EXHIBIT A
1-8-13

LEXINGTON | ARLINGTON | BURLINGTON | BEDFORD | BELMONT

(Draft) Annual Report

2011-2012

LABBB Collaborative
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Waltham, MA. 02451
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ADD financial Revenue sources

LABBB Collaborative History

The LABBB Collaborative built its 39 year history on making a commitment to give students with special needs a chance to be part of the least restrictive program. All of LABBB's thirty three classrooms are located within public school buildings. The LABBB members include: Lexington, Arlington, Burlington, Bedford and Belmont.

1972 - 1974 "LAB"

In late 1972, three parents from Lexington and Arlington ("L.A.") met together in a living room with the Directors of Special Education in hopes that a program be developed for their children (17 &18) to prepare them for the adult work world. The parents purchased a house in Lexington and a teacher was hired to begin the initial LABBB program. The "LAB" Collaborative was formed in response to the need for more specialized programs. The Massachusetts Department of Education approved the "LAB" Collaborative to begin in 1974, which included Lexington, Arlington and Burlington. The Superintendents clearly stated that, "…the programs are for our students, they are our responsibility and they must be of a very high quality." Parental responses to the programs were highly positive.

1979 - 1995 "LABB"

Soon neighboring school districts recognized the high quality of the programs and began requesting to enroll their students who had similar needs in "LAB." The town of Bedford formally became a member in 1979 ("LABB").

1996 - Present "LABBB"

In 1996, the town of Belmont joined the collaborative ("LABBB"). This completed the LABBB Collaborative membership as it exists today. Currently, LABBB provides educational programming and support services for over 350 special needs students from over 60 districts. LABBB serves students with a variety of special needs including students on the autism spectrum, students with multi-handicaps,

pervasive development disorders, developmental delays, language deficits and social/emotional challenges. The LABBB Collaborative Programs are all located in public school buildings. The unified leadership of the LABBB Superintendents was a key factor in establishing the Collaborative. They continue to promote all programs; keeping them strong and progressive.

- ## Mission Statement

The LABBB Collaborative helps students with special needs reach their full potential through high quality programs that integrate academics, social, recreational, and vocational services and enable participation in the least restrictive environment.

- ## The LABBB Philosophy

The Philosophy of the LABBB Collaborative is to promote the social, cognitive and emotional growth of each child to his or her potential.

The LABBB philosophy of support for the "whole child" includes cooperative and wrap around programs that define our commitment to all our students regardless of their handicapping conditions. We believe every student is unique and requires a specialized team to meet their needs. Each student has special talents and abilities that must be cultivated in a learning environment.

The LABBB community has a vision of skill-based instruction that considers the whole student from early childhood to adult living. We proceed by building skills and aptitudes to move towards independence. Self-reliance is a goal shared by all.

- ## LABBB Core Values

We are committed to quality

Our team at LABBB Collaborative is committed to providing quality programming to each unique child attending our schools.

We value family input

Partnership between home and school is necessary to promote optimum success for a student.

We promote independence

Through innovative practice we aim to foster an environment that enables our students to acquire the necessary skills to lead more independent lives.

We build on our students strengths

Our students have many different talents and abilities. We are invested in creating and promoting opportunities that will maximize each student's strengths.

We value the contribution of every LABBB employee / team member

Teamwork, communication and respect are essential to building a professional work environment.

Passion for student success fuels our commitment for excellence.

• Governance

LABBB Board of Directors

The LABBB Collaborative Board of Directors is comprised of the Superintendents from Lexington, Arlington, Bedford, Burlington and Belmont districts.

