

— *the* — education
— COOPERATIVE

**ANNUAL REPORT
FY 2024**

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Table of Contents

Board of Directors and TEC Leadership	_____	1
Letter from the Executive Director	_____	2
About TEC	_____	3
Vision, Mission, and Guiding Beliefs	_____	4
Our Strategic Goals	_____	5
Progress Toward Our Goals	_____	6
FY'24 Source and Use of Funds	_____	8
Revenue and Expenditure Trends	_____	11
Special Education Services	_____	12
• TEC Schools Overview		
• TEC Campus School		
• TEC Phoenix Academy		
• TEC High School		
• Special Education Program: Cost Effectiveness		
• FY24 Enrollment and Enrollment Trends		
Professional Learning	_____	24
TEC Student Data Privacy Alliance (SDPA)	_____	25
Career Exploration, Internships, & College Fairs	_____	27
TEC Online Learning	_____	29
Cooperative Purchasing	_____	30

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Human Resources Manager

Meredith Faletra
Program Director, TEC Campus School

Deborah Caligaris
Principal, TEC High School

Antonio Nicolazzo
Principal, TEC Phoenix Academy



Letter from the Executive Director

Dear TEC Community,

As I reflect on my first year as Executive Director of The Education Cooperative (TEC), I am filled with gratitude for the warm welcome I have received and for the opportunity to learn about this incredible organization. Through my entry process, I gained a deeper understanding of TEC's many strengths, as well as exciting opportunities to build on our past successes. It was inspiring to see the hard work and commitment of our staff, educators, and partners, all focused on providing a high-quality educational experience for the 92 students enrolled at TEC and the 509 students who participated in TEC Online Learning or Career Internship Programs.

One of the most striking aspects of TEC is the strong sense of community that permeates everything we do. Our collective commitment to creating meaningful learning opportunities for students is evident in the collaboration and hard work of so many. The fiscal health of the organization remains strong, and we are well-positioned for continued growth and success, thanks to the careful stewardship of resources.

I would like to express my sincere thanks to our Board of Directors and member districts for their ongoing support. Your partnership is essential to TEC's success, and I am grateful for your continued confidence in our mission.

FY24 was a year of important accomplishments for TEC. Our TEC Student Data Privacy Alliance experienced remarkable growth, expanding from five states to eight, including New York. This expansion reflects our commitment to supporting schools and districts with essential student data privacy services.

In March, we partnered with the Tri-County Superintendents Roundtable to host a legislative breakfast with more than 150 participants. This event, catered by our TEC Phoenix Academy students, was a great opportunity to connect with legislators and discuss the challenges and opportunities facing our schools and communities.

In addition, we made a key decision for the future of TEC Phoenix Academy by identifying and negotiating a lease to relocate the school to a new space at the former Johnson Middle School. This move, which took place for the start of the 2024-2025 school year, provides more space and enhances the learning environment for our students.

Finally, we also took an important step in ensuring long-term financial stability by amending the purpose and cap of our capital reserve, allowing for future investments in our infrastructure and services.

Looking ahead, I am excited about the possibilities for growth and innovation at TEC. Together, we will continue to build on our strengths, explore new opportunities, and remain focused on our shared goal of providing exceptional educational experiences for all students.

Thank you once again to everyone who contributes to the success of TEC. I am honored to be part of this wonderful community, and I look forward to all we will accomplish together in the coming years.

EMILY J. PARKS

Executive Director

eparks@tec-coop.org

About TEC

Established in 1968, by a group of visionary educational leaders, The Education Cooperative (TEC) was Massachusetts's first educational collaborative. Today, TEC develops and coordinates educational and organizational programs to meet the needs of our member communities and their students in a way that complements and strengthens their school programs and expands opportunities for their students, educators and communities in the most cost-effective manner.



Special Education Programs

TEC provides a continuum of outstanding public special education day programs for students ages 3-21. Each of TEC's programs provide a highly supportive, engaging and personalized environment specifically designed to meet each student's individual learning, physical, social-emotional and health care needs. We offer families a range of educational choices taught by caring, experienced and licensed Massachusetts teachers, therapists and specialists. Our primary goal is to promote student growth and independence in order to reintegrate students into their home school and/or community whenever possible.

Other Programs and Services

- Educator professional development and job-alike networking groups
- TEC Online Academy - providing supplemental online courses to high school students
- The sponsoring organization of TECCA, the Commonwealth Virtual School
- Student Internship and Career Exploration Program and College Fairs
- A statewide cooperative purchasing program supporting over 100 school districts
- TEC Student Data Privacy Alliance—protecting students in MA, ME, MO, NH, OH, RI, NY, & VT

TEC Member Districts

Canton

Dedham

Dover

Dover-Sherborn

Framingham

Holliston

Hopkinton

Medfield

Medway

Millis

Natick

Needham

Norwood

Sherborn

Walpole

Wayland

Westwood

At TEC We Believe

Our Vision

The Education Cooperative, in partnership with its member Districts, is a proactive, innovative, agile organization that anticipates and meets the collective needs of its learning centered members more effectively and efficiently than its member districts can do individually.

Our Mission

The Education Cooperative (TEC) actively develops and coordinates educational and organizational programs to meet the needs of member communities and their students.



"Being a member of TEC has been invaluable for Walpole Public Schools. For our students who need out-of-district placements, TEC offers cost-effective, high-quality special education programs that we can trust. In addition, TEC's free job-alike groups provide fantastic opportunities for our staff to network and engage in professional development with colleagues from other districts. It's a great way to share ideas, learn from others, and continue growing as educators."

—Bridget Gough
Superintendent, Walpole Public Schools

Our Guiding Beliefs

- Inter-district collaboration strengthens all participants and offers the opportunity to do more than one district can do individually;
- Each student learns differently and should be provided with personalized learning experiences designed to optimize individual potential to meet their goals;
- Data driven student-centered-collaboration should guide planning and practice;
- High expectations are integral to student achievement;
- It is our responsibility, along with students and families, to prepare our students to be life-long learners as contributing members of a global 21st century society;
- Education is the shared responsibility among the student, the family, the school and the communities;
- Hard work, effort and responsibility are fundamental to academic success;
- The catalyst for change evolves from a school culture, which embraces diversity, change, equity, risk-taking and shared decision-making;
- TEC and its member districts work in a proactive partnership to anticipate and address emerging needs;
- TEC's responsibility is to provide the environment for positive academic, physical, social, emotional and aesthetic growth of our students;
- Supporting educators with a comprehensive array of professional development opportunities improves student outcomes.

Our Strategic Goals

TEC’s 2022–2027 Strategic Plan is the culmination of analysis and planning done by the Strategic Planning Committee consisting of the Administrative Leadership Team, TEC staff members representing all of our programs and services, and educators and leaders from our regional learning community. This plan establishes a long-range direction for TEC and provides a clear focus for future pursuits by identifying priorities for improvement. Each May, staff are invited to participate as we convene to review and update the plan. TEC Administrators report out our progress toward achieving these goals at the TEC Board of Directors meetings.

1. Student Achievement

Enhance and expand learning opportunities to meet the diverse needs of all students.

- 1.1 To collaborate on data collection from a variety of sources to analyze and to design instructional programs to meet the diverse needs of all students.
- 1.2 To develop new opportunities for students by expanding existing and seeking new community relationships.
- 1.3 Create a Professional Development Plan that is specific to each program.

2. Professional Development

Create innovative learning opportunities for K-12 students and educators.

- 2.1 To maintain successful programs and create additional innovative learning opportunities to promote student growth.
- 2.2 To sustain successful programs and create additional innovative learning opportunities to promote the growth of PreK-12 educators.
- 2.3 To maintain successful programs and create additional opportunities and services for TEC member districts.

3. Operations

Improve our ability to provide proactive support to TEC programs.

- 3.1 To evaluate and update (as needed) our operational systems to improve efficiency & eliminate redundancy.
- 3.2 To improve communications within the organization.
- 3.3 To provide & maintain a safe cost-effective infrastructure that supports all aspects of TEC.

Progress Toward Our Goals

The Education Cooperative actively develops and coordinates educational and organizational programs to meet the needs of our member communities and their students. Below is an overview of the objectives established in the TEC Collaborative Agreement that were accomplished during the 2023-2024 school year. These objectives are embedded in the TEC Annual Strategic Plan and progress is monitored throughout the year through updates provided by TEC Administrators at Board of Directors meetings.



