

To the Board of Directors
North River Collaborative
198 Spring Street
Rockland, MA 02370

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the North River Collaborative for the year ended June 30, 2025. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated June 16, 2025. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the North River Collaborative are described in Note 2 to the financial statements. During fiscal year 2025, the Collaborative evaluated required new accounting principles GASB Statements No. 101 and No. 102. GASB Statement No. #101, Compensated Absences had an impact upon the Collaborative's financial statement with implementation. No other new accounting policies were adopted, and the application of existing policies was not changed during fiscal year 2025. We noted no transactions entered into by the North River Collaborative during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the Collaborative's financial statements were as follows:

- Reporting of amounts associated with OPEB, and pension liabilities are based on actuarial valuations. We evaluated the key factors and assumptions used to develop the OPEB and pension liabilities in determining that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of compensated absences are based upon actual amounts and averages based upon historical information from fiscal year 2024 and current year fiscal year 2025. We evaluated the key factors and assumptions used to develop this estimate in determining that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of that all reported receivables are collectible and accordingly, no allowance for doubtful accounts has been reported. Management bases this estimate on past experience. We evaluated the key factors and assumptions used to develop this estimate in determining that it is reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

During the current year, we experienced delays with management's closeout of the fiscal year and providing initial requested audit information in accordance with agreed upon schedule. We discussed this issue with the Executive Director throughout the course of the engagement.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements, inclusive of adjustments made in fiscal year 2026. Management has determined that the uncorrected misstatements, which have been communicated to governance in the management representation letter, are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, which could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated December 12, 2025.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the North River Collaborative's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We reported certain material weaknesses in internal control surrounding financial reporting in our Independent Auditor's Report Issued in Accordance With Government Auditing Standards. In our opinion, as noted, it is important that management and those charged with governance continue to evaluate and enhance overall financial reporting to ensure accuracy, usefulness and timeliness of financial reporting.

We generally discuss a variety of other matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the North River Collaborative's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention. Additionally, we issued a management letter that reported other comments and recommendations as a result of our audit.

Other Matters

We applied certain limited procedures to Management's Discussion and Analysis, the Schedule of the Collaborative's Proportionate Share of the Net Pension Liabilities and Pension Plan Contributions, the Schedule of Changes in the Collaborative's Net OPEB Liability and Related Ratios, the Schedule of Collaborative Contributions – Other Postemployment Benefits, the Schedule of Investment Returns – Other Postemployment Benefits Trust Fund, and the Budgetary Comparison Schedule and related notes, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were not engaged to report on the other information presented in accordance with Massachusetts General Laws, Chapter 40, Section 4E and Regulations on Educational Collaboratives, which accompany the financial statements but is not RSI. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Restriction on Use

This information is intended solely for the information and use of the Board of Directors and management of the North River Collaborative and is not intended to be, and should not be, used by anyone other than these specified parties.

Sincerely,



Lynch Marini & Associates Inc

December 12, 2025

Lynch Marini & Associates Inc
99 Longwater Circle Suite 200
Norwell, MA 02061

This representation letter is provided in connection with your audit of the financial statements of North River Collaborative which comprise the financial statements of the governmental activities, each major fund and the aggregate remaining fund information of the North River Collaborative (Collaborative) as of June 30, 2025 and the respective changes in financial position for the year then ended and the disclosures (collectively, the "financial statements"), for the purpose of expressing opinions as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of date of signing this letter [Independent Auditor's Report date] the following representations made to you during your audit.

Financial Statements

- 1) We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated June 16, 2025, including our responsibility for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP and for preparation of the supplementary information in accordance with the applicable criteria.
- 2) The financial statements referred to above are fairly presented in conformity with U.S. GAAP and include all properly classified funds and other financial information of the primary government and component unit required by generally accepted accounting principles.
- 3) We acknowledge you have provided additional assistance in the preparation of the financial statements as a result of deficiencies noted as a result of your audit. We acknowledge such assistance did not relieve management of the Collaborative of any responsibilities associated with the financial statements.
- 4) We acknowledge you have communicated and discussed with management of the Collaborative the material weaknesses in financial reporting which you have identified as a result of your audit and are required to report in your Independent Auditor's Report issued in accordance with generally accepted auditing standards and *Government Auditing Standards*, prior to our signing this letter and your report issuance.
- 5) We acknowledge you have identified an uncorrected misstatement in our financial statements in the amount of \$66,912 associated with accrued payroll, thereby overstating General fund expenditures by this amount for the year. We acknowledge we have discussed this with you and intend to post the adjustment in fiscal year 2026, increasing General Fund fund balance. (miscellaneous income).
- 6) We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
- 7) We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
- 8) The methods, significant assumptions, and data used in making accounting estimates and their related disclosures are appropriate to achieve recognition, measurement, or disclosure that is reasonable in accordance with U.S. GAAP. There are no subsequent events that require adjustment to the accounting estimates and related disclosures included in the financial statements.

- 9) Related party relationships and transactions, including revenues, expenditures/expenses, loans, transfers, leasing arrangements, and guarantees, and amounts receivable from or payable to related parties have been appropriately accounted for and disclosed in accordance with U.S. GAAP.
- 10) Adjustments or disclosures have been made for all events, including instances of noncompliance, subsequent to the date of the financial statements that would require adjustment to or disclosure in the financial statements or in the schedule of findings and questioned costs.
- 11) The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. GAAP.
- 12) There are no guarantees, whether written or oral, under which the North River Collaborative is contingently liable, which are required to be recorded or disclosed.

Information Provided

- 13) We have provided you with:
 - a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records (including information obtained from outside of the general and subsidiary ledgers), documentation, and other matters and all audit or relevant monitoring reports, if any, received from funding sources.
 - b) Additional information that you have requested from us for the purpose of the audit.
 - c) Unrestricted access to persons within the Collaborative from whom you determined it necessary to obtain audit evidence.
 - d) Minutes of the meetings of the Board of Directors or summaries of actions of recent meetings for which minutes have not yet been prepared.
- 14) All material transactions have been recorded in the accounting records and are reflected in the financial statements.
- 15) We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- 16) We have no knowledge of any fraud or suspected fraud that affects the Collaborative and involves—
 - Management,
 - Board of Directors
 - Employees who have significant roles in internal control, or
 - Others where the fraud could have a material effect on the financial statements.
- 17) We have no knowledge of any allegations of fraud or suspected fraud affecting the Collaborative's financial statements communicated by employees, former employees, regulators, or others.
- 18) We have no knowledge of instances of noncompliance or suspected noncompliance with provisions of laws, regulations, contracts, or grant agreements, or waste or abuse, whose effects should be considered when preparing financial statements.
- 19) We have disclosed to you all known actual or possible litigation, claims, and assessments whose effects should be considered when preparing the financial statements.
- 20) We have disclosed to you here are no related parties or related party relationships and transactions, including any side agreements, affecting the Collaborative.

Government-specific

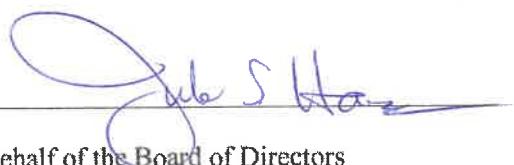
- 21) There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
- 22) We have a process to track the status of audit findings and recommendations.
- 23) We have represented to you there have been no other audits, attestation engagements, and other studies related to the objectives of the audit and whether related recommendations have been implemented.
- 24) We have represented to you there are no investigations or legal proceedings that have been initiated with respect to the period under audit.
- 25) We have provided our views on reported findings, conclusions, and recommendations, as well as our planned corrective actions, for the report.
- 26) The Collaborative has no plans or intentions that may materially affect the carrying value or classification of assets, deferred outflows of resources, liabilities, deferred inflows of resources, and fund balance or net position.
- 27) We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us, including tax or debt limits and debt contracts, and legal and contractual provisions for reporting specific activities in separate funds.
- 28) We have appropriately identified, recorded, and disclosed all leases in accordance with GASB 87.
- 29) We have represented to you there are no conduit debt obligations and/or certain arrangements associated with conduit debt obligations in accordance with GASB 91.
- 30) We have appropriately identified, recorded, and disclosed to you there are no significant or material subscription-based information technology arrangements in accordance with GASB No. 96 which would be required to be reported.
- 31) We are unaware of any instances of actual or suspected fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements that we believe could have a material effect on the financial statements.
- 32) There are no violations or possible violations of budget ordinances, laws, and regulations (including those pertaining to adopting, approving, and amending budgets), provisions of contracts and grant agreements, tax or debt limits, and any related debt covenants whose effects should be considered for disclosure in the financial statements, or as a basis for recording a loss contingency, or for reporting on noncompliance.
- 33) As part of your audit, you assisted with preparation of the financial statements and disclosures and schedule of expenditures of federal awards and related notes. We acknowledge the nonaudit services you have provided have been detailed in the attached schedule. We acknowledge our responsibility as it relates to those nonaudit services, including that we assume all management responsibilities; oversee the services by designating an individual, preferably within senior management, who possesses suitable skill, knowledge, or experience; evaluate the adequacy and results of the services performed; and accept responsibility for the results of the services. We acknowledge, Ellen George, Director of Business has been designated this individual.
- 34) We acknowledge you have provided the proposed reclassifying and conversion entries associated with the financial statements. We have reviewed and approved all proposed entries which convert the Collaborative's accounting records to the financial statements.
- 35) We have reviewed, approved, and accepted responsibility for those financial statements and disclosures, RSI and other information required to be reported.
- 36) The Collaborative has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
- 37) The Collaborative has complied with all aspects of contractual agreements that would have a material effect on the financial statements in the event of noncompliance.

- 38) The financial statements include all component units, appropriately present majority equity interests in legally separate organizations and joint ventures with an equity interest, and properly disclose all other joint ventures and other related organizations.
- 39) There are no fiduciary activities required to be included in the financial statements.
- 40) All activities of Collaborative have been properly classified in accordance with GASB No. 34, as amended.
- 41) Components of net position (net investment in capital assets; restricted; and unrestricted) are properly classified and, if applicable, approved.
- 42) The Collaborative has not reported any derivative instrument transactions or other investments as of June 30, 2025, and did not maintain any such transactions during the fiscal year ending June 30, 2025.
- 43) Provisions for uncollectible receivables have been properly identified and disclosed as fully collectible receivables as of year-end.
- 44) Expenses have been appropriately classified in or allocated to functions and programs in the statement of activities, and allocations have been made on a reasonable basis.
- 45) Revenues are appropriately classified in the statement of activities within operating and nonoperating revenues.
- 46) Interfund, internal, and intra-entity activity and balances have been appropriately classified and reported.
- 47) Deposits are properly classified as to risk and are properly disclosed.
- 48) Capital assets, including infrastructure and intangible assets, are properly capitalized, reported, and, if applicable, depreciated, or amortized.
- 49) We have appropriately disclosed the Collaborative's policy regarding whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position is available and have determined that net position is properly recognized under the policy.
- 50) We acknowledge our responsibility for the required supplementary information (RSI). The RSI is measured and presented within prescribed guidelines and the methods of measurement and presentation have not changed from those used in the prior period. We have disclosed to you any significant assumptions and interpretations underlying the measurement and presentation of the RSI.
- 51) We have disclosed to you all contracts or other agreements with service organizations. We acknowledge our responsibility for the transactions associated with the use of third- party service providers associated with processing payroll. We acknowledge we have disclosed to you there have been no material noncompliance or internal control related matters associated with the use of the third-party service provider.
- 52) We acknowledge our responsibility over federal award programs and the determination of the applicability of the Single Audit on an annual basis. We confirm that have we have communicated to you that the Collaborative did not expend \$750,000 in federal awarded funds for the fiscal year ended June 30, 2025. Furthermore, we acknowledge that we have communicated to you that no request has been made for the Collaborative to have a Single Audit or program specific audit performed for the year ended June 30, 2025.

On behalf of the North River Collaborative

On behalf of those charged with governance:

Chair
On behalf of the Board of Directors



12/12/25

Date

Management:

Executive Director

Ellen George
Director of Business

Arthur Sullivan
Treasurer

12/12/25

Date

12/12/25

Date

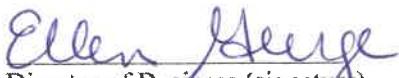
12/9/25 15:42 EST

Date

North River Collaborative
Schedule of Non-Attest Services Provided
For the Year Ended June 30, 2025

Management of the North River Collaborative acknowledges Lynch Marini & Associates Inc has provided the following non-attest services, for which management is responsible:

- Assistance with the “drafting” (presentation & disclosure) of the North River Collaborative’s financial statements in accordance with GAAP and proposed journal entries which have been provided and accepted by the North River Collaborative.
- Provided a summary and template from the “drafted” financial statements for management’s reporting in “Management Discussion & Analysis (MD&A).
- Provided a “draft” template, based upon information provided by management of the Required Supplementary information as follows:
 - Schedule of the Collaborative’s Proportionate Share of the Net Pension Liabilities and Pension Plan Contributions and related Notes.
 - Schedule of Changes in the Collaborative’s Net OPEB Liability and Related Ratios.
 - Schedule of the Collaborative’s Contributions – Other Postemployment Benefits.
 - Schedule of Investment Returns – Other Postemployment Benefits.
 - Budgetary Comparison Schedule – General Fund and notes.
- Provided assistance in summarizing from information provided for Other Information required to be included by the Commonwealth of Massachusetts.
- Provide assistance in submission of the audit reporting package with the Commonwealth of Massachusetts.(DOR).
- The Collaborative acknowledges that it will submit the audited financial statements and management letter to DESE through its secure portal and to the State Auditor and the required documentation of the Board of Director’s acceptance of the audit.


Ellen Heige
Director of Business (signature)

Date

12/12/25

INDEPENDENT AUDITOR'S MANAGEMENT LETTER

To Management and the Board of Directors
North River Collaborative
Rockland, Massachusetts

In planning and performing our audit of the financial statements of the North River Collaborative (the Collaborative) as of and for the year ended June 30, 2025, in accordance with auditing standards generally accepted in the United States of America, we considered the Collaborative's internal accounting control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Collaborative's internal control. Accordingly, we do not express an opinion on the effectiveness of the Collaborative's internal control.

As result of our engagement, in addition to our Independent Auditor's Report on the Collaborative's financial statements for the year ended June 30, 2025, and our Independent Auditor's Report in Accordance With Government Auditing Standards, dated December 12, 2025, we make the following comments.

CURRENT YEAR COMMENTS AND RECOMMENDATIONS AND PRIOR YEAR

- Based upon our current year audit, we reported material weaknesses in financial reporting associated with the Collaborative's maintenance, monitoring and overall review and closeout of the Collaborative's accounting records, which was reported in our Independent Auditor's Report in Accordance with Government Auditing Standards. Noted material misstatements in the Collaborative's initially provided financial reports required additional procedures with management to be performed. noted in the audit have been reviewed with management and adjusting entries proposed accordingly. Certain adjustments have been discussed, reviewed, and accepted by management for the financial statements. It is important management ensure policies and procedures are designed and implemented to ensure all financial reporting is accurate and is performed and reviewed on a routine and timely basis. In our professional opinion, this should include but not be limited to not only proper budgetary results, but also statements of fund balance, net position, and changes thereof on a monthly basis. Generated financial reports should be carefully reviewed to ensure appropriate reports balance and all activity has been appropriately reported. It is important for management to evaluate and fully understand the different reporting capabilities of the accounting system, reports generated (i.e., fund, basis, full accrual, and budgetary basis) when producing, reviewing, and monitoring financial activity. Management should ensure monitoring of financial reports; account balances ensure activity is posted correctly. In addition to the above, we noted year end accrued salaries were misstated (immaterial) as a result of posting errors. Management has made the adjustment within fiscal year 2026. It is important that all votes of the Board of Directors be clearly documented (i.e., uses, funding sources) to ensure all activity and assignments of fund balance is recorded properly. Management should continue the enhancement of overall financial monitoring with additional high-level review and with the various revenue sources (tuitions, transportation, etc. in conjunction with headcounts, rates, etc.). In our professional opinion, establishing such procedures helps to ensure the accuracy of financial information and the decision being made accordingly.

The financial statements, as well as the design, implementation and monitoring of internal controls is the ongoing responsibility of management. Management should continually familiarize themselves with current financial reporting requirements of both the state and generally accepted accounting principles.

As recommended in prior years, the Collaborative should continue to review and evaluate enhancements to all policies and procedures as part of an ongoing "risk assessment program. Such a program should be performed routinely (minimum annually) and formally the assessment/review process and decisions made related thereto, including document cost-benefit considerations. We recommend such a program as implemented by management be presented and reviewed by the Board of Directors.

As part of continued review and enhancement of internal control policies and procedures, we recommend the following to the Collaborative:

- Review and update depository and investment policies (OPEB Trust and the Collaborative).
- Enhanced documentation surrounding established policies and procedures, including evaluating all stipends (inclusive of telephone) in accordance with IRS requirements (accountable plans, etc.).
- More formalized reconciliation of the budgetary votes (funding and appropriations) from the original budget and subsequent votes, and reconciliation to the underlying accounting system.
- Continued enhancements to the warrant process, and documentation of appropriations being charged.
- Continued enhancements to the aggregate review and reconciliation of all activity being approved and reviewed, including, but not limited to gross wages, health insurance expenditures/withholdings, transportation billings/receipts.
- Establish reporting deadlines/time frames, inclusive of year end closeout.

This communication is intended solely for the information and use of the Board of Directors, Collaborative management and others within the organization and is not intended to be and should not be used by anyone other than these specified parties.

Sincerely,



Norwell, Massachusetts

December 12, 2025

NORTH RIVER COLLABORATIVE
BASIC FINANCIAL STATEMENTS AND
MANAGEMENT'S DISCUSSION AND ANALYSIS
WITH INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDING JUNE 30, 2025

NORTH RIVER COLLABORATIVE
Basic Financial Statements and Management's Discussion and Analysis
For the Year Ended June 30, 2025

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
North River Collaborative
Rockland, Massachusetts

Report on the Audit of the Financial Statements

Opinions

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the North River Collaborative, as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the North River Collaborative's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the North River Collaborative, as of June 30, 2025, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the North River Collaborative and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Emphasis of matter – Change in Accounting Principle

As described in Note 14 to the financial statements, in fiscal year 2025, the North River Collaborative adopted new accounting guidance, GASB Statement No. 101, Compensated Absences. Additional details associated with the implementation of this statement are detailed in Note 17 to the financial statements. Our opinion is not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the North River Collaborative's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the North River Collaborative's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the North River Collaborative's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis on pages vii through xi and the Schedule of the Collaborative's Proportionate Share of the Net Pension Liabilities and Pension Plan Contributions, the Schedule of Changes in the Collaborative's

Net OPEB Liability and Related Ratios, the Schedule of the Collaborative's Contributions – Other Postemployment Benefits, the Schedule of Investment Returns – Other Postemployment Benefits Trust Fund, and the Budgetary Comparison Schedule – General Fund and related notes on pages 40 – 51 be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with GAAS, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Management is responsible for the other information included in the annual report. The other information comprises information required to be presented in accordance with Massachusetts General Laws Chapter 40, Section 4E and Regulations on Educational Collaboratives 603 CMR 50.00 on pages 52-53 but does not include the basic financial statements and our auditor's report thereon. Our opinions on the basic financial statements do not cover the other information, and we do not express an opinion or any assurance thereon.