Dr. Eric Conti - Board Chairperson, Superintendent of Burlington Public Schools

Dr. Paul Ash - Superintendent of Lexington Public Schools

Dr. Kathleen Bodie - Superintendent of Arlington Public Schools

Mr. Jonathan Sills - Superintendent of Bedford Public Schools

Dr. Thomas Kingston - Superintendent of Belmont Public Schools

• Administrative Team

Patric Barbieri, Executive Director
James Kelly, Program Director, High School Programs
Donna Goodell, Program Director, Elementary and Middle School Programs

Lindsay Rice, Program Coordinator, High School
Alyssa Limerick, Program Coordinator, Middle Schools
Donna Leigh, Financial Coordinator
Lisa Gurdin, Clinical Resource Coordinator

- Programs and Services

PRE-SCHOOL AND ELEMENTARY PROGRAMS

For further information please contact Donna Goodell, Program Director at dgoodell@labbb.net or by phone at 781-273-7056

Butler Elementary School

The Elementary Resource Program is located at the Butler School in Belmont. Two classrooms serve elementary students whose academic accomplishments are maximized by using individualized and multi-sensory teaching methods, with a strong focus on literacy, reading, writing, and math. Instruction occurs in self-contained classrooms that provide a high teacher-to-student ratio. Students also have opportunities to participate in selected general education activities on a regular basis. The program provides speech/language, occupational and physical therapies. A Behavioral Specialist provides consultation and support to the classrooms.

Wellington Elementary School (Autism)

The Behavior Program is located at the Wellington School in Belmont. Two classrooms serve elementary students who have autism spectrum disorder and moderate to profound developmental disabilities, that include highly challenging behaviors. The program uses the principles of Applied Behavioral Analysis (ABA). Structured classrooms provide a high teacher-to-student ratio that allows for intensive, individualized instruction and behavioral support. The program provides speech/language, occupational and physical therapies as well as behavioral consultation and support.

Francis Wyman Elementary School (Developmental K-2)

The Developmental K-2 Program is located at the Francis Wyman School in Burlington. It serves early elementary students who require more individualized instruction, structure and adult support, to transition into a general education classroom. The goal is to transition children into the general education class at their own pace, with support from the special education and general education teachers. The curriculum material, aligned with the general education classroom, is initially presented in small structured groups, therefore increasing opportunities to join the general education classes. Using the child's strengths and learning style instructional strategies and modifications are implemented and assessed for specific use in the general education setting. The K-2 program includes speech/language, occupational and physical therapies as well as behavioral consultation.

Francis Wyman Elementary School (Life Skills, Pre-K - 5)

The Life Skills program is located at the Francis Wyman School in Burlington. Two classrooms serve students from pre-K through grade five. These students display various degrees of motor and language impairment including, but not limited to, cerebral palsy, visual impairments, seizure disorders, developmental delays and neurological impairments. Classrooms provide speech/language, physical and occupational therapy. The program is also staffed with a nurse to assist children who require medical attention. Individual and small group instruction focuses on basic communication, activities of daily living and modified academics. Therapeutic services are provided both in and out of the classroom. Students can participate in many aspects of elementary school life such as assemblies, art and music classes as well as enjoying opportunities for recess and reading buddies.

Memorial Elementary School (Autism)

The Primary Development Program has 3 classrooms located at the Memorial School in Burlington. It serves preschool and elementary students with autism spectrum disorders by using highly individualized instruction in small group and individual settings. The primary focus is to build communication, social and academic skills. The program uses the principles of Applied Behavioral Analysis (ABA) in order to guide instruction, and incorporate sensory integration and visual supports into the classroom activities and lessons. In the preschool, students have opportunities to engage with typical age peers. At the K-5 level, individualized integration opportunities are provided in general education classrooms and "specials." Students enjoy all aspects of elementary school life such as recess, assemblies, reading buddies and field trips. The program also includes speech/language, occupational and physical therapies as well as behavioral consultation and support.

MIDDLE SCHOOL PROGRAMS

For further information please contact Alyssa Limerick, Assistant Program Director at alimerick@labbb.net or phone at 781-443-2538

Ottoson Middle School

The LABBB Program at the Ottoson Middle School in Arlington is designed to meet the individual needs of students who have autism spectrum disorders, significant cognitive challenges, and require ongoing behavioral support while allowing the students to be in a public school setting. The staff, under the supervision of a BCBA, are adept at transforming challenging behaviors.

The curriculum focuses on functional academic skills while accessing the Massachusetts State

Frameworks. Instruction is based upon the principles of Applied Behavioral Analysis (ABA) and is highly individualized as it is delivered 1:1 or in small groups. Acquired skills are generalized into social setting, the community, and prevocational placements as the students get older. The Ottoson School at large is a very welcoming environment where students from the general education classrooms partner with LABBB students. In addition, the students at LABBB Ottoson have access to the extensive programs and activities of the LABBB recreation department, as their skills of self regulation and independence develop.

