



**DOVER SCHOOL  
DISTRICT**

## DOVER SCHOOL BOARD – AGENDA

Meeting Type: **Regular Session #8**  
Meeting Location: **Media Ctr. (Rm. 306) McConnell Center**  
Meeting Date: **Monday, August 11, 2014**  
Meeting Time: **7:00 pm**

- A. CALL TO ORDER**
- B. ROLL CALL**
- C. PLEDGE OF ALLEGIANCE**
- D. CITIZENS' FORUM**
- E. AGENDA APPROVAL**
- F. APPROVAL OF MINUTES**
  - 1. Regular Session #7, July 14, 2014
  - 2. Nonpublic Session #7, May 16, 2014 (Unseal)
- G. CONSENT AGENDA**
  - 1. Correspondence: None**
  - 2. Resignations/Retirements:**
    - a. Jaime Sawler, DHS Guidance Counselor
    - b. Maura Scanlon, DHS Business Teacher
    - c. Gayle Osburn, District Data Coordinator
  - 3. Leaves of Absence: None**
  - 4. Nominations:**
    - a. Sheet 1: Nomination and Election of Teachers (Burns-Paiva)
    - b. Sheet 2: Nomination and Election of Staff (Basso-Woodcock)
    - c. Sheet 3: Nomination and Election of Coaches (Hambrook)
    - d. Sheet 4: Nomination and Election of Federal Employees (Nasberg-McDonough)
    - e. Sheet 5: Nomination and Election of DALC employees
    - f. Sheet 6: Nomination and Election of Summer Staff
  - 5. Extended Travel (Student Trips): none**
- H. STUDENT REPRESENTATIVE REPORT-None**
- I. POLICY – CHANGES – PROPOSALS: none**
- J. POLICY ADOPTION: none**
- K. RESOLUTIONS: None**
- L. OLD BUSINESS:**
  - 1. CIP Plan Proposal--Approval
  - 2. Garrison School Roof Update
  - 3. School Board and Superintendent Training Discussion
  - 4. Strategic Plan Update and Discussion



**DOVER SCHOOL  
DISTRICT**

## DOVER SCHOOL BOARD – AGENDA

Meeting Type:	Regular Session #8
Meeting Location:	Media Ctr. (Rm. 306) McConnell Center
Meeting Date:	Monday, August 11, 2014
Meeting Time:	7:00 pm

5. Superintendent Goal Setting and Evaluation Discussion

**M. NEW BUSINESS:**

1. FY16 Budget Schedule
2. Donation Approval
3. Month of July Condition of Accounts
4. Special Funds Update
5. State and Federal Funding Update
6. Scholarship and Trust Update
7. Facilities Operations Update
8. Elementary Enrollment and Related Arts Update
9. Approval of DOE 25

**N. SUBMISSION AND PAYMENT OF BILLS**

**O. SUPERINTENDENT'S REPORT**

**P. COMMITTEE REPORTS**

**Q. SCHOOL BOARD MATTERS OF INTEREST**

**R. ADJOURNMENT**

---

*Citizens are invited to public meetings and shall be given an opportunity to speak. Time shall be set aside for citizen statements at all public meetings, unless a vote to the contrary is taken by the School Board. Statements shall be limited to three minutes unless otherwise extended by the Chairperson, with the approval of the School Board. All citizens are permitted to place items on the agenda through written application to the Superintendent at least one week prior to the meeting date. Citizen items will require a formal motion and a second by seated members to bring the item to the floor for debate.*

July 14, 2014

Jaime Sawler  
139 Walnut Avenue  
North Hampton, NH 03862

JUL 23 4:00

Dr. Elaine Arbour  
Superintendent  
Dover School District  
61 Locust Street, Suite 409  
Dover, NH 03820

Dear Dr. Arbour:

I regret to inform you that I am resigning from my position as Guidance Counselor at Dover High School effective immediately.

Thank you for the support and the opportunities that the Dover School District has provided me during the last five years. I have enjoyed my time at Dover High School.

Sincerely,



Jaime Sawler

JUL 24 PM 2:19

July 18, 2014

To: Ms. Louise Paradis, CTE Director, Dover High School  
From: Maura Scanlon, Business Teacher  
RE: Letter of Resignation

It is with sadness that I inform you of my decision not to return to my position at Dover High School as a CTE Business Teacher for the 2014-2015 school year. This comes about after careful reflection and consideration. Due to the fact that I have the responsibility of caring for my elderly mother and was unable to find affordable housing in the Dover area that will meet both our needs, that I have decided to relocate to southern New Hampshire.

I would like to thank you, Louise, for the opportunity to work under your leadership – I have learned a great deal. In one year, I transitioned to teaching at the high school level, significantly advanced my technology skills, learned how to produce a profitable yearbook, improved my classroom management skills, and have a greater understanding of the “whole” child from 1<sup>st</sup> through 12<sup>th</sup> grade in terms of their personal, social and academic changes and challenges. Your own management style and support has only made me a better and more confident teacher and I look forward to applying this experience in my new role as an RTI Specialist at the high school level. Although I am technically leaving the classroom, I will continue to work closely with students that struggle and support them in the positive ways you model every day at DHS.

Your commitment and passion to education and the faculty has inspired me, Louise. I cannot possibly convey my full gratitude in this letter, and I hope through future communication and assistance with transitioning my replacement, that I will continue to demonstrate my support of you, my colleagues, the DHS students, and the exciting new plans in place for the CTE Business Department. I will truly be just an email or phone call away if you have questions or need my help in any capacity. I would like to say that while I have taught in 3 states/various grade levels, working for you this year has been an outstanding experience in my life and teaching career. I will wear my DHS tee shirts and sweatshirt proudly; you will be greatly missed! Thank you.

Gayle Osburn  
366 Middle Road  
Dover, NH 03820  
July 31, 2014

Joseph Flockerzi  
Technical Support Services Manager  
Dover School District  
25 Alumni Street  
Dover, NH 03820

Dear Joseph:

It is with sadness that I must tender my resignation to you as the Data Coordinator for the Dover School District. My last day with the district will be August 14<sup>th</sup>, 2014.

I have loved working with the district for the last 8 years and have learned a great deal. I also have helped the district into a more centralized data source, with more efficient and reliable state reporting and access to information for anyone's data needs. I have helped to expand the role of the position I held and hope that it continues to expand to fulfil the needs of the district.

My dream of it expanding the position to include the part time functions of a Technology Integrator would be a great addition. I hope with my departure that the position can be restructured to include this function. The position can also be removed from the Secretaries Union and be considered a Technology position, non-union.

Sincerely,

Gayle Osburn, MSJS-HS  
Data Coordinator

Cc: Robin Lafleur, Karen M. Taylor

**OFFICE OF THE SUPERINTENDENT  
DOVER PUBLIC SCHOOLS  
DOVER, NEW HAMPSHIRE**

TO: **DOVER SCHOOL BOARD**

DATE: August 11, 2014

MEMORANDUM: Nomination and Election of Teachers.

In accordance with Chapter 189, Section 39 of the New Hampshire School laws of 1963, I hereby nominate the following persons for the designated positions for the 2014-2015 school year.

<b>NAME</b>	<b>POSITION</b>	<b>SCHOOL</b>	<b>REPLACING</b>	<b>SALARY</b>
Burns, Conley	Special Educator	Woodman Park School	New Position	\$37,434.00
Collopy, Brian	Special Educator	Horne Street School	New Position	\$50,653.00
Goodman, Eric	33% Health Teacher	Dover High School	New Position	\$21,158.54 (prorated on 62,231.00)
Hall, Evan	Guidance Counselor	Dover High School	Jaime Sawler	\$37,434.00
Long, Linda	40% Behavior Spec	Horne Street School	New Postion	\$19,264.80 (prorated on 48,162.00)
Lujiri, Pamela	Math Teacher	Dover High School	Lisa Hallbach	\$37,434.00
Lynch, Barbara	OASIS Counselor	Dover Middle School	Joan Breault	\$72,089.00
Paiva, James	Science Teacher	Dover Middle School	Emily Blazek	\$67,033.00

**OFFICE OF THE SUPERINTENDENT  
DOVER PUBLIC SCHOOLS  
DOVER, NEW HAMPSHIRE**

TO: DOVER SCHOOL BOARD

DATE: August 11, 2014

MEMORANDUM: Nomination and Election of Staff Positions

In accordance with Chapter 189, Section 39 of the New Hampshire School laws of 1963, I hereby nominate the following persons for the following funded positions for the 2014-2015 school year.

<b>NAME</b>	<b>POSITION</b>	<b>SCHOOL</b>	<b>REPLACING</b>	<b>HOURS</b>	<b>SALARY</b>
Basso, Angela	Sped Aide	Dover High School	Barrington Funded	6.5 hrs/day	\$11.94/hr
Blood, Sara	Sped Aide	Dover High School	Hooksett Funded	6.5 hrs/day	\$12.95/hr
Boulay, Cheryl	Speech Assistant	Preschool	Sarah Murphy	6 hrs/day	\$19.12/hr
Bruno, Alana	Sped Aide	Dover High School	Nottingham Funded	6.5 hrs/day	\$12.51/hr
Cabral, Jessica	Noon Supervisor	Horne Street School	Vacant Position	2 hrs/day	\$10.00/hr
Colarusso, Suzanne	Sped Aide	Dover High School	Karen Winton-Smith	6.5 hrs/day	\$11.94/hr
Galante, Deborah	Sped Aide	Dover High School	Barrington Funded	6.5 hrs/day	\$15.69/hr
Gemas, Amy	Sped Aide	Dover High School	Nottingham Funded	6.5 hrs/day	\$12.95/hr
Hamlin, Anne	Sped Aide	Dover High School	Nottingham Funded	6.5 hrs/day	\$12.51/hr
Jacques, Pamela	Sped Aide	Dover High School	Alex Satterfield	6.5 hrs/day	\$11.94/hr
Jones, Deborah	Sped Aide	Dover High School	Bambisue Moore	6.5 hrs/day	\$15.39/hr
LaFleur, Melissa	Noon Supervisor	Horne Street School	Lauren Proto	2 hrs/day	\$10.00/hr
Long, Norma	Kindergarten Aide	Garrison School	New Position	6.5 hrs/day	\$12.51/hr
McGovern, Bonnie	Sped Aide	Preschool	New Position	5 hrs/day	\$12.95/hr
Pilla, Larry	Noon Supervisor	Horne Street School	Vacant Position	2 hrs/day	\$10.00/hr
Plaisted, Angela	Literacy Interventionist	Garrison School	Nancy Colarusso	4 hrs/day	\$18.74/hr
Sinkewich, Jena	Sped Aide	Dover High School	Barrington Funded	6.5 hrs/day	\$15.39/hr
Sterling, Jade	Sped Aide	Dover High School	Nottingham Funded	6.5 hrs/day	\$12.95/hr
Woodcock, Tonya	Sped Aide	Dover High School	Nottingham Funded	6.5 hrs/day	\$15.69/hr

OFFICE OF THE SUPERINTENDENT  
DOVER PUBLIC SCHOOLS  
DOVER, NEW HAMPSHIRE

TO: DOVER SCHOOL BOARD

DATE: August 11, 2014

MEMORANDUM: Nomination and Election of Coaching Positions.

In accordance with Chapter 189, Section 39 of the New Hampshire School laws of 1963, I hereby nominate the following persons for the designated positions for the 2014-15 school year.