Student Achievement:

Enhance and expand learning opportunities to meet the diverse needs of all students.

- Using a “train the trainer model” and with consultant support, TEC provided professional development across all programs to prepare to implement the new IEP in 2024-2025.
- TEC High School (THS) utilized a new flex time block to routinely implement dialectical behavioral therapy (DBT) groups shaped around students’ individual needs, as assessed through their DBT diary cards.
- TEC High School (THS) focused on personalizing learning by utilizing each student’s personal profile and dialectic behavioral therapy (DBT) data sheets when designing lesson plans.
- After assessing the efficacy of several curricula, TEC Campus School (TCS) piloted *Readtopia*, a new literacy curriculum, and adopted *All Learners* to address primary math goals for students with cognitive visual impairment (CVI). TCS also selected and began implementing *Enhance Curriculum* for functional life skills.
- TEC Campus School increased the number of students and frequency of access to the community for functional, vocational, recreational, and social purposes. A plan for additional nursing and access to wheel chair vans to support further expansion of community-based programming was incorporated into the budget planning process.
- TEC Phoenix Academy (TPA) implemented a weekly staff meeting to improve the use of student data to address instructional and behavioral skill gaps.

Professional Development:

Create innovative learning opportunities for K-12 students and educators.

- TEC launched a partnership with Regis College to provide tuition discounts to TEC and member district employees and their family members for bachelor completion and masters degree programs, with a particular focus on special education licensure.
- TEC staff conducted focus groups in member districts to understand educators' current and changing needs for professional development content and models.
- In collaboration with TEC's SEI course instructors, TEC offered *Thinking Deeply About MLs in Your Classroom* to support educators' work with English Learners and Newcomers.
- TEC partnered with Carol Pelletier Radford, author of several books and resources to support mentors and novice educators, to provide professional development in an innovative podcast format.
- TEC engaged teacher leaders in our member districts through an "Educator Rejuvenation" group in which participants' shared successes, challenges, and effective strategies for student engagement and personalized learning.



Operations:

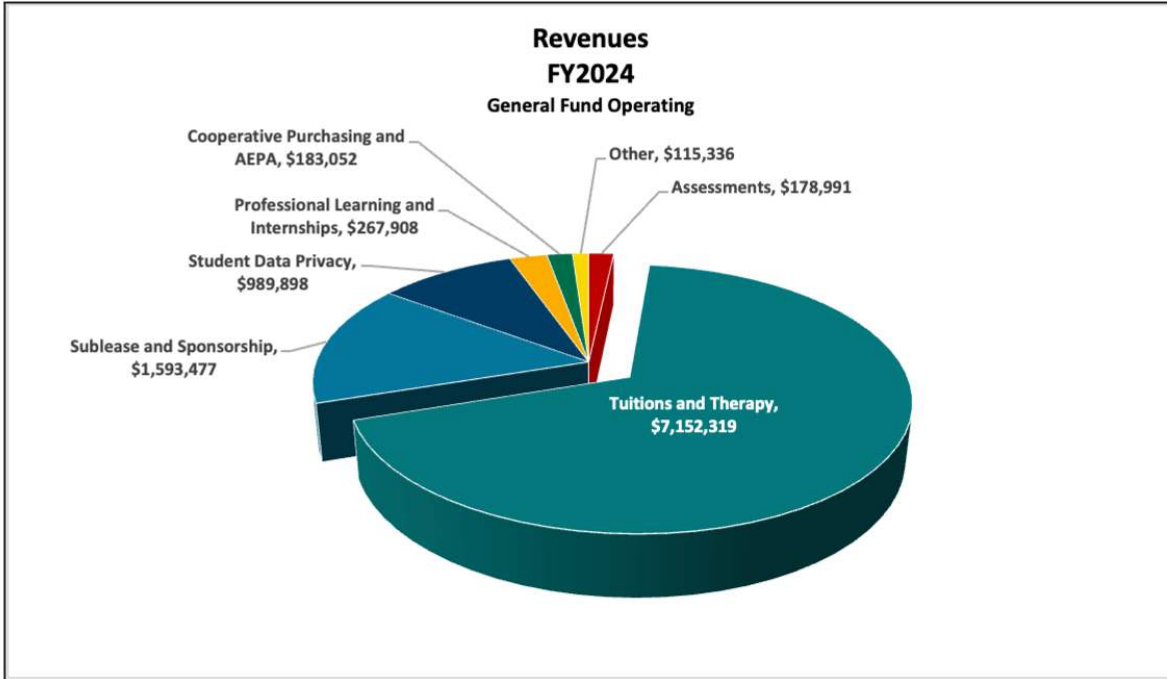
Improve our ability to provide proactive support to TEC programs.

- The TEC Student Data Privacy Alliance (SDPA) expanded from five to eight states, with an additional two states poised to join at the start of FY25, furthering its mission of protecting student data online and generating additional revenue to support TEC's educational programs.
- The Operations Department partnered with Docuware to automate the TEC SDPA registration and renewal process, creating a more efficient process and allowing for more effective use of program data going forward.
- The Executive Director completed a multi-month entry process, resulting in the identification of 9 guiding questions for future work and strategic planning.
- In consultation with member Student Services Directors, TEC identified the need to expand the grades served by TEC Phoenix Academy and completed the development and planning process for expansion in 2024-2025.
- TEC identified a new student information management system (Power School) and provided professional development to program staff in preparation for data migration and implementation in 2024-2025.
- TEC identified a new location for TEC Phoenix Academy, negotiated a long-term lease, and completed the design process for renovations of the new space to support program needs.
- TEC redesigned its website to better feature and market its educational programs to prospective families.

FY24 Source and Use of Funds: Revenues

General Fund

As illustrated in the chart below, TEC's largest source of funds in FY24 was Tuition and Therapy, comprising 68.6% of its revenue. By comparison, member assessments contributed only 1.7% of revenue. The remaining 29.7% of TEC's revenue was drawn from a variety of sources, including the TECCA sponsorship, annual memberships in the TEC Student Data Privacy Alliance, professional development programming, and income from subleases. With these diverse revenue streams, TEC's financial position continued to be strong in FY24.

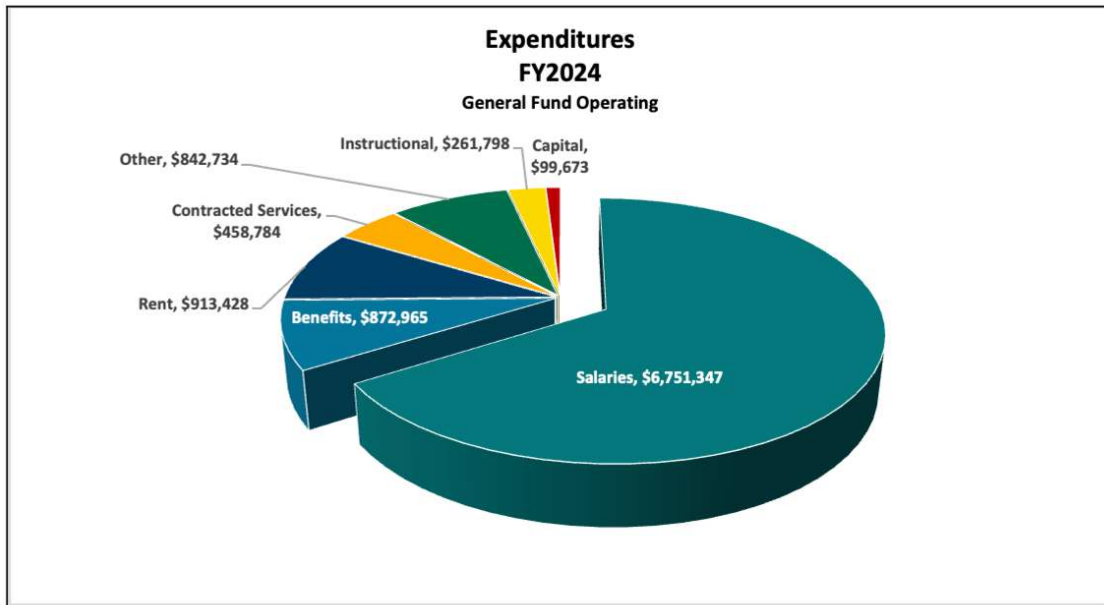


Revenues	Amount	Percentage
Assessments	\$178,991	1.7%
Tuitions and Therapy	\$7,152,319	68.2%
Sublease and Sponsorship	\$1,593,477	15.2%
Student Data Privacy	\$989,898	9.4%
Professional Learning and Internships	\$267,908	2.6%
Cooperative Purchasing and AEPA	\$115,336	1.7%
Other	\$73,371	1.1%
Total	\$10,480,981	100%

