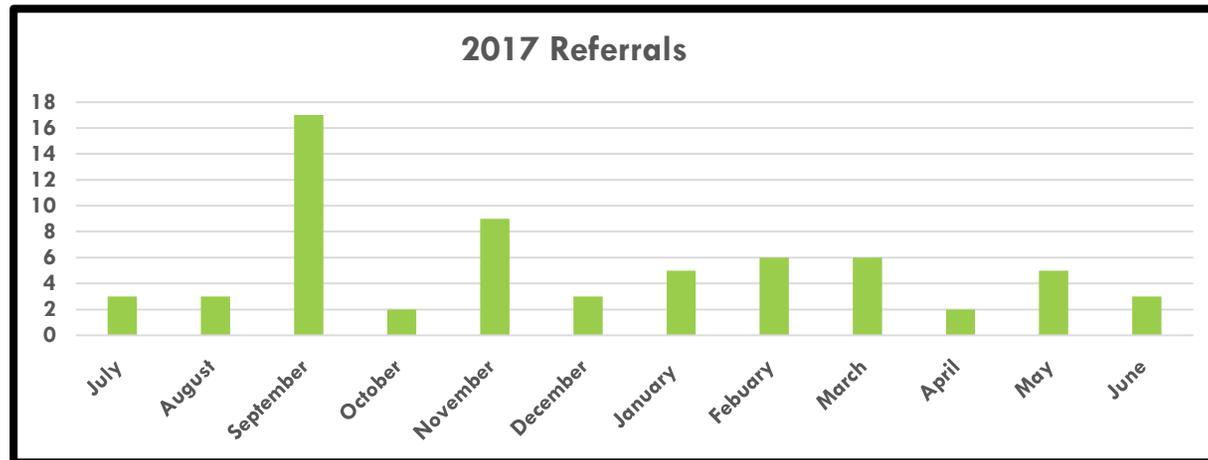
# Program Enrollment

CAPS Collaborative has seen a significant increase in student enrollment during the 2016-2017 school year. The Gateway programs and the satellite programs continue to be choice programs for our member districts as well as districts outside of our membership. This increased enrollment has caused the need to expand programs in multiple areas.

## Referrals

Referral patterns are reviewed regularly by the CAPS administration. Figure 1 displays the monthly referrals to CAPS programs for the 2016 – 2017 school year documenting a total of 64 referrals. As referrals are processed, site visits are scheduled, and interviews take place. Students are accepted into the programs based on appropriateness of the programs ability to meet the student’s needs. CAPS’ program staff work closely with the districts to ensure a smooth and timely process.

**Figure 1: Program Referrals July 2016 – June 2017**



## Enrollment

The changes in enrollment from September 2016 to June 2017 are shown in Table 1. The overall enrollment for CAPS programs has continued to increase for the 2017 school year. Actual student population can fluctuate as students move, transition back to their districts or age out of our programming. A steady flow of referrals from our member and non-member districts keeps the student enrollment consistent, with a 2017 annual average of 121 students up from an average of 108 students in the 2016 school year.

**Table 1: Enrollment by Program – September to June**

Program	September	October	November	December	January	February	March	April	May	June
Gateway ELE	5	6	7	8	8	8	8	8	8	9
Gateway TRN	5	4	4	3	3	3	4	4	4	4
Gateway MID	17	19	19	19	21	20	20	20	20	20
Gateway ALT	7	8	8	9	7	6	8	8	8	6
Gateway ODY	12	11	10	9	9	8	9	9	7	7
Gateway LINK	3	3	3	2	2	1	1	2	2	2
DHHP PRE	6	6	6	6	6	6	6	6	6	6
DHHP ELE	4	3	3	3	3	3	3	3	3	3
DHHP MID	2	2	2	2	2	6	2	2	2	3
Horizons ELE	5	5	5	5	5	5	5	5	5	5
Horizons JRSR	6	6	6	6	6	6	6	6	6	6
Kelly Day PK	8	9	9	10	10	10	10	10	10	10
Kelly Day EE	6	6	7	7	7	7	7	7	7	7
Kelly Day UE	7	7	7	7	7	7	7	7	7	7
Kelly Day HS	5	5	5	5	4	4	4	4	4	4
Jr. Senators	6	6	6	6	6	6	6	7	7	7
Sr. Senators	6	6	6	7	7	7	7	7	7	7
Senators Voc.	9	9	9	9	9	9	8	7	7	6
<b>TOTAL</b>	<b>119</b>	<b>121</b>	<b>122</b>	<b>123</b>	<b>122</b>	<b>116</b>	<b>121</b>	<b>122</b>	<b>120</b>	<b>119</b>

## Financial Information

In this section of the report, information on FY 17 tuition rates, contracted service rates, the cost-effectiveness of programs and services are presented. Finally, information from the 2016-2017 audit is briefly summarized. The Board-approved tuition rates for FY 17 are shown below in Table 2. The Board-approved contracted service rates for FY 17 are shown in Table 3. (*Note.* The CAPS FY 17 Audit accompanies this report but is presented as a separate document.)