<b>NAME</b>	<b>POSITION</b>	<b>SCHOOL</b>	<b>REPLACING</b>	<b>SALARY</b>
Hambrook, Corey	Reserve Boys Soccer	DHS		1,895.00

Schedule	First Name	Last Name	Title	Hourly R.	Total Salary	School	Project I	Hrs/Week I
6 hrs/day, 192 days/yr	Wendy	Nasberg	Title I tutor	\$21.68	\$24,975.36	WPS	Title I	30.00
5.45 hrs/day, 192 days/yr	Nancy	Gebhardt	Title I tutor	\$21.68	\$22,894.08	WPS	Title I	27.50
6 hrs/day, 192 days/yr	Dianna	Breneman	Title I tutor	\$21.68	\$24,975.36	WPS	Title I	30.00
6 hrs/day, 192 days/yr	Derral	Mancuso	Title I tutor	\$21.68	\$24,975.36	DMS	Title I	30.00
6 hrs/day, 192 days/yr	Lauren	Gianino	Title I tutor	\$21.68	\$24,975.36	WPS	Title I	30.00
6 hrs/day, 192 days/yr	Carolyn	Dupont	Title I tutor	\$21.68	\$24,975.36	WPS	Title I	30.00
6 hrs/day, 192 days/yr	Christina	Sipple	Title I tutor	\$21.68	\$24,975.36	WPS	Title I	30.00
6 hrs/day, 192 days/yr	Kathy	Jencso	Title I tutor	\$21.68	\$24,975.36	WPS	Title I	30.00
6 hrs/day, 192 days/yr	Anne	Torres	Title I tutor	\$21.68	\$24,975.36	WPS	Title I	30.00
6 hrs/day, 192 days/yr	Diane	Day	Title I tutor	\$21.68	\$24,975.36	WPS	Title I	30.00
1.5 hrs/day, 192 days/yr	Carol	Hale	Title I tutor	\$21.68	\$6,243.84	WPS	Title I	7.50
17.5 hrs/wk, 39 wks/yr	Jen	Spargo	Family Outreach Coordi	\$23.50	\$16,038.75	WPS	Title I	17.50
3.60 hrs/day, 260 days/yr	Ann-Marie	Hinz	Admin Assistant	\$17.98	\$16,829.28	District	Title I	18.00
4.40 hrs/day, 260 days/yr	Ann-Marie	Hinz	Admin Assistant	\$17.98	\$20,569.12	District	Local	22.00
5 hrs/wk, 39 wks/yr	Wendy	Nasberg	Extended Learning Coor	\$23.50	\$4,582.50	WPS	Title I	5.00
2 hrs/day, 192 days/yr	Carol	Hale	RTI Coordinator	\$23.50	\$9,024.00	WPS	Title I	10.00
6 hrs/day, 192 days/yr	Patty	Beaulieu	Title I tutor	\$21.68	\$24,975.36	DMS	Title I	30.00
3 hrs/day, 192 days/yr	Kathy	Behre	Title I tutor	\$21.68	\$12,487.68	SMA	Title I	15.00
2.5 hrs/day, 192 days/yr	Marie	Knox	Title I tutor	\$21.68	\$24,975.36	WPS	Title I	30.00
6 hrs/wk, 39 wks/yr	Stacey	Rinaldi-McDon	Social Worker	\$23.50	\$5,499.00	DMS	Title I	6.00

**Nominations Date: September 01, 2014**  
**Dover Adult Learning Center Suggested Staff Nominations**  
**For School Year 2014-2015 PAY RATES EFFECTIVE 9/1/2014**  
**Deanna Strand, Executive Director**

**1 Adult Basic Education staff, paid with federal & state funds in ABE Grant #57013**

<b>Name</b>	<b>Position</b>	<b>Hourly Rate</b>	
William Badgley	ESOL	\$ 28.12	
Penny Baker	ABE	\$ 27.16	
Carol Birch	ESOL	\$ 28.12	
Tiffany Brand	ABE/Computer	\$ 28.12	
Tracey Donaldson	Counselor/Teacher/Coordinator	\$41,144	<b>Annual Salary</b>
Paula DuBois	ABE	\$ 28.12	
Jodi Edwards	ESOL	\$ 28.12	
Muriel Farrar	ABE	\$ 28.12	
Kimberly Hanson	ABE	\$ 28.12	
Lien Harris	ESOL/Coordinator	\$ 28.12	
Minnett Induisi	ABE	\$ 30.88	
Joyce Malley	ESOL	\$ 28.12	
Barbara Murray	ABE	\$ 28.12	
Thuy Nguyen	ESOL	\$ 28.12	
Denise Reddington	ABE	\$ 28.12	
Melissa Sauer	ABE	\$ 24.51	
Pamela Shaw	Lead Counselor/ABE Coordinator	\$61,185	<b>Annual Salary</b>
Pamela Shore	ABE/Curriculum Development	\$ 28.12	
Jill Taylor	ABE	\$ 28.12	

**Technology Specialist**

Tiffany Brand	Aide	\$ 16.75
---------------	------	----------

**General Aide**

Donna Ciereszynski	Counselor Aide/Data	\$ 16.75
Cindy St. Germain	Aide to Counselor	\$ 16.75

**2 Adult High School Staff, paid with AHS Grant #TBA & in- and out- funds from student tuition & Contracts, contingent on sufficient enrollment**

Deborah D'Antilio	English	\$ 28.12
Gail Condon	Computer	\$ 28.12
Julie Doyle	Secretary	\$ 16.75
Kim Hanson	Math	\$ 28.12
Minnett Induisi	Counselor	\$ 30.88
Bev O'Brien	Counselor/Coordinator	\$ 28.12
Steve Larson	Chemistry	\$ 28.12
Sam Little	English	\$ 28.12
Margo Martin	Biology	\$ 28.12
Jennifer Parsont	English	\$ 27.16
Eric Salmonsens	Social Studies	\$ 24.51
Christopher Strickland	Art	\$ 24.51
Jill Taylor	Algebra	\$ 28.12
Karen VanDyke	Social Studies	\$ 28.12

**3 HiSET Supervisor/Proctor paid with in-and-out funds generated by student fees or third party pay**

Donna Ciereszynski	HiSET Supervisor	\$ 21.76
Donna Ciereszynski	HiSET Proctor	\$ 15.56
Heather Hughes	HiSET Proctor	\$ 15.56
Cynthia St. Germain	HiSET Supervisor	\$ 21.76
Cynthia St. Germain	HiSET Proctor	\$ 15.56
Darlene Therrien	HiSET Supervisor	\$ 21.76
Darlene Therrien	HiSET Proctor	\$ 15.56
Marilyn Yorke	HiSET Supervisor	\$ 21.76
Marilyn Yorke	HiSET Proctor	\$ 15.56

**4 Child care at DALC, paid with in-and-out funds from Dover Adult**

Tayne Delisle	Childcare Coordinator	\$ 15.41
Susan Hardy	Childcare assistant	\$ 13.70
Barbara Rottet	Childcare aide	\$ 9.18

**5 ABE related staff, paid with in-and-out funds from special grants & contracts**

Minnett Induisi	Counselor	\$ 30.88
Nora Irvine	Corrections-computer	\$ 28.12
Donna Shannon	Life Skills teacher	\$ 28.12

**6 Adult Learning Service funded with ALS Grant#TBA**

Debbie Liskow	Coordinator	\$33,660
Tayne Delisle	Childcare Coordinator	\$ 15.41
Barbara Rottet	Childcare Aide	\$ 9.18

**7 Enrichment teachers paid with in-and-out funds from student tuition contingent on sufficient enrollment**

William Badgley	Language	\$	21.76
Nancy Little	Computers/Professional Track	\$	28.12
Tiffany Brand	Computers	\$	21.76
Cathy Minch	Language	\$	21.76
Lee Sims	Language	\$	21.76

**8 Cleaning person, paid with in-and-out funds from DALC**

Walter Davis	Cleaning Person	\$	13.00	<b>Effective 7</b>
--------------	-----------------	----	-------	--------------------

**9 Dover Adult Learning secretary, paid by Dover School District up to amount specified in budget**

Darlene Therrien	Office Manager	\$	21.40
------------------	----------------	----	-------

**10 Dover Adult Learning Center Staff, paid with in-and-out funds from DALC**

Heather Hughes	Office Assistant/Days	*	\$	16.75
Janet McConnell	Office Assistant/Evenings	\$	\$	15.56

**11 EL/Civics Grant # TBA**

Bill Badgley	Teacher/Coordinator	\$	28.12
--------------	---------------------	----	-------

**12 College Transition Grant #TBA**

Pamela Shore	Guidance, Counseling & Coordinator	\$	28.12
--------------	------------------------------------	----	-------





7/1/14

**FEDERAL PROJECTS OFFICE  
DOVER HIGH SCHOOL  
MEMO**

TO: Superintendent of Schools & Dover School Committee  
 FROM: Paula Glynn, Curriculum, Instruction and Assessment Director  
 DATE: August 2014  
 SUBJECT: Nomination and Election of Summer Positions

In accordance with Chapter 189, Section 39, of the New Hampshire School Laws of 1963, I hereby nominate the following persons for the designated positions for the 2014, federally funded summer programs:

<u>Name</u>	<u>Program/Position</u>	<u>Terms</u>
Lisa Simko	Camp EXPLORE teacher – WPS	\$23.50/hr, 9.75 hrs/wk, 1 wk
Michelle Simpson	Camp EXPLORE teacher – WPS	\$23.50/hr, 9.75 hrs/wk, 1 wk
Liz Dubois	Camp EXPLORE teacher – WPS	\$23.50/hr, 9.75 hrs/wk, 1 wk
Taryn Archambault	Camp EXPLORE teacher – WPS	\$23.50/hr, 9.75 hrs/wk, 1 wk
Annie Laurie	Camp EXPLORE teacher – HSS	\$23.50/hr, 9.75 hrs/wk, 1 wk
Mary Buese	Camp EXPLORE teacher – HSS	\$23.50/hr, 9.75 hrs/wk, 1 wk
Logan Seely	Camp EXPLORE teacher – HSS	\$23.50/hr, 9.75 hrs/wk, 1 wk
Danielle Rogers	Camp EXPLORE teacher – HSS	\$23.50/hr, 9.75 hrs/wk, 1 wk
Samantha Story	Camp EXPLORE teacher – HSS	\$23.50/hr, 9.75 hrs/wk, 1 wk
Alana Cushing	Camp EXPLORE teacher – GES	\$23.50/hr, 9.75 hrs/wk, 1 wk
Marcia Minerowicz	Camp EXPLORE teacher – GES	\$23.50/hr, 9.75 hrs/wk, 1 wk
Jocelyn Gross	Camp EXPLORE teacher – GES	\$23.50/hr, 9.75 hrs/wk, 1 wk
Becca Cotter	Camp EXPLORE teacher – GES	\$23.50/hr, 9.75 hrs/wk, 1 wk
Mary Grace Kelleher	Camp EXPLORE teacher – GES	\$23.50/hr, 9.75 hrs/wk, 1 wk
Wendy Nasberg	Camp EXPLORE aide – WPS	\$15.38/hr, 6 hrs/wk, 1 wk
Kelly Marsillo	Camp EXPLORE aide – WPS	\$12.69/hr, 6 hrs/wk, 1 wk
Katja Peltzer- Becksted	Camp EXPLORE aide – WPS	\$15.38/hr, 6 hrs/wk, 1 wk
Amy Grieg	Camp EXPLORE aide – HSS	\$15.38/hr, 6 hrs/wk, 1 wk
Janet Lapoint	Camp EXPLORE aide – HSS	\$15.38/hr, 6 hrs/wk, 1 wk
Jennifer Boufford	Camp EXPLORE aide – HSS	\$13.42/hr, 6 hrs/wk, 1 wk
Katie Vinciguerra	Camp EXPLORE aide – HSS	\$15.38/hr, 6 hrs/wk, 1 wk
Wendy Mello	Camp EXPLORE aide – GES	\$15.38/hr, 6 hrs/wk, 1 wk
Dale Roemer	Camp EXPLORE aide – GES	\$15.38/hr, 6 hrs/wk, 1 wk
Jean Schwab	Camp EXPLORE aide – GES	\$15.38/hr, 6 hrs/wk, 1 wk
Tamara McQuate	Camp EXPLORE aide – GES	\$15.38/hr, 6 hrs/wk, 1 wk