FY24 Source and Use of Funds: Expenditures

General Fund

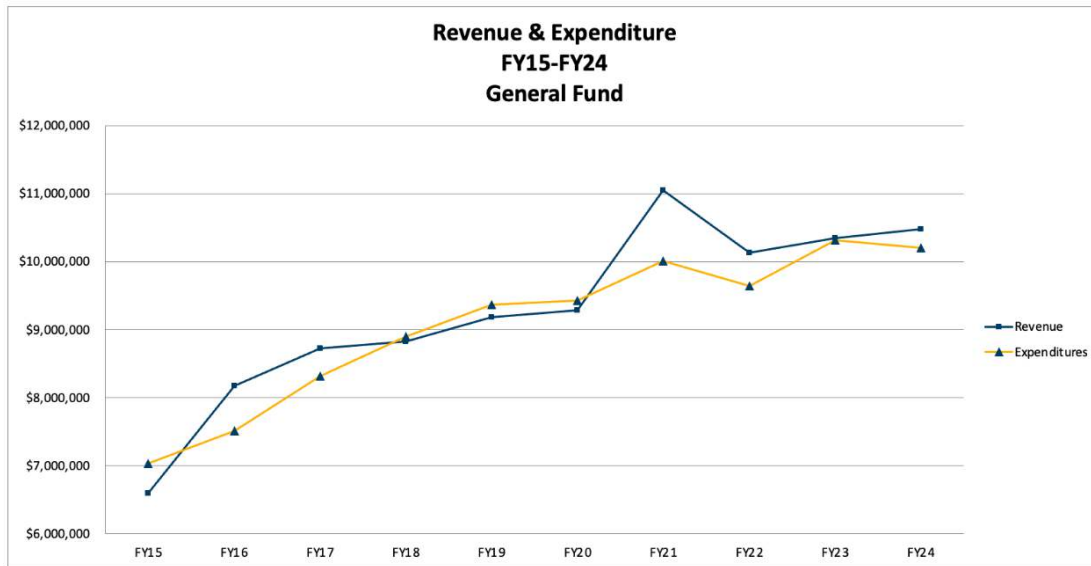
As seen below, nearly 75% of TEC's annual expenditures consists of salaries and benefits for our employees, the majority of which work in our special education programs providing direct services to students. This percentage represents a small increase over FY22 and FY23, resulting from an adjustment to the salary scales midyear in FY23.



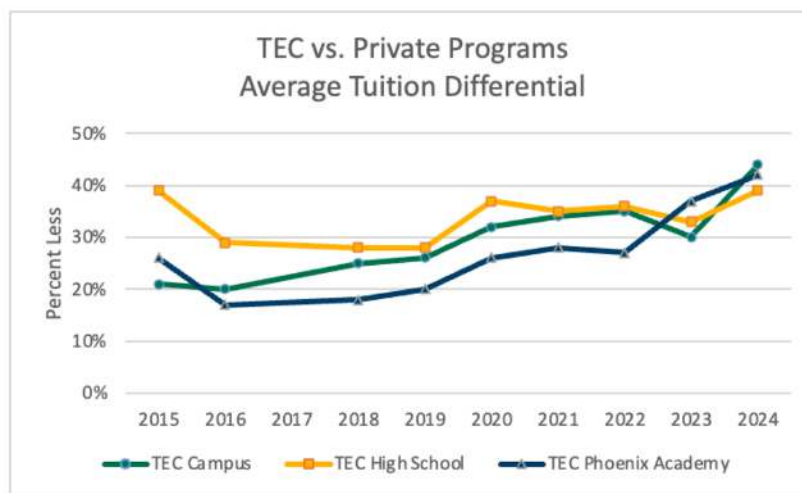
Expenditures	Amount	Percentage
Salaries	\$6,751,347	66.2%
Benefits	\$872,965	8.6%
Rent	\$913,428	9.0%
Contracted Services	\$458,784	4.5%
Other	\$842,734	8.3%
Instructional	\$261,798	2.6%
Capital	\$99,673	1.0%
Total	\$10,200,729	100%

Revenue and Expenditure Trends

The table below illustrates a 10-year look-back of revenues and expenditures of TEC's general fund. With the exception of FY2021 when TEC received a Payroll Protection Loan during the COVID pandemic (which was subsequently forgiven), TEC's revenues and expenditures have increased over the last decade at a similar rate. There were two years during this time period when TEC ended the fiscal year with an excess cumulative surplus with the TEC Board reinvesting the funds into the collaborative with transfers to capital reserve and the OPEB trust.



As is true today, over the last 10 years, the largest source of revenue for TEC has been special education tuition. Though tuition rates have necessarily increased, TEC has continued to provide a cost effective alternative to private special education programs. The table below shows the average tuition differential between each of TEC's special education programs and comparable private placements.



As seen above, in FY24 TEC tuition rates ranged from 38% to 43% less than comparable private programs. Moreover, the tuition differential between TEC's programs and private placements has increased over time, suggesting that TEC has been effective at controlling costs and cultivating diverse revenue streams to support our operating budget.

SPECIAL EDUCATION SERVICES AT TEC

TEC provides member and non-member public school districts with an array of specialized services designed to address the needs of students with moderate to intensive disabilities ages 3-21 in an engaging and supportive learning environment. TEC's beautiful 8-acre main campus is located in East Walpole and houses the TEC Campus School and TEC High School, with a satellite transition program at Westwood High School for students ages 14-18. In 2023-2024, TEC Phoenix Academy was located in the historic Plimpton Building on the campus of Walpole High School, with plans to move at the end of the school year to the former Johnson Middle School building in Walpole.



TEC offers access to a team of skilled specialists who are able to provide comprehensive services to meet each student's needs, including:

- Speech and Language Therapy
- Occupational Therapy
- Physical Therapy
- Counseling
- Adaptive Physical Education
- Vision Therapy
- Music Therapy
- Vocational Training
- Social Skills Training
- BCBA Services
- Nursing
- Assistive Technology
- Augmentative and Alternative Communication
- Specialized Reading Instruction
- Deaf and Hard of Hearing Services
- Orientation and Mobility Services
- Transition Planning
- Social Pragmatics

At TEC, our DESE licensed, experienced and caring educators work as an integrated team to empower students to embrace their dreams and goals, take control of their lives, and be actively involved in their own learning process in order to reach their full potential.

TEC works in partnership with students' home districts to create a purposeful and engaging educational pathway that meets each student's learning, health, and behavioral needs. TEC provides personalized, differentiated classroom instruction and related services that utilizes the latest educational resources, strategies and assistive technologies. With a range of programs, enrollment at TEC allows for natural movement between classrooms based on the emerging needs and interests of the student.

All TEC programs are purposefully designed to provide meaningful learning in the least restrictive environment.

TEC Schools Overview

Creating personalized pathways to individual student success for more than 50 years.