Chenery Middle School

The LABBB Program at Chenery Middle School is located in Belmont. It serves students with intensive to moderate special needs. The scholastic focus is based on the provision of small group academic instruction, community recreational and educational events, and school based work opportunities. Students are placed in substantially separate classrooms; however, mainstream opportunities are offered. An integrated therapy model provides speech/language, occupational therapy, physical therapy, counseling, and behavioral consultation. After-school recreational opportunities are available.

John Glenn Middle School

The LABBB Program at John Glenn Middle School is located in Bedford. It serves students with Asperger's Syndrome, non verbal learning disabilities (NVLD) and other neuro-cognitive challenges. The educational focus is based on the development of academic skills, social competencies, and on pragmatic language development. The program fosters the values of independence, responsibility and community awareness in order to prepare for high school and beyond. It uses intensive and individualized instruction in small structured classes. An integrated therapy model provides speech/language, occupational and physical therapies and counseling. After-school opportunities are available.

HIGH SCHOOL PROGRAMS

For further information please contact James Kelly via email at jkelly@labbb.net
or phone at 781-861-2400

Lexington High School

The LABBB Program at Lexington High School serves high school age students with multi-handicaps, as well as students with mild to intensive special needs. The goal is to provide academic instruction, pre-vocational opportunities and vocational services. All students are assigned to substantially separate classrooms with similar peers. They are also given opportunities for mainstreaming into regular education classrooms. An integrated model provides speech/language, occupational and physical therapies, counseling, and wellness/self advocacy groups. After-school recreational opportunities are available.

Bedford High School

The LABBB Program at Bedford High School serves high school age students with moderate to intensive special needs. The goal is to provide academic instruction, pre-vocational opportunities and vocational services. All students are assigned to substantially separate classrooms within Bedford High School. An integrated model provides speech/language, occupational and physical therapies, counseling, and wellness/self advocacy groups. After-school recreational opportunities are available.

Belmont High School

The LABBB Program at Belmont High School serves high school age students with Asperger's Syndrome, non verbal learning disabilities (NVLD) and other neuro-cognitive challenges. The program focus is the promotion of academic development, social, prevocational and vocational skills. The program uses intensive and individualized instruction within small, structured classes. An integrated model provides speech/language, occupational and physical therapies, counseling, and wellness/self advocacy groups. After-school recreational opportunities are available.

"Nicky has made so much progress since going to the Belmont LABBB Program. He's so much happier and has made many friends. The small classrooms and capable staff have helped Nicky make great progress in his academics. The many recreational and social activities available have been such a benefit for him to function in his family life. He loves working and making his own money. He has also loved doing the afterschool activities. The teachers went above and beyond the call of duty of being a teacher to help Nicky in his life. They will forever be remembered."
- Rhonda McPherson

Burlington High School

LABBB at Burlington High School is a unique program that is part of a very progressive school system that is providing every student with an iPad or other 1:1 device as part of their educational learning experience. This program is designed for students with NVLD, Aspergers and other neuro-cognitive challenges. The students are part of a very engaging community with opportunities to be integrated into mainstream classes. All curricula follows the Massachusetts Curriculum Frameworks and also integrates 21st century learning skills. Support related service providers are integrated within the classrooms which include: Speech and Language Pathologists, Occupational Therapy, Physical Therapy and Counseling / Social Work.

Arlington High School

The LABBB Program at Arlington High School serves students who have autism spectrum disorders and moderate to profound developmental disabilities, as well as students who exhibit challenging behaviors. One focus of the program is to help students control and monitor their own behavior. The team strives to understand the antecedents and functions of a student's behavior.

Principles and practices of Applied Behavioral Analysis (ABA) are used to teach appropriate behaviors and functional communication. The LABBB Arlington vocational curriculum utilizes school based and off-site work training built into the daily curriculum. Students are trained in function work such as the "Student Store," café, culinary, housekeeping and janitorial skills. The vocational experiences also include off-site opportunities at the LABBB Work Activities Center (WAC) and NuPath industries. The integrated model provides speech/language, occupation and physical therapies, and behavioral consultation. After-school recreational opportunities are available.