Department Contact Person, Title	School Dr. Elaine Arbour, Superintendent	Date Phone Number	8/11/2014 516-6800
1. Project Title Facilities/School Maintenance and Repairs		2. Category Education	3. Priority High
4. Location District Wide		5. Purpose of Project Request Modify a project already in the CIP	
6. Master Plan Chapter, Section and page #28 Community Facilities		7. Project History (Previous CIP Year or connection to other projects):	
8. Description: Renovation of: <ul style="list-style-type: none"> <li>• Mechanical and ventilation systems, plumbing and electrical upgrades</li> <li>• Roof and insulation</li> <li>• Window replacement</li> <li>• Life Safety</li> <li>• Paving and Striping</li> <li>• Replacement and expansion of bathrooms</li> <li>• Remodeling and enlarging of classrooms to NH state standards</li> <li>• Improvement to grounds</li> </ul>		9. Justification & Useful Life: Useful Life – 5 – 20+ Years Maintenance of facilities and schools is imperative to District operations.	
10. Cost (Years 2 – 6 use an inflationary factor of 4%)		10A. Recommended Sources of Financing	
<b>BUDGET FY</b>	<b>TOTAL</b> (Interest cost not included)	<b>COST ELEMENT</b>	<b>PRINCIPAL</b>
<b>SECONDARY</b>			
Program year FY 2016	\$75,000	Improvements to Buildings	Operating Budget
Program year FY 2017	\$75,000	Improvements to Buildings	Operating Budget
Program year FY 2018	\$75,000	Improvements to Buildings	Operating Budget
Program year FY 2019	\$75,000	Improvements to Buildings	Operating Budget
Program year FY 2020	\$75,000	Improvements to Buildings	Operating Budget
Program year FY 2021	\$75,000	Improvements to Buildings	Operating Budget
<b>TOTAL SIX YEARS</b>	\$450,000		
After Sixth Year		10B. Source of Cost Estimate: Staff	
11. If Equipment, Number of units requested:		11A. Number of similar units in operation:	
12. Net Effects on Operating Expenditures (±)		13. Equipment Cost	
Direct Costs		Per Unit	Total
personnel:	number	\$0	\$0
purchase of service	\$ amount		
materials & supplies			
equipment purchases			
utilities			
other			
<i>Subtotal</i>			
Indirect Operating Costs			
fringe benefits			
General Admin Costs			
other			
<i>Subtotal</i>			
Total Operating Costs			
Debt Service (P & I)			
<b>Total Costs</b>			
		14. Estimated Use of Requested Equipment	
		Weeks per year (months if seasonal):	52
		<i>For the weeks used, estimate:</i>	
		Average days per week:	5
		Average hours per day used:	8-12
		Estimated useful life in years:	5-20+ Years
		15. Net Effect on Municipal Revenue (±)	
		Taxes	
		other income	
		<i>Subtotal</i>	
		gain from sale of replaced assets	
		<b>Total</b>	



Department Contact Person, Title	School Dr. Elaine Arbour, Superintendent	Date Phone Number	8/11/2014 516-6800	
1. Project Title Regional Career Technical Center Improvements		2. Category Education	3. Priority High	
4. Location Dover High School, Alumni Drive		5. Purpose of Project Request Modify a project already in the CIP		
6. Master Plan Chapter, Section and page #28 Community Facilities		7. Project History (Previous CIP Year or connection to other projects): This project has been listed in the CIP for several years and will likely interconnect with plans to renovate Dover High School and The Dunaway Athletic Fields.		
8. Description:  Approximately 27,000 square feet and added in 1989 The Career Technical Center is woefully inadequate to meet the needs of a 21 <sup>st</sup> century learning community.  Increasing the square footage and updating all of the classroom areas would allow for The Career Technical Center to be updated to contemporary standards for all existing programs as well as to expand the number of programs available to students. The desire is to enhance student achievement and provide the highest quality educational experience for district students in the areas of Animal Sciences, Autobody and Collision Repair, Automotive Mechanics, Biotechnology, Building/Construction Trades, Business/Commerce/Marketing, Computer Systems Networking and Telecommunications, Cooking and Related Culinary Arts, Cosmetology, Electrician, General Engineering, Fire Science, Health Professions and NJROTC.		9. Justification & Useful Life Useful Life – 20 Years  The career technical center is an aging facility that has obsolete mechanical, plumbing, electrical and ventilation systems. The facility does not meet many handicap accessibility requirements, and includes hazardous materials within the building.  Additionally, the parking and bus access is limited. Finally, the facility does not incorporate many of the technology advances made in the past five to ten years, nor does it fully take advantage of "Green" technology, which a 21 <sup>st</sup> century facility should.		
10. Cost (Years 2 – 6 use an inflationary factor of 4%)			10A. Recommended Sources of Financing	
<b>BUDGET FY</b>	<b>TOTAL</b> (Interest cost not included)	<b>COST ELEMENT</b>	<b>PRINCIPAL</b>	<b>SECONDARY</b>
Program year FY 2016	\$10,700,000	Improvements to Buildings	State of NH Financed	Choose an item
Program year FY 2017	\$7,300,000	Improvements to Buildings	Debt Financing	State of NH Financed
Program year FY 2018	\$0	Choose an item.	Choose an item	Choose an item
Program year FY 2019	\$0	Choose an item.	Choose an item.	Choose an item.
Program year FY 2020	\$0	Choose an item.	Choose an item.	Choose an item.
Program year FY 2021	\$0	Choose an item.	Choose an item.	Choose an item.
<b>TOTAL SIX YEARS</b>	\$18,000,000	Note: \$10,700,000 funded by the State of NH		
After Sixth Year		10B. Source of Cost Estimate: Architect		
11. If Equipment, Number of units requested:		11A. Number of similar units in operation:		
12. Net Effects on Operating Expenditures (±)		13. Equipment Cost		
Direct Costs		Per Unit	Total	
personnel:	number	Purchase Price		
	\$ amount	Plus: Installation		
purchase of service	\$15,300,000	Less: Trade In/Credit		
materials & supplies		<b>Net Cost</b>		
equipment purchases		14. Estimated Use of Requested Equipment		
utilities		Weeks per year (months if seasonal):		
other		For the weeks used, estimate:		
<i>Subtotal</i>		Average days per week:		
Indirect Operating Costs		Average hours per day used:		
fringe benefits		Estimated useful life in years:		
General Admin Costs	\$2,700,000	15. Net Effect on Municipal Revenue (±)		
other		Taxes		
<i>Subtotal</i>		other income		
Total Operating Costs		<i>Subtotal</i>		
Debt Service (P & I)		gain from sale of replaced assets		
<b>Total Costs</b>	<b>\$18,000,000</b>	<b>Total</b>		

Department Contact Person, Title	School Dr. Elaine Arbour, Superintendent	Date Phone Number	8/11/2014 603-516-6800	
1. Project Title Middle School Roof Replacement		2. Category Education	3. Priority High	
4. Location DMS (16 Daley Dr.)		5. Purpose: Add a new item to the CIP		
6. Master Plan Chapter, Section and page #28 Community Facilities		7. Project History (Previous CIP Year or connection to other projects): This project is a new and unrelated CIP request.		
8. Description: This project will entail removing and replacing 75,000 square feet of 20 year old asphalt architectural shingles at the Dover Middle School.		9. Justification & Useful Life:  The existing roof is showing signs of fatigue, is out of warranty, and has required numerous repairs starting with significant levels of shingle repair in FY2012 and FY2013. In FY2019 the existing roof will be reaching its useful life of 20 years, and it is recommended by the Dover School Facilities department for replacement.		
10. Cost (Years 2 – 6 use an inflationary factor of 4%)			10A. Recommended Sources of Financing	
<b>BUDGET FY</b>	<b>TOTAL</b> (Interest cost not included)	<b>COST ELEMENT</b>	<b>PRINCIPAL</b>	<b>SECONDARY</b>
Program Year FY 2016	\$0	Choose an item.	Choose an item.	Choose an item.
Program Year FY 2017	\$0	Choose an item.	Choose an item.	Choose an item.
Program Year FY 2018	\$0	Choose an item.	Choose an item.	Choose an item.
Program Year FY 2019	\$520,500	Improvements to Buildings	Debt Financing.	Choose an item.
Program Year FY 2020	\$0	Choose an item.	Choose an item.	Choose an item.
Program Year FY 2021	\$0	Choose an item.	Choose an item.	Choose an item.
<b>TOTAL SIX YEARS</b>	\$506,250	Note:		
After Sixth Year	\$0	10B. Source of Cost Estimate: Staff		
11. If Equipment, Number of units requested:		11A. Number of similar units in operation:		
12. Net Effects on Operating Expenditures (±) N/A		13. Equipment Cost		
Direct Costs		Per Unit	Total	
personnel:		Purchase Price		
number	\$ amount	Plus: Installation		
purchase of service		Less: Trade In/Credit		
	\$506,250	<b>Net Cost</b>		
materials & supplies		14. Estimated Use of Requested Equipment		
equipment purchases		Weeks per year (months if seasonal):		
utilities		For the weeks used, estimate:		
other		Average days per week:		
<i>Subtotal</i>		Average hours per day used:		
Indirect Operating Costs		Estimated useful life in years:		
fringe benefits		15. Net Effect on Municipal Revenue (±)		
General Admin Costs		Taxes		
other		other income		
<i>Subtotal</i>		<i>Subtotal</i>		
Total Operating Costs		gain from sale of replaced assets		
Debt Service (P & I)		<b>Total</b>		
<b>Total Costs</b>				

Department Contact Person, Title	School Dr. Elaine Arbour, Superintendent	Date Phone Number	8/11/2014 516-6800	
1. Project Title Kitchen/Cafeteria Maintenance/Repair/Upgrade		2. Category Education	3. Priority High	
4. Location District Wide		5. Purpose of Project Request Add a new item to the CIP		
6. Master Plan Chapter, Section and page #28 Community Facilities		7. Project History (Previous CIP Year or connection to other projects):		
8. Description: <ul style="list-style-type: none"> <li>• Cafeteria/Kitchen Maintenance and Repairs</li> <li>• Mechanical and ventilation systems, plumbing and electrical upgrades</li> <li>• Life Safety Improvements</li> <li>• Replacement of Equipment</li> <li>• Replacement of Furniture</li> </ul>		9. Justification & Useful Life: The Dover School District has five kitchen and cafeteria spaces to maintain.  Ongoing repair of the infrastructure as well as repair and/or replacement of the equipment and furniture is essential to providing high quality food and nutrition services to students.  Projects will focus on routine maintenance, repair and replacement as well as specific upgrades to life safety equipment, serving lines and other mechanical systems.		
10. Cost (Years 2 – 6 use an inflationary factor of 4%)			10A. Recommended Sources of Financing	
<b>BUDGET FY</b>	<b>TOTAL</b> (Interest cost not included)	<b>COST ELEMENT</b>	<b>PRINCIPAL</b>	<b>SECONDARY</b>
Program year FY 2016	\$40,000	Improvements to Buildings	Special Revenue	Choose an item.
Program year FY 2017	\$40,000	Improvements to Buildings	Special Revenue	Choose an item.
Program year FY 2018	\$40,000	Improvements to Buildings	Special Revenue	Choose an item.
Program year FY 2019	\$40,000	Improvements to Buildings	Special Revenue	Choose an item.
Program year FY 2020	\$40,000	Improvements to Buildings	Special Revenue	Choose an item.
Program year FY 2021	\$40,000	Improvements to Buildings	Special Revenue	Choose an item.
<b>TOTAL SIX YEARS</b>	<b>\$240,000</b>			
After Sixth Year		10B. Source of Cost Estimate: Staff		
11. If Equipment, Number of units requested:		11A. Number of similar units in operation:		
12. Net Effects on Operating Expenditures (±)		13. Equipment Cost		
Direct Costs		Per Unit	Total	
personnel:	number	Purchase Price	\$0	\$0
purchase of service	\$ amount	Plus: Installation		
materials & supplies		Less: Trade In/Credit		
equipment purchases		<b>Net Cost</b>	<b>\$0</b>	<b>\$0</b>
utilities		14. Estimated Use of Requested Equipment		
other		Weeks per year (months if seasonal):	40	
<i>Subtotal</i>		<i>For the weeks used, estimate:</i>		
Indirect Operating Costs		Average days per week:	5	
fringe benefits		Average hours per day used:	6	
General Admin Costs		Estimated useful life in years:	15 – 20+	
other		15. Net Effect on Municipal Revenue (±)		
<i>Subtotal</i>		Taxes		
Total Operating Costs		other income		
Debt Service (P & I)		<i>Subtotal</i>		
<b>Total Costs</b>		gain from sale of replaced assets		
		<b>Total</b>		