In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatements of the other information exists, we are required to describe it in our report.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 12, 2025 on our consideration of the North River Collaborative's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the North River Collaborative's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the North River Collaborative's internal control over financial reporting and compliance.

Lynch Marini & Associates Inc
Norwell, Massachusetts
December 12, 2025

**REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON
COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL
STATEMENTS PERFORMED IN ACCORDANCE WITH
GOVERNMENT AUDITING STANDARDS**

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
North River Collaborative
Rockland, Massachusetts

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*), the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the North River Collaborative, as of and for the year ended June 30, 2025 and the related notes to the financial statements, which collectively comprise the North River Collaborative's basic financial statements, and have issued our report thereon dated December 12, 2025.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the North River Collaborative's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the North River Collaborative's internal control. Accordingly, we do not express an opinion on the effectiveness of the North River Collaborative's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. We have identified certain deficiencies in internal control described in the following paragraph that we consider to be material weaknesses.

Material weaknesses in financial reporting

Financial reporting (inclusive of financial statements) is the responsibility of management, as is the implementation and ongoing monitoring of internal controls surrounding financial reporting. Properly established internal controls surrounding financial reporting should ensure that accurate and reliable financial information is generated in a timely manner. For the fiscal year ended June 30, 2025, close-out and availability of all information and documentation for performance of the audit was not performed in a timely manner. Moreover, based upon our initial audit procedures, we noted the General Fund financial statements provided by management contained material misstatements. The balance sheet did not balance by approximately \$450,000 overstating reported General Fund fund balance and the reported corresponding expenditures being understated. Additionally, we noted an additional \$500,000 voted to acquire additional vehicles was not reported as an assignment/reservation (or transfer to capital reserve) of fund balance as of year-end. Corrections for these amounts have been reported in the Collaborative's financial statements. Per our inquiries with management, all financial reports and the financial reporting capabilities of the Collaborative's accounting system (financial statements and budgetary results) were not adequately reviewed and monitored throughout the fiscal year, or reviewed at year end to ensure the accuracy and reliability of the financial reporting. In our professional judgement, it is important that management and the Board of Directors review established procedures to ensure activity is accounted for properly and is monitored on a routine, timely basis, inclusive but not limited to review of accounting system generated reporting. Additionally, we recommend all budgetary votes taken be clear as to funding sources. We recommend management review and update their understanding of all of the capabilities and limitations of the accounting system. Furthermore, management should continually update their understanding of financial reporting requirements (state and generally accepted accounting principles) in conjunction with annual financial statement reporting to ensure all objectives and requirements are achieved. In our professional judgement, these deficiencies reasonably increase the possibility that financial information may contain material misstatements which could affect the financial decision-making processes.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the North River Collaborative's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

North River Collaborative's Response to Findings

Government Auditing Standards requires the auditor to perform limited procedures on the North River Collaborative's response to the findings identified in our audit and described above. The North River Collaborative's response was not subjected to the other auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on the response.

North River Collaborative – response by management

With regard to the multi-faceted material weakness expressed for fiscal year 2025, we first acknowledge the feedback regarding the provision of documentation for the audit in a timely manner. We understand that the identification of potential discrepancies early in the process would have left us in a different situation and allowed for more proactive review for the audit and we seek to improve upon this in the future through more timely compilation of information. The technical process related to the material misstatements that was primarily linked to the classification of van purchasing is currently an area of review and learning and we are appreciative of the support outside of the scope of the audit by Lynch Marini & Associates to investigate that error. The Director of Business Services has compared the actions of previous fiscal years

to the action of FY25 and worked to understand this misstatement with the support of the audit team. We have also reflected on not only these material misstatements themselves but also the monitoring of the governmental reports in addition to the entity-wide reports as a means of monitoring for discrepancies in the future. We plan to actively monitor the governmental reports in addition to the entity-wide reports on at least a monthly basis and also in great scrutiny toward the end of the fiscal year. This will ensure that sound ongoing fiscal decisions are made and that clear conclusion are drawn in summary of the end of the fiscal year. Finally, we understand the importance of clear communication and documentation related to any Board of Director decisions that involve finances. In the future, we will return to reports directly generated by our Accfund accounting software rather than a summarized chart or table. We will also meticulously document in our notes the communication of funding sources so as to be as transparent as possible.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in blue ink that reads "Lynch Marini & Associates Inc".

Norwell, Massachusetts
December 12, 2025

MANAGEMENT'S DISCUSSION AND ANALYSIS

NORTH RIVER COLLABORATIVE
Management's Discussion and Analysis
Year Ended June 30, 2025
(unaudited)

As management of the North River Collaborative (the Collaborative), we offer readers of these financial statements this narrative overview and analysis of the financial activities for the fiscal year ended June 30, 2025. The Collaborative complies with financial reporting requirements issued by the Governmental Accounting Standards Board (GASB). Management's discussion and analysis is part of these requirements.

Overview of the Financial Statements:

This discussion and analysis is intended to serve as an introduction to the Collaborative's basic financial statements. These basic financial statements consist of the following components: 1.) government-wide financial statements, 2.) fund financial statements, and 3.) notes to the financial statements. Required supplementary information, as required by the Governmental Accounting Standards Board (GASB), accompanies the financial statements and notes to provide additional analysis.

Government-wide financial statements are designed to provide readers with a broad overview of finances, in a manner similar to private-sector business.

The *statement of net position* presents information on all assets plus deferred outflows of resources less liabilities and deferred inflows of resources, resulting in the aggregate *net position* of the Collaborative. Over time, increases or decreases in net position may serve as useful indicators of whether the financial position of the Collaborative is improving or deteriorating. The reader should also consider other non-financial factors, such as the condition of the Collaborative's capital assets, to assess the overall health of the Collaborative.

The *statement of activities* presents information showing how the Collaborative's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future periods (e.g., earned but unused vacation leave). This statement also presents a comparison between direct expenses and program revenues for each function of the Collaborative.

The government-wide financial statements distinguish functions that are principally supported by intergovernmental revenues (*governmental activities*) from other material functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities of the Collaborative include administration, instruction, other school services, and fixed charges, among others. The Collaborative has not classified any activity as a business-type activity.

Fund financial statements present financial information using funds. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. The Collaborative's fund can be divided into the following categories: governmental funds, and fiduciary funds.

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

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

NORTH RIVER COLLABORATIVE
 Management's Discussion and Analysis
 Year Ended June 30, 2025
 (unaudited)

The Collaborative has several governmental funds. The general fund is considered a major fund for presentation purposes. Each major fund is presented in a separate column in the governmental funds balance sheet and in the governmental funds statement of revenues, expenditures, and changes in fund balances. The remaining governmental funds are aggregated and shown as other governmental funds.

Fiduciary funds are used to account for resources held for the benefit of parties outside of the Collaborative. Fiduciary funds are *not* reflected in the government-wide financial statements because the resources of those funds are *not* available to support the Collaborative's own programs. The reporting basis is on net position and changes in net position. The Collaborative's sole fiduciary fund consists of the Other Post Employment Benefits (OPEB) Trust Fund. This fund accounts for resources legally held in trust for the purpose of funding health insurance benefits for retirees and are not subject to any creditors of the Collaborative.

Notes to the basic financial statements provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Required supplementary information: In addition to the basic financial statements and accompanying notes, the reporting package also presents certain *required supplementary information* concerning the Collaborative's budgetary comparisons and its pension and other postemployment benefit obligations. Furthermore, the reporting package presents *other information* which is required by Massachusetts General Laws (M.G.L.) Chapter 43 of the Acts of 2012.

Government-wide Financial Analysis:

As noted earlier, net position may serve over time as a useful indicator of the Collaborative's financial position. As indicated in the following chart, governmental assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by approximately \$6.5 million at the close of fiscal year 2025. The following table demonstrates the net position of the Collaborative as of June 30, 2025, and June 30, 2024. Prior year amounts have not been restated for the implementation of GASB Statement #101, Compensated absences. Refer to the accompanying note disclosures to the financial statements for additional information.

	Primary Government Governmental Activities	
	FY2025	FY2024
Current assets	\$ 5,944,358	\$ 5,087,045
Noncurrent assets	<u>3,259,091</u>	<u>2,766,345</u>
Total assets	9,203,449	7,853,390
Deferred outflows of resources	658,416	545,941
Current liabilities	1,440,963	403,178
Noncurrent liabilities	<u>888,256</u>	<u>595,101</u>
Total liabilities	2,329,219	998,279
Deferred inflows of resources	<u>1,067,311</u>	<u>1,558,331</u>
Net position:		
Net investment in capital assets	2,979,858	2,579,587
Restricted	1,492,820	1,338,171
Unrestricted	<u>1,992,657</u>	<u>1,924,963</u>
Total net position	<u>\$ 6,465,335</u>	<u>\$ 5,842,721</u>

NORTH RIVER COLLABORATIVE
 Management's Discussion and Analysis
 Year Ended June 30, 2025
 (unaudited)

On June 30, 2025, a portion of the net position, approximately \$1.5 million (23.1%), represents resources that are subject to external restrictions on how they may be used and approximately \$3.0 million (46.1%) has been categorized as net investment in capital assets. The remaining net position, which may be used to meet the government's ongoing obligations to its creditors, was approximately \$2.0 million (30.8%) at June 30, 2025.

As indicated in the following chart, governmental activities' net position increased by approximately \$879,000 during the current fiscal year, which reflects the governmental activities' results of operations.

Based on the information below, overall, the total revenues increased approximately \$4.1 million and expenses increased by approximately \$3.1 million from the previous year. Increases in revenues related primarily to charges for services, inclusive of transportation and contributions made for pensions. Increases in expenses related most specifically to instructional services and pension costs. The following table illustrates the comparison between fiscal year 2025 and fiscal year 2024.

	Primary Government Governmental Activities	
	FY2025	FY2024
Program Revenues:		
Charges for services	\$ 231,325	\$ 228,216
Operating grants and contributions	4,175,922	3,124,996
General Revenues:		
Tuition income	6,156,759	5,085,236
Charges for services	8,649,052	6,848,495
Intergovernmental	153,451	156,958
Departmental and other	183,527	326,114
Member assessments	30,000	30,000
Investment income (loss)	229,691	250,545
Distribution to member districts	<u>(44,673)</u>	<u>(382,861)</u>
Total revenues	19,765,054	15,667,699
Expenses:		
Administration	1,789,500	1,614,952
Instruction	7,078,466	5,957,171
Other school services	4,247,376	3,567,080
Fixed charges	4,534,504	3,528,300
Operations and maintenance	741,849	690,268
Debt service	2,415	1,728
Depreciation/amortization	<u>491,767</u>	<u>427,007</u>
Total expenses	18,885,877	15,786,506
Change in net position	<u>\$ 879,177</u>	<u>\$ (118,807)</u>

Governmental Funds Financial Analysis:

As noted earlier, the Collaborative uses fund accounting to ensure and demonstrate its compliance with finance-related legal requirements.

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

See Independent Auditor's Report.

NORTH RIVER COLLABORATIVE
Management's Discussion and Analysis
Year Ended June 30, 2025
(unaudited)

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of approximately \$4.8 million; an increase of approximately \$238,000 from the prior year.

The general fund is the Collaborative's chief operating fund. At the end of the current fiscal year, aggregate general fund balance increased by approximately \$238,000. Aggregate fund balance of \$4.8 million was comprised of the following categories: \$1.5 million restricted for capital improvements and acquisitions, \$500,000 assigned for acquisition of vehicles and \$2.8 million unassigned fund balance. As a measure of the general fund's liquidity, it may be useful to compare the fund balance to total fund expenditures. Unassigned fund balance represents 16.2% of total general fund expenditures. This is compared to 21.9% the previous year.

General Fund Budgetary Highlights:

The Collaborative adopts an annual budget for its general fund. A budgetary comparison schedule has been provided for the general fund to demonstrate compliance with this budget. For fiscal year 2025, the Collaborative had actual revenues of approximately \$15.4 million, compared to budgeted revenues of approximately \$15.2 million. The Collaborative had actual expenditures of \$15.3 million compared to total appropriations of \$16.5 million, a savings on appropriations of \$1.2 million. This includes \$500,000 of capital outlay voted at year end which has not yet been expended.

Capital Asset and Debt Administration:

Capital Assets:

At the end of fiscal year 2025, the Collaborative had approximately \$3.1 million in capital assets, which is net of accumulated depreciation of approximately \$4.4 million. This is compared to \$2.6 million in capital assets, which is net of accumulated depreciation of \$4.0 million in the previous year.

The table below represents a summary of the Collaborative's capital assets, net of accumulated depreciation by category (in thousands):

Capital Assets	2025	2024
Land	\$ 575	\$ 575
Building improvements/other	1,377	1,446
Vehicles	1,184	591
Total	\$ 3,136	\$ 2,612

During fiscal year 2025, acquired transportation vehicles costing approximately \$983,000. Additionally, the Collaborative had disposal of vans through auction and accidents, receiving approximately \$36,000 in proceeds.

Right to Use Assets and Debt Administration:

Direct financing arrangements:

At the end of the current fiscal year, the Collaborative had total long-term outstanding debt of approximately \$153,000. This is compared to approximately \$30,000 last year. During the current fiscal year, the Collaborative financed approximately \$226,000 of new vehicle acquisitions and paid down outstanding loans by approximately \$104,000. Additional details can be found in the accompanying notes to the financial statements at Note 10.

Right to Use Asset and Lease liability:

At the end of the year, the Collaborative reported a right to use asset net of accumulated amortization and an associated lease liability for the use of the Almshouse, owned by the Town of Rockland, Massachusetts. The balances of each at the end of the fiscal year 2025 and 2024 are illustrated in the following tables. Additional details can be found in the accompanying notes to the financial statements at Note 9.

NORTH RIVER COLLABORATIVE
 Management's Discussion and Analysis
 Year Ended June 30, 2025
 (unaudited)

Right to Use Asset	2025	2024
Right to use asset	\$ 307,914	\$ 307,914
Accumulated amortization	(184,748)	(153,957)
Net right to use asset	\$ 123,166	\$ 153,957

Lease Liability	2025	2024
Current portion	\$ 32,338	\$ 31,396
Noncurrent portion	92,937	125,275
Total lease liability	\$ 125,275	\$ 156,671

Economic Factors and Next Year's Budget:

The Collaborative approved a budget for fiscal year 2026 of approximately \$15.5 million. This is compared to approximately \$14.7 million budgeted for fiscal year 2025.

Requests for Information:

This financial report is designed to provide a general overview of the North River Collaborative's finances for all those with an interest in the Collaborative's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to Ellen George, Director of Business, North River Collaborative, 198 Spring Street, Rockland, Massachusetts 02370.

BASIC FINANCIAL STATEMENTS

NORTH RIVER COLLABORATIVE

Statement of Net Position

June 30, 2025

	Primary Government Governmental Activities
ASSETS	
Current assets:	
Cash, cash equivalents, and investments	\$ 5,420,758
Receivables	516,387
Prepaid expenses	7,213
Total current assets	<u>5,944,358</u>
Noncurrent assets:	
Right to use asset	307,914
Accumulated amortization	(184,748)
Net right to use asset	<u>123,166</u>
Capital assets	7,535,348
Accumulated depreciation	(4,399,423)
Net capital assets	<u>3,135,925</u>
Total noncurrent assets	<u>3,259,091</u>
Total assets	<u>9,203,449</u>
DEFERRED OUTFLOWS OF RESOURCES	
Associated with OPEB	<u>658,416</u>
Total deferred outflows of resources	<u>658,416</u>
LIABILITIES	
Current liabilities:	
Accounts payable and other	943,642
Salaries payable, withholdings and benefits payable	103,001
Accrued interest	1,700
Lease liability - current portion	32,338
Direct financing arrangements - current portion	79,453
Compensated absences	280,829
Total current liabilities	<u>1,440,963</u>
Noncurrent liabilities:	
Lease liability - due in more than one year	92,937
Direct financing arrangements - due in more than one year	73,392
Net OPEB liability	<u>721,927</u>
Total noncurrent liabilities	<u>888,256</u>
Total liabilities	<u>2,329,219</u>
DEFERRED INFLOWS OF RESOURCES	
Unavailable revenue	123,146
Associated with OPEB	944,165
Total deferred inflows of resources	<u>1,067,311</u>
NET POSITION	
Net investment in capital assets	2,979,858
Restricted	1,492,820
Unrestricted	1,992,657
Total net position	<u>\$ 6,465,335</u>

See Independent Auditor's Report.
The accompanying notes are an integral part of these financial statements.

NORTH RIVER COLLABORATIVE
 Statement of Activities
 For the Year Ended June 30, 2025

Functions/Programs	Expenses	Program Revenues			Capital Contributions	Grants and Contributions	Total	Net Position	Net (Expense) Revenue and Changes in Net Position
		Charges for Services	Grants and Contributions	Operating					
Primary government									
Governmental activities:									
Administration	\$ 1,789,500	\$ 7,078,466	\$ 231,325	\$ 25,548	\$ 797,225	\$ 153,061	\$ 3,180,503	\$ 19,585	\$ (1,763,952)
Instruction									
Other school services	4,247,376								
Fixed charges	4,534,504								
Operations and maintenance	741,849								
Interest	2,415								
Depreciation and amortization	491,767								
Total governmental activities	<u>\$ 18,885,877</u>	<u>\$ 231,325</u>	<u>\$ 4,175,922</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$ (14,478,630)</u>
General revenues and other:									
Tuition income									
Charges for services									
Intergovernmental									
Departmental and other									
Member assessments									
Investment income									
Total general revenues									
Distributions to member districts									
Change in net position									
Net position - beginning of year, restated									
Net position - end of year									

See Independent Auditor's Report.
 The accompanying notes are an integral part of these financial statements.
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NORTH RIVER COLLABORATIVE
 Balance Sheet - Governmental Funds
 June 30, 2025

	General Fund	Other Funds	Total Governmental Funds
ASSETS			
Cash, cash equivalents, and investments	\$ 5,400,533	\$ 20,225	\$ 5,420,758
Program/intergovernmental receivables	379,458	136,929	516,387
Interfund receivables	118,536		118,536
Prepaid expenses	7,213		7,213
Total assets	\$ 5,905,740	\$ 157,154	\$ 6,062,894
LIABILITIES			
Accounts payable and other	\$ 918,333	\$ 25,309	\$ 943,642
Salaries payable, withholdings, benefits payable	103,001		103,001
Interfund payables		118,536	118,536
Total liabilities	1,021,334	143,845	1,165,179
DEFERRED INFLOWS OF RESOURCES			
Unavailable revenue	123,146		123,146
Total deferred inflows of resources	123,146		123,146
FUND BALANCES			
Restricted	1,479,511	13,309	1,492,820
Assigned	500,000		500,000
Unassigned	2,781,749		2,781,749
Total fund balances	4,761,260	13,309	4,774,569
Total liabilities, deferred inflows of resources, and fund balances	\$ 5,905,740	\$ 157,154	\$ 6,062,894

See Independent Auditor's Report.
 The accompanying notes are an integral part of these financial statements.
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NORTH RIVER COLLABORATIVE

Statement of Revenues, Expenditures, and Changes in Fund Balances - Governmental Funds For the Year Ended June 30, 2025

	General Fund	Other Governmental Funds	Total Governmental Funds
REVENUES			
Tuition income	\$ 6,156,759	\$ 276,458	\$ 6,433,217
Charges for services	8,649,052		8,649,052
Intergovernmental	1,965,129	1,145,226	3,110,355
Departmental and other	182,414	12,405	194,819
Member assessments	30,000		30,000
Interest and investment income	229,691		229,691
Total revenues	<u>17,213,045</u>	<u>1,434,089</u>	<u>18,647,134</u>
EXPENDITURES			
Administration	1,763,955	25,547	1,789,502
Instruction	6,046,331	1,032,135	7,078,466
Other school services	4,094,315	153,061	4,247,376
Fixed charges	3,407,323	207,345	3,614,668
Operations and maintenance	752,547	19,585	772,132
Capital outlay	984,513		984,513
Debt service	104,422		104,422
Total expenditures	<u>17,153,406</u>	<u>1,437,673</u>	<u>18,591,079</u>
Revenues over (under) expenditures	59,639	(3,584)	56,055
OTHER FINANCING SOURCES (USES)			
Distributions to member districts	(44,673)		(44,673)
Proceeds from direct financing arrangements	226,465		226,465
Transfers in/(out)	(3,865)	3,865	
Total other financing sources (uses)	<u>177,927</u>	<u>3,865</u>	<u>181,792</u>
Revenues and other financing sources over (under) expenditures and other financing uses	237,566	281	237,847
Fund balances - beginning	\$ 4,523,694	\$ 13,028	\$ 4,536,722
Fund balances - ending	<u>\$ 4,761,260</u>	<u>\$ 13,309</u>	<u>\$ 4,774,569</u>

See Independent Auditor's Report.