Career Directions Program

The Career Directions Program is located at the Minuteman Regional High School in Lexington. It serves students with learning disabilities and developmental delays. The focus of this newly developed program is based on the comprehensive vocational/technical education that is balanced with an individualized adaption in the core subject areas. The program benefits students who learn best in a small classroom hands-on environment. The students in the Career Directions Program divide their day between shops, shop related theory, core academic subjects, social groups, and ancillary services. Students focus on job development, job acquisition skills and competencies in different career areas. Career development is

implemented through on-the-job training (OJT), work study, work training, work experience and cooperative work placements.

Vocational Training Program

Vision: To be the leaders in providing work site training opportunities, independent job placements, and transitional assessment and services for students with special needs.

Vocational development and real life job exploration are the primary goals of the LABBB Vocational Program. All students participate in vocational programming that is individualized. Each student has the opportunity to experience the comprehensive pre-vocational and vocational training available at LABBB.

The LABBB Vocational Program has been recognized statewide, nationally and internationally for excellence in vocational programming. The LABBB Program has received numerous awards for Best Practices and quality vocational programming. LABBB's community based worksites provide on-site LABBB staff supervision and unique work opportunities. LABBB has been able to maintain worksites for many years because of the quality of work performed by supervised

students. The LABBB Program continues to comply with required industrial standards. Students do receive monthly paychecks.

LABBB students progress through a vocational model by working in various job cluster areas. Placements are based on each student's aptitudes, interests, worker traits, level of competence, level of independence and job availability. Students are required to follow all company dress codes and rules. All students are oriented to our highly-regarded pre-vocational, pre-career, occupational education, and career development model before and during their current work experience.

Worker behaviors, independence level, interpersonal skills and communication skills are all integral parts of a student learning to work in an industry setting. Prerequisite worker traits determine a student's readiness to progress along the vocational continuum. LABBB worksites help prepare students for long term post-22 placements. LABBB vocational counselors help guide students and families through the transition process.

- Pre-Vocational Evaluation And Training
- In School Work Experience
- Offsite LABBB Workshops
- Community Based Supported Worksites
- On The Job Training (O.J.T.)
- Competitive Employment

LABBB Recreation and Social Opportunities Program

LABBB understands the importance of maintaining quality friendships. We recognize how important it is to feel accepted by your peers and feel part of a team. A unique feature of LABBB is the recreational and social opportunities we provide for our middle and high school young adults. We have a full schedule of after school, evening, weekend, and overnight activities throughout the year which give students the benefit to enhance their social life outside of school and work.

A sample of our after school classes/activities on campus include: Scrapbooking, Basketball, Walking Club, Yoga, DDR, Beginning & Advanced Photography, Drawing and Music.

A sample of our after school fieldtrips include: Miniature Golf, Apple Picking, Fenway Park Tour, and a Weekly Bowling League.

A sample of evening activities include: Movie Nights, Monthly Themed Dances, Around Town Dining, and a Formal Graduation/Dinner Dance.

Overnight excursions that LABBB organizes year to year include: Winter Ski Trip, Disney World Trip, New York City Weekend Trip.

LABBB participates in an interscholastic soccer and basketball league. This is offered to our High School Students who want to compete in a team sport.

Integrated Programs

Best Buddies / Volunteers / Special Olympics / Student interns

These integrated programs including Best Buddies, Volunteer programs, Special Olympics and student interns enhance our students' social opportunities. These programs have opened doors for many of our students and they continue to grow within each respective school environment.

LABBB Home Services & Parent Consultation Program

The LABBB Home Services and Parent Consultation Program - offers families ongoing assistance and guidance on issues specifically related to life at home. Through various services, members of the team (parents, teachers, specialists, paraprofessionals) are encouraged to work together to facilitate generalization of behavior reduction and skill development across the student's life experiences at school, home, and in the community. This is done through individualized services specifically designed for parents. These services include workshops, consultation, and home programming.

Parent Consultation & Home Services – Through the IEP process, parents may be eligible to receive direct consultation and/or home services for assistance on decreasing challenging

behaviors and promoting adaptive skills in the home and community. Consultation/home services may be recommended for quarterly, monthly, or weekly sessions and may occur at the student's school or home. The goal of these services is to teach parents strategies they can implement with their child at home.