School	Location	Ages/ Grades	Student Profiles	Program Description
TEC Campus School (TCS)	<p>141 Mansion Dr E. Walpole 781-352-5700</p> <p>Meredith Faletra, Program Director</p> <p>(Satellite program at Westwood HS)</p>	Ages 3-21	<ul style="list-style-type: none"> • Developmental Delays • Multiple Disabilities • Neurological Impairment • Intellectual Impairment • Complex Medical Conditions • Vision Impairment • Cerebral Palsy • Autism • Anxiety Disorder • ADHD 	<ul style="list-style-type: none"> • Small classroom settings utilizing an integrated related services approach • Highly trained instructional, therapeutic, and medial staff • Individualized multi-sensory instruction, medical support and behavioral support • Strong focus on communication and functional living skills • Field trips and community-based inclusion opportunities
TEC Phoenix Academy (TPA)	<p>319 Common St Walpole 781-352-5730</p> <p>Antonio Nicolazzo, Principal</p>	Grades 7-12	<ul style="list-style-type: none"> • Academic, emotional and/or behavior challenges • Depression • Anxiety • ADHD • Oppositional Defiance Disorder • Trauma History 	<ul style="list-style-type: none"> • Small, structured academic setting with a therapeutic milieu • Skilled mental health counselors • Collaboration and consultation with outside support service providers • Collaborative and Proactive Solutions (CPS) model
TEC High School (TCS)	<p>141 Mansion Dr E. Walpole 781-352-5744</p> <p>Deborah Caligaris, Principal</p>	Grades 8-12	<ul style="list-style-type: none"> • Anxiety • Depression • Mood Disorders • Trauma History • School Avoidance • Social Challenges 	<ul style="list-style-type: none"> • Small, structured academic setting • Counseling support • Dialectical Behavior Therapy • College counseling

Transition Services: Real-world learning opportunities and individualized support to prepare students for further education, employment and independent living.

INTENSIVE CONTINUUM (AGES 3-21)

The TEC Campus School Intensive Continuum serves students age 3 through age 21 at the beautiful TEC Campus School in East Walpole, offering students a warm and engaging learning environment specifically designed to support their social, learning, and medical needs. TCS staff provides multi-sensory instruction to meet the individual learning, communication, motor, behavioral, daily living, and transition goals.

All classrooms are staffed throughout the day with DESE licensed teachers, registered nurses, therapists, and paraprofessionals who seamlessly integrate instruction into daily classroom experiences. Assistive technology, as well as augmentative and alternative communication, are authentically integrated into each child’s educational experience.

The academic curriculum is aligned with the state curriculum frameworks and modified to meet the needs of individual students. Students often work on skills with the support of therapists as well as behavioral supports to increase their independence across environments. Functional life skills are fully embedded in the curriculum as well.

Our students’ profiles may include:

- Multiple disabilities
- Neurological impairment
- Sensory impairment
- Cerebral palsy
- Developmental delay
- Intellectual impairment
- Medical fragility
- Physical Disabilities
- Autism

“Our son came to TEC about three years ago, after being in a class where his teacher didn’t know how to teach him and he wasn’t included in all the activities. After three weeks [at TCS], he was learning! He was also included in everything in the classroom and was happy, energized and engaged. Fast forward to today and he has gained so much, progressed so much, and made lots of friends. We love TEC and are so glad our journey led to their door.”
 --TCS Parent



PROGRAM HIGHLIGHTS

- Vibrant and supportive school community
- Small class sizes with highly trained and caring DESE-licensed teachers and nurses
- Assistive technologies and augmentative and alternative communication integrated daily
- Onsite team of expert licensed therapists, utilizing an integrated related services approach
- Onsite fitness center, therapeutic pool, accessible playground, kitchen facilities, and music room
- Field trips and community learning opportunities
- Engagement in meaningful, individualized instruction aligned to MA Curriculum Frameworks and students' IEP goals
- Functional life skills instruction, including simple meal preparation, self-care, and self-advocacy skills
- Collaboration with families and outside agencies



Satellite Program at Westwood High School

Located at Westwood High School, the satellite program provides students with a high school environment while concentrating on developing needed skills for living as independently as possible. Students aged 14-18 strengthen their social skills and behaviors appropriate for the workplace and engage in daily opportunities to practice and apply new skills in authentic situations. Academic instruction is focused on functional literacy, writing and math skills for daily living, and classroom activities such as cooking and independent self-care. Students are provided supervised internships in vocational settings to apply and practice their skills in a workplace setting.





PROGRAM HIGHLIGHTS

- Transition readiness instruction
- Work-based learning experiences and internships
- Social and recreational opportunities
- Activities of daily living
- Functional academics
- Community and real-world settings
- Job coaching support
- Transition assessments



TRANSITION SERVICES (AGES 18-21)

TEC's transition services provide real-world learning opportunities and individualized support to help students shape their lives, understand their unique capabilities, and take an active role in preparing to accept the responsibilities of being an adult. Our experienced and caring educators work as an integrated team with the family and student to define and embrace their goals and dreams, take control of their lives, and be actively involved in their own learning process to reach their full potential.

The program focuses on students ages 18-21 (in some cases 17 years old, depending on individual) and includes a functional skills curriculum and vocational/transition skills. Our classrooms emphasize an Integrated Related Service Approach to *maximize student learning across people, places, and situations*. Students are encouraged to assume emerging adult roles in their communities through employment, independent living, social and life skills, and technology application.



TEC PHOENIX ACADEMY (TPA) GRADES 7-12

At the Plimpton School on the Campus of Walpole High School

TEC Phoenix Academy (TPA) prepares students for post-secondary education or training, equipping them with the tools they need to thrive academically, socially, and personally within a small, safe, structured environment.

Students at TPA have typically struggled with the academic, social, and behavioral expectations of a typical high school. TPA students have experienced an array of challenges, which may include:

- Anxiety
- Depression
- Mood disorders
- Trauma history
- Oppositional defiance disorder

TPA focuses on positive behavioral supports, collaborative problem-solving, and goal setting. The integrated team of skilled teachers, therapists, and adjustment counselors work together to help students develop effective decision-making skills, self-regulation, and interpersonal skills, setting them on the path to success in school, college, employment and beyond.



Academic Program

Aligned with Massachusetts curriculum frameworks, TPA's academic program focuses on supporting students to meet all requirements to obtain a diploma from their sending district, including passing the MCAS exam. Highly-skilled, MA DESE licensed educators work alongside licensed clinicians to support students in achieving both academic and personal goals.

TPA students have access to facilitated online courses through TEC Online Learning, if desired.

Clinical Services

TPA's licensed adjustment counselors are fully integrated into the school's daily operations, working closely with teachers and support personnel to create a caring, trauma-informed environment.

Counselors provide individual and group counseling sessions each week to help students tackle academic and personal challenges, empowering them to reach their goals. Counseling focuses on identified needs, such as distress tolerance, interpersonal effectiveness, and emotional regulation to help students develop social skills through social skills groups, social modeling, and coaching in the milieu.

What's Unique about TEC Phoenix Academy?

College and Career Exploration

TPA students complete interest surveys, research careers, engage in online elective courses in an area of career interest, prepare resumes, apply to jobs, learn interview skills, practice soft skills and identify technical skills and areas for growth.

A Focus on Physical and Mental Health

TPA aims to make sure our graduates are not only academically prepared for post-secondary endeavors, but they also possess the resilience and skills to navigate life's challenges with confidence.

Students focus on their physical and mental health through ongoing individual and group counseling, fitness activities at LA Fitness, physical education, and opportunities for 1:1 and group opportunities focused on substance abuse prevention and/or cessation strategies, as appropriate.

Community Partnerships

From problem-solving to communication, students hone essential abilities through hands-on experiences in the community. Through as TPA's partnership with the Norwood Senior Center, students have the opportunity to participate in our culinary program. By engaging in real-world work experiences alongside peers, educators, and community members, students discover their own potential, building confidence, self-esteem, and empathy for others.

TEC Phoenix Academy has given our son a tremendous amount of confidence. The staff...understands [his] needs and works hard to help him with his anxiety. He has made great progress over the past 2 years!

–TPA Parent

PROGRAM HIGHLIGHTS

- A small, supportive, therapeutic setting in a caring community
- Academic curriculum and instruction aligned to the MA Curriculum Frameworks
- Skilled MA DESE licensed educators and clinicians
- Vocational activities, including a culinary arts program
- On-going collaboration between school, parents/caregivers, and community providers
- Field trips, team-building activities, and volunteer service within the community
- College and career counseling, including interest assessments, personal goal development, and internship opportunities



TEC HIGH SCHOOL DESE APPROVED PUBLIC DAY SCHOOL GRADES 8-12

TEC High School (THS) is a specialized program that focuses on providing a supportive learning environment for students who are facing emotional challenges that are impeding their success meeting the academic and social demands of a typical high school. Serving grades 8-12, THS is committed to providing a nurturing, therapeutic environment that helps students build resilience, learn important academic knowledge and skills, and prepare for post-secondary education and/or employment opportunities.