The accompanying notes are an integral part of these financial statements.

NORTH RIVER COLLABORATIVE

Reconciliation of the Balance Sheet - Governmental Funds to the Statement of Net Position
June 30, 2025

Total governmental fund balances	\$ 4,774,569
Amounts reported for governmental activities in the Statement of Net Position are different because:	
Certain noncurrent assets, net of accumulated depreciation/amortization, used in governmental activities are not current financial resources and, therefore, are not reported in the fund financial statements, but are reported as governmental activities in the Statement of Net Position.	
Right to use asset, net of accumulated amortization	123,166
Capital asset, net accumulated depreciation	3,135,925
Certain deferred outflows of resources and deferred inflows of resources are reported in the government-wide financial statements to be amortized over future periods:	
Deferred outflows associated with OPEB	658,416
Deferred inflows associated with OPEB	(944,165)
Certain liabilities are not included in the fund financial statements, but are included in the governmental activities in the Statement of Net Position:	
Accrued interest	(1,700)
Long-term financing/borrowings	(152,845)
Compensated absences liability	(280,829)
Lease liability	(125,275)
Net other postemployment benefits (OPEB) liability	(721,927)
Net position of governmental activities in the Statement of Net Position	<u><u>\$ 6,465,335</u></u>

See Independent Auditor's Report.
The accompanying notes are an integral part of these financial statements.

NORTH RIVER COLLABORATIVE

Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances -
Governmental Funds to the Statement of Activities
For the Year Ended June 30, 2025

Net change in fund balances - total governmental funds:	\$ 237,847
Amounts reported for governmental activities in the Statement of Activities are different because:	
Governmental funds report capital outlays as expenditures because such outlays use current financial resources. However, in the Statement of Activities the costs of those assets are allocated over their estimated useful lives and reported as depreciation expense:	
Capital additions recorded for the fiscal year	983,400
Capital disposals, net change	1,113
Depreciation expense recorded for the fiscal year	(460,976)
Amortization expense recorded for the fiscal year	(30,791)
Certain deferred outflows of resources and deferred inflows of resources are reported in the government-wide financial statements to be amortized over future periods:	
Net change in deferred outflows associated with OPEB	112,475
Net change in deferred inflows associated with OPEB	411,738
Governmental funds report direct financing arrangements as current financial resources whereas the Statement of Activities treats such issuance of debt as a liability. Governmental funds report repayment of debt principal as an expenditure. In contrast, the Statement of Activities treats such repayments as a reduction in long-term liabilities:	
Proceeds from direct financing arrangements	(226,465)
Principal payments on direct financing arrangements	103,707
Certain liabilities are not funded through the use of current financial resources and, therefore, are not reported in the fund financial statements; however, these liabilities are reported in the government-wide financial statements. The net change in these liabilities is reflected as an expense in the Statement of Activities:	
Net change in accrued interest	(1,700)
Net change in OPEB liability	(258,301)
Net change in compensated absences	(24,266)
Net change in lease liability	31,396
Change in net position of governmental activities	<hr/> <u>\$ 879,177</u>

See Independent Auditor's Report.
The accompanying notes are an integral part of these financial statements.

NORTH RIVER COLLABORATIVE
 Statement of Fiduciary Net Position - Fiduciary Funds
 June 30, 2025

	OPEB Trust Fund
ASSETS	
Investments:	
Money market funds	\$ 37,726
Common stock	1,975,985
U.S. government and agencies	443,890
Corporate bonds	287,755
International equities	424,741
Fixed income and other funds	<u>876,628</u>
Total investments	<u>4,046,725</u>
Total assets	<u>4,046,725</u>
NET POSITION	
Restricted for postemployment benefits other than pensions	<u>4,046,725</u>
Total net position	<u><u>\$ 4,046,725</u></u>

See Independent Auditor's Report.
 The accompanying notes are an integral part of these financial statements.

NORTH RIVER COLLABORATIVE
Statement of Changes in Fiduciary Net Position - Fiduciary Funds
For the Year Ended June 30, 2025

	OPEB
	Trust
	Fund
ADDITIONS	
Contributions	\$ 197,429
Total contributions	<u>197,429</u>
Investment income:	
Interest and dividends	106,415
Realized (loss)	239,378
Less: investment expense	<u>(16,704)</u>
Net investment income	<u>329,089</u>
Total additions	<u>526,518</u>
DEDUCTIONS	
Benefit payments	(139,399)
Administrative expense	<u>(9,850)</u>
Total deductions	<u>(149,249)</u>
	<u>377,269</u>
NET POSITION RESTRICTED FOR POSTEMPLOYMENT	
BENEFITS OTHER THAN PENSIONS	
Beginning of year	3,669,456
End of year	<u>\$ 4,046,725</u>

See Independent Auditor's Report.
The accompanying notes are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

NOTE 1. ORGANIZATION AND REPORTING ENTITY

A. Organization

The North River Collaborative (the Collaborative), located in Rockland, Massachusetts, was formed in 1976 as authorized under Massachusetts General Laws (M.G.L.) Chapter 40 Section 4E. The Collaborative is a public entity formed as an educational organization by the Collaborative Agreement between the school committees of Abington, Avon, Bridgewater-Raynham Regional School District, East Bridgewater, Hanover, Holbrook, Rockland, Stoughton, West Bridgewater, and Whitman-Hanson Regional School District. The mission of the Collaborative is to serve as an extension of the member school districts to cooperatively develop and deliver high-quality and cost-effective programs and services for students, school districts, partner organizations as permitted by law, and communities.

The Collaborative is a municipal entity, and as such, is exempt from income taxation.

B. Reporting Entity

As required by accounting principles generally accepted in the United States of America (GAAP) and in accordance with the *Governmental Accounting Standards Board* (GASB), the accompanying financial statements present the North River Collaborative (the primary government) and its component units.

Primary Government – The Collaborative is governed by a ten (10) member Board of Directors (the Board) composed of the superintendents of schools of each member district. Additionally, the Commissioner of Elementary and Secondary Education appoints an individual to serve as a voting, appointed representative of the Board.

Component Units – Component units are included in the Collaborative's reporting entity if their operational and financial relationships with the Collaborative are significant. Refer to Note 16 regarding the North River Collaborative Other Postemployment Benefit Trust Fund (OPEB), a fiduciary component unit. Pursuant to these criteria, the Collaborative did not identify any additional component units requiring inclusion in the accompanying financial statements for the year ended June 30, 2025.

Joint Ventures – Municipal joint ventures pool resources to share the costs, risks, and rewards of providing services to its participants, the public, or others. For fiscal year 2025, the Collaborative did not participate in any significant joint ventures, except for a cost-sharing group that provides health insurance benefits. Additional disclosures are presented in these notes.

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Basis of Presentation

The Collaborative's financial statements are prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The *Governmental Accounting Standards Board* (GASB) is responsible for establishing GAAP for state and local governments through its pronouncements (Statements and Interpretations). The more significant accounting policies established by GAAP and used by the Collaborative are discussed below.

The Collaborative's basic financial statements include both government-wide (reporting the Collaborative as a whole) and fund financial statements (reporting the Collaborative's major funds). Both the government-wide and fund financial statements categorize primary activities as either governmental or business-type. Governmental activities are generally financed through intergovernmental assessments or other non-exchange transactions. The Collaborative does not have any activities classified as business-type activities.

NORTH RIVER COLLABORATIVE
Notes to the Financial Statements
June 30, 2025

Government-wide Financial Statements

In the government-wide Statement of Net Position, the governmental columns are presented on a consolidated basis and are reported on a full accrual, economic resource basis, which recognizes all long-term assets, receivables, and deferred outflows of resources, as well as long-term liabilities, deferred inflows of resources, and other liabilities reported on a full accrual basis. The Collaborative's net position is reported in three components: net investment in capital assets, restricted net position, and unrestricted net position. The Collaborative first utilizes restricted resources to finance qualifying activities.

The government-wide Statement of Activities reports both the sources and uses of funds received by the Collaborative. Certain costs, such as employee fringe benefits and property and liability insurance, among others, are not allocated among the Collaborative's functions and are included in fixed charges expenses in the Statement of Activities. Depreciation is reported as one unallocated amount in the Statement of Activities. None of these costs are allocated among the respective functions.

The government-wide focus is more on the sustainability of the Collaborative as an entity and the change in the Collaborative's net position resulting from the current year's activities.

Fund Financial Statements

The financial transactions of the Collaborative are reported in individual funds in the fund financial statements. Each fund is accounted for by providing a separate set of self-balancing accounts that comprises its assets, deferred outflows of resources, liabilities, deferred inflows of resources, reserves, fund equity, revenues, and expenditures/expenses. The various funds are reported by generic classification within the financial statements.

The emphasis in fund financial statements is on the major funds in either the governmental or business-type activities categories. GASB pronouncements set forth minimum criteria (percentage of the assets and deferred outflows of resources, liabilities and deferred inflows of resources, revenues, or expenditures/expenses of either fund category or the governmental and enterprise combined) for the determination of major funds. Additionally, the Collaborative may electively report any other governmental fund which has specific community focus as a major fund. Non-major funds are combined in a column in the fund financial statements titled other governmental funds.

The Collaborative's fiduciary funds are presented in the fiduciary fund financial statements by type (OPEB trust fund). Since, by definition, these assets are being held for the benefit of a third party (retirees) and cannot be used to address activities or obligations of the government, these funds are not incorporated into the government-wide financial statements.

The following describes fund types which may be used by the Collaborative: The Collaborative currently does not use any proprietary funds.

Governmental Funds:

The focus of the governmental funds' measurement (in the fund financial statements) is upon determination of financial position and changes in financial position (sources, uses, and balances of financial resources) rather than upon net income.

Major Funds:

- **General Fund** – The general fund is the primary operating fund of the Collaborative. It is used to account for all financial resources not accounted for and reported in another fund.

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

Other governmental funds consist of other special revenue, permanent, and other funds that are aggregated and presented in the other governmental funds' column in the governmental fund financial statements. The following describes the general use of these funds:

- Special revenue funds – Special revenue funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects. These funds include the Collaborative's grant programs.
- Capital Projects Fund – The capital projects fund is used to account for and report financial resources that are restricted, committed, or assigned to expenditures for capital outlays, including the acquisition and construction of capital facilities and other capital assets. The capital projects fund had no activity in the current year..
- Debt service funds – Debt service funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditures for principal and interest. Currently, the Collaborative does not utilize a debt service fund.
- Permanent funds – Permanent funds are used to account for and report resources that are restricted to the extent that only earnings, and not principal, may be used for purposes that support the Collaborative's programs. Currently, the Collaborative does not utilize any permanent funds.

Fiduciary funds are used to report assets held in a trustee or agency capacity for others and therefore are not available to support Collaborative programs. The reporting focus is on net position and changes in net position and is reported using accounting principles similar to proprietary funds. The following is a description of the fiduciary funds of the Collaborative:

- Other Postemployment Benefit Trust Fund – This fund is a fiduciary fund that is used to report resources required to be held in trust for the members and beneficiaries of the Collaborative's other postemployment benefits plan, other than pensions. See Note 16.

B. Measurement Focus and Basis of Accounting

The government-wide financial statements and the fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. Amounts reported as program revenues in the government-wide financial statements include: (1) tuition charges to districts for the Independence Academy; (2) operating grants and contributions; and (3) capital grants and contributions.

The governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable, and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments, and postemployment health care benefits, which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Entitlements and shared revenues are recorded at the time of receipt, or earlier, if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred, and all other grant requirements are met.

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

C. Fair Value Measurements

The Collaborative measures assets, with the exception of certain investments and capital assets, and liabilities according to the hierarchy established by GAAP. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The hierarchy is based upon valuation inputs, which are the assumptions that market participants would use when pricing an asset or a liability, including assumptions about risk. The following levels are considered:

- Level 1 inputs – quoted prices (unadjusted) in active markets for identical assets or liabilities that a government can access at the measurement date.
- Level 2 inputs – pricing inputs that are directly observable for an asset or a liability (including quoted prices for similar assets or liabilities), as well as inputs that are not directly observable for an asset or a liability.
- Level 3 inputs – unobservable pricing inputs for an asset or a liability that should only be used if relevant Level 1 and Level 2 inputs are not available.

The Collaborative considers most assets and liabilities to be reported as Level 1 inputs; however, see accompanying notes for additional exceptions information regarding investments, capital assets, and net OPEB liabilities.

D. Cash, Cash Equivalents, and Investments

The Collaborative considers cash and cash equivalents to be cash on hand, certificates of deposit, demand deposits, and other short-term investments with an original maturity of three months or less from the date of acquisition.

Investments are defined as securities or other assets that (a) a government holds primarily for the purpose of income or profit and (b) have a present service capacity based solely on their ability to generate cash or be sold to generate cash. Generally, investments are reported according to the fair value hierarchy established by GAAP. Certain investments, such as money market investments and 2a7-like external investment pools, are reported at amortized cost. 2a7-like pools are external investment pools that operate in conformity with the Securities and Exchange Commission's (SEC) Rule 2a7 as promulgated under the Investment Company Act of 1940, as amended, and should be measured at the net asset value per share provided by the pool.

The Collaborative maintains deposits and investments in accordance with Massachusetts General Laws and adopted policies. Additional cash and investment disclosures are presented in these Notes.

E. Inventories

The Collaborative currently does not report any inventories for financial reporting purposes. The Collaborative reports food and supplies purchased in the food service program as expenditures when purchased, rather than when the food and supplies are consumed. The Collaborative has determined any amounts not consumed at year-end to be immaterial to the Collaborative's financial statements.

F. Interfund Receivables and Payables

During the course of operations, numerous transactions occur between individual funds that may result in amounts owed between funds. Those related to goods and services type transactions are classified as "due to and due from other funds." Short-term interfund loans are reported as "interfund receivables and interfund payables." Long-term interfund loans (noncurrent portion) are reported as "advances from and advances to other funds." Interfund receivables and interfund payables between funds within governmental activities are eliminated in the Statement of Net Position.

NORTH RIVER COLLABORATIVE
Notes to the Financial Statements
June 30, 2025

G. Receivables

Receivables consist of all revenues earned at year-end and not yet received, net of an allowance for uncollectible amounts. Allowances for uncollectible accounts receivable are based upon historical trends and the periodic aging of accounts receivable. The Collaborative considers all of its receivables to be collectible and does not report an allowance for uncollectible accounts.

H. Right to Use Asset/Lease Obligation

GASB Statement #87, Leases, requires the reporting of a lease liability and a lease asset for contractual arrangements for the use of certain underlying assets. Generally, the lease liability and lease asset (right to use) are required to be recognized at the commencement of the lease term. The lease liability is generally measured at the present value of payments expected to be received during the lease term. The lease asset is amortized in a systematic method over the shorter of the lease term or the useful life of the underlying asset. Additional details are disclosed in the accompanying notes. See Note 9.

I. Right to Use Subscription Asset/Subscription Liability

GASB Statement #96, Subscription-Based Information Technology Arrangements, requires the reporting of an intangible asset- right to use subscription asset and a corresponding subscription liability for contractual arrangements that convey control of the right to use another's information technology (IT) software, alone or in combination with tangible capital assets, in an exchange or exchange-like transaction.

Generally, the liability and asset (right to use) are required to be recognized at the commencement of the arrangement's term. The liability is generally measured at the present value of payments associated with the arrangement. The Collaborative has evaluated the applicability of the pronouncement for the current year. The Collaborative has considered the majority of information technology software (inclusive of transportation related technologies) and related are considered solely annual licensing arrangements and generally not covered by the pronouncement. Other applications are determined to be immaterial for the current year end.

J. Capital Assets

The accounting treatment over property, plant, and equipment (capital assets) depends on whether they are reported in the government-wide or fund financial statements.

Government-wide Financial Statements

All capital assets are valued at historical cost, or estimated historical cost if actual is unavailable, except for donated capital assets, donated works of art, historical treasures, and similar assets, which are recorded at their acquisition value (entry price) at the date of donation. The Collaborative defines capital assets, which include land, buildings and improvements, and furniture and equipment, as assets with a per unit cost of \$10,000 or more and an estimated useful life of one year or more. The cost of normal maintenance and repairs that do not add to the value or materially extend the useful life of the asset are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects as constructed.

Depreciation of all exhaustible capital assets is recorded as an expense in the Statement of Activities, with accumulated depreciation reflected in the Statement of Net Position. Depreciation is provided over the assets' estimated useful lives using the straight-line method of depreciation. The range of estimated useful lives by type of assets is as follows:

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

➤ Buildings	40 years
➤ Building improvements	20 years
➤ Infrastructure	20 years
➤ Machinery, equipment, and vehicles	5-10 years

Fund Financial Statements

In the fund financial statements, capital assets used in governmental fund operations are accounted for as capital outlay expenditures of the governmental fund upon acquisition.

K. Deferred Outflows of Resources and Deferred Inflows of Resources

Deferred outflows of resources, as applicable, represent a consumption of assets by the government that is applicable to a future reporting period. These *deferred outflows of resources* have a positive effect on net position and are reported after assets when applicable. Deferred inflows of resources, as applicable, represent the acquisition of assets by the government that is applicable to a future reporting period. These *deferred inflows of resources* have a negative effect on net position and are reported after liabilities when applicable. These amounts are reported in the government-wide and fund financial statements based upon the nature of the items.