As such, parent readiness is integral to the success of any home-based service. Parents must be ready to receive this type of support and to follow-through with recommendations. Parent commitment to being an active partner in the consultation/home service program will be evaluated during the initial home assessment (see below), demonstrated initially in a signed written agreement, and assessed quarterly by the consultant to ensure continued progress on home consultation/program goals.

This process begins with a home assessment to identify goals for consultation and/or home services as well as to determine parent readiness for these services. The home assessment is provided by a Board Certified Behavior Analyst or other professional and typically involves multiple home visits and meetings with parents and, at times, teachers. Any services provided in the home are re-evaluated periodically (usually quarterly) to assess progress and to make recommendations for any modifications to service delivery.

Parent Consultation – Parent consultation typically centers around teaching parents strategies for improving daily routines, behaviors that interfere with daily functioning, independent play/leisure skills, family interactions, and compliance. Recommended strategies may be both proactive, such as visual schedules and functional communication training, and reactive, such as reward systems and differential reinforcement. The goal of consultation is for parents to consistently implement these strategies so that behavioral change may be achieved and maintained over time.

LABBB consultation services do not include training on physical management strategies (i.e. protective holds/restraints). If a student's behavior requires more intensive intervention, such as restraints, alternative services are recommended.

Home Services – For some families, a home assessment may recommend more intensive home services that include the implementation of programs by a trained home service paraprofessional. Programs typically address the same issues as consultation but with paraprofessionals initially teaching skills to the student while at the same time training parents to generalize these skills when the home service worker is not present. Home service goals are reflected in the student's Individualized Education Plan (IEP) and data are collected as with any academic or life skill goal in school.

Transportation Services

LABBB provides two transportation services to their member districts.

Internal Transportation Service: LABBB provides transportation services to its member districts directly for students who are enrolled in one of the LABBB programs. In 2012-2013 LABBB is currently transporting 85 students.

LABBB / EDCO Transportation Project: LABBB started the "LABBB transportation pilot project" in 2006 and this service provides transportation for 400 hundred students placed out of district. In 2008, LABBB invited EDCO to participate in this project welcoming any of the EDCO members to be part of this project. Two members wanted to join and now LABBB and EDCO work together to manage this transportation service for six districts (Lexington, Arlington, Burlington, Belmont, Waltham and Watertown).

Professional Development Services

LABBB, EDCO, and CASE Collaboratives work together to provide special education professional development for its member districts. One Professional Development Coordinator is hired by all three Collaboratives to coordinate all professional development for member districts. We believe that professional growth is important to supporting best practices in special education. By collaborating we can offer high quality and cost effective professional development for all members both for collaborative and for member district staff.

CPI Training Program

Non-Violent crisis intervention (CPI) is a world recognized program designed to teach staff safe and effective methods for preventing and managing crisis situations. LABBB has three certified CPI staff that provides training for LABBB staff and the member district staff.

- ## LABBB Partnerships

  - Shriver Center in Waltham
  - Boston University

LABBB has worked with two organizations participating in research projects within the LABBB program settings. Both the Shriver Center and Boston University are currently working in our programs with our teachers and support staff. This initiative was introduced to parents by the Researchers from the Shrive center headquarters in Waltham.

LABBB works with Boston University to provide teaching practicum's within the LABBB Collaborative. Each year Boston University sends students teachers to our program to complete their 6 month practicum in one of our classrooms.

- ## Cost Effectiveness of LABBB Services for Member Districts

The following list is a comparison of the private school tuitions that our current LABBB members send students to and is comparable to most LABBB programs. The average Private school tuition is $64,623.