Our students' profiles may include:

- Anxiety
- Depression
- ADHD
- Mood disorders
- Trauma history
- School avoidance
- Social/interpersonal challenges
- Obsessive Compulsive Disorder
- Autism Spectrum Disorder

Academic Program

Aligned with Massachusetts curriculum frameworks, the academic program at THS ensures that students meet all requirements to obtain a diploma from their sending district, including passing the MCAS exam. Highly-skilled, MA DESE licensed educators support students in achieving both academic and personal goals by employing a Universal Design for Learning approach.

THS staff work closely with students, families and districts to assist students in selecting appropriate coursework and monitor their credits toward graduation. In addition to core academic coursework, THS students have access to facilitated online courses through TEC Online Learning and/or dual enrollment for community college coursework, if desired.



Clinical Services

Licensed clinicians are fully integrated into the school's daily operations and work closely with teachers and support personnel to create a caring, trauma-informed environment.

Clinicians provide scheduled counseling sessions each week to help students tackle academic and personal challenges, empowering them to reach their goals. In addition, they lead small group counseling sessions focused on identified needs, such as problem-solving, relationship building, and identity development. Clinicians use the principles of Dialectical Behavior Therapy to help students acknowledge and understand their thoughts, feelings, and behaviors, while increasing their emotion regulation skills, interpersonal effectiveness, and distress tolerance.

"During the most difficult time in our lives, my son was referred to TEC. After struggling with attendance and engagement throughout high school, TEC provided the support he needed to graduate. The team at TEC went above and beyond to ensure he got to school even on the days it was most challenging, and ultimately graduate"

–THS Parent

What's Unique About TEC High School?

At THS, education isn't confined to the classroom. Through partnerships with community organizations like the Mary M.B. Wakefield Arboretum, New Life Furniture Bank of MA, Cradles to Crayons, Friends of the Blue Hills, and the Walpole Council on Aging, students engage in weekly volunteer experiences resulting in:

- **Real-World Skill Development:** From problem-solving to communication, students hone essential abilities through hands-on experiences in the community.
- **Collaborative Engagement:** Students work alongside peers, educators, and community members, fostering teamwork and mutual support as they tackle real-life challenges together.
- **Boosted Self-Esteem:** Students discover the power of their own potential, building confidence and self-worth.
- **Holistic Well-Being:** By engaging with the community, students develop empathy, resilience, and a sense of fulfillment that extends beyond the classroom.

PROGRAM HIGHLIGHTS

- A small, supportive, therapeutic setting in a caring community
- Academic curriculum and instruction aligned to the MA Curriculum Frameworks, including the option of an honors program
- Skilled MA DESE licensed educators and clinicians
- A personalized instructional approach that utilizes the principles of universal design for learning
- On-going collaboration between school, parents/caregivers, and community providers
- An emphasis on students' holistic development and well-being
- Graduating students who are prepared for college admissions, career or other post-secondary endeavors
- Opportunities to authentically develop and practice important social emotional skills, engage as part of a team, and have experiences that support students' self-esteem and well-being



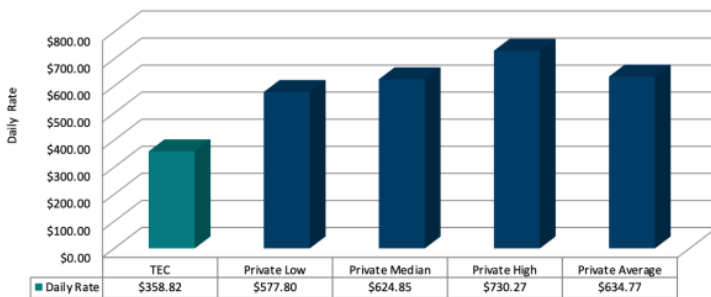
Special Education Programs: Cost Effectiveness

TEC's special education programs offer high-quality, cost effective options for our member districts, as well as other regional districts. The section below presents the costs incurred by schools districts' placement of students at TEC compared to those at comparable private schools that offer substantially similar programs.

TEC Campus School (TCS)

TEC Campus School provides high quality, cost-effective education programs that maximize the growth and development of children, adolescents, and young adults with identified intensive special needs through highly specialized teaching methodologies within substantially separate classrooms of public school environments. The Campus School program at TEC has an annualized in-district tuition rate of \$64,587 or \$358.82 per day. This rate is 43% lower than the median and 44% lower than the average rate of similar private school programs.

TEC Campus School vs. Private School*
FY2024



As a result of TEC's ability to provide programs at a cost-effective rate, our member districts realize substantial savings by educating students at TEC versus in private placements. The table at right reflects the FY24 cost savings to TEC's member districts for students enrolled at the TEC Campus School.

*Private school comparison group: Boston College Campus School, Brockton Rehabilitative Day, Cotting School, The Guild School, Kennedy Day School (Franciscan Children's), May Institute

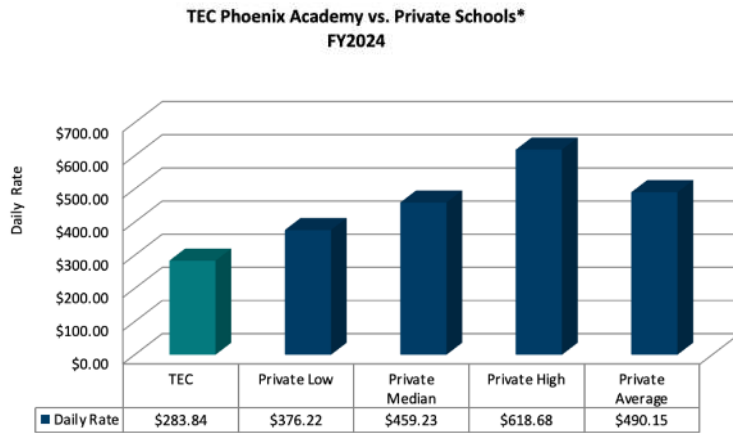
FY24 Per District Savings TCS vs. Private		
Member District	# of students	District Savings
Canton	0.70	\$34,770
Dedham	3.00	\$149,014
Dover-Sherborn	1.00	\$49,671
Framingham	4.40	\$218,553
Holliston	2.00	\$99,342
Hopkinton	1.60	\$79,474
Medfield	--	--
Medway	2.90	\$144,047
Millis	--	--
Natick	1.00	\$49,671
Needham	4.00	\$198,685
Norwood	5.80	\$288,093
Walpole	4.80	\$238,422
Wayland	1.00	\$49,671
Westwood	--	--
Sub-Total (Member)	32.20	\$1,599,413
Non-Member	16.30	\$518,507
Extended Total Savings	48.50	\$2,117,920

Average Annual Savings per Student (Member District): \$49,671
Average Annual Savings per Student (Non-Member District): \$31,810

Special Education Programs: Cost Effectiveness (cont.)

TEC Phoenix Academy (TPA)

TEC Phoenix Academy provides a supportive, and structured environment in which students with complex emotional, behavioral, and academic challenges are assisted in improving their basic skills, earning credits toward a high school diploma, and developing strategies to improve their ability to function successfully in their communities. The in-district annualized tuition rate is \$51,091 or \$283.84 per day. This rate is 38% lower than the median and 42% lower than the average rate of similar private school programs.



As a result of TEC's ability to provide programs at a cost-effective rate, our member districts realize substantial savings by educating students at TEC versus in private placements. The table at right reflects the FY24 cost savings to TEC's member districts for students enrolled at the TEC Phoenix Academy:

*Private school comparison group: Brandon Intensive Day, Clearway School, Clifford Academy, Dearborn Academy, Farr Academy, Gifford School, Wayside Academy

FY24 Per District Savings TPA vs. Private		
Member District	# of students	District Savings
Canton	2.70	\$100,269
Dedham	--	--
Dover-Sherborn	.50	\$18,586
Framingham	--	--
Holliston	1.00	\$37,137
Hopkinton	0	--
Medfield	0	--
Medway	0	--
Millis	0	--
Natick	0	--
Needham	.30	\$11,141
Norwood	0	--
Walpole	1.80	\$66,846
Wayland	0	--
Westwood	0	--
Sub-Total (Member)	6.30	\$233,960
Non-Member	19.10	\$451,610
Extended Total Savings	25.40	\$685,571

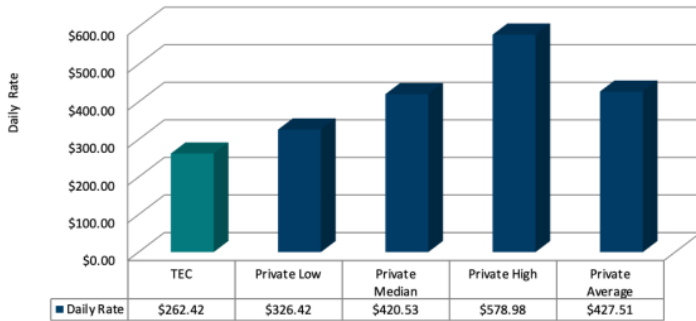
Average Annual Savings per Student (Member District): \$37,137
Average Annual Savings per Student (Non-Member District): \$23,645

Special Education Programs: Cost Effectiveness (cont.)