L. Liabilities

Liabilities represent present obligations to sacrifice resources for which the government has little or no discretion to avoid. The primary focus is on the obligation for the government to perform. The accounting treatment for these obligations depends on whether they are reported in the government-wide or fund financial statements.

Current liabilities represent obligations incurred in the operating cycle from the acquisition of goods, services, accruals for salaries/wages, vacation accruals, and other obligations due or generally expected to be liquidated within one year from the balance sheet date. Government-wide financial statements also report other current liabilities, such as accrued interest, which are reported on a full accrual basis.

Generally, all noncurrent (long-term) obligations are not reported as liabilities in the fund financial statements but are reported in the government-wide statements. Such obligations consist primarily of bonds payable, capital leases, and other postemployment benefits.

M. Compensated Absences

The Collaborative's policies and provisions regarding vacation and sick time permit certain employees to accumulate earned but unused vacation and sick leave. The liability for these compensated absences (vacation and sick time) recorded as a liabilities in these financial statements. Refer to Note 14.

N. Equity Classifications

Government-wide Financial Statements

Equity is classified as net position in the government-wide financial statements and is displayed in three components:

- **Net investment in capital assets:** This component of net position consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of bonds, notes, or other borrowings that are attributable to the acquisition, construction, or improvement of those assets. Deferred outflows of resources and deferred inflows of resources that are attributable to the acquisition, construction, or improvement of those assets or related debt are also included in this component of net position.

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

- **Restricted:** This component of net position consists of restricted net assets reduced by liabilities and deferred inflows of resources related to those assets. These assets may be restricted by constraints placed on their use either by (1) external groups such as creditors, grantors, contributors, or laws or regulations of other governments; or (2) laws through constitutional provisions or enabling legislation.
- **Unrestricted:** This component of net position is the net amount of the assets, deferred outflows of resources, liabilities, and deferred inflows of resources that are not included in the determination of net investment in capital assets or the restricted component of net position.

Fund Financial Statements

Governmental fund equity is classified as fund balance. Fund balance is further classified based on the extent to which the government is bound to honor constraints on specific purposes for which amounts in the funds can be spent. The Collaborative's spending policy is to spend restricted fund balance first, followed by committed, assigned, and then unassigned fund balance. Most governmental funds were designated for one purpose at the time of their creation. Therefore, any expenditure made from the fund will be allocated to the applicable fund balance classifications in accordance with the aforementioned spending policy. The general fund and certain other funds may have more than one purpose.

Fund balances can be classified in the following components:

- **Nonspendable fund balance** includes amounts that cannot be spent because they are either (a) not in spendable form; or (b) they are legally or contractually required to be maintained intact.
- **Restricted fund balance** includes amounts subject to constraints placed on the use of resources that are either (a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) that are imposed by law through constitutional provisions or enabling legislation.
- **Committed fund balance** includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Collaborative's highest level of decision-making authority (the Board of Directors). Any modification or rescission must also be made by a vote of the Board of Directors.
- **Assigned fund balance** includes amounts that are constrained by the Collaborative's intent to be used for specific purposes but are neither restricted nor committed. Intent is expressed by either (a) the governing body itself; or (b) a body or an official to which the governing body has delegated the authority to assign amounts to be used for specific purposes. Amounts are assigned based upon approval by the Executive Director and Director of Business Services through the Collaborative's procurement and budgetary processes.
- **Unassigned fund balance** includes the residual classification for the remaining fund balance. This classification represents amounts that have not been assigned to other funds and have not been restricted, committed, or assigned to specific purposes.

The Collaborative's general fund balance is limited to 25% of the expenditures referred to as (cumulative surplus).

O. Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results may differ from those estimates.

NORTH RIVER COLLABORATIVE
Notes to the Financial Statements
June 30, 2025

P. Total Columns

The total column presented on the government-wide financial statements represents consolidated financial information.

The total column presented on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

Q. Pensions

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of both the Massachusetts State Employees' Retirement System and the Massachusetts Teachers' Retirement System and additions to/deductions from the Systems' fiduciary net positions have been determined on the same basis as they are reported by the Systems. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with benefit terms.

R. Postemployment Benefits Other Than Pensions (OPEB)

For purposes of measuring the net OPEB liability, deferred outflows of resources and deferred inflows of resources related to OPEB, and OPEB expense, information about the fiduciary net position of the North River Collaborative Other Postemployment Benefits Plan (the Plan) and additions to/deductions from the Plan's fiduciary net position have been determined on the same basis as they are reported by the Plan. For this purpose, the Plan recognizes benefit payments when due and payable in accordance with the benefit terms. Investments are reported at fair value, except for MMDT and money market investments and participating interest-earning investment contracts that have a maturity at the time of purchase of one year or less, which are reported at amortized cost.

NOTE 3. STEWARDSHIP, COMPLIANCE, AND ACCOUNTABILITY

A. Budget Process

Generally accepted accounting principles require the presentation of actual results compared to legally adopted budgets. Under M.G.L., the Collaborative is required to adopt an annual operating budget for its general fund in accordance with the provisions of 603 CMR 50.07.

Under the terms of the Collaborative agreement, costs are apportioned and charged to each member in the form of tuition. The calculation of the apportionment to each member is based on the number of enrollments from each member in relation to total enrollments. These tuition charges may be reduced by budgeted credits from other sources or by a portion of any surplus as determined by the Board of Directors.

A comparison of actual results to budgeted amounts for the general fund is included as required supplementary information in the accompanying pages of these financial statements.

Budgets for various special revenue funds utilized to account for specific grant programs are established in accordance with the requirements of the Commonwealth or other grantor agencies, and therefore, are not considered legally adopted budgets required to be presented as required supplementary information.

B. Fund Equities

Operations of the various Collaborative funds for fiscal year 2025 were funded in accordance with the General Laws of Massachusetts. The Collaborative classifies fund equity in the fund financial statements as either nonspendable, restricted, committed, or assigned for specific purposes; the residual amounts are classified as unassigned fund balance.

NORTH RIVER COLLABORATIVE
 Notes to the Financial Statements
 June 30, 2025

The Collaborative maintains a capital reserve fund which is used to support costs associated with the acquisition, maintenance, and improvement of capital assets, including real property established in accordance with Massachusetts General Laws and the implementing regulations of 603 CMR 50:00.

Pursuant to these requirements, the Collaborative's general fund balance is limited to 25% of the general fund expenditures. Amounts in excess of 25% of general fund expenditures is referred to as cumulative surplus. The Board is required to distribute cumulative surplus to members in the subsequent fiscal year.

In accordance with current generally accepted accounting principles, the Collaborative's capital reserve fund is reported as a component of the General fund, in that there is no separate, dedicated ongoing revenue source except amounts appropriated by the Board, from General fund surplus.

As of June 30, 2025, the classification of the Collaborative's fund balances can be detailed as follows:

	General Fund	Other Governmental Funds
Restricted:		
Grants/donations	\$ 1,479,511	\$ 13,309
Capital reserves/improvements	<u>1,479,511</u>	<u>13,309</u>
Total restricted	1,479,511	13,309
Assigned:		
Capital outlay/vehicles	500,000	13,309
Total assigned	<u>500,000</u>	<u>13,309</u>
Unassigned:	2,781,749	13,309
Total fund balances	<u>4,761,260</u>	<u>13,309</u>

C. Restricted Net Position

The following table illustrates the Collaborative's restricted net position as reported on the government-wide financial statements as of June 30, 2025:

Capital reserves/improvements	\$ 1,479,511
Special revenue funds	13,309
Total restricted net position	<u>\$ 1,492,820</u>

NOTE 4. CASH, CASH EQUIVALENTS, AND INVESTMENTS

The Collaborative maintains an investment policy which generally follows Massachusetts General Laws (M.G.L.), Chapter 44, Sections 54 and 55. The OPEB trust fund (Retiree Health Insurance Trust Fund - fiduciary fund) is invested in accordance with M.G.L. Chapter 203C. Authorized deposits include demand deposits, term deposits, and certificates of deposit in trust companies, national banks, savings banks, and certain other financial institutions. The Collaborative may also invest in the Massachusetts Municipal Depository Trust (MMDT) – an external investment pool managed by the Treasurer of the Commonwealth of Massachusetts. The Collaborative's policies do not specifically address all risks identified by the GASB including foreign currency risks. The general risks identified by the Collaborative's policies are detailed below.

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

Cash deposits are reported at carrying amount, which reasonably approximates fair value. The Collaborative has adopted formal deposit and investment policies.

The Collaborative maintains its deposits at authorized financial institutions. In the case of deposits, custodial credit risk is the risk that in the event of a bank failure, the Collaborative's deposits may not be returned. On June 30, 2025, bank deposits totaled approximately \$1.1 million and had a carrying amount of \$974,000. Differences between the amounts on deposit and the carrying amount primarily represents outstanding checks. The deposits were covered by depository insurance and third-party collateralization agreement with Rockland Trust. The difference between deposit amounts and carrying amounts generally represents outstanding checks and deposits in transit.

The Collaborative's investments, including those of the Other Postemployment Benefits (OPEB) (fiduciary fund), as of June 30, 2025, consisted of the following:

<u>Investment Type</u>	<u>Measurement</u>	<u>Value</u>
Governmental Funds:		
MMDT (cash portfolio)	amortized cost	\$ 4,447,182
Total governmental		<u>\$ 4,447,182</u>
Fiduciary Funds:		
Money Market Funds	amortized cost	\$ 37,726
Common stock	not applicable	1,975,985
Diversifying funds	exempt	837,723
International equities	Level 1	424,741
International fixed income and other funds	Level 1	38,905
U.S. Governments & Agencies	Level 1	443,890
Corporate Bonds	Level 1	<u>287,755</u>
Total fiduciary		<u>\$ 4,046,725</u>

- *Custodial credit risk* for investments is the risk that, in the event of the failure of the counter party to a transaction, a government will not be able to recover the value of its investments or collateral securities that are in the possession of another party. The Collaborative has investment policies covering custodial credit risk.

Governmental Funds: The Collaborative may deposit or invest funds as allowed by Massachusetts General Laws, Chapter 44, Sections 54 and 55. The Collaborative may also invest in securities issued by or unconditionally guaranteed by the U.S. Government or an agency thereof having a maturity from the date of purchase of one year or less. The Collaborative may also invest in repurchase agreements guaranteed by such government securities with maturity dates of not more than ninety days from the date of purchase. The Collaborative may also invest in units of the Massachusetts Municipal Depository Trust (MMDT), an external investment pool managed by the Treasurer of the Commonwealth of Massachusetts.

Fiduciary Funds: The Collaborative will engage only those institutions with proven financial strength, capital adequacy, and overall affirmative reputation in the municipal industry.

- *Interest rate risk* is the risk that changes in market interest rates will adversely affect the fair market value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair market value to changes in market interest rates. The Collaborative has formal investment policies which address interest rate risk. The approximate maturities of the Collaborative investments, including those of the OPEB Trust (fiduciary fund), as of June 30, 2025, consisted of the following:

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

Governmental Funds: Interest rate risk for governmental funds is minimized by investing funds not required for operations or invested in approved fixed income securities or MMDT, or instruments not exceeding four years.

<u>Investment Type</u>	<u>Value</u>	<u>Not Applicable</u>
Governmental Funds:		
MMDT (cash portfolio)	\$ 4,447,182	\$ 4,447,182
Total Governmental Funds	<u>\$ 4,447,182</u>	<u>\$ 4,447,182</u>

Fiduciary Funds: The investment manager will manage interest rate risk by managing duration in the account.

<u>Investment Type</u>	<u>Value</u>	<u>Not Applicable</u>	<u>Maturity</u>		
			<u>Less Than 1 Year</u>	<u>1-5 Years</u>	<u>6-10 Years</u>
Fiduciary Funds:					
Money Market Funds	\$ 37,726	\$ 37,726	\$	\$	\$
Common stock	1,975,985	1,975,985			
Diversifying funds	837,723	837,723			
International equities	424,741	424,741			
International fixed income and other funds	38,905	38,905			
U.S. Governments & Agencies	443,890		84,506	233,064	126,320
Corporate Bonds	<u>287,755</u>		<u>49,357</u>	<u>166,601</u>	<u>71,797</u>
Total Fiduciary Funds	<u>\$ 4,046,725</u>	<u>\$ 3,315,080</u>	<u>\$ 133,863</u>	<u>\$ 399,665</u>	<u>\$ 198,117</u>

- *Credit risk* is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. Credit risk is measured by the assignment of a rating by a nationally recognized statistical rating organization. Obligations of the U.S. Government and certain of its agencies are not considered to have credit risk and are not required to be rated. Equity securities and equity mutual funds are not rated as to credit risk. The Collaborative has formal investment policies which address credit risk. The credit risk of the Collaborative investments, including those of the OPEB Trust (fiduciary fund), as of June 30, 2025, consisted of the following:

Governmental Funds: The Collaborative will minimize credit risk by depositing funds, not required for current operations or required to meet average daily balance requirements or covered by depository insurance and investor protection in obligations of or guaranteed by the U.S. government or those approved under Massachusetts General Laws Chapter 44, Sections 54 and 55.

<u>Investment Type</u>	<u>Value</u>	<u>Rating</u>
Governmental Funds:		
MMDT (cash portfolio)	\$ 4,447,182	unrated
Total governmental funds	<u>\$ 4,447,182</u>	

NORTH RIVER COLLABORATIVE

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Fiduciary Funds: The investment manager will purchase investment grade securities with a high concentration in securities rated A or better at the time of purchase. Lower-quality investments may only be held through diversified vehicles, such as mutual funds or exchange traded funds. There will be no limit to the amount of United States Treasury and United States Agency obligations.

Investment Type	Value	Rating
Fiduciary Funds:		
Money Market Funds	\$ 37,726	unrated
Common stock	1,975,985	not applicable
Diversifying funds	837,723	exempt
U.S. Governments & Agencies	443,890	exempt
Corporate Bonds	287,755	A- to AA+
International equity	424,741	not applicable
International fixed income and other funds	38,905	exempt
Total fiduciary funds	\$ 4,046,725	

The credit ratings associated with the corporate bonds reported in the fiduciary activities (based upon Standard and Poor's ratings) are as follows:

Corporate bond	Rating	Value	Maturity
Apple Inc 3.35%	Aaa	\$ 29,693	Feb-27
Chevron Corp 2.954%	Aa2	19,771	May-26
John Deere Capital Corp 4.75%	A1	20,314	Jan-00
JPMorgan Chase & Co 3.3%	A1	24,832	Apr-26
NIKE Inc 2.75%	A1	14,674	Mar-27
Target Corp 2.5%	A2	29,586	Apr-26
Toyota Motor Credit Corp 4.625%	A1	15,182	Jan-28
Amazon.com Inc 1.65%	A1	14,086	May-28
Walt Disney Co. 2.65%	A2	27,654	Jan-31
United Health Group Inc 4.2%	A2	24,204	May-32
Coca-Cola Co 3.45%	A1	24,273	Mar-30
Exxon Mobile Corp 2.44%	Aa2	23,547	Aug-29
Merck & Co. Inc 4.5%	Aa3	19,939	May-33
Total		\$ 287,755	

- **Concentration of credit risk** is the risk that the Collaborative's potential losses from credit risk are heightened if a significant portion of the Collaborative's funds are invested with a single issuer or institution. As mentioned above in credit risk, obligations of or guaranteed by the U.S. government are not considered to be exposed to credit risk. The Collaborative has formal investment policies which address concentration of credit risk. The Collaborative's investment in MMDT exceeds 5% of the governmental funds' total investments.

Governmental Funds: The Collaborative will minimize this risk by depositing funds, not required for current operations or required to meet average daily balance requirements, not in excess of: (a) \$1,000,000 in Rockland Trust Investment Management Group (invested in obligations of or guaranteed by the U.S. government or those approved under Massachusetts General Laws Chapter 44, Sections 54 and 55) or (b) \$2,000,000 in MMDT (an external investment pool managed by the Treasurer of the Commonwealth). Additionally, the Collaborative will annually obtain credit ratings on its banks as a measure of due diligence. On June 30, 2025, the Collaborative's investment in MMDT exceeded the established threshold.

NORTH RIVER COLLABORATIVE
 Notes to the Financial Statements
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Fiduciary Funds: The investment manager will diversify the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized. Securities of a single corporate issuer (with the exception of the United States Government and its Agencies) will not exceed 5% of the portfolio value.

NOTE 5. RECEIVABLES

The Collaborative reports the total amount of receivables in the accompanying Statement of Net Position and Balance Sheet. The Collaborative considers these receivables to be fully collectible and has accrued revenue accordingly. As of June 30, 2025, the Collaborative had the following receivables:

Member & non-member receivables	\$ 379,458
Intergovernmental/grant receivables	<u>136,929</u>
Total	<u><u>\$ 516,387</u></u>

NOTE 6. DEFERRED OUTFLOWS AND DEFERRED INFLOWS OF RESOURCES

On June 30, 2025, the Collaborative reported the following deferred outflows of resources and deferred inflows of resources:

Deferred Outflows of Resources	June 30, 2025
Associated with net OPEB liability:	
Differences between actual & expected experience	\$ 164,725
Changes of assumptions	<u>493,691</u>
Total deferred outflows of resources	<u><u>\$ 658,416</u></u>
Deferred Inflows of Resources	June 30, 2025
Unavailable revenue	<u><u>\$ 123,146</u></u>
Subtotal:	123,146
Associated with net OPEB liability:	
Differences between actual & expected experience	516,269
Changes of assumptions	<u>270,029</u>
Net difference between projected & actual earnings on OPEB plan investments	<u><u>157,867</u></u>
Subtotal:	944,165
Total deferred inflows of resources	<u><u>\$ 1,067,311</u></u>

The unavailable revenues are reported on both Government-wide and Governmental Funds Financial statements and consist of advance member payments, tuition credits and transportation credits. The tuition and transportation credits represent overpayments in amounts billed. The Collaborative utilizes these credits in lieu of payments until the credit balance is exhausted.