Department Contact Person, Title	School Dr. Elaine Arbour, Superintendent	Date Phone Number	8/11/2014 516-6800
1. Project Title Information Technology Replacement and Upgrade		2. Category Education	3. Priority High
4. Location District Wide		5. Purpose of Project Request Add a new item to the CIP	
6. Master Plan Chapter, Section and page #28 Community Facilities		7. Project History (Previous CIP Year or connection to other projects):	
8. Description: Renovation of: Maintenance and upgrades of technology infrastructure, instructional programs and related software systems. <ul style="list-style-type: none"> <li>• Infrastructure Improvements</li> <li>• Replacement of Servers/Routers/Switches</li> <li>• Annual Replacement of Hardware, (Desktops, Laptops, iPads, Chromebooks, eReaders, Projectors, Interactive White Boards), based on lifespan cycle replacement program</li> <li>• Large scale replacement and/or updates of software programs</li> </ul>		9. Justification & Useful Life:  Technology is critical to providing an optimum learning environment. The Dover School District is beginning a long range plan to update the district's infrastructure as well as provide for ongoing replacement of technology devices and software.  The goal of this program is ensure that students, faculty and staff have access to the appropriate array of technology devices and software to maximize student achievement.	
10. Cost (Years 2 – 6 use an inflationary factor of 4%)		10A. Recommended Sources of Financing	
<b>BUDGET FY</b>	<b>TOTAL</b> (Interest cost not included)	<b>COST ELEMENT</b>	<b>PRINCIPAL</b>
			<b>SECONDARY</b>
Program year FY 2016	\$50,000	Other	Capital Reserves
Program year FY 2017	\$50,000	Other	Capital Reserves
Program year FY 2018	\$50,000	Other	Capital Reserves
Program year FY 2019	\$50,000	Other	Capital Reserves
Program year FY 2020	\$50,000	Other	Capital Reserves
Program year FY 2021	\$50,000	Other	Capital Reserves
<b>TOTAL SIX YEARS</b>	<b>\$300,000</b>		
After Sixth Year		10B. Source of Cost Estimate: Architect	
11. If Equipment, Number of units requested:		11A. Number of similar units in operation:	
12. Net Effects on Operating Expenditures (±)		13. Equipment Cost	
Direct Costs		Per Unit	Total
personnel:	number	Purchase Price	\$0
	\$ amount	Plus: Installation	_____
purchase of service	_____	Less: Trade In/Credit	_____
materials & supplies	_____	<b>Net Cost</b>	<b>\$0</b>
equipment purchases	_____	14. Estimated Use of Requested Equipment	
utilities	_____	Weeks per year (months if seasonal):	52
other	_____	For the weeks used, estimate:	
<i>Subtotal</i>	_____	Average days per week:	5
Indirect Operating Costs	_____	Average hours per day used:	8 - 12
fringe benefits	_____	Estimated useful life in years:	5 - 15+
General Admin Costs	_____	15. Net Effect on Municipal Revenue (±)	
other	_____	Taxes	_____
<i>Subtotal</i>	_____	other income	_____
Total Operating Costs	_____	<i>Subtotal</i>	_____
Debt Service (P & I)	_____	gain from sale of replaced assets	_____
<b>Total Costs</b>	_____	<b>Total</b>	_____

Department Contact Person, Title	School Dr. Elaine Arbour, Superintendent	Date Phone Number	8/11/2014 516-6800
1. Project Title: Light Equipment Replacement Program		2. Category Education	3. Priority High
4. Location District Wide		5. Purpose of Project Request Add a new item to the CIP	
6. Master Plan Chapter, Section and page #28 Community Facilities		7. Project History (Previous CIP Year or connection to other projects):	
8. Description: Replacement of Light Equipment <ul style="list-style-type: none"> <li>• Vehicles</li> <li>• Tractors</li> <li>• Scissor Lift</li> <li>• Utility Vehicles</li> </ul>		9. Justification & Useful Life:  Light equipment encompasses a number of different forms and functions.  Vehicles, (primarily vans), transport students to various curricular and co-curricular activities. There is a current need to expand the number of vans that we have available for this purpose and to ensure that we are replacing vehicles that are reaching the end of their lifespan.  Maintenance equipment can include specialty such as tractors, scissor lifts and the like but it can also include utility vehicles that are used to transport equipment and materials.	
10. Cost (Years 2 – 6 use an inflationary factor of 4%)		10A. Recommended Sources of Financing	
<b>BUDGET FY</b>	<b>TOTAL</b> (Interest cost not included)	<b>COST ELEMENT</b>	<b>PRINCIPAL</b>
<b>SECONDARY</b>			
Program year FY 2016	\$50,000	Other	Special Revenue
Program year FY 2017	\$30,000	Other	Special Revenue
Program year FY 2018	\$0	Other	Special Revenue
Program year FY 2019	\$25,000	Other	Special Revenue
Program year FY 2020	\$0	Other	Special Revenue
Program year FY 2021	\$25,000	Other	Special Revenue
<b>TOTAL SIX YEARS</b>	<b>\$155,000</b>		Capital Reserves
After Sixth Year		10B. Source of Cost Estimate: Staff	
11. If Equipment, Number of units requested:		11A. Number of similar units in operation:	
12. Net Effects on Operating Expenditures (±)		13. Equipment Cost	
Direct Costs		Per Unit	Total
personnel:	number	\$0	\$0
	\$ amount		
purchase of service			
materials & supplies			
equipment purchases			
utilities			
other			
<i>Subtotal</i>			
Indirect Operating Costs			
fringe benefits			
General Admin Costs			
other			
<i>Subtotal</i>			
Total Operating Costs			
Debt Service (P & I)			
<b>Total Costs</b>			
		<b>Net Cost</b>	<b>\$0</b>
			<b>\$0</b>
		14. Estimated Use of Requested Equipment	
		Weeks per year (months if seasonal):	
		<i>For the weeks used, estimate:</i>	
		Average days per week:	
		Average hours per day used:	
		Estimated useful life in years:	
		15. Net Effect on Municipal Revenue (±)	
		Taxes	
		other income	
		<i>Subtotal</i>	
		gain from sale of replaced assets	
		<b>Total</b>	

Department Contact Person, Title	School Dr. Elaine Arbour, Superintendent	Date Phone Number	8/11/2014 516-6800
1. Project Title: Curriculum Replacement and Upgrade		2. Category Education	3. Priority
4. Location District Wide		5. Purpose of Project Request Add a new item to the CIP	
6. Master Plan Chapter, Section and page #28 Community Facilities		7. Project History (Previous CIP Year or connection to other projects):	
8. Description:  Planned curriculum review and upgrade per Curriculum Six Year Cycle.		9. Justification & Useful Life:  Curriculum is scheduled to updated periodically to keep up with changes/enhancements in materials available to teachers and students.  DSD plans on reviewing two academic areas per year and updating accordingly. The long range plan is that capital purchases during the first year of any curriculum change would be predominantly funded by capital reserves. Associated expenses for replacement and replenishment in subsequent years would be built into the operating budget.	
10. Cost (Years 2 – 6 use an inflationary factor of 4%)		10A. Recommended Sources of Financing	
<b>BUDGET FY</b>	<b>TOTAL</b> (Interest cost not included)	<b>COST ELEMENT</b>	<b>PRINCIPAL</b>
			<b>SECONDARY</b>
Program year FY 2016	\$167,000	Other	Operating Budget
Program year FY 2017	\$213,000	Other	Operating Budget
Program year FY 2018	\$104,000	Other	Capital Reserves
Program year FY 2019	\$50,000	Other	Capital Reserves
Program year FY 2020	\$50,000	Other	Capital Reserves
Program year FY 2021	\$50,000	Other	Capital Reserves
<b>TOTAL SIX YEARS</b>	\$634,000		Operating Budget
After Sixth Year		10B. Source of Cost Estimate: Architect	
11. If Equipment, Number of units requested:		11A. Number of similar units in operation:	
12. Net Effects on Operating Expenditures (±)		13. Equipment Cost	
Direct Costs		Per Unit	Total
personnel:	number		
	\$ amount		
purchase of service			
materials & supplies			
equipment purchases			
utilities			
other			
Indirect Operating Costs			
fringe benefits			
General Admin Costs			
other			
<i>Subtotal</i>			
Total Operating Costs			
Debt Service (P & I)			
<b>Total Costs</b>			
		Purchase Price	\$0
		Plus: Installation	_____
		Less: Trade In/Credit	_____
		<b>Net Cost</b>	<b>\$0</b>
			<b>\$0</b>
		14. Estimated Use of Requested Equipment	
		Weeks per year (months if seasonal):	10 Months
		<i>For the weeks used, estimate:</i>	
		Average days per week:	5 Days
		Average hours per day used:	7 Years
		Estimated useful life in years:	6 Years
		15. Net Effect on Municipal Revenue (±)	
		Taxes	_____
		other income	_____
		<i>Subtotal</i>	_____
		gain from sale of replaced assets	_____
		<b>Total</b>	_____

Department		School	Date	8/11/2014
Contact Person, Title		Dr. Elaine Arbour	Phone Number	516-6800
1. Project Title Garrison Elementary School Improvements		2. Category Education		3. Priority Medium
4. Location Garrison Elementary School, Garrison Road		5. Purpose of Project Request Modify a project already in the CIP		
6. Master Plan Chapter, Section and page #28 Community Facilities		7. Project History (Previous CIP Year or connection to other projects): Cite previous Garrison Elementary School projects		
8. Description: Renovation of: <ul style="list-style-type: none"> <li>• Mechanical and ventilation systems, plumbing and electrical upgrades</li> <li>• Upgrade Life Safety Systems</li> <li>• Window/door replacement</li> <li>• Cafeteria/Kitchen improvements/upgrades</li> <li>• Upgrade accessibility standards</li> <li>• Remodel and enlarge twenty-five classrooms to NH state standards</li> <li>• Stage Area</li> </ul>		9. Justification & Useful Life: The renovation project for the Garrison School had been in the CIP queue several years ago but was removed when the moratorium on state building aid was imposed.  Garrison Elementary School remains in need of renovations and improvements to correct a variety of life safety, accessibility and efficiency issues as well as to create a 21 <sup>st</sup> Century learning environment.  Key issues to be addressed include the removal of all hazardous materials within the building, improving ventilation systems, upgrading to sustainable energy solutions, replacing sliding glass doors and, in general, bringing the building up to current codes.		
10. Cost (Years 2 – 6 use an inflationary factor of 4%)			10A. Recommended Sources of Financing	
<b>BUDGET FY</b>	<b>TOTAL</b> (Interest cost not included)	<b>COST ELEMENT</b>	<b>PRINCIPAL</b>	<b>SECONDARY</b>
Program year FY 2016		Choose an item.	Choose an item.	Choose an item.
Program year FY 2017	3,300,000	Improvements to Buildings	Debt Financing	Choose an item.
Program year FY 2018	3,600,000	Improvements to Buildings	Debt Financing	Choose an item.
Program year FY 2019		Choose an item.	Choose an item.	Choose an item.
Program year FY 2020		Choose an item.	Choose an item.	Choose an item.
Program year FY 2021		Choose an item.	Choose an item.	Choose an item.
<b>TOTAL SIX YEARS</b>	<b>6,900,000</b>			
After Sixth Year		10B. Source of Cost Estimate: Staff		
11. If Equipment, Number of units requested:		11A. Number of similar units in operation:		
12. Net Effects on Operating Expenditures (±)		13. Equipment Cost		
Direct Costs		Per Unit	Total	
personnel:	number	Purchase Price		
	\$ amount	Plus: Installation		
purchase of service	\$5,582,000	Less: Trade In/Credit		
materials & supplies		<b>Net Cost</b>		
equipment purchases		14. Estimated Use of Requested Equipment		
utilities		Weeks per year (months if seasonal):	52	
other		For the weeks used, estimate:		
Subtotal	\$5,582,000	Average days per week:	5	
Indirect Operating Costs	\$248,000	Average hours per day used:	8-12	
fringe benefits		Estimated useful life in years:	5-10	
General Admin Costs	\$1,070,000	15. Net Effect on Municipal Revenue (±)		
other		Taxes		
Subtotal		other income		
Total Operating Costs		Subtotal		

*This form should be completed for each project whether it is for a new project, project modification, or cancellation of a previously approved project. The form uses drop down boxes, to minimize data entry and maximize space. Use additional sheets as necessary.*

Debt Service (P & I)		gain from sale of replaced assets	
<b>Total Costs</b>	\$6,900,000	<b>Total</b>	

1. **Project Title:** Insert title of proposed project.
2. **Category:** Pick, from the pull down menu, which category the project will be listed under. For roadway reconstruction projects that affect utilities, use the combined category.
3. **Priority** Pick, from the pull down menu, the priority of the project. A project listed in an outer year should not have a high priority. Likewise, those projects in the current year should not rank low. Emergency projects are ones which normally would begin in year 5 or 6 but are earlier for a life safety reason.
4. **Location:** Indicate the location or boundary limits of the proposed project. If a site is required but has not been selected, this should be indicated; or, if a site is tentative, provide as much accuracy as possible. A map may be attached.
5. **Purpose of Project Request Form:** Pick, from the pull down menu, if the project is new, a modification, cancellation or emergency. For equipment pick an option that indicates the need to purchase the equipment.
6. **Master Plan Chapter, Section and Page #:** Pick, from the pull down menu, the chapter of the Master Plan where the item is recommended; type in the section and page number.
7. **Project History:** If the project is currently in the CIP, indicate the previous year of project. Additionally, describe the expected relationships of this project to existing or planned facilities and services.
8. **Description:** Explain the nature of the project and indicate whether the project is to replace existing facilities, equipment or land, or is an addition involving an increase in service delivery. Also, summarize the probable impact of the project on the environment or the municipality, if applicable. The description of land acquisition and construction projects should include dimensions, overall characteristics, unusual conditions, and any other pertinent information.  
  