TEC High School (THS)

The goal of TEC High School is to enable students to overcome academic, social, emotional, and personal issues which have been a source of interference in their past school experiences and to begin to establish positive habits of academic student and improved self-esteem which can result in a substantial pattern of successful functioning for each student. The school functions in a cost-effective manner to provide services to students throughout the metro-west area of MA. The annualized tuition rate at TEC High School is \$47,235 or \$262.42 per day for in-district placements. This rate is 38% lower than the median and 39% lower than the average rate of similar area private schools.

TEC High School vs. Private School*
FY2024



As a result of TEC's ability to provide programs at a cost-effective rate, our member districts realize substantial savings by educating students at TEC versus in private placements. The table at right reflects the FY24 cost savings to TEC's member districts for students enrolled at the TEC High School:

*Private school comparison group: Arlington School (McClean Hospital), Chamberlain School, Gifford School, Granite Academy (JRI), The Victor School (JRI), Beacon High School (Walker)

FY24 Per District Savings THS vs. Private		
Member District	# of students	District Savings
Canton	.90	\$26,745
Dedham	.90	\$26,745
Dover-Sherborn	1.00	\$29,716
Framingham	0	--
Holliston	0	--
Hopkinton	0	--
Medfield	0	--
Medway	0	--
Millis	0	--
Natick	2.00	\$59,432
Needham	2.00	\$59,432
Norwood	0	--
Walpole	1.00	\$29,716
Wayland	0	--
Westwood	1.00	\$29,716
Sub-Total (Member)	8.80	\$261,502
Non-Member	9.50	\$145,646
Extended Total Savings	18.30	\$407,148

Average Annual Savings per Student (Member District): \$29,716
Average Annual Savings per Student (Non-Member District): \$15,331

FY24 Enrollment and Enrollment Trends

In each year’s annual budget, TEC projects the anticipated number of enrollments by program. As illustrated in Table 1 below, in FY24 the total enrollment across programs was lower than budgeted. This difference is attributable to lower than usual enrollments at the start of the school year, with higher enrollments in the spring, leaving TEC in a favorable position for the FY25 school year.

Table 1

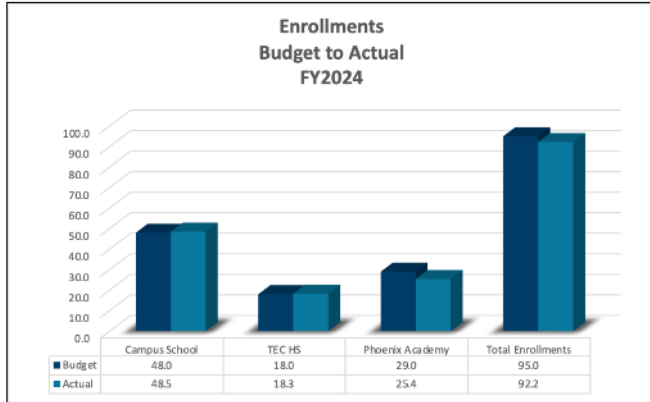
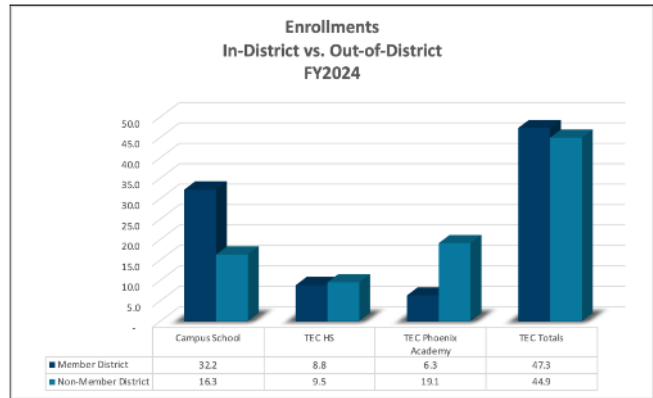


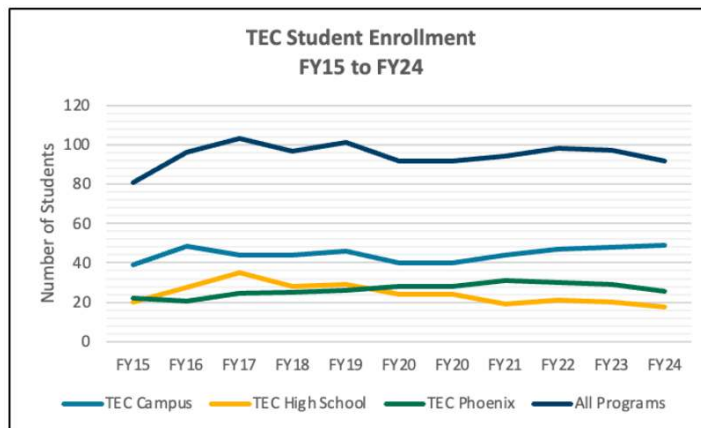
Table 2



As seen in Table 2 above, in FY24, 51% of students enrolled at TEC were from member districts, with the remaining 48% of students from districts that are not members of our collaborative. Tuition for students from non-member districts are higher than for TEC members, with TEC member tuition between 23.3% and 26.4% less depending on the program.

Table 3 below shows TEC student enrollment over the last ten years:

Table 3



TEC’s enrollment increased sharply between FY15 and FY16 and has been fairly steady since then, ranging from 91 to 103 students with an average enrollment of 95 and a median enrollment of 97. The enrollment at TEC Campus School has typically exceeded the enrollment at TEC’s two high school programs combined and has trended upward for the last several years. While the enrollment at TEC’s two high school programs were similar ten years ago, today, TEC Phoenix Academy’s (TPA) enrollment is about 36% higher than TEC High School (THS). As seen in the chart above, TPA’s enrollment experienced a steady increase over several years and has remained relatively constant since FY21. THS’s enrollment increased sharply between FY15 and FY17 and then declined.

Professional Learning

The Education Cooperative provides high quality, low cost Professional Development to support districts, schools, teams and individual educators, and support staff to improve their professional practice and enable student success by offering a variety of opportunities: facilitated synchronous and asynchronous online courses, courses that cover a breadth of topics and content areas and are appropriate for all types of educators, administrators, support personnel and paraprofessional staff. Many of TEC's courses offer graduate credit as well as Professional Development Points (PDPs) for licensure renewal.

As a collaborative, we continually assess the needs of our districts and adapt to the changing landscape.

Job-Alike Groups

A highly effective means of professional learning is through job-alike collaboration. Monthly sessions are offered **free of charge** to TEC members. The agendas are developed by participants and TEC team members. The following job-alike groups were offered in FY'24:

- Superintendents
- Assistant Superintendents
- Technology Directors
- Special Education Directors
- Higher Education Committee
- Guidance/School Counseling Directors
- Occupational Therapists
- School Adjustment Counselors/Social Workers
- Food Service/School Nutrition Directors

Through TEC's partnership with **Worcester State University**, TEC is able to offer graduate credit for many of its courses at a **significantly reduced rate of \$125/credit** (compared to the on-campus cost of \$383/credit),

Highlighted FY24 PD Opportunities:

TEC offered multiple **workshops** for PreK-12 educators and administrators, including:

- Orton-Gillingham Training
- Supporting Learners with Autism
- What is Mathematical Thinking
- Pathways to Happiness
- Promoting Student Engagement, Wellbeing, and Safety
- Strengthening Social Competencies
- Mentor Training

TEC partnered with Amy Lucenta and Grace Kelemanik to provide webinars, workshops, and full courses to educators across the country, including a webinar series focused on *Productive Struggle in Mathematics*.