**Table 2: Tuition Rates for CAPS Classrooms**

	<u>MEMBER TOWNS</u>		<u>NON-MEMBER TOWNS</u>	
	<u>YEARLY</u>	<u>DAILY</u>	<u>YEARLY</u>	<u>DAILY</u>
<b><u>PROGRAM</u></b>				
GATEWAY **ELE,MID,ALT,ODY,LINK	\$46,281	\$257.12	\$54,149	\$300.83
KELLY DAY **K2/EE/UE/HS	\$65,134	\$361.86	\$76,207	\$423.37
HORIZONS **ELE/JRSR	\$63,893	\$354.96	\$74,755	\$415.30
SENATORS **JR./SR./VOC	\$63,893	\$354.96	\$74,755	\$415.30
DHHP **PRE/ELE/MID	\$52,230	\$290.17	\$61,109	\$339.50

**Table 3: Rates for CAPS Contracted Services**

<b>Service</b>	<b>CAPS Collaborative Contract Rate</b>
<b>Physical Therapy</b>	<b>\$92.25 per hour</b>
<b>Occupational Therapy</b>	<b>\$92.25 per hour</b>
<b>Speech Therapy</b>	<b>\$92.25 per hour</b>
<b>PT Assistant</b>	<b>\$49.25 per hour</b>
<b>COTA</b>	<b>\$49.25 per hour</b>
<b>BCBA</b>	<b>\$102.50 per hour</b>
<b>Teacher Visually Impaired</b>	<b>\$102.50 per hour</b>

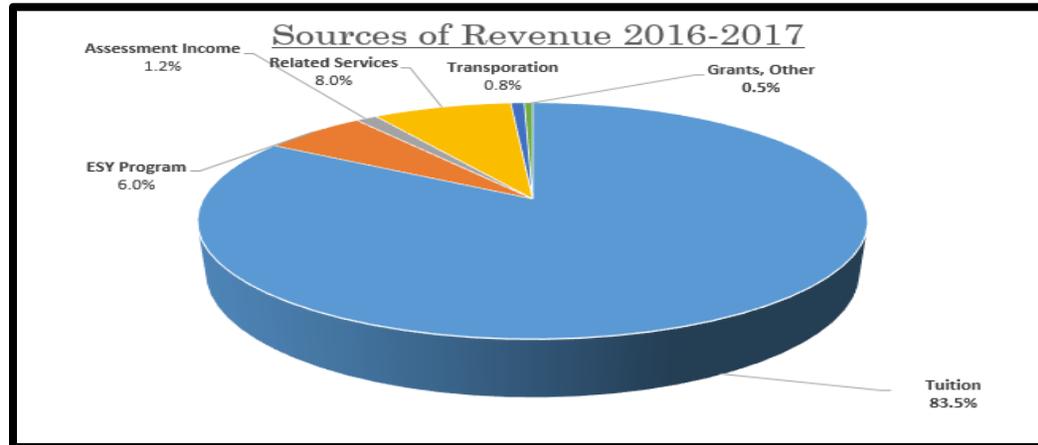
## **Audit and Related Financial Information**

A complete copy of the annual audit and audit management letter are included as an addendum document with this report. As a supplement to the audit information, revenue and expenses for 2016-2017 are shown in Table 4. Graphical representations are given in Figure A and Figure B.