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

NOTE 7. INTERFUND BALANCES AND ACTIVITY

As of June 30, 2025, the Collaborative's general fund was owed \$118,536 from various interfund governmental funds for interfund borrowing. Transfers during the fiscal year were as follows:

Purpose	General Fund	Other Governmental Funds
Appropriation of transfers between the following funds:		
Transfers from general fund to:		
Other governmental funds	\$ (3,865)	\$ 3,865
Net transfers	<u>\$ (3,865)</u>	<u>\$ 3,865</u>

NOTE 8. CAPITAL ASSETS

Capital asset activity for the year ended June 30, 2025, was as follows:

Governmental activities:	Beginning Balances	Increases	Decreases	Ending Balances
	\$	\$	\$	\$
Capital assets not being depreciated:				
Land	\$ 575,000	\$	\$	\$ 575,000
subtotal	<u>575,000</u>			<u>575,000</u>
Capital assets being depreciated:				
Buildings and other improvements	2,703,093			2,703,093
Equipment and machinery	32,200			32,200
Vehicles	3,306,334	983,400	(64,678)	4,225,056
subtotal	<u>6,041,627</u>	<u>983,400</u>	<u>(64,678)</u>	<u>6,960,349</u>
Less accumulated depreciation:				
Buildings and other improvements	1,257,041	69,149		1,326,190
Equipment and machinery	32,200			32,200
Vehicles	2,714,998	391,827	(65,791)	3,041,034
subtotal	<u>4,004,239</u>	<u>460,976</u>	<u>(65,791)</u>	<u>4,399,424</u>
	<u>\$ 2,612,388</u>	<u>\$ 522,424</u>	<u>\$ 1,113</u>	<u>\$ 3,135,925</u>

The Collaborative acquired nine vehicles of approximately \$983,000 and various disposals/sale of other vehicles during the year. Insurance proceeds of approximately \$36,000 has been reported within other income for the current year financial statement presentation. The Collaborative took possession of certain vehicles subsequent to year end. These have been included in accounts payable and have been reported as current year additions for financial reporting purposes.

Depreciation expense of \$460,976 was not allocated to governmental functions. It appears unallocated in the Statement of Activities.

NORTH RIVER COLLABORATIVE
Notes to the Financial Statements
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NOTE 9. RIGHT TO USE ASSET/LEASE LIABILITY

Terms and conditions

The Collaborative's primary lease of space for administrative office space at the Almshouse pursuant to an original twenty-five-year agreement with Rockland Public Schools, expiring June 30, 2029.

Pursuant to the requirements of GASB Statement #87, Leases, the Collaborative has estimated the present value of the future rental payments based upon the effective dates of the lease agreement and best available information as of the date of these financial statements. Accordingly, the Collaborative utilized the estimate rate of 3.0% over the approximately ten years of future rental periods, inclusive of extensions. Details of the right to use asset and lease liability associated with implementation are detailed below.

Additionally, the Collaborative rents various classroom spaces from several other locations, including space for the Independence Academy in Brockton. The Collaborative has determined these arrangements to be annual (short-term) arrangements until, multi-year agreements have been formalized. Monthly rent for the Independence Academy for fiscal year 2025 was \$10,000 a month. Aggregate expenditures associated with the Independence Academy and other classroom usage during fiscal year 2025 was approximately \$288,000. The Collaborative expects to revisit all rental agreements and calculations on an annual basis pursuant to the requirements of the pronouncement.

Right to use asset

The Collaborative has recognized a right to use asset (use of building space) in the amount of \$307,914 for the use of Almshouse. Annual amortization of this amount is to be recorded on an annual basis of the approximate remaining ten-year term utilized. Annual amortization for fiscal year 2025, was \$30,791. Accumulated amortization as of June 30, 2025, was \$185,000. On June 30, 2025, the right to use asset reported net of accumulated amortization was approximately \$123,000.

Lease liability

The Collaborative recognized An initial lease liability in the amount of \$307,914 associated with the remaining rental agreement for the Almshouse. The Collaborative's payment for fiscal year 2024 associated with this liability was approximately \$36,000, of which, \$31,000 was principal and \$5,000 was interest. On June 30, 2025, the outstanding balance of the lease liability was \$125,275, of which \$32,338 was current and \$92,937 was noncurrent.

NOTE 10. LONG-TERM OBLIGATIONS

Long-term Debt – Direct Financing Arrangements

Changes in long-term debt for the year ended June 30, 2025, are as follows:

Governmental activities:	Beginning			Ending		Due Within
	Balances	Increases	Decreases	Balances	One Year	
Notes from direct financing	\$ 30,087	\$ 226,465	\$ (103,707)	\$ 152,845	\$ 79,453	

During fiscal year 2025, the Collaborative entered into a thirty-six month direct financing arrangement for three new vehicles in the amount \$226,465. The Collaborative's outstanding notes from direct financing arrangements are secured with collateral of first priority interest in vehicles purchased with loan proceeds. Additionally, each of the notes contain a provision that in the event of a default, outstanding amounts become immediately due if the Collaborative is unable to make payment.

NORTH RIVER COLLABORATIVE
 Notes to the Financial Statements
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Additional details of the Collaborative's long-term debt is as follows:

Purpose	Issue Amount	Maturity Date	Interest Rate	Year-End Balance
Notes from Direct Borrowings:				
Transportation vehicles	\$ 91,914	10/23/2025	3.66%	\$ 6,140
Transportation vehicles	\$ 226,465	9/13/2026	5.77%	\$ 146,705

Debt services requirements on long-term debt on June 30, 2025, are as follows:

Year Ending June 30	Governmental Activities	
	Notes from Direct Borrowings	
	Principal	Interest
2026	\$ 79,453	\$ 8,527
2027	73,392	4,351
Total	\$ 152,845	\$ 12,878

Fiscal year 2025 debt service expenditures consisted primarily of \$104,000 of principal.

Other Long-term Obligations

Additional long-term obligations of the Collaborative for the year-ended June 30, 2025, are as follows. Refer to Note 14 – Employee Benefits.

Governmental activities:	Beginning			Ending
	Balance	Increases	Decreases	
Net other postemployment benefits liability	\$ 463,626	\$ 774,969	\$ (516,668)	\$ 721,927

NOTE 11. LINES OF CREDIT AND SHORT-TERM DEBT

The Collaborative has a working capital line of credit agreement (originally dated February 3, 2009) of \$500,000 that was subsequently extended to March 30, 2026. The \$500,000 working capital line of credit bears interest at an annual rate of the aggregate rate of the prime rate plus 0% per annum. However, under no circumstance shall the interest rate payable on the loan be less than 0% per annum. The line of credit is reviewed annually and is due on demand. The approval of the Board of Directors is required prior to borrowing against the line of credit. The Collaborative believes it has met all requirements associated with maintaining the line of credit. As of June 30, 2025, and for the year then ended, there were no borrowings against the line of credit. The Collaborative had no short-term debt during the year.

NOTE 12. DUE TO MEMBER SCHOOL DISTRICTS

In accordance with Massachusetts General Laws, unexpended general (surplus) funds may either be carried forward and used in the Collaborative's subsequent budget cycles or refunded to the member districts. On an annual basis, the Board of Directors votes to retain the cumulative surplus funds for the Collaborative's use or return all, or some portion, of the funds to the member districts. The amounts owed to the members are either returned or credited to the member's account to offset billings for future programs and services. The Board authorized \$44,673 of surplus funds to be returned to members during fiscal year 2025 (from June 30, 2024, fund balance).

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

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NOTE 13. COMMITMENTS AND CONTINGENCIES

Litigation

Management of the Collaborative is unaware of any actual or contemplated litigation against the School that would have a material financial impact to the Collaborative's financial statements.

Grants

The Collaborative receives significant financial assistance from Federal and State governmental agencies in the form of grants. The disbursement of funds received under these programs requires compliance with terms and conditions specified in the grant agreements and are subject to audit by grantor agencies, principally the Federal and State governments. Any disallowed claims, including amounts already collected, may constitute a liability of the general fund or other applicable funds. The amount, if any, of expenditures which may be disallowed by the grantor agencies cannot be determined at this time.

NOTE 14. EMPLOYEE BENEFITS

A. Compensated Absences

Employees are granted vacation leave under the terms of their employment contracts or Collaborative policy up to a maximum of six (6) weeks. Five to ten days of vacation time may be carried forward to the next fiscal year with prior approval of the Executive Director. Employees are entitled to accumulate sick leave up to a maximum of one hundred (100) days. Collaborative policy does not allow for compensation for unused sick leave, if any, when an employee's service is terminated by resignation, death, or retirement. Upon termination, employees will be paid for earned, unused vacation time under the Collaborative's vacation time policy. On June 30, 2025, the accrued liability for vacation time was approximately \$38,000 and is reflected in salaries payable, withholdings and benefits payable in the accompanying financial statements.

During fiscal year 2025 the Collaborative implemented the new accounting standard GASB Statement No. 101, *Compensated Absences*. Accordingly, for the government-wide financial statements, the Collaborative estimated sick leave based upon best available historical usage to report the estimated liability and changes related thereto. See Note 17. The changes in the estimated compensated absences liability is illustrated in the following table.

Governmental activities:	Beginning Balance	Net change	Ending Balance
Estimated compensated absences	\$ 256,563	\$ 24,266	\$ 280,829

B. Pension Plans

Special Funding Situation – Massachusetts Teachers' Retirement System (MTRS)

Plan Description

The Massachusetts Teachers' Retirement System (MTRS) is a public employee retirement system (PERS) that administers a cost-sharing multiple employers defined benefit plan, as defined in Governmental Accounting Standards Board (GASB) Statement No. 67, *Financial Reporting for Pension Plans*. MTRS is managed by the Commonwealth of Massachusetts (the Commonwealth) on behalf of municipal teachers and municipal teacher retirees. The Commonwealth is a nonemployer contributing entity and is responsible for all contributions and future benefit requirements of the MTRS. The MTRS covers certified teachers in cities (except Boston), towns, regional school districts, charter schools, educational collaboratives, and Quincy College. The MTRS is part of the Commonwealth's reporting entity and does not issue a stand-alone audited financial report. The

NORTH RIVER COLLABORATIVE

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Commonwealth's Annual Comprehensive Financial Report (ACFR) may be obtained by visiting https://www.mass_comptroller.org/annual-comprehensive-financial-reports. Additional information related to the MTRS can be found by visiting: <https://mtrs.state.ma.us>.

Management of the MTRS is vested in the Massachusetts Teachers' Retirement Board (MTRB), which consists of seven members – two elected by the MTRS members, the State Treasurer (or their designee), the State Auditor (or their designee), a member appointed by the Governor, the Commissioner of Education (or their designee) who serves ex-officio as the Chairman of the MTRB, and one who is chosen by the six other MTRB members.

The Commonwealth is a nonemployer contributing entity and is required by statute to make all actuarially determined employer contributions on behalf of the member employers. Therefore, these employers, including the Collaborative, are considered to be in a special funding situation as defined by GASB Statement No. 68, Accounting and Financial Reporting for Pensions and the Commonwealth is a nonemployer contributing entity in MTRS. Since the Collaborative does not contribute directly to MTRS, there is no net pension liability for the Collaborative to recognize. However, the Collaborative must disclose the portion of the nonemployer contributing entity's share of the collective net pension liability that is associated with the Collaborative. In addition, the Collaborative must recognize its portion of the collective pension expense as both a revenue and a pension expense.

Benefits Provided

MTRS provides retirement, disability, survivor, and death benefits to members and their beneficiaries. Massachusetts General Laws (M.G.L.) establishes uniform benefit and contribution requirements for all contributory PERS. These requirements provide for superannuation retirement allowance benefits up to a maximum of 80% of a member's highest three-year average annual rate of regular compensation. For employees hired after April 1, 2012, retirement allowances are calculated on the basis of the last five years or any five consecutive years, whichever is greater in terms of compensation. Benefit payments are based upon a member's age, length of credible service, group creditable service, and group classification. The authority for amending these provisions rests with the Legislature.

Members become vested after ten years of creditable service. A superannuation retirement allowance may be received upon the completion of twenty years of creditable service or upon reaching the age of 55 with ten years of service. Normal retirement for most employees occurs at age 65. Most employees who joined the system after April 1, 2012, cannot retire prior to age 60.

The MTRS' funding policies have been established by Chapter 32 of the M.G.L. The Legislature has the authority to amend these policies. The annuity portion of the MTRS retirement allowance is funded by employees, who contribute a percentage of their regular compensation as indicated below. Costs of administering the plan are funded out of plan assets.

Contributions

Member contributions for MTRS vary depending on the most recent date of membership:

Hire Date	% of Compensation
Prior to 1975	5% of regular compensation
1975-1983	7% of regular compensation
1984 to 6/30/1996	8% of regular compensation
7/1/1996 to present	9% of regular compensation
7/1/2001 to present	11% of regular compensation (for teachers hired after 7/1/01 and those accepting provisions of Chapter 114 of the Acts of 2000)
1979 to present	An additional 2% of regular compensation in excess of \$30,000

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In addition, members who join the system on or after April 2, 2012, will have their withholding rates reduced by 3% after achieving 30 years of creditable service.

The total of Commonwealth provided contributions has been allocated based on the ratio of each employer's covered payroll to the total covered payroll (approximately \$9,007,708,000) of employers in MTRS as of the measurement date of June 30, 2024. In accordance with GASB Statement No. 68, *Accounting and Financial Reporting for Pensions*, the Collaborative is required to recognize its proportional share of pension revenue and expenses, as reported by MTRS, as on-behalf payments in its financial statements. As of June 30, 2025, the Collaborative recognized \$986,000 of on-behalf revenues and expenses in its Statement of Activities and \$1.2million of on-behalf revenues and expenditures in its Statement of Revenues, Expenditures, and Changes in Fund Balances.

Pension Liabilities and Expenses Related to Pensions

The collective net pension liability of the MTRS was determined by an actuarial valuation as of January 1, 2024, rolled forward to June 30, 2024 (measurement date). The following table illustrates the Plan's net pension liability and the Commonwealth's proportionate share associated with the Collaborative:

	2025
Total pension liability	\$ 65,779,000,000
Less: Plan fiduciary net position	<u>40,422,539,000</u>
Net pension liability	<u>\$ 25,356,461,000</u>
Plan fiduciary net position as a percentage of total pension liability	61.45%
Commonwealth's proportionate share of the collective net pension liability associated with the Collaborative	\$ 11,949,783
Total nonemployer pension expense	\$ 2,092,963,223
Total nonemployer contributions (Commonwealth)	\$ 2,417,533,000
Commonwealth's proportionate share of the collective pension expense associated with the Collaborative	\$ 986,354
Commonwealth's contributions related to the Collaborative	\$ 1,139,315
Commonwealth's proportionate share of the collective net pension liability as a percentage of the total associated with the Collaborative	0.047%

The Commonwealth's proportionate share of pension expense has been included in the Collaborative's Statement of Revenues, Expenditures, and Changes in Fund Balances as intergovernmental revenues and as fixed charges expenditures. In the Statement of Activity, these amounts are reported as program revenues from operating grants and contributions and as fixed charges expenses. Since the Collaborative is considered to be in a special funding situation and does not contribute directly to MTRS, the Collaborative does not record a net pension liability in the Statement of Net Position.

Actuarial Assumptions

The total pension liability for the June 30, 2024, measurement date was determined by an actuarial valuation as of January 1, 2024, rolled forward to June 30, 2024. This valuation used the following assumptions:

- (1) (a) 2.5% inflation rate (b) 7.00% investment rate of return/discount rate (c) 4.76% discount rate for LDROM only; (d) 3.5% interest rate credited to the annuity savings fund, and (e) 3.00% cost of living increase on the first \$13,000 of allowance per year.
- (2) Salary increases are based on analyses of past experience but range from 4.0% to 7.5% depending on length of service.

NORTH RIVER COLLABORATIVE
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(3) Mortality rates were as follows:

- Pre-retirement – reflects Pub-2010 Teachers Employees mortality table (headcount weighted) projected generationally with Scale MP-2021 (gender distinct).
- Post-retirement – reflects Pub-2010 Teachers Retirees mortality table (headcount weighted) projected generationally with Scale MP-2021 (gender distinct).
- Disability – assumed to be in accordance with the Pub-2010 Teachers Retirees mortality table (headcount weighted) projected generationally with Scale MP-2021 (gender distinct).

(4) Experience study was performed as follows:

- Dated July 21, 2014, and encompasses the period January 1, 2006, to December 31, 2011, updated to reflect post-retirement mortality from 2012 through 2020 for post-retirement mortality.

Investment assets of the MTRS are with the Pension Reserves Investment Trust (PRIT) Fund. The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future rates of return are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future rates of return by the target asset allocation percentage. Best estimates of geometric rates of return for each major asset class included in the PRIT Fund's target asset allocation as of June 30, 2024, are summarized in the following table:

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Global Equity	36.0%	4.6%
Core Fixed Income	15.0%	2.1%
Private Equity	16.0%	7.4%
Portfolio Completion Strategies	10.0%	3.7%
Real Estate	10.0%	3.9%
Value Added Fixed Income	9.0%	5.1%
Timberland/Natural Resources	4.0%	4.4%
Total	<u><u>100.0%</u></u>	

Discount Rate

The discount rate used to measure the total pension liability was 7.00% (previously 7.00%). The projection of cash flows used to determine the discount rate assumed that plan member contributions will be made at the current contribution rates and the Commonwealth's contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rates. Based on those assumptions, the net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity Analysis

The following table (unaudited) illustrates the sensitivity of the collective net pension liability to changes in the discount rate as of June 30, 2024. In particular, the table presents the MTRS collective net pension liability assuming it was calculated using a single discount rate that is one-percentage-point lower or one-percentage-point higher than the current discount rate:

NORTH RIVER COLLABORATIVE

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June 30, 2025

	1% Decrease to 6.00%	Current Discount Rate 7.00%	1% Increase to 8.00%
MTRS - Total Plan	\$ 32,776,000,000	\$ 25,356,461,000	\$ 19,080,000,000
Proportionate share associated with the Collaborative	\$ 15,446,401	\$ 11,949,783	\$ 8,991,864

Special Funding Situation – Massachusetts State Employees' Retirement System (MSERS)

Plan Description

The Massachusetts State Employees' Retirement System (MSERS) is a public employee retirement system (PERS), that administers a cost-sharing multiple employers defined benefit pension plan as defined by Governmental Accounting Standards Board (GASB) Statement No. 67, Financial Reporting for Pension Plans, covering substantially all employees of the Commonwealth and certain employees of independent authorities and agencies. The former Massachusetts Turnpike Authority (MTA) employees and retirees became members of MSERS upon the creation of the Massachusetts Department of Transportation (MassDOT). Other employees who transferred to MassDOT have been, and remain, members of MSERS. The assets and liabilities of the former MTA have been transferred to MSERS. MSERS is part of the Commonwealth's reporting entity and does not issue a stand-alone audited financial report. The Commonwealth's Annual Comprehensive Financial Report (ACFR) may be obtained by visiting https://www.mass_comptroller.org/annual-comprehensive-financial-reports. Additional information related to the MTRS can be found by visiting: <https://msers.state.ma.us>.

Management of MSERS is vested in the Massachusetts State Retirement Board (the MSRB) which consists of five members – two elected by current and active MSERS members, one who is appointed by the State Treasurer, the State Treasurer who serves as ex-officio and is the Chair of the MSRB, and one by the remaining members of the MSRB.

Benefits Provided

MSERS provides retirement, disability, survivor, and death benefits to members and their beneficiaries. Massachusetts General Laws (M.G.L.) establishes uniform benefit and contribution requirements for all contributory PERS. These requirements provide for superannuation retirement allowance benefits up to a maximum of 80% of a member's highest three-year average annual rate of regular compensation. For employees hired after April 1, 2012, retirement allowances are calculated on the basis of the last five years or any five consecutive years, whichever is greater in terms of compensation. Benefit payments are based upon a member's age, length of credible service, group creditable service, and group classification. The authority for amending these provisions rests with the Legislature.