TEC partnered with Carol Pelletier Radford, author of several mentoring books and resources, to support mentors and novice educators in an PD series using an innovative podcast format.

TEC offered educators assistance supporting English Learners and Newcomers by providing a course, *Thinking Deeply About MLs in Your Classroom*.

TEC launched a new partnership with Regis College to offer **significant tuition discounts** for graduate and bachelor's completion programs to TEC member district employees and their families.

TEC offered DESE **SEI Endorsement** courses in Fall and Spring for teachers and administrators. These courses focus on strategies to support Multilingual Learners, enabling students to access content instruction through evidence based reading, writing, and vocabulary interventions. TEC worked closely with DESE to update the course content and requirements for successful course completion

TEC Student Data Privacy Alliance



In FY24, The Education Cooperative (TEC) continued its commitment to protecting student data through the TEC Student Data Privacy Alliance (TEC SDPA). Established to support school districts in managing student data privacy agreements, the TEC SDPA helps educational institutions safeguard sensitive student information when working with third-party vendors. By facilitating the creation, management, and oversight of these agreements, TEC SDPA ensures that districts can maintain compliance with state and federal data privacy regulations while minimizing risk.

FY24 was a significant year of growth for the TEC SDPA. Previously serving five states—Massachusetts, Rhode Island, Maine, Vermont, and New Hampshire—in FY24 the alliance expanded to include three additional states: New York, Ohio, and Missouri. This expansion underscores the importance of data privacy in education and highlights TEC’s reputation as a trusted partner in this critical area.

In addition, the expansion of TEC SDPA is another example of TEC’s ability to be flexible and adapt to differing needs. In several of the new states in the alliance, TEC encountered unique structural differences, particularly the presence of intermediaries who act as a bridge between school districts and the TEC SDPA. While TEC SDPA’s model to this point has been to work directly with individual districts, by partnering with intermediary organizations, TEC SDPA has been able to increase the number of districts served in an efficient, cost effective manner.

The benefits of the TEC SDPA model are clear. By streamlining the process for negotiating and managing data privacy agreements, districts save time and resources while staying up-to-date with changing privacy requirements. The shared expertise across the alliance gives schools peace of mind, knowing they’re not navigating this complex area alone. As we grow, the collective power of the TEC SDPA strengthens our ability to protect student data across even more regions. Looking ahead, TEC SDPA is poised to keep evolving as schools increasingly turn to us for guidance on keeping student data safe. FY24 showed us that our model works, and we’re excited to continue expanding and supporting districts in this critical mission.

We extend our sincere appreciation to our TEC Technology Directors and Steering Committee members for their invaluable leadership and support. Their contributions have been instrumental in shaping this solution, and they have diligently promoted the program through regional conferences and webinars to assist their fellow public school colleagues.

Value of TEC SDPA’s Collaborative Approach:

- Savings to districts from economies of scale and shared costs
- Increased leverage to negotiate with vendors
- Efficient processes - one district requests a DPA and districts in all 10 states can be covered
- Vendors have fewer DPAs to review and sign, reducing processing time
- Ability to establish point-of-contact relationships with vendors and districts to flexibly respond when issues arise

TEC Student Data Privacy Alliance: Cost Effectiveness

TEC's member districts receive the services of the Student Data Privacy Alliance free of charge. The table below illustrates the cost savings per district as compared to non-member districts, who are charged an annual fee of \$1.10/student (with a district cap of \$6,000) to belong to the SDPA.

Member District	Student Enrollment	Value to District
Canton	3,277	\$3,605
Dedham	2,699	\$2,969
Dover	497	\$547
Dover-Sherborn	1,105	\$1,216
Framingham	9,134	\$6,000
Holliston	2,724	\$2,996
Hopkinton	4,187	\$4,606
Medfield	2,504	\$2,754
Medway	2,159	\$2,375
Millis	1,186	\$1,305
Natick	5,303	\$5,833
Needham	5,541	\$6,000
Norwood	3,545	\$3,900
Sherborn	401	\$441
Walpole	3,633	\$3,996
Wayland	2,745	\$3,020
Westwood	2,881	\$3,169
TOTAL	53,521	\$54,732

TEC FY24 SDPA Steering Committee:

Emily Parks, Executive Director, TEC
 Ramah Hawley, Director, TEC SDPA, TEC
 Cynthia Tougas, Onboarding Specialist, TEC SDPA, TEC
 Don Langenhorst, Director of Technology, Dedham PS
 Ashoke Ghosh, Director of Technology, Hopkinton PS

Eoin O'Corcora, Director of Technology, Medfield PS
 Dennis Roche, Technology Director, Natick PS
 Leisha Simon, Director of Technology, Wayland PS
 Steve Ouellette, Director of Technology, Learning, & Innovation, Westwood PS

Career Exploration, Internships, & College Fairs

The Education Cooperative's Internship Certificate Program is an inclusive, highly-personalized career exploration placement program open to students from any high school or college, with at least two years of high school completed. For more than 20 years, we have developed outstanding relationships with highly sought after businesses, organizations and public sector employers.

The TEC Career Exploration & Internship Certificate Program offers students the opportunity to explore a career of interest through hands-on experience in their chosen field, while also exploring their personal interests, strengths, and skills. Interning at local businesses and organizations where they are mentored by a professional, students experience the real world of work, gain hard and soft skills, and make connections through networking. The Internship Certificate Program supports students' career exploration and college readiness by allowing students to hone in on their interests and gain real world experience before entering college. The Internship Certificate Program benefits districts by offering opportunities to their students that may not be available within their community.



"I thought that the program was great and my mentor did an amazing job. I would definitely recommend this program to people in the future."

- Grant, student intern

"What a great experience our son had with his law placement! The group was very welcoming and gave him meaningful work. He is very interested in law school now. I am very appreciative... our son's internship was exactly what we had hoped for him! Thank you!"

- Michelle, parent of an intern

"I loved my internship! I am so grateful that I got to participate in this program and I had an amazing time at my placement."

- Anna, student intern

Our program is designed primarily for rising high school juniors and seniors and works closely with local sponsor organizations where they are placed under the supervision of dedicated career mentors. In FY24, a total of 41 students participated in summer internships through TEC.

During their internship, students receive one-on-one career counseling from the Program Coordinator and learn new skills including: resume development and writing, interviewing, career exploration and self-reflection and professional networking.

In spring 2024, TEC began developing a new program, the Field Study Certificate Program, where high school students will have the opportunity to shadow working professionals while observing and reflecting on various career fields. We anticipate launching this new program during the 2024-2025 school year.

Career Exploration, Internships, & College Fairs (cont.)

TEC College Fairs

The college search process can be both confusing and time consuming. The Education Cooperative's college fairs are a convenient way for students and parents to have direct access to a multitude of schools while exploring the many options available. It is a great way to kick-off a college search or "visit" targeted schools before incurring travel expenses.

Each year, TEC brings together a large selection of colleges, community colleges, universities, military and gap year programs from around the world to showcase their program offerings to hundreds of potential college applicants. Students are encouraged to attend and speak to representatives and gather information. TEC's college fairs are free and open to all students, families and guidance counselors. In FY24, TEC hosted two college fairs; a fall fair in early October at Waltham High School and a spring fair in late March at Westwood High School.



TEC Higher Education Committee

In FY24, School Counselors from TEC districts participated in a successful monthly job alike group to share best practices and resources such as curriculum, testing, college admissions, etc. During the 2023-2024 academic year, this job alike discussed relevant timely topics including how best to support students through mental health crises, alternative pathways for post high school experience, trends in chronic absenteeism, the college application process and admissions trends, and much more. Discussion of these topics informed and supported professional learning opportunities that were developed and provided by TEC, with an eye toward on increasing professional development opportunities for TEC counselors in 2024-2025.

TEC Online Learning

TEC is a regional leader in online learning and the proud sponsor of the TEC Connections Academy Commonwealth Virtual School (TECCA). TEC and our member districts continue to learn from the experience of supporting the successful growth of this innovative, alternative school that is benefitting students across Massachusetts.