Include references to any supporting studies or other relevant background information regarding the project.
9. **Justification and Useful Life:** Indicate the need for the project and what it is expected to accomplish and its anticipated useful life. Describe its relationship to local, regional, state and federal policies and plans, as well as the requesting department's multi-year plans and program. Explain the selection of the time period proposed.
- 10 and 10A. **Cost and Recommended Sources of Financing:** Insert the appropriate fiscal year for the budget (1st Year) and each program year (2nd through 6th), based upon an inflationary factor of four percent (4%). Then, indicate the proposed project expenditures for each fiscal year in the six-year budget and program; and any expenditure beyond the sixth year (**After Sixth Year**). Next, use the pull down menu and identify the cost element for each year (Engineering, Acquisition etc). Next, use the pull down menus to select the recommended sources of financing. If more than one source is anticipated list both sources. Finally, indicate the source of a cost estimate.
- 11 and 11A. **Number of Units Requested/in Operation:** Indicate the total number of units to be purchased, as well as the number of units of similar equipment items in the inventory of the requesting department.
12. **Net Effects on Operating Expenditures:** Indicate the effect of the project on the operating expenditures for each category shown. Estimate the budgetary impact of each change, in dollars, if possible, otherwise indicate the change with a  $\pm$  in the project's first year. Changes in operating costs in subsequent years should also be noted if different from first-year changes.  
  
For personnel, show the estimated increase or decrease in the number of employees, and in salary or wage expenses. For purchase of services, show costs related to services received from suppliers, such as contract labor. Identify any entries for "other". Debt service costs will be computed later by the Finance Department as an annual debt service cost (principal and interest) over the project's life.
13. **Cost:** Provide cost data requested.
14. **Estimated Use of Requested Item(s):** Indicate the number of weeks per year the item is expected to be used and estimate the average usage for the specified period. Also show estimated useful life of the item based on planned usage.

15. **Net Effects on Municipal Revenue:** Indicate the effect of the project on municipal revenue in each category shown in terms of an increase or decrease ( $\pm$ ) over the first year of the project's life. If possible, estimate the amount of change in income in subsequent years if substantially different from the first year. Income changes might be due to removal of property from tax rolls; a change in its assessed valuation; a change in fees or rents collected; or other causes.



**Southeastern Regional Education Service, Inc.**

29 Commerce Drive  
Bedford, NH 03110  
Phone: 603-206-6800  
Fax: 603-434-3891  
[www.seresc.net](http://www.seresc.net)

**RICHARD LASALLE**  
Executive Director

August 7, 2014

Elaine M. Arbour, Ed.D., Superintendent  
SAU 11 Dover School District  
61 Locust Street, Suite 409  
Dover, NH 03820

RE: Technical Assistance Proposal for the Dover School District Strategic Planning Process

Dear Elaine:

On behalf of the Southeastern Regional Education Service Center (SERESC), we are pleased to submit a response to your request for a strategic planning proposal for the Dover School District. This proposal represents an opportunity for SERESC to work in partnership with the Dover School District to develop and design a systemic planning process that engages all stakeholders and that will serve as a guide for the district and its schools. Specifically the plan will identify the vision, performance goals, objectives and benchmarks, along with the policies and strategies to achieve each objective. As part of the strategic planning process, the attached proposal is presented in two phases to ensure that the plan is effectively developed, communicated and implemented; that it leads to understanding, support and action; and that it is ultimately evaluated for its effectiveness.

As demonstrated in the proposal, SERESC has a proven record of working with school districts in New Hampshire and leverages a broad array of skill and talent from experienced education consultants who specialize in strategic planning. We are enthusiastic about the potential implementation of this proposal and hope that it represents an opportunity for working with all of the stakeholders within the Dover School District.

We welcome your questions and would be pleased to clarify any aspects of the proposal. Thank you in advance for your consideration; we look forward to hearing from you.

Respectfully yours,

Dr. Richard Ayers, Ed.D.  
Education Consultant, SERESC

Jane Bergeron-Beaulieu, M.Ed  
Education Consultant, SERESC

CC: Richard LaSalle, Executive Director, SERESC

**MEMBER SCHOOL DISTRICTS**

Auburn • Bedford • Candia • Hampstead • Hooksett  
Londonderry • Merrimack • Pelham • Timberlane • Windham

# **Dover School District**

**SAU #11**

**Strategic Planning Proposal**

**August 7, 2014**

**Phase I and Phase II**

Prepared by:

Dr. Richard Ayers, Ed.D.

Jane Bergeron-Beaulieu, M.Ed.

Education Consultants, SERESC

Consultation to the District Conducted Under the Auspices of



**Southeastern Regional Education Service Center, Inc.**

29 Commerce Dr.

Bedford, NH 03110

603.206.6800

**SAU #11 Dover School District School District**  
**Strategic Planning Proposal**  
**Southeastern Regional Education Service Center (SERESC)**

**I. PROPOSAL ABSTRACT AND ORGANIZATIONAL CAPABILITIES TO DELIVER THE SERVICES**

Achieving success for all students requires a consistent, systemic approach with an understanding that system's improvement is incremental over time. For more than 30 years, the Southeastern Regional Education Service Center (SERESC) has focused upon improving learning results for all children by offering resources, strategies, research, professional development, and education consultants with the expertise in implementing practical systems of support for school improvement. Recognized through its work statewide, SERESC is known for having experts in the fields of school improvement, strategic planning, professional development and has lead numerous school districts in the development of a collaborative approach to strategic planning. The strategic planning process developed by SERESC includes representation from administration at the district level, each school in the district, the school board, parents, students and other key stakeholders from the community. The process centers on creating goals that map to the district's priorities as well as its mission and vision with the ultimate intention of improved learning results for all students within the district.

This proposal is a collaborative approach to a two-phased strategic planning process representing a sustained effort over the forthcoming school year. The first phase will require intensive development work with the district and building level administrators. Once the organization and data collection efforts are completed, a Strategic Planning Steering Committee will be formed and charged with becoming an integral part of the development work. As noted within the context of the proposal, the implementation of a Strategic Plan will require an integrated effort across the district for an 8-12 month period of time.

SERESC has a currently established and successful statewide presence in the field of education and proven ability to support NH school districts in strategic planning. Due in part to the long-standing history of program development and support, SERESC consultants have demonstrated proficiencies in and knowledge of the expanse of organizational development and best practice in strategic planning in a collaborative manner. In addition, SERESC has an established protocol for the collection and summarization of perceptual data through conducting structured interviews, focus groups and surveys and has had significant experience in conducting independent assessments of both general and special education programs throughout New Hampshire. As a nonprofit education consortium, SERESC has a solid 40 year history of working

in collaboration with school districts in a variety of key areas including, but not limited to, special education, curriculum integration, instructional proficiency, early childhood education, technology, leadership development, and professional development. Each of these key areas in the educational continuum is aligned to strategic planning and has a significant impact upon services provided to students at all levels of education. SERESC is proud to be known for promoting collaboration, the growth and development of educators, providing quality services to school systems and for encouraging innovative and collaborative practices that inspire the real work of school reform in New Hampshire.

## **II. PROPOSAL GOALS**

This proposal details SERESC's intent to work in collaboration with the Dover School District to conduct a strategic planning process that will result in a plan developed by all relevant stakeholders which will serve as a guide for the district in articulating the district's mission, vision and core values for the foreseeable future.

The primary goals of the Strategic Planning Process are threefold:

- To establish a baseline assessment of current initiatives in the educational and operational infrastructure of the district
- Develop strategic goals that reflect the current stature of the district as well as the intended advancement of the educational continuum and operational efficiencies
- To support the efforts of the Strategic Planning Committee and district administration in the implementation and monitoring of the Strategic Planning Process

## **III. DESCRIPTION OF SERVICES TO BE PROVIDED/SCOPE OF WORK**

SERESC's intent is to facilitate and lead all aspects of the strategic planning process and be responsible for partnering with the Dover School District to complete the scope of work in two phases utilizing data driven and research based approaches and methodologies. To accomplish this, SERESC proposes to complete the scope of work as defined below while maintaining ongoing communication with the Dover School District Superintendent (or designees) throughout the project and present a Phase I preliminary report no later than February 28, 2015 to the School District Administration and Phase II no later than September 2015.

### **Phase I: Developing the Plan**

The initial phase of the Strategic Planning Process will be to collect information and data on current educational and operational initiatives and assess in regard to established goals and strategic plans at the district and building level including:

- School Board, district, building level and grade level goals

- District educational planning documents such as school improvement plans, curricular initiatives, etc.
- District operational planning documents such as fiscal accountability, capital improvement planning, personnel practices, etc.
- Collaborative planning or coordinated efforts with the city of Dover
- Summaries of any existing surveys of administrators, teachers, staff, parents and community on district/building level issues
- Other short and long range planning documents

Once the data collection is complete, the documents will be synthesized by the lead consultants and used as a baseline for the refinement of the strategic planning process. This information will then be shared with the superintendent and thereafter with the school board and administrative team as the superintendent finds appropriate.

As part of Phase I of the Strategic Planning Process, a steering committee will be established to guide the process over a six to eight month period. The establishment of the Steering Committee will include the following:

- Representation of the stakeholder groups who have a vested interest in the district's current and future efforts
- Formulization of the charge to the Steering Committee to include a clear articulation of their role, the required commitment to complete the process, and the responsibility for communication of the status and implications of the process to those individuals/groups they represent
- Participation in a 4 to 6 hour training session on the Strategic Planning Process and instruments to be used in seeking input for the stakeholder groups represented
- Facilitation of a series of focused discussions with representative stakeholder groups
- Participation in a 2-3 hour Summary Session where the collective views of the stakeholder group interviews will be brought forward, synthesized and formulated into a summary that will be the basis for the primary goals and strategic objectives for the District Strategic Plan

Part of Phase I of the Strategic Planning Process will be to focus upon the development of a *draft* Strategic Plan for the district. The *draft* plan will be formulated by the district administration and representation from the Steering Committee with the support of the consultants. Careful attention will be given to the following:

- Ensuring the district's mission, vision and core values are aligned to the primary goals in the *draft* Strategic Plan
- Validating the primary objectives and establishing benchmarks for incremental achievement of the intended outcomes of the primary goals and objectives in the plan

- Consulting with and gathering feedback from all stakeholders to ensure clarity in descriptors for each of the primary goals
- Discussing with district and building administrators the implications for each of the primary goals and complementary objectives in regard to resources necessary to meet objectives and construct appropriate measures of accountability in the goal development process
- Creating a communication plan for the Strategic Planning Process to include regular updates on progress and refinement/modification to district and building level operational systems, data gathering instruments, professional development, staffing, etc.
- Establishing a decision-making matrix for modifications to district/building-level instructional or operational models
- Determining criteria for establishing building-level and/or elementary, middle and high school goals that are extensions of district primary goals but address issues specific to the individual school or level of schooling
- Acknowledging the efforts of the Dover School District administrators, teachers, staff and stakeholders in the development and implementation of the Strategic Plan

## **Phase II: Monitoring the Strategic Plan**

The district will be encouraged to endorse a commitment to monitor the adaptation of the District Strategic Plan in its first year of implementation. This is suggested to ensure the plan is moving progressively toward the intended outcomes of the planning process. This support will include the following:

- Establishing benchmarks for reporting from district and building administrators on indicators of progress in meeting the objectives for each of the primary goals in the Strategic Plan
- Creating a prototype of a District Report Card (or similar document) that presents the status of the planning process to include: resultant district-wide efforts and initiatives that address the district's primary goals; the profile of advancements in student achievement, school culture and program developments; modifications to the Strategic Plan; presentation of forthcoming initiatives/modifications in instructional or operational processes to further efforts to reach the intended outcomes of the primary goals; acknowledgement of significant achievements and efforts; explanation of the expenditures that were essential to meeting expectations in the Strategic Plan, etc.
- Establishing the protocol for modifying either the primary goals, objectives or strategies that are documented in the plan

- Ensuring all district personnel are familiar with the Strategic Plan and including orientation to the plan for all personnel new to the district, school board, community-based committees, etc.
- Establishing a process for replacing individuals on Steering Committee and schedule regular meetings (perhaps quarterly) for the Steering Committee to receive updates on the status of district/building-level efforts in meeting the primary objectives in the plan
- Presentation of a formal review document by the consultants on a quarterly basis on the strength of the Strategic Planning Process and the observable increments of progress in advancing the educational and operational objectives as formulated in the District Strategic Plan

#### **IV. PROJECT MANAGEMENT/VENDOR QUALIFICATIONS**

SERESC is uniquely positioned to present this proposal due the extensive experience of the consultants in organization development and strategic planning. SERESC brings not only a strong skill set but also a statewide and national perspective that is directly related to the priority areas and goals set forth in the proposal.