Members become vested after ten years of creditable service. A superannuation retirement allowance may be received upon the completion of twenty years of creditable service or upon reaching the age of 55 with ten years of service. Normal retirement for most employees occurs at age 65; for certain hazardous duty and public safety positions, normal retirement is at age 55. Most employees who joined the system after April 1, 2012, cannot retire prior to age 60.

The MSERS' funding policies have been established by Chapter 32 of the M.G.L. The Legislature has the authority to amend these policies. The annuity portion of the MSERS retirement allowance is funded by employees, who contribute a percentage of their regular compensation. Costs of administering the plan are funded out of plan assets.

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

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Contributions

Member contributions for MSERS vary depending on the most recent date of membership:

Hire Date	% of Compensation
Prior to 1975	5% of regular compensation
1975-1983	7% of regular compensation
1984 to 6/30/1996	8% of regular compensation
7/1/1996 to present	9% of regular compensation except for State Police which is 12% of regular compensation
1979 to present	An additional 2% of regular compensation in excess of \$30,000

In addition, members of Group 1 who join the system on or after April 2, 2012, will have their withholding rate reduced to 6% after achieving 30 years of creditable service.

Educational Collaboratives

A special funding situation was created by M.G.L. for all educational collaboratives in the Commonwealth. Collaboratives contribute amounts equal to the normal cost of employees' benefits at a rate established by the Public Employees' Retirement Administration Commission (PERAC), currently 6.1% of covered payroll. Legally, the collaboratives are only responsible for contributing the annual normal cost of their employees' benefits (i.e., the present value of the benefits earned by those employees in any given year) and are not legally responsible for the past service cost attributable to those employees or previously retired employees of the collaboratives. The Commonwealth as a nonemployer is legally responsible for the entire past service cost related to the collaboratives and therefore has a 100% special funding situation. Therefore, the Collaborative does not have a net pension liability.

The total of the Commonwealth provided contributions has been allocated based on the ratio of each employer's covered payroll to the total covered payroll of employers in MSERS as of the measurement date of June 30, 2024. The Collaborative's required contribution to MSERS equaled its actual contribution which was \$253,518.

As of June 30, 2024, the Commonwealth's proportionate share of the collective net pension liability associated with the North River Collaborative was .0613% or \$8.6 million. As this is a special funding situation, a liability is not recorded on the Collaborative's Statement of Net Position.

In the Statement of Activities, the Collaborative recognized its proportionate share of the Commonwealth's pension expense in the amount of \$1.9 million as program revenues from operating grants and contributions and as fixed charges expenses. In the Statement of Revenues, Expenditures, and Changes in Fund Balances, the Collaborative recognized the Commonwealth's actual contributions in the amount of \$672,000 as intergovernmental revenues and fixed charges expenditures.

The following table illustrates the Plan's collective net position liability and contributions at June 30, 2024:

	2025
Total pension liability	\$ 52,027,000,000
Less: Plan fiduciary net position	<u>37,901,857,000</u>
Net pension liability	<u><u>\$ 14,125,143,000</u></u>
Plan fiduciary net position as a percentage	
of total pension liability	72.85%
Commonwealth's proportionate share of the collective net pension liability	
associated with the Collaborative	\$ 8,655,379

See Independent Auditor's Report.

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

Total pension expense	\$ 1,342,730,317
Total nonemployer contributions (Commonwealth)	\$ 1,371,687,079
Commonwealth's proportionate share of the collective pension expense associated with the Collaborative	\$ 2,100,586
Collaborative's contributions (employer)	\$ 253,518
Commonwealth's contributions related to the Collaborative (nonemployer)	\$ 672,363
Commonwealth's proportionate share of the collective net pension liability as a percentage of the total associated with the Collaborative	0.0613%

Actuarial Assumptions

The total pension liability for the June 30, 2024, measurement date was determined by an actuarial valuation as of January 1, 2024, rolled forward to June 30, 2024. This valuation used the following assumptions:

- (1) (a) 2.5% inflation rate; (b) 7.00% investment rate of return/discount; (c) 4.76% discount rate for LDROM only; (d) 3.50% interest rate credited to the annuity savings fund; and (e) 3.00% cost of living increase on the first \$13,000 of allowance each year.
- (2) Salary increases are based on analyses of past experience but range from 4.00% to 9.00% depending on group and length of service.
- (3) Mortality rates were as follows:
 - Pre-retirement – reflects RP-2014 Blue Collar Employees Table projected generationally with Scale MP-2021, set forward 1 year for females.
 - Post-retirement – reflects RP-2014 Blue Collar Healthy Annuitant Table projected generationally with Scale MP-2021, set forward 1 year for females.
 - Disability – the mortality rate reflects RP-2014 Blue Collar Healthy Annuitant Table projected generationally with Scale MP-2021, set forward 1 year.
- (4) Experience studies were performed as follows:
 - Dated February 27, 2014, and encompass the period January 1, 2006, to December 31, 2011, updated to reflect actual experience from 2012 through 2020 for post-retirement mortality.

Investment assets of MSERS are with the Pension Reserves Investment Trust (PRIT) Fund. The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future rates of return are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future rates of return by the target asset allocation percentage. Best estimates of geometric rates of return for each major asset class included in the PRIT Fund's target asset allocation as of June 30, 2024, are summarized in the following table:

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Global Equity	36.0%	4.6%
Core Fixed Income	15.0%	2.1%
Private Equity	16.0%	7.4%
Portfolio Completion Strategies	10.0%	3.7%
Real Estate	10.0%	3.9%
Value Added Fixed Income	9.0%	5.1%
Timberland/Natural Resources	4.0%	4.4%
Total	<u><u>100.0%</u></u>	

See Independent Auditor's Report.

NORTH RIVER COLLABORATIVE
 Notes to the Financial Statements
 June 30, 2025

Discount Rate

The discount rate used to measure the total pension liability was 7.00% (previously 7.00%). The projection of cash flows used to determine the discount rate assumed that plan member contributions will be made at the current contribution rates and the Commonwealth's contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rates. Based on those assumptions, the net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity Analysis

The following table (unaudited) illustrates the sensitivity of the collective net pension liability to changes in the discount rate as of June 30, 2024. In particular, the table presents the MSERS collective net pension liability assuming it was calculated using a single discount rate that is one-percentage-point lower or one-percentage-point higher than the current discount rate:

	1% Decrease to 6.00%	Current Discount Rate 7.00%	1% Increase to 8.00%
MSERS - Total Plan	\$ 32,776,000,000	\$ 14,125,143,000	\$ 9,287,000,000
Proportionate share associated with the Collaborative	\$ 20,083,953	\$ 8,655,379	\$ 5,690,739

C. Other Postemployment Benefits (OPEB)

General Information about the OPEB Plan

Plan Description

The North River Collaborative administers the North River Collaborative Other Postemployment Benefits Plan (the Plan) – a single-employer defined benefit plan that is used to provide postemployment benefits other than pensions (OPEB) to retirees, their dependents, and beneficiaries. Contributions for the funding of these benefits are provided through the North River Collaborative OPEB Trust Fund (the Trust). See Note 16.

Benefits Provided

The Plan provides health and dental benefits to retirees, their dependents, and beneficiaries. Benefits are provided through the Mayflower Municipal Health Group, a third-party insurer, which administers, assumes, and pays all claims of the Plan.

The following provides descriptions of the retiree medical insurance program and the dental insurance program:

Retiree Medical Insurance Program:

<u>Plan Type:</u>	Comprehensive medical insurance offered through Blue Cross Blue Shield of Massachusetts and Harvard Pilgrim Healthcare.
<u>Administrator:</u>	North River Collaborative
<u>Eligibility:</u>	An employee hired before April 2, 2012, shall become eligible to retire under this plan upon attainment of age 55 as an active member and completion of 10 years of service or an employee shall be able to retire with 20 years of service regardless of age. Those hired on or after April 2, 2012, shall be eligible to retire upon attainment of age 60 with 10 years of creditable service.

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

Cost Sharing:

The employer shall pay 55% of the premiums for an individual medical policy. If a retiree chooses family coverage, there will be no employer subsidy beyond that 55% paid for the individual policy. As such, the retiree shall pay 45% for an individual policy and the difference between the family premium amount and the 55% of the individual premium amount if they elect dependent coverage.

Retiree Dental Insurance Program:

Plan Type:

Comprehensive dental.

Administrator:

North River Collaborative

Eligibility:

Same as above.

Cost Sharing:

Retirees shall pay 100% of stated premiums.

Employees Covered by Benefit Terms

As of the actuarial valuation date, July 1, 2024, with a measurement date of June 30, 2025, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries currently receiving benefits:	33
Active employees:	181
Total:	<u><u>214</u></u>

Contributions

The contribution requirements of plan members and the Collaborative are established and may be amended through Collaborative ordinances. For the period ending on June 30, 2025, measurement date, total Collaborative premiums plus implicit costs for the retiree medical program were \$139,399. Total contributions as of the measurement date to be reported on the financial statement for the fiscal year ending June 30, 2025, were \$197,429.

Net OPEB Liability

In accordance with GASB No. 75, the Collaborative recognizes a net OPEB liability which is measured as the portion of the actuarial present value of projected benefit payments to be provided to current active and inactive employees that is attributed to those employees' past periods of employee service (total OPEB liability), less the amount of the OPEB plan's fiduciary net position. The Collaborative's net OPEB liability was measured as of June 30, 2025, and the total OPEB liability used to calculate the net OPEB liability was determined by an actuarial valuation as of July 1, 2024.

Actuarial Methods & Assumptions

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

The following assumptions were utilized in the actuarial valuation as of June 30, 2025 (measurement date):

Actuarial Cost Method:

Individual Entry Age Normal

Investment Rate of Return:

6.39%, net of OPEB plan investment expense, including inflation.

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

<u>Discount Rate:</u>	6.77% (previously 5.81%)
<u>Municipal Bond Rate:</u>	4.11% as of June 30, 2025 (previously 4.21%) (source S&P Municipal Bond 20-Year High Grade Index-SAPIHG)
<u>Healthcare Trend Rates:</u>	Rates were developed using the SOA Getzen Model of Long-Run Medical Cost Trends
<u>General Inflation Assumption:</u>	2.50% per annum
<u>Annual Compensation Increase:</u>	3.00% per annum
<u>Asset-Valuation Method:</u>	Market Value of assets as of the measurement date, June 30, 2025
<u>Pre-Retirement Mortality:</u>	General: RP-2014 Mortality Table for Blue Collar Employees projected generationally with scale MP-2016 for males and females, set forward 1 year for females. Teachers: PubT-2010 Mortality Table (Headcount-weighted) for employees projected generationally with scale MP-2021. (previous scale MP-2016).
<u>Post-Retirement Mortality:</u>	General: RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale MP-2016 for males and females, set forward 1 year for females. Teachers: PubT-2010 Mortality Table (Headcount-weighted) for Healthy Annuitants projected generationally with scale MP-2021. (previous scale MP-2016).
<u>Disabled Mortality:</u>	General: RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale MP-2021 for males and females, set forward 1 year for males and 2 years for females. Pub-2010 Mortality Table (Headcount- weighted) for Healthy Annuitants projected generationally with scale MP-2021. (previous scale MP-2016).
<u>Assumption Experience Study:</u>	The actuarial assumptions used to calculate the actuarial accrued liability and the service cost primarily reflect the latest experience studies of the Massachusetts PERAC issued in 2014 and their most recent analysis of retiree mortality during 2015 and 2016.

Investment Policy

The Collaborative pursues an investment strategy that provides the maximum investment return with minimal risk. Funds not required for current operations should be invested according to an investment policy approved by the Board of Directors and the preservation of capital always takes priority over maximizing returns.

The long-term expected rate of return on OPEB plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of OPEB plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation.

NORTH RIVER COLLABORATIVE
 Notes to the Financial Statements
 June 30, 2025

The target asset allocation percentage and best estimates of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Domestic Equity - Large Cap	51.25%	4.52%
Domestic Equity - Small/Mid Cap	5.25%	5.06%
International Equity - Developed Market	8.00%	5.08%
International Equity - Emerging Market	2.75%	5.80%
Domestic Fixed Income	22.00%	2.44%
International Fixed Income	2.00%	2.13%
Alternatives	5.25%	6.09%
Real Estate	2.50%	3.73%
Cash	1.00%	0.00%
Total	<u>100.00%</u>	

Discount Rate

The discount rate used to measure the total OPEB liability was 6.39%, (previously 6.77%). The projection of cash flows used to determine the discount rate assumed that contributions will be made in accordance with the Collaborative's funding policy. Based on these assumptions, the OPEB plan's fiduciary net position is projected to be sufficient to make all projected benefit payments to current plan members. Therefore, the long-term expected rate of return on the OPEB plan assets was applied to all projected future benefit payments.

Rate of Return

As of June 30, 2025, measurement date, the annual money-weighted rate of return on investments, net of investment expense, was 8.93%. The money-weighted rate of return expresses investment performance, net of investment expense, adjusted for the changing amounts actually invested.

Changes in the Net OPEB Liability

The following table illustrates the changes in the net OPEB liability on June 30, 2025 (measurement date and reporting date).

	Total OPEB Liability (a)	Plan Fiduciary Net Position (b)	Net OPEB Liability (a) - (b)
Balances for June 30, 2024	\$ 4,133,082	\$ 3,669,456	\$ 463,626
Changes for the year:			
Service cost	167,727		167,727
Interest on total OPEB liability, service cost, and benefit payments	286,523		286,523
Changes in assumptions	127,045		127,045
Differences between expected and actual experience	193,674		193,674
Net investment income		329,089	(329,089)
Employer contributions to Trust		187,579	(187,579)
Benefit payments withdrawn from Trust		(139,399)	139,399
Total benefit payments including implicit costs	(139,399)		(139,399)
Net changes	635,570	377,269	258,301
Balances at June 30, 2025	\$ 4,768,652	\$ 4,046,725	\$ 721,927

NORTH RIVER COLLABORATIVE

Notes to the Financial Statements

June 30, 2025

Sensitivity of the Net OPEB Liability to Changes in the Discount Rate

The following table presents the net OPEB liability and corresponding service cost of the Collaborative, as well as what the Collaborative's net OPEB liability and corresponding service cost would be if they were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the current discount rate:

	Current		
	1% Decrease	Discount Rate	1% Increase
	5.39%	6.39%	7.39%
Net OPEB liability	\$ 1,389,207	\$ 721,927	\$ 174,258

Sensitivity of the Net OPEB Liability to Changes in the Healthcare Cost Trend Rates

The following table presents the net OPEB liability and corresponding service cost of the Collaborative, as well as what the Collaborative's net OPEB liability and corresponding service cost would be if they were calculated using healthcare cost trend rates that are 1-percentage-point lower or 1-percentage-point higher than the current healthcare cost trend rates:

	Current		
	1% Decrease	Trend Rate	1% Increase
	133,511	721,927	1,445,133
Net OPEB liability	\$ 133,511	\$ 721,927	\$ 1,445,133

OPEB Expense & Deferred Outflows of Resources & Deferred Inflows of Resources Related to OPEB

For the fiscal year ended June 30, 2025 (measurement date and reporting date), the Collaborative recognized net OPEB expense of \$265,912. Additionally, the Collaborative reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources as of June 30, 2025 (measurement date and reporting date):

	Deferred	Deferred
	Outflows of Resources	Inflows of Resources
Differences between actual & expected experience	\$ 164,725	\$ (516,269)
Changes in assumptions	493,691	(270,029)
Net difference between projected & actual earnings on OPEB Plan investments		(157,867)
Total	<u>\$ 658,416</u>	<u>\$ (944,165)</u>

Net amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows:

<u>Year ending June 30</u>	<u>Net</u>
2026	\$ (153,041)
2027	(215,132)
2028	(30,748)
2029	32,148
2030	47,939
Thereafter	<u>33,085</u>
Total	<u>\$ (285,749)</u>

See Independent Auditor's Report.

NORTH RIVER COLLABORATIVE
 Notes to the Financial Statements
 June 30, 2025

GASB Statement #74

GASB Statement #74 is associated with reporting of the OPEB plan as of its reporting date June 30, 2025. The OPEB plan reported net position of \$4,046,725 as of June 30, 2025.

Net OPEB Liability

The components of the net OPEB liability of the Collaborative at June 30, 2025 (measurement date and reporting date) were as follows:

Total OPEB liability	\$ 4,768,652
Plan fiduciary net position	<u>(4,046,725)</u>
Collaborative's net OPEB liability	<u><u>\$ 721,927</u></u>
Plan fiduciary net position as a percentage	
of the total OPEB liability	84.86%

Actuarial Determined Contribution (ADC)

The Collaborative's Actuarial Determined Contribution (ADC) is an amount actuarially determined in accordance with the parameters of GASB Statement #74/75 which is composed of the service cost and an amortization of the unfunded liability. A 30-year flat dollar amortization of the Collaborative's unfunded liability has been used for the purpose of calculating ADC. The following table shows the components of the Collaborative's annual ADC and the amount actually contributed to the Plan:

	2025
Service cost	\$ 167,727
30 year Amortization of NOL increasing by 3.0% per year	<u>37,014</u>
Actuarial determined contribution	204,741
Contributions in relation to actuarial determined contribution	<u>(187,579)</u>
Contribution deficiency/(excess)	<u><u>\$ 17,162</u></u>
Covered employee payroll	\$ 9,948,120
Contributions as a percentage of covered employee payroll	1.89%
Discount rate	6.39%
Money weighted rate of return	8.93%

NOTE 15. RISK MANAGEMENT

The Collaborative is exposed to various risks of loss related to torts, theft of, damage to, and destruction of assets, errors and omissions, injuries to employees, and natural disasters. The Collaborative carries commercial insurance for all risks except health insurance.

The Collaborative participates in the Mayflower Municipal Health Group (the Group), a municipal joint-purchase group consisting of 31 governmental units, formed pursuant to Massachusetts General Law Chapter 32B to provide employee insurance benefits. Employees and the Collaborative both contribute to the Group. On an annual basis, the Collaborative budgets in the general fund for its estimated share of premiums. The Group reported net position on June 30, 2024, of \$31.4 million (audited). Payments to the Group for total premiums for fiscal year 2025 were approximately \$1.5 million. Additional financial information related to the Group can be obtained by contacting the Group directly at: 65 Cordage Park Circle, Suite 110, Plymouth, MA 02360.

NORTH RIVER COLLABORATIVE
Notes to the Financial Statements
June 30, 2025

NOTE 16. NORTH RIVER COLLABORATIVE OPEB TRUST FUND

On March 20, 2000, the Board of Directors authorized the creation of the North River Collaborative Retirees' Health Insurance Trust (The Trust). The Trust is a separate legal entity, which has received a determination letter from the Internal Revenue Service indicating that it has tax-exempt status under 501(c)(9) of the Internal Revenue Code. The purpose of the Trust is to provide a funding mechanism to pay the on-going liability associated with providing health insurance premiums of eligible retirees, their dependents, and beneficiaries of the Collaborative under M.G.L. Chapter 32. In effect, the Trust is a single employer defined benefit OPEB plan. The Trust is governed by a Board of Trustees comprised of the Board of Directors of North River Collaborative.