TEC Connections Academy (TECCA):

TEC sponsored TECCA in its application to be a Commonwealth Virtual School which was approved by the Board of Elementary and Secondary Education (DESE). TECCA is autonomous of all other public bodies, including TEC.

The mission of TECCA is to offer Massachusetts students a quality online public school alternative to the traditional classroom by providing a supportive, individualized program of study; effective instruction; engaging learning experiences; and diverse curriculum offerings to stimulate curiosity, advance personal growth, and promote academic achievement.

TECCA Board of Trustees:

Peter Sanchioni, Ph.D, Natick Superintendent of Schools (retired), *Board President*

Jean Kenney, Ed.D., Walpole Assist. Superintendent of Schools (retired), *Board Vice President/Treasurer*

Grace Magley, Dir. of Digital & Personalized Learning, Natick Public Schools, *Board Secretary*

Ed DeHoratius, Teacher, Wayland Public Schools

Sandra Einsel, Ph.D., Dir. of Special Education, Foxborough Public Schools (retired)

Jerry Helsing, Parent Representative

Joanne Menard, Assistant Superintendent, Holliston Public Schools

Online Learning Options for TEC-Member District Students

Each year TEC member districts, through TEC's sponsorship of TECCA, have the benefit of receiving 80 free online courses per district. These courses are taught by credentialed, MA certified teachers who provide synchronous instruction through weekly LiveLesson sessions, student- and teacher-initiated direct instruction.

TEC's Online Learning coordinator works closely with TEC-member district guidance departments to support this initiative and facilitates the student enrollment process. In FY24 TEC member district students 468 courses, free of charge to districts.

Member District	Free Online Courses 2023-2024	District Savings
Canton	10	\$3,000
Dedham	4	\$1,200
Dover-Sherborn	34	\$10,200
Framingham	6	\$1,800
Holliston	80	\$24,000
Hopkinton	28	\$8,400
Medfield	49	\$14,700
Medway	36	\$10,800
Millis	63	\$18,900
Natick	7	\$2,100
Needham	74	\$22,200
Norwood	0	\$0
Walpole	22	\$6,600
Wayland	17	\$5,100
Westwood	38	\$11,400
TOTAL	468	\$140,400

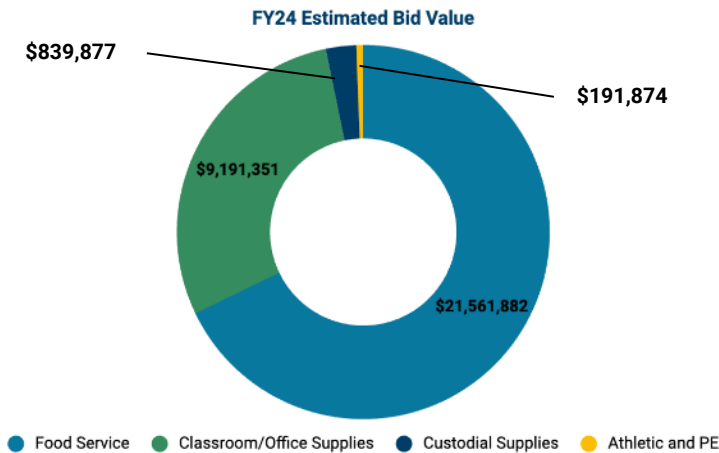
TEC Cooperative Purchasing

In FY24, TEC continued its commitment to improve efficiencies and increase cost savings through the facilitation of the TEC bids. By utilizing collective volume purchasing, participating school departments are able to obtain the best possible pricing from vendors while taking advantage of a streamlined bid process. TEC bids continue to evolve to better reflect the needs of all participating school departments throughout Massachusetts.



Cost Effectiveness of Cooperative Purchasing FY24

TEC facilitates cooperative purchasing bids that offer **significant savings** to participating school districts as a result of volume purchasing. As illustrated in the chart below, in FY24, TEC cooperative purchasing resulted in bid values of nearly \$32M based on district estimates.



The benefits that TEC provides are measurable and cost-effective. Table 1 below provides estimated annual savings in FY24 for categories of purchases made through TEC cooperative purchasing bids.

Table 1:

Bid	# of Participating Districts	Bid Items Awarded	Estimated Annual Savings
Office, Classroom Supplies & Copy Paper (POCAS-24)	59	1142	33% Classroom supplies 11% Paper 10% Office supplies
Food Service (FSB-24)	48	618	18%
Athletic/PE (A-PE-24)	16	367	40%
Custodial Supplies (C-24)	11	249	55%

Table 2 below illustrates the savings per unit on several large quantity items purchased via the TEC bid.

Table 2:

Sampling of Bid Items	TEC Winning Bid	Highest TEC Bid	Savings Per Unit
TEC Bid for Paper and Classroom Supplies (59 districts)			
White, 8.5" x 11", sub 20: Purchase by case only (10 reams)	\$42.00/case	\$42.95/case	\$.95/case
Colors, 8.5" x 11", sub 20: Purchase by <u>case</u> only (10 reams)	\$49.90/case	\$55.95/case	\$6.05/case
Markers, Crayola (8 color set, broad)	\$1.44	\$3.67	\$2.23
Graph Paper, white, 8.5" x 11" (ream)	\$5.06	\$13.79	\$8.87
TEC Bid for Food Service (48 districts)			
Chicken Patty, Whole Grain White and Dark	\$73.98	\$75.00	\$1.02
Chicken, Meatball, Dark meat	\$28.92	\$34.22	\$5.30
TEC Bid for Athletic & PE Equipment and Supplies (16 districts)			
Baseball: Game Ball (D1 Pro Diamond)	\$88.24	\$104.85	\$16.61
Basketball: Game Ball Girls Spalding TF-1000	\$57.74	\$80.93	\$23.19
TEC Bid for Custodial Supplies (11 districts)			
Trash Can Lners, 38x58, 1.5 ml, black	\$18.90	\$26.92	\$8.02
Gloves, Nitrile, disposable, powder free 100/box, 10/case	\$26.90	\$81.52	\$54.62
Cleaners, Comet with Bleach, 32 oz, 8/case	\$52.96	\$63.33	\$10.37
Barrels, Wastebasket, 44 qt. Round, Plastic	\$30.43	\$41.98	\$11.55

"The importance of being part of the TEC Cooperative Purchasing program is its ability to promote efficiency and transparency in the procurement of goods for our District. In addition, by creating this competitive environment among vendors, the TEC bid process helps promote better terms and higher quality of products. Finally, the procurements are cumbersome and require a great deal of time and effort to develop, execute, and maintain. As a member of the TEC Food Bid, the work is done collaboratively and maintained by a Bid Governing Board to ensure State and Federal procurement requirement compliance."

–Maria Hall, Walpole Public Schools, Food Service Director

Association of Educational Purchasing Agencies (AEPA)

In addition to TEC's Cooperative Purchasing program, TEC has partnered with the Association of Educational Purchasing Agencies (AEPA) to offer volume discount purchases to school districts in the Commonwealth. The AEPA contracts offer savings through bids in such categories as office and classroom furniture, interactive classrooms, technology, printers and digital copiers and many others. Through AEPA each member state agency determines which vendor contracts are signed to best serve eligible clients within their state.



AEPA Bid Categories Offered for FY'24

- Digital Multi-Function Devices, Printers
- Digital Resources & Instructional Materials
- Custodial Supplies & Equipment
- School and Instructional Supplies
- Furniture
- Athletic Equipment and Supplies
- Technology Catalogue
- Facility Management Solutions
- Industrial Kitchen Equipment

FY24 Cooperative Purchasing Participation TEC Member Districts

District	Paper, Office, & Classroom Supplies	Food Service	PE & Athletics	Custodial Supplies
Canton	✓	✓		✓
Dedham	✓			✓
Dover-Sherborn	✓	✓	✓	✓
Framingham	✓	✓		
Holliston	✓	✓		
Hopkinton	✓	✓	✓	✓
Medfield	✓	✓	✓	
Medway	✓			✓
Millis	✓			
Natick	✓		✓	
Needham	✓		✓	
Norwood	✓		✓	✓
Walpole	✓	✓	✓	✓
Wayland	✓	✓		✓
Westwood	✓	✓		✓

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FY2024 ANNUAL REPORT