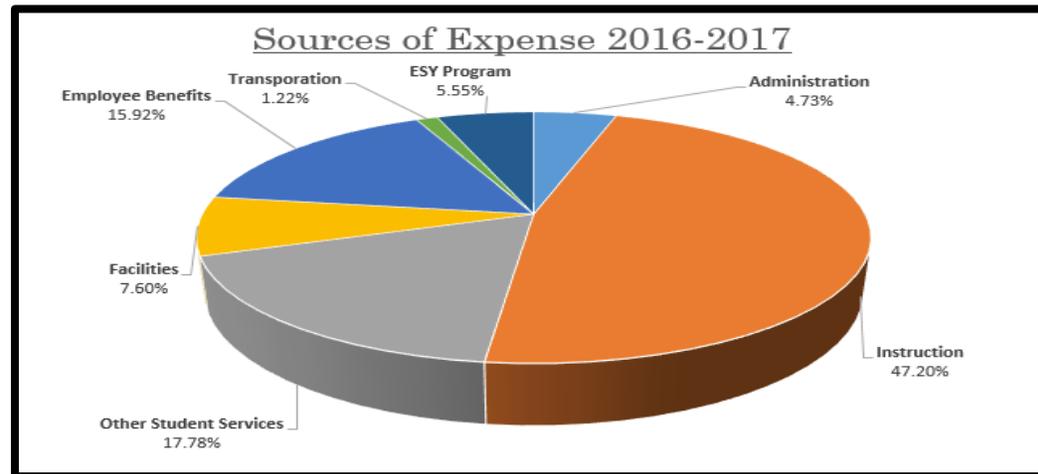
**Table 4: CAPS Collaborative Revenue and Expenses (FY 17)**

<b>CAPS EXCESS/(DEFICIENCY) IN FUND BALANCE</b>		
<b>FY 2016 - 2017</b>		
	<b>ACTUAL 16-17</b>	
<b>REVENUE</b>		
TUITION REVENUE	\$ 6,809,867	83.54%
SUMMER TUITION REVENUE	485,220	5.95%
ASSESSMENT REVENUE	100,616	1.23%
OT CONTRACTED	187,010	2.29%
PT CONTRACTED	85,512	1.05%
SPEECH CONTRACTED	64,840	0.80%
INSTRUC. CONTRACTED	315,460	3.87%
TRANSPORTATION CONTRACTED	63,528	0.78%
OTHER INCOME	39,217	0.48%
<b>TOTAL REVENUE</b>	<b>\$ 8,151,270</b>	<b>100.00%</b>
<b>EXPENSE</b>		
ADMINISTRATION	\$ 369,265	4.73%
INSTRUCTIONAL	3,674,466	47.10%
OT	319,197	4.09%
PT	314,738	4.03%
SPEECH	424,766	5.45%
OPERATION & MAINTENANCE	309,488	3.97%
FIXED CHARGES	1,490,538	19.11%
TRANSPORTATION	94,809	1.22%
ITINERANT	217,100	2.78%
SUMMER INSTRUCTIONAL	433,299	5.55%
OTHER EXPENSE	152,971	1.96%
<b>TOTAL EXPENSE</b>	<b>\$ 7,800,637</b>	<b>100.00%</b>
<b>EXCESS (DEFICIENCY)   CHANGE IN FUND BALANCE</b>	<b>\$ 350,633</b>	

**Figure A: CAPS Collaborative Sources of Revenue (FY17)**



**Figure B: CAPS Collaborative Sources of Expense (FY17)**



## Cost Effectiveness

The traditional method for Collaboratives to evaluate their cost-effectiveness is to compare their annual tuition rates with comparable private school programs rates. Such a comparison is shown in Table 5 using the CAPS Collaborative Board's approved FY 17 rates. The programs that were used for comparison are shown in Table 6. Programs were selected for similarities in services provided to the CAPS programs services and proximity to our member districts. In addition, cost comparisons are provided for several other CAPS programs including related contract services in Table 7 and comparable programs in Table 8, and transportation comparative in Table 9.

**Table 5: Tuition Comparisons – CAPS and Private Schools**

Program	Tuition FY 17	Private School Average	Difference
Deaf	\$52,230.00	\$68,275	\$16,045
Gateway	\$46,281.00	\$62,815	\$16,534
Horizons	\$63,893.00	\$108,539	\$44,646
Jr. & Sr. Senators	\$63,893.00	\$108,539	\$44,646
Jr. /Sr. High	\$46,281.00	\$62,815	\$16,534
Odyssey	\$46,281.00	\$67,882	\$21,601
Kelly Day School	\$65,134.00	\$108,539	\$43,405
<b>TOTAL ("Savings")</b>			<b>\$203,411</b>