As part of the coordination and oversight of this project, SERESC proposes to work in partnership with the Dover School District in the management and implementation of all proposed activities. It will be the responsibility of SERESC to manage all aspects of the proposal including but not limited to:

- Accountability and monitoring of all aspects of the work
- Development and implementation of all necessary protocols
- Facilitation of communication between all stakeholders
- Collecting, reviewing, maintaining and summarizing of data
- Oversight and monitoring of all reporting requirements outlined in the proposal

The project will be managed by experienced education consultants at SERESC who have in-depth knowledge and experience with strategic planning, utilization and analysis of data, knowledge and background in curriculum/instruction/assessment, design of high quality professional development, as well as extensive experience in conducting independent evaluations for school districts throughout New Hampshire. The role of the lead consultants will be to oversee all proposal activities and ensure that SERESC is responsive to the priorities of Dover School District. The lead consultants will serve as the primary contacts to the school district, be responsible for ensuring that all required data is collected and ensure that the draft strategic plan is submitted. The lead consultants will maintain regular communication with the school district, oversee the work in partnership with the school district, and guarantee that all requirements of the proposal are adhered to.

In order to accomplish the work outlined in the proposal, SERESC will provide the district with a team of two lead education consultants who have the expertise and experience in assisting school districts in developing highly effective strategic plans that translate into improved learning results for all children. The lead consultants will be supported by additional education consultants as needed who have experience in specialty areas related to strategic planning. Any consultants working on the project will have a clear understanding of strategic planning, systems change, organizational development and knowledge of the Dover School District. The education consultants at SERESC have provided technical assistance to many New Hampshire schools; their collective knowledge and expertise has become crucial in supporting schools and districts who have requested strategic planning facilitation.

**Project Personnel (Resumes included in appendix):**

**Lead Consultants:**

**Dr. Richard W. Ayers**

Dick has over 35 years' experience as an educator, 25 of which were leadership positions in New Hampshire. He has held positions as a teacher of mathematics, middle & high school principal, assistant superintendent and superintendent of schools in 2 New Hampshire school districts. Upon retirement he has served as interim executive director for SERESC and consulted with several NH districts in areas of strategic planning, program development, facilities planning, leadership development and executive searches. More recently, Dick has partnered in several studies on the vitality and integration of special education programs at the school and district level. He has demonstrated expertise in all phases of planning, program development, educational specifications and finance. Dick received his Bachelor of Science degree from Norwich University and his Master's and Doctorate from the University of Colorado. He continues to teach graduate classes in educational leadership at Plymouth State University and Southern New Hampshire University. In addition Dick continues to assist in the development of leadership initiatives for NH educational leaders and conducts executive searches for district leadership positions. He resides in Sanbornton, New Hampshire.

**Jane Bergeron-Beaulieu, M.Ed**

Jane earned her Bachelor of Science degree from Keene State College with a dual major of special and elementary education and received her Master's degree in school administration and supervision from Notre Dame College. During her 25 years in education, Jane has gained practical experience as a middle school principal, special education administrator, assistant principal and special education teacher. In addition, for two years, Jane served as a special education consultant to the American School of Kuwait, where she was responsible for the development and design of special education programming, strategic planning and hiring and

supervision of staff. As an education consultant at SERESC, Jane’s work centers around school improvement, systems change, strategic planning, leadership, special education and research based strategies for improving student performance. Jane has had extensive training in coaching and mentoring, serves as a facilitator for several statewide initiatives and is currently an adjunct faculty member at Plymouth State University and Southern New Hampshire University. She is a resident of Litchfield, NH.

**V. PROPOSED TIMELINE**

The following is a list of major steps that will be completed for the project and an estimated date of completion. As requested, the proposal is divided into 2 phases. The following is a proposed timeline that would proceed from the notification of approval by the Dover School District.

**Process Steps**

<b>Phase I*</b>	<b>Date of Completion</b>
(a) Receive authorization to proceed	August 30
(b) Data collection process begins	September 15
• Meet with central office staff leaders	September 30
• Define and secure data for, Phase I	September 30
• Informal visitations to schools	September 30
(c) Establish and meet with Steering Committee	October 30
(d) Gather stakeholder perceptions	December 30
(e) Synthesize data and draft primary goals	Feb 1
(f) Phase I preliminary report	February 28
(g) Develop Communication Plan	March
(h) Determine criteria for establishing building-level goals aligned to strategic plan	April 30
(i) Complete draft of the Strategic Plan by Steering Committee	May
(j) Acknowledge efforts of Dover School in drafting of Strategic Plan	June

\*Lead consultants will meet with the Dover School District Administration upon reasonable requests to provide study progress and provide feedback

<b>Phase II Monitoring of the Plan</b>	<b>Date of Completion</b>
a) Establish benchmarks for reporting from district and building administrators	TBD
b) Create a prototype of a District Report Card (or similar document) that presents the status of the planning process	TBD

- c) Establish the protocol for modifying the primary goals, objectives TBD
- d) Ensure all district personnel are familiar with the Strategic Plan TBD  
and include orientation to the plan for all personnel new to the district, school board, community-based committees, etc.
- e) Establish process for replacing individuals on Steering Committee TBD  
and schedule regular meetings
- f) Presentation of a formal review document by the consultants on a TBD  
quarterly basis on the strength of the Strategic Planning Process and the observable increments of progress

**VI. COMPLETION OF STUDY**

The strategic planning process, as defined above, will commence upon notification of acceptance of the proposal. Notification, however, must be received no later than August 30, 2014 in order to keep the proposed Phase I draft work schedule.

**VII. BUDGET DETAIL**

The scope of the proposal represents a sustained effort over the initial year of the establishment and monitoring of the renewed Strategic Plan for the school district. The initial phases of the process will require the timely development of the process requiring intensive support from the consultant team that will transform to more occasional support as the efforts of the district administration and Steering Committee bring the phases of implementation forward. Although the notation on consultant time is noted in terms of days in district or independent development of the documents essential for the process, the consultants will be available for support by conference call at any time in the process at no additional cost to the district.

**Phase I**

Six (6) days in district (2) consultants – 12.0 days @ \$800	\$ 9,600.00
Two (2) days preparation, research & planning – 2.0 days @ \$800	\$ 1,600.00
Steering committee training – 1.0 day @ \$800	\$ 800.00
Travel – 400 miles @ .50/mile	\$ 200.00
<u>Clerical support</u>	<u>\$ 500.00</u>
<b>Total</b>	<b>\$ 12,700.00</b>

**Phase II**

Three (3) days in district (2) consultants – 6.0 days @ \$800	\$ 4,800.00
2.0 days planning and preparation – 2.0 days @ \$800	\$ 1,600.00
Travel – 400 miles @ .50/mile	\$ 200.00
<u>Clerical support</u>	<u>\$ 400.00</u>
<b>Total</b>	<b>\$ 7,000.00*</b>

\* Preliminary estimates based on current information that may be altered upon consultation with superintendent on scope of work and requirements for consultation

In the event that additional time or support from SERESC consultants is essential to meet the intent of the proposal, the cost will be accommodated within the cost structure as presented.

Should the consultants or the school district determine that additional hours beyond those quoted above are necessary to complete the consultation, the district and the consultants will agree to an addendum whereby additional hours will be agreed upon at the above stated rates.

#### **VIII. CONCLUDING STATEMENTS**

The strength and sustainability of the strategic planning process will be to the credit of the Dover Cooperative School District administration and school board in the completion and validity of a strategic planning process that will direct the district's advancement in the best interest of the students, families and community they represent.

#### **APPENDIX:**

Resumes: Jane Bergeron-Beaulieu, M.Ed.  
Dr. Richard W. Ayers

Sample Draft Strategic Plan: Keene School District

# Jane M. Bergeron-Beaulieu

75 Charles Bancroft Highway ♦ Litchfield NH 03052 ♦ jbergero@seresc.net  
Home (603) 598-4533 ♦ Cell (603) 494-1149

---

## Profile

---

**Motivated visionary leader** who is passionate about helping others grow to reach their fullest potential, who values intellectual growth, continued education, the opportunity to be of service, and has an affinity for working with educational communities at local, state and national levels.

**Organized and efficient educator** with proven ability for systemic thinking, collaborative goal setting, establishing nonnegotiable expectations for accountability, using data to inform decisions and successful fiscal management of budgets and statewide initiatives.

**Effective and skilled communicator** who listens and observes with empathy, has strong written and verbal presentation skills, the ability to solicit and promote partnerships, successfully work with a wide range of stakeholders from diverse backgrounds and the ability to foster healthy organizational culture.

**Flexible and versatile individual** with strong people orientation able to maintain a sense of humor and diplomacy in demanding environments, excellent team building skills, ability to inspire and motivate and easily adapt to the changing needs of organizations.

## Professional Skills

---

- ♦ Shared Leadership
- ♦ High Degree of Integrity
- ♦ Motivated and Confident
- ♦ Values Cultural Diversity
- ♦ Organized and Articulate
- ♦ Encourages Constructive Challenge

## Professional Experience

---

**2009-Present**      **Adjunct Faculty Member and Supervisor of Student Teachers**  
Plymouth State University, Southern New Hampshire University, and  
Granite State College

**1991-Present**      **Education Consultant**  
Southeastern Regional Education Service Center, Inc.(SERESC), Bedford, NH

**Leadership and oversight in developing and implementing NHDOE Special Education Program Approval and Improvement Process:**

- Establishment of strategic planning, goal setting and monitoring of the project
- Supervision and provision of support to management team of nine consultants
- Developed and maintained a strong partnership with the New Hampshire Department of Education, SAUs and Private Special Education Schools in interpreting and analyzing state and federal special education laws and regulations
- Grant writing, planning, administering of all aspects of project

- Budget development, fiscal accountability for \$750,000 annual grant
- Provide support and consultation to SAUs and NH Private Special Education Schools
- Author and developer of all NHDOE Special Education Program Approval Handbooks, and related program approval materials
- Coach and mentor to special education directors
- Provision of consultation to private and public schools in the development of alternative schools
- Maintain and oversee special education compliance data for the New Hampshire Department of Education

**Additional SERESC Consultation, facilitation and oversight to several statewide initiatives:**

- Member of SERESC Leadership Team: Co-Facilitator of Mission/Vision Development
- School Improvement Grant (SIG) Coordination, Leadership Coach and Restructuring Coordinator, Farmington School District
- Program Evaluations, Strategic Planning, Leadership Training, Retreat Facilitator
- Charter School Evaluations
- Director, DHHS Standardization Project
- Director, SERESC Lab School
- Co-Director SERESC Project RISE
- SINI/DINI Facilitator
- Director, NHDOE Education Surrogate Parent Program
- Best Schools Initiative Facilitator

**1991-2007**

**Education Consultant to Child Health Services (CHS), Manchester NH**

Provided support, consultation to pediatricians, social workers, families related to education issues. Acted as liaison to Manchester School District and CHS, providing consultation to staff and administration, student and classroom observations, acted as a resource to the schools and CHS

**1985-1991**

**Principal/Assistant Principal/Special Education Coordinator**

Frisbee Middle School, Kittery, Maine; Jaffrey-Rindge Middle School, ConVal School District, NH, Henry W. Moore Elementary School, Candia, NH

Instructional leader responsible for developing, implementation and oversight of curriculum, instruction and assessment, supervision and evaluation of all staff, budget development, oversight of all aspects of special education, established and maintained positive school and community relations

**1983-1985**

**American School of Kuwait, Kuwait,**

Special Education Consultant, responsible for design of special education programming, budget development, recruitment of staff, professional development, consultation to staff and administration as well as direct instruction to students with disabilities.