21 Private Schools Tuitions Educating Students similar to those going to LABBB

BRANDON SCHOOL	$47,499
COMPASS	$59,578
COTTING SCHOOL	$70,683
DEARBORN ACADEMY	$66,215
DEVEREUX	$45,965
DR. FRANKLIN PERKINS	$60,508
FARR ACADEMY	$78,149
GERMAINE LAWRENCE	$54,635
GIFFORD SCHOOL	$49,274
LIGHTHOUSE	$60,448
MANVILLE	$70,518
MAY INSTITUTE	$81,347
MELMARK	$95,166
MILESTONES	$85,509
NASHOBA LEARNING GROUP	$97,743
NEW ENGLAND CTR FOR AUTISM	$72,176
RIVERSIDE LIFE SKILLS	$55,436
SEVEN HILLS ACADEMY	$47,509
ST. ANN'S DAY SCHOOL	$45,199
WAYSIDE ACADEMY	$48,903
RCS	$69,745
AVERAGE TUITION	**$64,623**

LABBB currently has 8 tuitions ranging from **$36,498 to $54,672.** Our highest tuition is for students with severe behavior challenges, students on the Autism spectrum, and students with multi-handicaps.

It is important to note that all LABBB tuitions include summer programming and all therapies are included. There are no additional costs. Many Private schools bill additional fees for support related services by the hour above and beyond there tuition. LABBB summer programs consist of 5, 6 or 7 weeks programs depending on the need of the student.

LABBB FY13 Tuitions

Lexington Vocational	$46,894.00	Lexington HS, Burlington HS, Bedford HS, John Glenn Middle School, Belmont HS, Chenery Middle School
Lexington Life Skills	$52,903.00	Lexington HS, Burlington HS, Bedford HS, John Glenn, Middle School, Belmont HS, Chenery Middle School
Arlington BIP	$52,903.00	Arlington High School, Arlington Ottoson Middle, Belmont, Wellington Elementary
Minuteman	$36,498.00	Minuteman Tech Lexington
Burlington IDEAL	$52,903.00	Burlington Francis Wyman Elementary
Burlington Memorial	$54,672.00	Burlington Memorial Elementary (Pre-School K-5)
Burlington Francis Wyman	$39,359.00	Burlington Francis Wyman Elementary (K-2)
Belmont Elementary	$46,250.00	Belmont Daniel Butler Elementary

- Other LABBB Services that provide cost savings for member districts.

Regional Transportation

LABBB / EDCO TRANSPORTATION PILOT PROJECT

LABBB started a Transportation Pilot project five years ago and we started with three LABBB districts and transported 25 students. The next year this increased to approximately 100 students. The following year LABBB decided to expand its transportation services and invited EDCO communities to be involved in this project. We added three more districts and for the past two years we have been transporting 350 and 400 students respectively. The costs savings and quality of services has increased significantly. All transportation saving are now considered cost avoidance as this significantly decrease transportation budgets for members of the transportation pilot project.

Below is the FY10 data of the cost savings from the transportation Pilot Project.

LEXINGTON: Spent $400K less than in budget

ARLINGTON: Reported savings of $67,750

BELMONT FYO8 TO FY09: Reported 24.7% increase in Sped Transportation FY10: 4.5% increase

WATERTOWN: Reported Savings of $90,000

WALTHAM: Reported Savings of $60,000

LABBB INTERNAL TRANSPORTATION

A unique feature for LABBB is that we currently transport all students from or member districts attending a LABBB program. LABBB has 25 vans that we lease that are used for transporting our students to our vocational worksites. As an added value LABBB uses these vehicles for transporting students to and from school and we hire LABBB staff as drivers. Below in an example of the cost of transportation when a student is transported through the LABBB / EDCO transportation or the LABBB Internal Transportation.

	Belmont Students	*10 month cost*	*Cost per student*
LABBB / EDCO Transportation			
• Internal (Within LABBB Districts)	26	$139,219	$5,355
• Outside of LABBB districts	46	$477,354	$10,377
LABBB Internal Transportation	18	$27,109	**$1,506**

***Below is the assessment for LABBB Internal member transportation in FY13. If students were transported to an out of district placement, it would be estimated that the LABBB member districts together would be paying an additional $672,000 per year.**

	Students Transported in October 2011	**% of Students Transported in 2011**	**FY13 Proposed Transportation Assessment**
Arlington	16	0.19	$32,381
Bedford	16	0.19	$32,381
Belmont	18	0.21	$36,429
Burlington	18	0.21	$36,429
Lexington	16	0.19	$32,381
Totals	**84**	**100.00%**	**$170,000**