**Table 6: Programs Used for Comparison**

<u>Program</u>	<u>Comparable Programs</u>
<b>Deaf</b>	Learning Center, Beverly School for the Deaf. Clarke School
<b>Gateway</b>	Franklin Perkins, Devereux, Lighthouse
<b>Horizons</b>	Cardinal Cushing, New England Center for Children, Crotched Mountain
<b>Jr. &amp; Sr. Senators</b>	Cardinal Cushing, New England Center for Children, Crotched Mountain
<b>Kelly Day School</b>	Cardinal Cushing, New England Center for Children, Crotched Mountain
<b>Jr./Sr. High</b>	Franklin Perkins, Devereux, Lighthouse
<b>Odyssey</b>	Franklin Perkins, Walker High School, Devereux

**Table 7: Related Service Comparison**

<b>Service</b>	<b>CAPS RATE</b>	<b>Private Rate</b>
Speech	\$92.25	\$98.20
OT	\$92.25	\$98.20
PT	\$92.25	\$98.20
Assistive Tech	\$102.50	\$175. 00 an hour

**Table 8: Related Service Providers used for Comparison**

Service	Comparable Service Provider
Speech	Assabet Valley, Futures, Delta T Group
OT	Assabet Valley, Futures, Delta T Group
PT	Assabet Valley, Futures, Delta T Group
Assistive Tech	Easter Seals

**Table 9: Transportation Comparison**

Transportation provider	Competitor Rate	CAPS Rate	Difference
Fred's	\$1.65 per mile	\$1.20 per mile	.45 per mile
Van Pool	\$1.55 per mile	\$1.20 per mile	.35 per mile
Mart	\$1.55 per mile 6% admin fee added	\$1.20 per mile	.35 per mile

## Progress on Meeting the Goals of the Collaborative

***Mission:*** CAPS Collaborative will work in partnership with districts to provide programs and services of the highest quality.

***Vision:*** CAPS will be the provider of choice for regional programs and services.

***Objectives:*** CAPS will commit every aspect of the organization to providing exceptional educational opportunities for students.

The 2016/17 school year saw CAPS Collaborative striving to follow our mission, vision and objectives to **provide quality programming** to our students and our member districts. Through program evaluation, DESE compliance review and internal self-reflection we work to continuously examine our program quality. With a **goal of meeting our district's service needs** we expanded programs in our Gateway program for middle school students. School year 2016/17 saw a steady increase in overall student enrollment in most of our programs. Through an analysis of enrollment patterns, referral trends and waitlist information we have adjusted and expanded programs to best meet the demand. The overall student census for the 2016/2017 school year can be used as evidence that we are making steady gains in meeting our objectives to be a **customer focused organization that is our districts' first choice for their program needs**.

During the 2016/2017 school year CAPS has also taken a close look at internal functions. Through **program evaluation and self-reflection** program staff have focused on the quality of the services we offer in each program area. Program administration has strengthened the use of the **Educator Evaluation System** to work proactively with staff to focus on improving direct instruction and student learning. This past year CAPS was able to **strengthen the quality of our overall teaching** with the purchase of several

curriculum resources and program based professional development. Several activities were planned over the course of the year to expose staff to better understand working with trauma based student need and a focus on team work and team building. **Professional development evaluation** feedback forms show a positive response to this work and administration relates that they see the impact of this professional development during walk through and formal evaluations. Also related to staffing, 2017 was a year focused on reviewing employee benefits and making sure we **stay a competitive and desirable employer.**

An additional focus area for the 2016/2017 school year is a focus on **fiscal management.** All programs were reviewed for **cost effectiveness** and adjustments to staffing patterns and expenses lead to a positive final fiscal outcome for the 2017 budget year. Through fiscal review and management, we were able to move to the next budget year with no increase in tuition for our sending districts. Fiscal management is another example of how CAPS Collaborative is working to provide the **highest of quality programs to our districts in the most cost-effective manner possible.**

**Overall CAPS Collaborative has had a very successful 2017 school year. We have seen increased student enrollment, expanded programs to meet sending district's needs, secured qualified and enthusiastic staff to work in our programs, provided professional development focused on program improvement, revised fiscal practice and financial management resulting in cost effectiveness for our districts, provided our staff with professional development opportunities and introduced several new employee benefits, while supplying a safe, quality, caring learning environment for all of our students. The above program information is clear documentation of the Collaborative's focus on quality and our ongoing effort to meet or exceed our program goals and objectives.**

**Readers of the CAPS Annual Report are encouraged to contact the CAPS Executive Director with any questions or concerns regarding the report. The Executive Director, Cindy Landanno may be contacted by e-mail at [clandanno@capsed.net](mailto:clandanno@capsed.net); by telephone at 978.632.2208; or by mail at 2 Narrows Road, Suite C105, Westminster, MA 01473.**