**1979-1983**

**Henry W. Moore Elementary School, Candia, NH**

Resource Room Specialist/Special Education Coordinator

**Presentations**

---

Attorney General's Conference on Child Abuse and Neglect  
New England League of Middle Schools

New Hampshire Association of School Administrators  
New Hampshire Special Education Administrators Association  
New Hampshire Peer Assisted Leadership Program, Trainer

## **Education**

---

### **Notre Dame College, 1986**

M.Ed. School Administration and Supervision

### **Keene State College, 1979**

B.S. Special Education and Elementary Education; Minor in English

**Certifications:** Principal K-12, Special Education Administrator, Elementary Education K-8, and General Special Education, K-12

## **Professional Affiliations**

---

New Hampshire Staff Development Council, Past President and Board of Directors  
Learning Forward (formerly National Staff Development Council)  
New Hampshire School Administrators' Association  
New Hampshire Association of Special Education Administrators  
Phi Delta Kappa  
Association of Supervision and Curriculum and Development

## **Recognition and Honors**

---

New Hampshire School Building Authority, appointed by Governors Shaheen, Benson and Lynch  
Offered position as Education Advisor to Governor Shaheen  
Recognition Award: Dedication to Child Health Services

## **Public Service**

---

Litchfield Historical Society  
Litchfield Women's Club, Past President  
Waterville Valley Athletic and Improvement Association, Secretary, Board of Directors  
Tyler Spring Townhouse Association, Waterville Valley, Board of Directors, Past President  
Margret A. Rey Arts and Science Center, Waterville Valley, Member  
Waterville Valley Adaptive Ski Program, Sponsor

**Richard W. Ayers**  
**117 Hunkins Pond Road**  
**Sanbornton, NH 03269**  
**(603)286-3575 home**  
**(603) 387-1334 cell**  
email: [rayers@seresc.net](mailto:rayers@seresc.net)

## **Professional Experience**

### **Administration**

Educational Leadership Consultant, (Present)

Acting Director SERESC, (2010 to 2012)

Educational Consultant @ SERESC, (2006-2010)

Superintendent of Schools, SAU #60, Hopkinton School District, Contoocook, NH.  
(1997 – 2006)

Superintendent of Schools, SAU #30, (Gilford, Gilmanton, Laconia School Districts),  
Laconia, NH. (1993 – 1997)

Assistant Superintendent, SAU #30 (Gilford, Gilmanton, Laconia School Districts),  
Laconia, NH. (1991-1993)

Principal, Gilford Middle-High School, Gilford, NH. (1982-1991)

Principal, Clear Creek Secondary and Middle Schools, Idaho Springs, CO. (1976-1982)

### **College/University Teaching**

Adjunct Professor, Southern New Hampshire University. Doctoral in Educational  
Leadership program- Decision-Making I, II

Adjunct Professor of Education, Plymouth State University. Philosophy and Ethics in  
Education; Contemporary Social Trends; Research Design; Seminar in  
Educational Administration; Curriculum Development

Adjunct Professor of Educational Administration, University of New Hampshire.  
Educational Structure and Change; Seminar in School Administration.

Adjunct Professor, Franklin Pierce/Plymouth State University, Doctoral of Arts Program,  
Organizational Culture

## **Education**

Doctor of Education, University of Colorado at Boulder

Dissertation: "Perceptions of the Future Roles of Public School Administrators. . .  
A Delphi Study"

Master of Science in Educational Administration, University of Colorado at Boulder

Bachelor of Science in Math Education, Norwich University, Northfield, VT

## **Professional Affiliations (partial listing)**

### **Current**

New Hampshire Council for the Arts, Appointed by Governor Lynch, Governor Hassan

New Hampshire Pre-Engineering Technology Curriculum and Advisory Council, Appointed  
by Governor Lynch

New Hampshire School Administrators Association, Professional Development Coordinator

Southeast Regional Educational Services Center (SERESC), Consultant, Educational  
Leadership, Special Education and Systems Improvement

Phi Delta Kappa

### **Past**

New Hampshire Public Television, Advisory Board for Education

Governor's Advisory Board, Best Schools Initiative

NH Project Lead The Way Advisory Board

Board of Overseers, The Regional Laboratory for Educational Improvement of the  
Northeast & Islands, Inc. Executive Board, Chair

New Hampshire Technical College, Laconia. President's Advisory Board

New Hampshire Association of School Principals: Professional Development Committee,  
Chair; Executive Board

Fellow, NH Academy for Teaching Character and Citizenship

2013-14

SAU 29

SAU 29 Administration

SAU SCHOOL ADMINISTRATIVE UNIT 29  
29 Chesterfield, Harrisville, Keene, Marlborough, Marlow, Nelson & Westmoreland

# [2013 – 14 SAU29 STRATEGIC PLAN] (ABRIDGED)

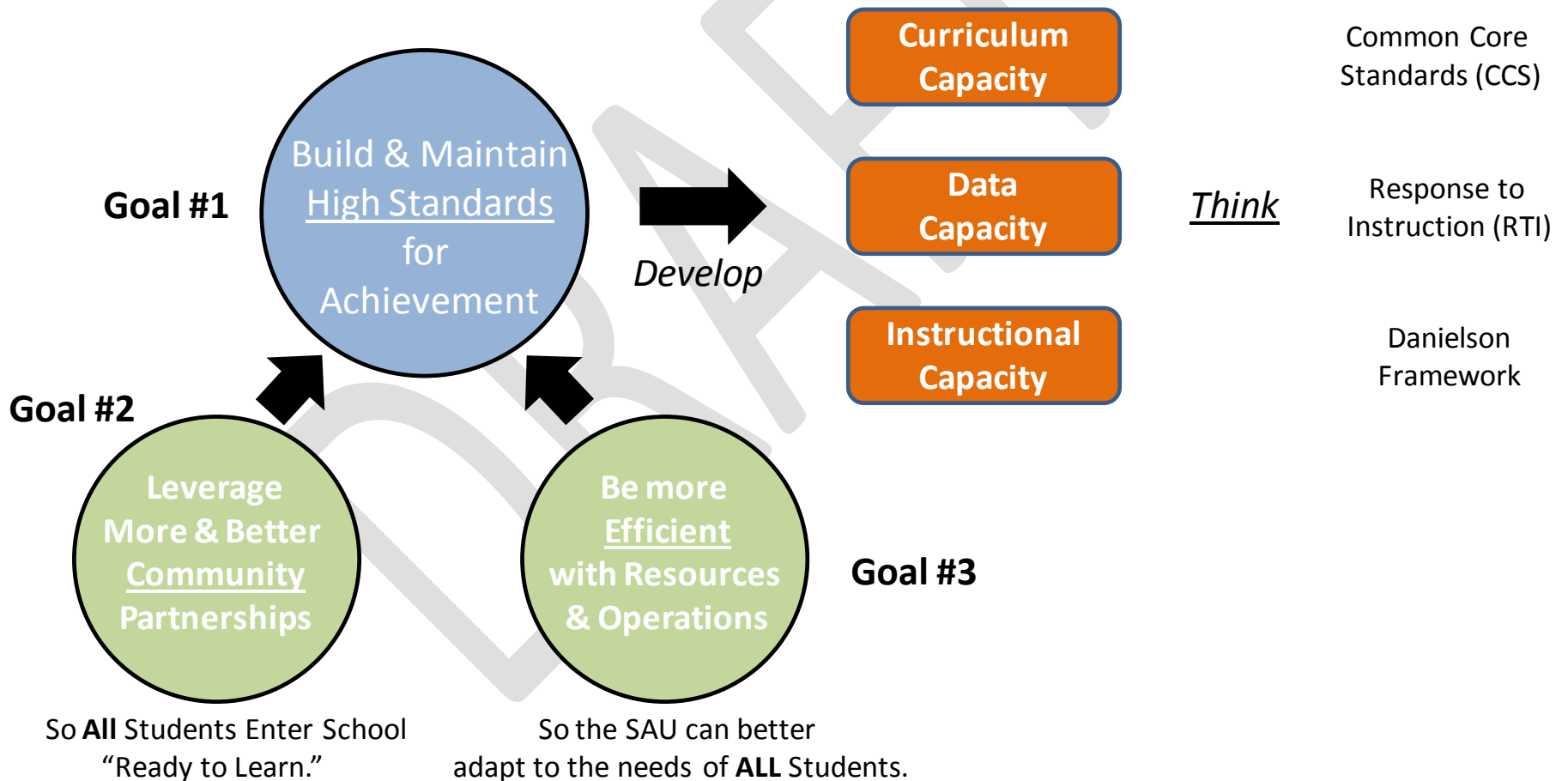
Contained on the following pages are the abridged version of the Strategic Plan for SAU 29

# 2013-14 SAU 29 Strategic Plan

## Overview

This plan maps out how we use our TIME & PEOPLE POWER in a *Coherent & Cohesive* manner to focus on our **STUDENTS** highest needs.

All our students need the SAU 29 to . . .



## SAU 29 2013 – 14 Strategic Plan

**Goal # 1:** Establish and sustain high standards for student achievement for all SAU 29 students.

**Strategic Objective – Curriculum Capacity-** Implement a well-established and understood Common Core State Standards aligned curriculum for all K to12 students throughout the 2013-14 school year. **(Specific, Measurable, Attainable, Relevant, Timely & Measures of Evaluation)**

What is Happening?	Why it is happening?	Outcomes by June of 2014	Connection to Professional Development
<b>Observe:</b> Consistent visits to classrooms throughout the year to better understand levels of implementing of CCSS throughout SAU 29.	We need to understand the alignment to CCSS currently and plan to strengthen it through professional development.	The district, school, and classroom observations will inform the professional development plan during school year and for 2014-15.	SAU wide principal meetings will be time to adapt CCSS PD during early release & workshop days.
<b>Revise:</b> ELA & Math teams revise their frameworks and provide further guidance on CCSS integration in all other subjects.	Revisions to the K – 12 frameworks will better support alignment in the future.	ELA & Math Teams produce updated ELA & Math Frameworks for 2014-15 and an CCSS Integration Framework for other subjects.	Feedback gathered at principal meetings, early release and workshop days to give guidance to revisions made by ELA & Math Teams.
<b>Share:</b> Successful and promising practices are shared digitally and made available to entire SAU 29 for use in their own classroom.	Great ideas should be spread and adopted to help speed and strengthen CCSS implementation.	Every teacher in SAU 29 completes at least one CCSS aligned unit of study by June of 2014.	Faculty Meetings, Early Release, and Workshop Days provide time to create and collaborate on units of study.

**Strategic Objective – Data Capacity-** Establish coherent data protocols & inquiry cycles on the classroom, school, district, and SAU level to improve instruction and learning during 2013 -14 school year. **(Specific, Measurable, Attainable, Relevant, Timely & Measures of Evaluation)**

What is Happening?	Why it is happening?	Outcomes by June of 2014	Connection to Professional Development
<b>Identify -</b> All students are assessed to group them in Tier 1, 2, and 3 in ELA & Math. Interventions are determined for Tier 2 and 3. All data is compiled and shared.	We need to know the current capabilities of all our students and the plan to help support all students to be successful.	Students are identified three times a year to monitor progress and inform work of teacher teams. Principals share results with Education Committee throughout the year.	Early Release, Workshop Days, and Faculty Meetings provide time to collaborate on data, complete work, and self-assess capacity to improve student learning with data.
<b>Analyze &amp; Adapt -</b> Twice a year School Data teams share out effectiveness of interventions and plans to make them more effective for students.	We need to analyze the current effectiveness of interventions and figure out how to make them more effective.	All schools will share out their experiences with RtI twice this school year with a focus on how to improve practices with data.	Early Release, Workshop Days, and Faculty Meetings provide time to collaborate on data, complete work, and self-assess capacity to improve student learning with data.
<b>Study –</b> Gather data on current school practices in terms of supporting the social and emotional needs of their students.	We need to better understand how ready schools are to implement RtI for school culture.	SAU Data Team will provide framework to implement RtI for school culture based on current capacity. Schools will map their implementation for 2014-15.	SAU Data Team will convene throughout the year to construct framework to be implemented in 2014-15 professional development.