Effective August 3, 2021, the Collaborative voted to amend and restate the North River Collaborative Retirees Health Insurance Trust Fund into the OPEB Declaration of Trust for the North River Collaborative Other Post-Employment Benefits Liability Trust Fund (OPEB Trust).

Because of the governance and fiscal responsibility of the Collaborative to the Trust, the Trust, a component unit, is reported as a fiduciary fund of the Collaborative. The Trust does not issue separate financial statements.

Additional funding of the Collaborative's OPEB liability is funded on a discretionary basis by contributions from the unrestricted fund balance of the Collaborative. The Board has the authority to decide when such contributions if any are to be made. During fiscal year 2025, the Board authorized contributions of \$175,000 to the Trust.

NOTE 17. RESTATEMENT OF BEGINNING NET POSITION

During fiscal year 2025, the Collaborative implemented the new accounting standard GASB Statement No. 101, Compensated Absences. Accordingly beginning net position in the government wide financial statements has been restated in accordance with implementation as follows:

Net position reported June 30, 2024	\$ 5,842,721
<hr/>	
Implementation of GASB #101:	
Estimated compensated absences June 30, 2024	(256,563)
Net position, restated July 1, 2024	<hr/> <hr/> \$ 5,586,158

NOTE 18. IMPLEMENTATION OF GASB PRONOUNCEMENTS

The following are pronouncements issued by the Governmental Accounting Standards Board (GASB), which are applicable to the Collaborative's financial statements:

Current Pronouncements:

- The GASB issued Statement No. 101, Compensated Absences, which is generally required to be implemented in fiscal year 2025. This pronouncement updates the recognition and measurement guidance for compensated absences. The Collaborative implemented the pronouncement as applicable.
- The GASB issued Statement No. 102, Certain Risk Disclosures, which is generally required to be implemented in fiscal year 2025. This pronouncement will provide users with timely information regarding certain concentrations or constraints and related events that have occurred or have begun to occur that make the government vulnerable to substantial impact. The pronouncement had no impact on the current year financial statements.

NORTH RIVER COLLABORATIVE
Notes to the Financial Statements
June 30, 2025

Future Pronouncements:

- The GASB issued Statement No. 103, Financial Reporting Model Improvements, which is generally required to be implemented in fiscal year 2026. This pronouncement is to improve key components of the financial reporting model to enhance its effectiveness in providing information that is essential for decision making and assessing a government's accountability. The Collaborative expects to implement the pronouncement as applicable.
- The GASB issued Statement No. 104, Disclosure of Certain Capital Assets, which is generally required to be implemented in fiscal year 2026. This pronouncement provides enhanced reporting and associated disclosures of capital assets. The Collaborative expects to implement this pronouncement as applicable.

NOTE 19. SUBSEQUENT EVENTS

The Collaborative has evaluated subsequent events through December 12, 2025, which is the date the financial statements were available to be issued. Events occurring after that date have not been evaluated to determine whether a change in the financial statements would be required.

- In July of 2025, the Collaborative purchased ten additional vehicles costing approximately \$420,000, utilizing amounts which were reported as assigned for capital outlay/vehicle acquisition at year end. Five vehicles were sold at auction for approximately \$78,000.

* * * * *

REQUIRED SUPPLEMENTARY INFORMATION

NORTH RIVER COLLABORATIVE

Required Supplementary Information

Schedule of the Collaborative's Proportionate Share of the Net Pension Liabilities and Pension Plan Contributions and Pension Plan Contributions

Last 10 Fiscal Years

(unaudited)

A. Special Funding Situation - Massachusetts Teachers' Retirement System

The Commonwealth of Massachusetts is a nonemployee contributing entity and is required by statute to make all actuarially determined employer contributions on behalf of the member employers. Therefore, these employers are considered to be in a special funding situation as defined by GASB and the Commonwealth is a nonemployee contributing entity in the Massachusetts Teachers' Retirement System (MTRS) (the Plan). Since the Collaborative does not contribute directly to the MTRS, there is no net pension liability to recognize. Based upon the actuarial valuations of the Plan for the year ended June 30, 20XX, the following is presented:

	2024	2023	2022	2021	2020
	0.05%	0.05%	0.05%	0.05%	0.05%
Collaborative's proportion of the net pension liability					
Commonwealth's proportionate share of the net pension liability associated with the Collaborative	\$ 11,949,783	\$ 13,661,496	\$ 12,210,155	\$ 11,421,173	\$ 13,984,506
Collaborative's covered payroll (approximate)	\$ 4,200,000	\$ 4,000,000	\$ 3,700,000	\$ 3,900,000	\$ 3,710,000
Collaborative's proportionate share of the net pension liability as a percentage of its covered payroll	284.52%	341.54%	330.00%	292.85%	376.94%
Plan fiduciary net position as a percentage of the total pension liability	61.45%	58.48%	57.75%	62.03%	50.67%
Actuarially determined contribution	\$ 11,139,315	\$ 1,116,540	\$ 992,638	\$ 879,457	\$ 761,048
Contributions in relation to the actuarial determined contribution	<u><u>\$ (1,1139,315)</u></u>	<u><u>\$ (1,116,540)</u></u>	<u><u>\$ (992,638)</u></u>	<u><u>\$ (879,457)</u></u>	<u><u>\$ (761,048)</u></u>
Contribution deficiency (excess)					
Contributions as a percentage of covered payroll	27.13%	27.91%	26.83%	22.55%	20.51%
Discount Rate	7.00%	7.00%	7.00%	7.00%	7.15%

Continued:

See Independent Auditor's Report.

NORTH RIVER COLLABORATIVE

Required Supplementary Information

Schedule of the Collaborative's Proportionate Share of the Net Pension Liabilities and Pension Plan Contributions and Pension Plan Contributions

Last 10 Fiscal Years
(unaudited)

A. Special Funding Situation - Massachusetts Teachers' Retirement System

The Commonwealth of Massachusetts is a nonemployee contributing entity and is required by statute to make all actuarially determined employer contributions on behalf of the member employers. Therefore, these employers are considered to be in a special funding situation as defined by GASB and the Commonwealth is a nonemployee contributing entity in the Massachusetts Teachers' Retirement System (MTRS) (the Plan). Since the Collaborative does not contribute directly to the MTRS, there is no net pension liability to recognize. Based upon the actuarial valuations of the Plan for the year ended June 30, 20XX, the following is presented:

Concluded:

	2019	2018	2017	2016	2015
Collaborative's proportion of the net pension liability	0.05%	0.06%	0.06%	0.06%	0.06%
Commonwealth's proportionate share of the net pension liability associated with the Collaborative	\$ 13,481,684	\$ 13,485,406	\$ 12,897,939	\$ 13,681,515	\$ 13,271,835
Collaborative's covered payroll (approximate)	\$ 3,890,000	\$ 3,990,000	\$ 3,820,000	\$ 4,030,000	\$ 4,100,000
Collaborative's proportionate share of the net pension liability as a percentage of its covered payroll	346.57%	337.98%	337.64%	339.49%	323.70%
Plan fiduciary net position as a percentage of the total pension liability	53.95%	54.84%	54.25%	52.73%	55.38%
Actuarially determined contribution	\$ 771,937	\$ 747,761	\$ 696,322	\$ 688,167	\$ 661,939
Contributions in relation to the actuarial determined contribution	<u>\$ (771,937)</u>	<u>\$ (747,761)</u>	<u>\$ (696,322)</u>	<u>\$ (688,167)</u>	<u>\$ (661,939)</u>
Contribution deficiency (excess)	19.84% 7.25%	18.74% 7.35%	18.23% 7.50%	17.08% 7.50%	16.14% 7.50%
Contributions as a percentage of covered payroll					
Discount Rate					

* This schedule is presented to illustrate the requirement to show information for 10 years.

See Independent Auditor's Report.

NORTH RIVER COLLABORATIVE
Required Supplementary Information
Schedule of the Collaborative's Proportionate Share of the Net Pension Liabilities and Pension Plan Contributions
Last 10 Fiscal Years

(unaudited)

B. Special Funding Situation - Massachusetts State Employees' Retirement System

Collaboratives contribute amounts equal to the normal cost of employees' benefits at a rate established by the Public Employees' Retirement Administration Commission (PERAC), currently 6.1% of covered payroll. Legally, the collaboratives are only responsible for contributing the annual normal cost of their employees' benefits (i.e. the present value of the benefits earned by those employees in any given year) and are not legally responsible for the past service cost attributable to those employees or previously retired employees of the collaboratives. The Commonwealth as a nonemployer is legally responsible for the entire past service cost related to the collaboratives and therefore has a 100% special funding situation. Based upon the actuarial valuation of the Plan for the year ended June 30, 20XX, the following is presented:

	2024	2023	2022	2021	2020
Commonwealth's proportionate share of the net pension liability associated with the Collaborative	0.06%	0.07%	0.08%	0.07%	0.07%
Commonwealth's proportionate share of the net pension liability associated with the Collaborative	\$ 8,655,379	\$ 10,230,482	\$ 10,709,515	\$ 6,851,193	\$ 12,278,450
Collaborative's covered payroll (approximate)	\$ 4,500,000	\$ 4,400,000	\$ 4,300,000	\$ 3,961,000	\$ 5,310,000
Collaborative's proportionate share of the net pension liability as a percentage of its covered payroll	192.34%	232.51%	249.06%	172.97%	231.23%
Plan fiduciary net position as a percentage of the total pension liability	72.85%	70.71%	71.05%	77.54%	62.48%
Actuarially determined contribution	\$ 925,881	\$ 1,029,830	\$ 780,929	\$ 780,929	\$ 773,339
Contributions in relation to the actuarial determined contribution	<u>\$ (925,881)</u>	<u>\$ (1,029,830)</u>	<u>\$ (780,929)</u>	<u>\$ (780,929)</u>	<u>\$ (773,339)</u>
Contribution deficiency (excess)					
Employer contributions	\$ 253,518	\$ 256,757	\$ 265,509	\$ 241,634	\$ 297,149
Nonemployer (Commonwealth) contributions	\$ 672,363	\$ 773,073	\$ 818,146	\$ 539,295	\$ 476,190
Total contributions	<u>\$ 925,881</u>	<u>\$ 1,029,830</u>	<u>\$ 1,083,655</u>	<u>\$ 780,929</u>	<u>\$ 773,339</u>
Contributions as a percentage of covered payroll	20.58%	23.41%	18.16%	19.72%	14.56%
Employer contributions as a percentage of covered payroll	5.63%	5.84%	6.17%	6.10%	5.60%
Discount rate	7.00%	7.00%	7.00%	7.15%	7.00%

Continued:

NORTH RIVER COLLABORATIVE

Required Supplementary Information

Schedule of the Collaborative's Proportionate Share of the Net Pension Liabilities and Pension Plan Contributions Last 10 Fiscal Years

(unaudited)

B. Special Funding Situation - Massachusetts State Employees' Retirement System

Collaboratives contribute amounts equal to the normal cost of employees' benefits at a rate established by the Public Employees' Retirement Administration Commission (PERAC), currently 6.1% of covered payroll. Legally, the collaboratives are only responsible for contributing the annual normal cost of their employees' benefits (i.e. the present value of the benefits earned by those employees in any given year) and are not legally responsible for the past service cost attributable to those employees or previously retired employees of the collaboratives. The Commonwealth as a nonemployer is legally responsible for the entire past service cost related to the collaboratives and therefore has a 100% special funding situation. Based upon the actuarial valuation of the Plan for the year ended June 30, 20XX, the following is presented:

Concluded:

	2019	2018	2017	2016	2015
Commonwealth's proportionate share of the net pension liability associated with the Collaborative	0.08%	0.08%	0.09%	0.09%	0.07%
Commonwealth's proportionate share of the net pension liability associated with the Collaborative	\$ 11,788,994	\$ 10,670,101	\$ 11,063,118	\$ 12,151,223	\$ 8,260,585
Collaborative's covered payroll (approximate)	\$ 3,780,000	\$ 4,580,000	\$ 3,710,000	\$ 4,500,000	\$ 3,840,000
Collaborative's proportionate share of the net pension liability as a percentage of its covered payroll	311.88%	232.97%	298.20%	270.03%	215.12%
Plan fiduciary net position as a percentage of the total pension liability	66.28%	67.91%	67.21%	63.48%	67.87%
Actuarially determined contribution	\$ 802,210	\$ 737,522	\$ 674,420	\$ 632,787	\$ 454,330
Contributions in relation to the actuarial determined contribution	<u><u>\$ (802,210)</u></u>	<u><u>\$ (737,522)</u></u>	<u><u>\$ (674,420)</u></u>	<u><u>\$ (632,787)</u></u>	<u><u>\$ (454,330)</u></u>
Contribution deficiency (excess)	<u><u>\$ 802,210</u></u>	<u><u>\$ 737,522</u></u>	<u><u>\$ 674,420</u></u>	<u><u>\$ 632,787</u></u>	<u><u>\$ 454,330</u></u>
Employer contributions	\$ 211,579	\$ 256,523	\$ 207,644	\$ 252,000	\$ 214,900
Nonemployer (Commonwealth) contributions	<u><u>\$ 590,631</u></u>	<u><u>\$ 480,999</u></u>	<u><u>\$ 466,776</u></u>	<u><u>\$ 380,787</u></u>	<u><u>\$ 239,430</u></u>
Total contributions	<u><u>\$ 802,210</u></u>	<u><u>\$ 737,522</u></u>	<u><u>\$ 674,420</u></u>	<u><u>\$ 632,787</u></u>	<u><u>\$ 454,330</u></u>
Contributions as a percentage of covered payroll	21.22%	16.10%	18.18%	14.06%	11.83%
Employer contributions as a percentage of covered payroll	5.60%	5.60%	5.60%	5.60%	5.60%
Discount rate	7.25%	7.35%	7.35%	7.35%	7.50%

* This schedule is presented to illustrate the requirement to show information for 10 years.

NORTH RIVER COLLABORATIVE

Required Supplementary Information

Schedule of Changes in the Collaborative's Net OPEB Liability and Related Ratios Last 10 Fiscal Years*

(unaudited)

Valuation Date: For the Reporting Period & Fiscal Year Ending On:	July 1, 2024 June 30, 2025	July 1, 2022 June 30, 2024	July 1, 2022 June 30, 2023	July 1, 2021 June 30, 2022	July 1, 2020 June 30, 2021
Total OPEB liability					
Service cost	\$ 167,727	\$ 198,820	\$ 258,999	\$ 208,862	\$ 208,849
Interest	286,523	254,903	288,343	273,033	256,425
Differences between expected and actual experience	193,674	(1,156,469)	334,185	455,138	(137,188)
Changes of assumptions	127,045	(450,047)	(178,963)	(144,140)	199,145
Benefits payments, including implicit costs	(139,399)	(116,548)			(146,780)
Net change in total OPEB liability	635,570	(112,872)	(453,905)	792,893	380,451
Total OPEB liability - beginning	4,133,082	4,245,954	4,699,859	3,906,966	3,526,515
Total OPEB liability - ending (a)	\$ 4,768,652	\$ 4,133,082	\$ 4,245,954	\$ 4,699,859	\$ 3,906,966
Plan fiduciary net position					
Earnings from plan investments, net expenses	\$ 329,089	\$ 378,842	\$ 319,466	\$ (183,556)	\$ 380,759
Employer contributions	187,579	196,140	267,905	209,996	255,673
Benefit payments, including implicit costs	(139,399)	(116,548)	(178,963)	(144,140)	(146,780)
Net change in fiduciary net position	377,269	458,434	408,408	(117,700)	689,652
Plan fiduciary net position - beginning	3,669,456	3,211,022	2,802,614	2,920,314	2,230,662
Plan fiduciary net position - ending (b)	\$ 4,046,725	\$ 3,669,456	\$ 3,211,022	\$ 2,802,614	\$ 2,920,314
Collaborative's net OPEB liability - ending (a-b)	\$ 721,927	\$ 463,626	\$ 1,034,932	\$ 1,897,245	\$ 986,652
Plan fiduciary net position as a percentage of the total OPEB liability	84.86%	88.78%	75.63%	59.63%	74.75%
Covered-employee payroll	\$ 9,948,120	\$ 8,677,668	\$ 8,424,920	\$ 8,289,619	\$ 8,289,619
Collaborative's net OPEB liability as a percentage of covered-employee payroll	7.26%	5.34%	12.28%	22.89%	11.90%
Discount rate	6.39%	6.77%	5.81%	5.92%	6.75%

Continued:

NORTH RIVER COLLABORATIVE

Required Supplementary Information

Schedule of Changes in the Collaborative's Net OPEB Liability and Related Ratios Last 10 Fiscal Years* (unaudited)

Concluded:

Valuation Date: For the Reporting Period & Fiscal Year Ending On:	July 1, 2019	July 1, 2018	July 1, 2017	July 1, 2016
	June 30, 2020	June 30, 2019	June 30, 2018	June 30, 2017
Total OPEB liability				
Service cost	\$ 201,886	\$ 213,858	\$ 208,529	\$ 188,351
Interest	231,215	227,643	198,953	179,175
Differences between expected and actual experience	(9,055)	(511,918)		
Changes of assumptions	(188,854)	258,852		
Benefit payments, including implicit costs	(125,915)	(117,221)	(71,272)	(71,237)
Net change in total OPEB liability	109,277	71,214	336,210	296,289
Total OPEB liability - beginning	3,417,238	3,346,024	3,009,814	2,713,525
Total OPEB liability - ending (a)	\$ 3,526,515	\$ 3,417,238	\$ 3,346,024	\$ 3,009,814
Plan fiduciary net position				
Earnings from plan investments, net expenses	\$ 73,465	\$ 130,510	\$ 116,886	\$ 90,378
Employer contributions	221,795	186,833	149,547	137,153
Benefit payments, including implicit costs	(125,915)	(117,221)	(71,272)	(71,237)
Net change in fiduciary net position	169,345	200,122	195,161	156,294
Plan fiduciary net position - beginning	2,061,317	1,861,195	1,666,034	1,509,740
Plan fiduciary net position - ending (b)	\$ 2,230,662	\$ 2,061,317	\$ 1,861,195	\$ 1,666,034
Collaborative's net OPEB liability - ending (a-b)	\$ 1,295,853	\$ 1,355,921	\$ 1,484,829	\$ 1,343,780
Plan fiduciary net position as a percentage of the total OPEB liability	63.25%	60.32%	55.62%	55.35%
Covered-employee payroll	\$ 9,682,000	\$ 9,400,000	\$ 9,594,363	\$ 9,314,916
Collaborative's net OPEB liability as a percentage of covered-employee payroll	13.38%	14.42%	15.48%	14.43%
Discount rate	7.00%	6.50%	6.25%	6.25%

* This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10-year trend is compiled, the Collaborative will present information for those years which information is available.

See Independent Auditor's Report.

NORTH RIVER COLLABORATIVE**Required Supplementary Information****Schedule of Collaborative Contributions - Other Postemployment Benefits****Last 10 Fiscal Years***
(unaudited)

For the Fiscal Year Ending:	June 30, 2025	June 30, 2024	June 30, 2023	June 30, 2022	June 30, 2021
Actuarially determined contribution	\$ 204,741	\$ 223,628	\$ 308,609	\$ 300,993	\$ 261,527
Contributions in relation to the actuarially determined contribution	<u>187,579</u>	<u>196,140</u>	<u>267,905</u>	<u>209,996</u>	<u>255,673</u>
Contribution deficiency (excess)	<u>\$ 17,162</u>	<u>\$ 27,488</u>	<u>\$ 40,704</u>	<u>\$ 90,997</u>	<u>\$ 5,854</u>
Covered-employee payroll	\$ 9,948,120	\$ 8,677,668	\$ 8,424,920	\$ 8,538,308	\$ 9,682,000
Contributions as a percentage of covered-employee payroll	1.89%	2.26%	3.18%	2.46%	2.64%

Continued:

For the Fiscal Year Ending:	June 30, 2020	June 30, 2019	June 30, 2018	June 30, 2017
Actuarially determined contribution	\$ 299,482	\$ 311,354	\$ 302,882	\$ 273,732
Contributions in relation to the actuarially determined contribution	<u>221,795</u>	<u>186,833</u>	<u>149,547</u>	<u>137,153</u>
Contribution deficiency (excess)	<u>\$ 77,687</u>	<u>\$ 124,521</u>	<u>\$ 153,335</u>	<u>\$ 136,579</u>
Covered-employee payroll	\$ 9,400,000	\$ 9,400,000	\$ 9,594,363	\$ 9,314,916
Contributions as a percentage of covered-employee payroll	2.36%	1.99%	1.56%	1.47%

* This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10-year trend is compiled, the Collaborative will present information for those years which information is available.

NORTH RIVER COLLABORATIVE

Required Supplementary Information

Schedule of Collaborative Contributions - Other Postemployment Benefits

Last 10 Fiscal Years*

(unaudited)

Notes to Schedule:

Changes from the previous valuation:

Assumption changes:

Discount rate:

Mortality:

The discount rate has been changed from 6.77% to 6.39%. This increased the disclosed liability by approximately \$210,000. Based upon recommendations by PERAC, the mortality table has been updated to the RP-2014 Mortality Table projected generationally with scale MP-2021 for teachers and PubT-2010 Mortality Table projected generationally with scale MP-2021 for teachers. This decreased the liability by approximately \$79,000.

Investment experience:

Plan experience:

During the period the investments earned approximately \$79,000 more than expected. The Plan saw an experience loss of approximately \$194,000, of the Total OPEB liability. This was mainly due to retirees over 65 remain enrolled in an active health insurance plan.

Methods and assumptions used to determine the contribution rates:

Valuation date:

July 1, 2024

Individual entry age normal

	33 Retirees & beneficiaries	
	181 Actives	
	214 Total	

Asset valuation method:

Discount rate:

Inflation:

Municipal bond rate::

Healthcare cost trend rates:

Medical plans:

Salary increases:

Retirement age:

Mortality:

Pre-retirement:

Post-retirement:

Market value
6.39%, net of OPEB plan investment expense, including inflation (previously 6.77%)

2.50% as of June 30, 2025 and for future periods

4.81% as of June 30, 2025, (previously June 30, 2024 4.21%)

(source: S&P Municipal Bond 20-Year High Grade Index - SAPIHG)

SOA Getzen Model of long-run medical cost trends - 4.96% (2025) to 3.63% (2060)
3.00% annually as of June 30, 2025 and for future periods

Varies based on age and length of service

Mortality assumptions have been updated with the current actuarial valuation.

General: RP-2014 Mortality Table for Blue Collar Employees projected generationally with scale
MP-2021, set forward 1 year for females
Teachers: PubT-2010 Mortality Table (Headcount-weighted) for Employees projected generationally with scale
MP-2021

General: RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale
MP-2021, set forward 1 year for females
Teachers: PubT-2010 Mortality Table (Headcount-weighted) for Healthy Annuitants projected generationally with scale
MP-2021

NORTH RIVER COLLABORATIVE

Required Supplementary Information

Schedule of Collaborative Contributions - Other Postemployment Benefits

Last 10 Fiscal Years*
(unaudited)

Notes to Schedule- continued:

Disabled:

General: RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale
MP-2021, set forward 1 year for males and 2 years for females
Teachers: PubT-2010 Mortality Table (Headcount-weighted) for Healthy Annuitants projected generationally with scale
MP-2021

Assumption Experience Study:

The actuarial assumptions used to calculate the actuarial accrued liability and the service cost primarily reflected the latest experience studies of the Massachusetts PERAC issued in 2014 and their most recent analysis of retiree mortality during 2015 and 2016

Previous mortality assumptions:

Pre-retirement:

General: RP-2014 Mortality Table for Blue Collar Employees projected generationally with scale
MP-2016 for males and females, set forward 1 year for females
Teachers: RP-2014 Mortality Table for White Collar Employees projected generationally with scale
MP-2016 for males and females

Post-retirement:

General: RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale
MP-2016 for males and females, set forward 1 year for females
Teachers: RP-2014 Mortality Table for White Collar Healthy Annuitants projected generationally with scale
MP-2016 for males and females

General: RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale
MP-2016 for males and females, set forward 1 year
Teachers: RP-2014 Mortality Table for White Collar Healthy Annuitants projected generationally with scale
MP-2016 for males and females

Disabled:

Based upon the data currently available , no adjustments have been made to the actuarial assumptions to reflect the impact of COVID-19.

COVID-19

* This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10-year trend is compiled, the Collaborative will present information for those years which information is available.

NORTH RIVER COLLABORATIVE

Required Supplementary Information

Schedule of Investment Returns - Other Postemployment Benefits Trust Fund

Last 10 Fiscal Years*
(unaudited)

For the fiscal year ending:	<u>June 30, 2025</u>	<u>June 30, 2024</u>	<u>June 30, 2023</u>	<u>June 30, 2022</u>	<u>June 30, 2021</u>	<u>June 30, 2020</u>	<u>June 30, 2019</u>	<u>June 30, 2018</u>
Annual money-weighted rate of return, net of investment expense	8.93%	11.68%	11.43%	(6.28%)	26.01%	3.57%	7.03%	7.09%

* This schedule is presented to illustrate the requirement to show information for 10 years. However, until a full 10-year trend is compiled, the Collaborative will present information for those years which information is available.

NORTH RIVER COLLABORATIVE
 Required Supplementary Information
 Budgetary Comparison Schedule - General Fund
 For the Year Ended June 30, 2025
 (unaudited)

	Original Budget	Final Budget	Actual	Variance with Final Budget
				Positive (Negative)
REVENUES				
Tuition income	\$ 6,020,318	\$ 6,020,318	\$ 6,156,759	\$ 136,441
Charges for services and departmental	7,583,212	8,983,215	8,831,464	(151,751)
Intergovernmental	104,000	104,000	153,451	49,451
Member assessments	30,000	30,000	30,000	0
Interest and investment income	100,000	100,000	229,691	129,691
Total revenues	<u>13,837,530</u>	<u>15,237,533</u>	<u>15,401,365</u>	<u>163,832</u>
EXPENDITURES				
Administration	2,034,609	2,034,609	1,763,952	270,657
Instruction	6,534,777	6,534,777	6,046,331	488,446
Other educational services	2,767,667	4,167,670	4,094,315	73,355
Fixed charges	1,622,655	1,622,655	1,617,645	5,010
Operations and maintenance	722,822	722,822	736,916	(14,094)
Debt service	135,000	135,000	104,422	30,578
Capital outlay	600,000	1,350,000	984,513	365,487
Total expenditures	<u>14,417,530</u>	<u>16,567,533</u>	<u>15,348,094</u>	<u>1,219,439</u>
Revenue over (under) expenditures	(580,000)	(1,330,000)	53,271	1,383,271
OTHER FINANCING SOURCES (USES)				
Proceeds from long-term debt	600,000	850,000	226,465	(623,535)
Refunds to member districts		(44,673)	(44,673)	
Transfers in (out), net	(20,000)	(170,000)	(173,865)	(3,865)
Total other financing sources (uses)	<u>580,000</u>	<u>635,327</u>	<u>7,927</u>	<u>(627,400)</u>
Revenue and other financing sources over (under expenditures and other financing (uses)		(694,673)	<u>\$ 61,198</u>	<u>\$ 755,871</u>
OTHER BUDGETARY ITEM				
Use of surplus fund balance		694,673		
Total other budgetary items		<u>694,673</u>		
Net budget	<u>\$</u>	<u>\$</u>		

See Independent Auditor's Report.
 See accompanying notes to budgetary comparison schedule.

NORTH RIVER COLLABORATIVE
 Notes to the Required Supplementary Information
 June 30, 2025
 (unaudited)

NOTE 1. BUDGET PROCESS

The Collaborative annually determines the amount necessary to maintain and operate the Collaborative for the next fiscal year in accordance with 603 CMR 50.00. Budgets for grants and certain revenues from revolving funds accounted for in special revenue funds are not required to be prepared under the General Laws of Massachusetts. Accordingly, a comparison of actual to budgeted results of operations for the special revenue funds and other governmental funds is not presented in the accompanying financial statements. Budgets for various special revenue funds utilized to account for specific grant programs are established in accordance with the requirements of the Commonwealth or other grantor agencies.

NOTE 2. BUDGETARY BASIS OF ACCOUNTING

Often, budgets are prepared on a basis other than accounting principles generally accepted in the United States of America (GAAP). Although the Collaborative included estimated amounts for on-behalf payments made by the Commonwealth of Massachusetts, these amounts have not been included in the budgeted amounts presented in the Budgetary Comparison Schedule. In addition, the Collaborative includes capital outlay as part of the annual budget process; however, capital outlay has been reported in the capital projects fund in accordance with accounting principles generally accepted in the United States of America.

A comparison of the budget to actual amounts on a “budgetary basis” is provided as required supplementary information to provide a meaningful comparison with the budget. A reconciliation of the budgetary basis to GAAP basis results for the general fund for the year ended June 30, 2025, is presented in the following schedule:

	Revenue	Expenditures	Other Financing	Sources(Uses)
Reported on budgetary basis	\$ 15,401,365	\$ 15,348,094		\$ 7,927
Transfer/expenditures capital reserve fund		15,629		170,000
On behalf pension payments	1,811,680	1,811,680		
Timing on expenditures		(22,000)		
Reported on GAAP basis	<u>\$ 17,213,045</u>	<u>\$ 17,153,403</u>		<u>\$ 177,927</u>

OTHER INFORMATION

NORTH RIVER COLLABORATIVE

Other Information

June 30, 2025

(unaudited)

In accordance with Massachusetts General Law Chapter 40, Section 4E and Regulations on Educational Collaboratives, 603 CMR 50.00, educational collaboratives are required to disclose certain other information as indicated below.

1. NAMES, DUTIES, AND TOTAL COMPENSATION OF THE FIVE MOST HIGHLY COMPENSATED EMPLOYEES:

Name and Position	General Duties	FY2025 Compensation
Paul Tzovolos Executive Director	Manages the Collaborative on a day to day basis	\$ 181,425
Marie Grable Assistant Executive Director	Supports Executive Director in administration	\$ 150,100
Ryan Morgan Program Director Independence Academy	Facilitates the Independence Academy program	\$ 132,729
Ellen George Director of Business Services	Facilitates business and accounting services	\$ 126,000
Diane Baxter Information Technology Coordinator	Facilitates information technology services	\$ 111,652

2. TRANSACTIONS BETWEEN THE COLLABORATIVE AND ANY RELATED FOR-PROFIT OR NON-PROFIT ORGANIZATION, AS DEFINED IN M.G.L. CHAPTER 40, SECTION 4E:

As described in the notes to the financial statements, North River Collaborative contributes to the North River Collaborative OPEB Trust Fund – an entity operated exclusively to provide funding for the Collaborative’s other postemployment benefit obligations. In accordance with generally accepted accounting principles, the financial position and activity of this entity is included in the Collaborative’s financial statements as a fiduciary fund.

3. AMOUNTS EXPENDED ON SERVICES FOR INDIVIDUALS AGED 22 AND OLDER:

The Collaborative did not expend any funds on services for individuals aged 22 years and older during fiscal year 2025.

4. AMOUNTS EXPENDED ON ADMINISTRATION AND OVERHEAD:

Expenses classified as administrative and overhead totaled \$1,763,952 in accordance with the Massachusetts Department of Elementary and Secondary Education functional classification system.

5. ACCOUNTS HELD BY THE COLLABORATIVE THAT MAY BE SPENT AT THE DISCRETION OF ANOTHER PERSON OR ENTITY:

The Collaborative had no such accounts during fiscal year 2025.

NORTH RIVER COLLABORATIVE

Other Information

June 30, 2025

(unaudited)

6. TRANSACTIONS OR CONTRACTS RELATED TO THE PURCHASE, SALE, RENTAL, OR LEASE OF REAL PROPERTY:

The Collaborative has entered into several leases for the use of real property, as follows:

Property	Use	Lessor
Alms House	Administrative offices	Town of Rockland, MA
Independence Academy	School facility	Massachusetts Greyhound Association
Easton classrooms	Instructional classrooms	Town of Easton, MA
East Bridgewater classrooms	Instructional classrooms	Town of East Bridgewater, MA
Pembroke classrooms	Instructional classrooms	Town of Pembroke, MA
West Bridgewater classrooms	Instructional classrooms	Town of West Bridgewater, MA
Central Square Congregational Church/ classroom/kitchenette	Instructional classroom	Central Square Congregational Church

7. ANNUAL DETERMINATION AND DISCLOSURE OF CUMULATIVE SURPLUS:

The Collaborative's cumulative surplus for the current and prior fiscal year is as follows:

	June 30, 2025	June 30, 2024
General Fund:		
Unassigned Fund Balance	\$ 2,781,749	\$ 3,198,551

During fiscal year 2025, the Collaborative expended \$15,348,094 in actual general fund budgetary expenditures. The unassigned fund balance represents 18.12% of these expenditures.

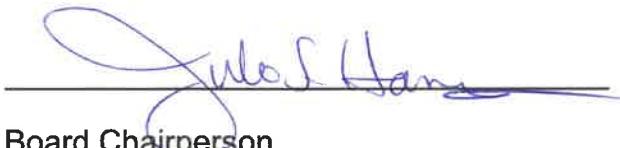


Acceptance of Annual Independent Audit Report (Board Vote)

For the Year Ended June 30, 2025

We, the Board of Directors of the **North River Collaborative**, voted to accept the representations of management and the expression of the opinions made by **Lynch Marini & Associates Inc** as embodied in the financial statements, required supplementary schedules and independent auditor's reports for the year ended June 30, 2025.

We also certify that the representations made by management and the disclosures in the financial statements are accurate and have been correctly and completely disclosed as required by accounting principles generally accepted in the United States of America, under Commonwealth of Massachusetts laws, and the Massachusetts Department of Elementary and Secondary Education's *FY2025 Collaborative Annual Audit Guidelines* for the year ended June 30, 2025.



Board Chairperson



Date of Board Vote

*The North River Collaborative does not discriminate on the basis of race, color, religion, national origin, sex, gender identity, sexual orientation, limited English speaking ability, genetic information, ancestry, age, disability, homelessness, military status, marital status, or any other protected class under the law in admission to, treatment in or employment in its programs or activities. *The NRC Civil Rights Coordinator should be contacted at 781-878-6056 x107 with any concerns related to discrimination or harassment.*

198 Spring Street, Rockland, MA 02370 Telephone (781) 878-6056 • FAX (781) 982-9787



Determination of Cumulative Surplus (Board Vote)

For the Year Ended June 30, 2025

We, the Board of Directors of the **North River Collaborative**, have determined the FY25 cumulative surplus to be \$ 2,781,749 and have voted to accept/reduce said surplus as presented in the Cumulative Surplus worksheet (Appendix B) .

We also certify that the representations made by management and the disclosures in the financial statements are accurate and have been correctly and completely disclosed as required by accounting principles generally accepted in the United States of America and under Commonwealth of Massachusetts laws for the year ended June 30, 2025.



Board Chairperson



Date of Board Vote

*The North River Collaborative does not discriminate on the basis of race, color, religion, national origin, sex, gender identity, sexual orientation, limited English speaking ability, genetic information, ancestry, age, disability, homelessness, military status, marital status, or any other protected class under the law in admission to, treatment in or employment in its programs or activities. *The NRC Civil Rights Coordinator should be contacted at 781-878-6056 x107 with any concerns related to discrimination or harassment.*

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APPENDIX B Cumulative Surplus Worksheet

FY25 Cumulative Surplus Worksheet

To activate the worksheet double click inside the table below, or right-click, then choose "Open Worksheet Object." Enter the values and corresponding page numbers from the FY25 financial statements (FS) into the worksheet. Formulas have been embedded within certain fields, to assist with the calculation of the FY25 cumulative surplus and its corresponding percentage of the collaborative's reported FY25 general fund expenditures. When completed, and prior to uploading it to the Department's Security Portal, the worksheet should reflect both the collaborative board's determination of surplus (amount), and the assignment of any cumulative surplus, in excess of the 25 percent limitation. The FY25 Annual Independent Audit Report submission and all requested documents must be submitted to the Department no later than January 1, 2026.

North River Collaborative

Surplus Calculation

Fiscal Year 2025	Enter values below	Calculated Column	Page in FY25 FS
(A) Surplus as of June 30, 2024	\$ 3,198,551	(A)	p.53
(B) Board voted uses of surplus funds during FY23	\$ 470,073	(B)	p.
(Uses of FY24 surplus used during FY25)			
B(1) used to support the FY25 budget	\$ 251,535		51,3,50
B(2) issued as credits to member districts	\$ 44,673		24
B(3) issued as a check(s) to member district(s)	\$ -		p.
B(4) deposited to a restricted account(s)	\$ 173,865		48
(C) FY25 Total General Fund Expenditures	\$ 15,348,094	(C)	53
(D) FY25 Unexpended General Funds	\$ 53,271	(D)	50
(E) Cumulative Surplus as of June 30, 2025	(A) - (B) + (C) = (D)	\$ 2,781,749	
(F) Cumulative Surplus Percentage	(D) ÷ (E)	18.12%	
Allowable Cumulative Surplus based upon Expenditures	\$ 3,837,024		
CUMULATIVE SURPLUS REDUCTION (if necessary)			
Allowable uses of surplus to reduce excess to or below the 25% limit			
(E)	Cumulative surplus as of June 30, 2025 before Reductions	\$ 2,781,749	
	Cumulative Surplus Percentage before Reductions	18.12%	
	25% limit (allowed)	\$ 3,837,024	
(G) Cumulative Surplus REDUCTIONS			
(G)1 Credited to member districts for tuition, services, etc.	\$ -		
(G)2 Deposited to an established trust and/or reserve fund	\$ -		
(G)3 Returned (check) to school districts/towns	\$ -		
Total Reductions	\$ -		
Cumulative Surplus after Reductions	\$ 2,781,749		
FY25 Cumulative Surplus Percentage after Reductions	18.12%		