**Strategic Objective – Instructional Capacity** - Develop, pilot, then implement a model that measures the current capacity of teachers and instructional leaders during 2013 -14 school year. **(Specific, Measurable, Attainable, Relevant, Timely & Measures of Evaluation)**

What is Happening?	Why it is happening?	Outcomes by June of 2014	Connection to Professional Development
<b>Initiate</b> - Entry Level Teachers and their supervisors will participate in the Instructional Capacity pilot. Year 1 will take place from Sept. to Feb. Year 2 will take place from Mar. to June.	We need to build an evaluation system that builds the instructional capacity and supports entry level teachers.	Year 1 teachers will have completed condensed yet full evaluation cycle. Year 2 teachers will have started cycle and complete it during 2014-15.	Schools will use Faculty Meetings to support Year 1 and Year 2 teachers as they see fit. Mentoring Program will support Year 1 teachers in the process.
<b>Revise</b> - The experiences of entry level teachers and their supervisors will inform the revisions that need to be made for the 2014-15 school year and beyond.	The Instructional Capacity Committee needs to adapt the current plan as needed to better meet the needs of the teachers in future years.	The Instructional Capacity Committee will have updates to the Entry Level Instructional Capacity System for 2014 -15.	The Instructional Capacity Committee will meet throughout the year to incorporate revisions.
<b>Create</b> – The Instructional Capacity Committee will develop an evaluation system for the professional track teachers for 2014-15.	All teachers need an evaluation system that supports their needs by 2014-15.	The Instructional Capacity Committee will develop a system for professional track teachers.	May Early Release, Faculty Meetings, and June Workshop days will inform teachers of system for 2014-15.

**Goal # 2:** Develop Community Resources to ensure all Keene Students come to school “Ready to Learn.”

**Strategic Objective – Partnerships** - Survey the current community partnerships with Keene schools then plan to deepen and recruit more expertise & resources during the 2013-14 school year. **(Specific, Measurable, Attainable, Relevant, Timely & Measures of Evaluation)**

What is Happening?	Why it is happening?	Outcomes by June of 2014	Connection to Professional Development
<b>Survey</b> - Keene Administration will compile all current partnerships supporting students outside of school.	We need to better understand the supports our students currently have outside of school.	The breadth and depth of supports for our student will be catalogued and compared against what is available in the community.	Surveying the support will be a Keene Administration and Principal exercise during the year.
<b>Convene &amp; Plan</b> – A February conference will be held to bring together all potential stakeholders to support Keene students outside of school. A multi-year plan will be developed based on strategic needs for the district.	We need to determine which partnerships are the most viable to help our students outside of school and pursue them in a strategic and timely manner.	A conference will be held in February 2014 to excite all potential partners with the district. From March to May the actual partnerships will be built into the Keene District’s multi-year strategic plan.	The conference and strategic plan are not part of the professional development plans of the district, but all stakeholders are welcome to join the process.



## LaFleur, Robin

---

**From:** Jeannie Richards <jeannierichards@comcast.net>  
**Sent:** Friday, August 01, 2014 9:16 AM  
**To:** Arbour, Elaine  
**Subject:** SP  
**Attachments:** Jean's Resume.doc

Action Teams form around each strategy that the Strategic Team develops. The number of strategies usually runs around 8 to 10. Action team leaders would be identified and there is a process and support for them and the action teams as well. They are to develop specific action plans to honor their chosen strategy as written, usually 3 to 5. Their process of development usually runs about 6 months and then all action plans that come from those action teams by consensus go back to the main Strategic Team for approval again by consensus.

The School Board is involved to review the SP Plan prior to the action teams forming and then again at the end of the process after the SP Team approves the action plans from the AP Teams. There are school board reps on the SP but not a majority because these are not published meetings.

I would work with the Action Team leaders about 3 times during the Action planning phase. The SP Team would then come back together for approximately 2 days to hear the presentations from the AP Team leaders and consensus approval..

The whole process would take about 8 to 9 days.

( Three for SP, three/four for AT and 2 more for SP.) My fee would be \$1000 per day plus expenses and I would want to stay locally during the initial three days.

You would supply some secretarial support to the SP Team during their 5 days but not constantly present.

Please feel free to talk with Superintendent Bill Landers about Alton's experience last year.

Snail mail to come.

Dr. Jeannie Richards

**ALTON SCHOOL DISTRICT**

**STRATEGIC PLAN**

**2013-2017**

## **ALTON SCHOOL DISTRICT BELIEFS**

We believe that meaningful learning and teaching happens anywhere and is lasting.

We believe that diversity provides opportunities, experiences, strengths, perspectives and understanding.

We believe that change and growth are fundamental to the quality of education.

We believe that inspiration, perseverance, and risk taking lead to learning and accomplishment.

We believe that every member of the community plays a role in education.

We believe that every individual has value and can learn.

We believe that individuals learn from their experiences at home, school and in the community.

We believe that each individual has unique potential.

We believe that the health, well-being and safety affect learning.

We believe that collaboration jointly advances learning, thinking and problem solving.

## **THE MISSION OF SAU 72**

The mission of the Alton School District as our community school is to ensure our students learn and apply the knowledge and skills essential to become critical thinkers and contributing citizens.

## **ALTON SCHOOL DISTRICT STRATEGIC OBJECTIVES**

1. Over 3 years, increase parent and community participation in school related activities to 85%.
2. 100% of students will attain their individual targeted growth.
3. By 2015, develop and begin to implement a facilities/capital improvement plan to support a safe and effective physical learning environment.

**ALTON SCHOOL DISTRICT**

**GREATEST THREATS**

1. School community relationships.
2. Economic resources.

**ALTON SCHOOL DISTRICT**

**GREATEST OPPORTUNITIES**

1. School community relationship.
2. Leadership capabilities/human resources.

## **ALTON SCHOOL DISTRICT STRATEGIES**

1. We will prioritize areas of improvement and find the financial resources required to deliver a safe and effective learning environment.
2. We will provide the sustained professional development to ensure that students attain their targeted growth.
3. We will increase instructional time.
4. We will provide time for students and teachers to collaborate on learning, planning /progress.
5. We will enhance our students' learning by involving the community in experiential learning opportunities within the school.
6. We will acquire the funds and resources necessary to achieve our mission and objectives.
7. We will develop an optimal communication system with parents and community.
8. We will provide resources for planning and developing student growth plans.
9. We will identify multiple, age-level appropriate assessments to measure student growth.

## ALTON SCHOOL DISTRICT STRATEGY ACTION PLANS

1. We will prioritize areas of improvement and find the financial resources required to deliver a safe and effective learning environment.

**Title: Facilities and Capital Improvement**

Objectives:

1. To create a safe and secure learning environment at Alton Central School.
2. To obtain additional funding sources.
3. To obtain alternative funding sources.

**Title: Student needs**

1. To identify programs to meet the needs of the social and emotional safety needs of our youngsters.

2. We will provide the sustained professional development to ensure that students attain their targeted growth.

**Title: Multiple Uses of data**

Objective:

1. To provide training for teachers to use all types of data to drive instruction on a daily basis

**Title: Target Growth**

Objective:

1. To use individual student growth targets to drive instruction

**Title: Personalized Education**

Objective:

1. To incorporate "*Customized Personalized Learning*" into the schools programs.

3. We will increase instructional time.

**Title: Instructional Time**

Objectives:

1. To analyze the school year and daily schedule to optimize efficiency and reduce gaps.
2. To increase the length of the school year
3. To provide full time kindergarten to all Alton students
4. To implement after school courses/activities that are integrated with the curriculum and standards.
5. To Implement block classes in order to maximize uninterrupted learning time

4. We will provide time for students and teachers to collaborate on learning, planning /progress.

**Title: Mentor Advisory Program**

Objectives:

1. To develop a mentor advisory program

**Title: Student Driven Conferences**

Objective:

1. To develop academic skill building through conferences

**Title: A.C.S. "WOW" Moments**

Objective:

1. To create time to share and disseminate student/teacher driven learning experiences and interests.

**Title: learn for Life**

Objective:

1. To develop a collaborative program for non-academic calendar days that incorporate the academic processes and life experiences.

5. We will enhance our students' learning by involving the community in experiential learning opportunities within the school.

**Title: Experiential Learning**

Objectives:

1. To create regular integration between school, local and global resources
2. To require each instructional unit to have an application component
3. To develop a culture of experiential learning
4. To establish flexible scheduling to incorporate experiential learning opportunities
5. To foster local and alternative and applied education opportunities

6. We will acquire the funds and resources necessary to achieve our mission and objectives.

**Title: Business Partnerships**

Objective:

1. Establish business partnerships which may involve financial, personnel and/or educational support.

**Title: Seek Out Resources:**

Objective:

1. To seek out resources through gifts and donations by marketing and publicizing school programs and needs.

**Title: After Hours Programs**

Objective:

1. To offer after hours programs for the community supported by fees and/or contributions.

**Title: Endowment Foundation**

Objective:

1. To establish an endowment foundation to support school projects.

**Title: Policy Development**

Objective:

1. To develop a policy to allow distribution from businesses and corporations and to recognize their contributions.

**Title: Grant Writing**

Objective:

1. To establish a regional grant writing collaborative.

**Title: Budget Development**

Objective:

1. To redesign the budget development process for earlier involvement of all parties.

7. We will develop an optimal communication system with parents and community.

**Title: Optimal Communication System**

Objectives:

1. To develop and implement an integrated technology communication system.
2. To promote "parent" presence/face to face daily interaction and engagement.

3. To engage community organizations in our efforts for mutual benefit.
4. To develop a marketing/PR approach (annual plan) to ensure effective two-way communication.
5. To create consistent staff expectations regarding an outbound protocol on communication.
6. To establish an open door “culture” with the community for the use of our school facility and grounds.

8. We will provide resources for planning and developing student growth plans.

**Title: Parent Involvement**

Objective:

1. To generate increased parent participation with individual student growth

**Title: Resources**

Objective:

1. To grow the community resource pool to acquire materials needed to take each growth plan to the next level.

**Title: Recruitment**

Objective:

1. To attract and retain the most highly qualified administrators, teachers and staff to aggressively pursue the very best process for planning and developing student growth plans.

9. We will identify multiple, age-level appropriate assessments to measure student growth

**Title: Assessments**

Objectives:

1. To create a bank of standardized assessments which will be implemented to assess school wide growth.
2. To develop grade level performance standard based assessments.
3. To create developmental project based alternative assessments.

## APPENDIX

### Strengths of the District:

- Low turn-over of the staff
- Community support such as the PTAS and businesses
- Dedicated, collaborative staff ✓
- Commitment to goals
- Generous spirit—in the kids –willing to help
- Creative thinkers
- Flexibility ✓✓
- Diverse, collaborative community
- Technological resources
- Caring, nurturing school environment
- School operates as a family with honor and respect
- Principal and administration ✓✓
- Consistent behavior expectations ✓
- Happy, positive school environment
- Extra-curricular opportunities and after school activities ✓✓
- Diverse teaching styles among and with-in the staff
- Creative and diverse activities for learning
- Unified arts program ✓
- Forward thinking staff
- Place of opportunity for staff and students
- Supported staff/ administration(??) are well connected to the community
- Continuing education, staff and parents

- Passionate whole school community
- Model for early childhood education✓
- Strong SPED department
- Strong Title I department
- Community passion for excellence
- Quality of the faculty and staff
- Communicative people
- Balance of experienced and new teachers
- Safe, secure school environment
- Student support services
- Rigorous curriculum
- Focus on individual student needs.✓
- Staff deal with new ideas well
- Personalized education that relates to real life for students
- Intelligent staff
- Caring parents
- Small community, small school
- Follow through by staff/administration
- Full day kindergarten
- High percent of HQT and staff training
- Dedicated to the whole child
- Parents/staff celebrate the students
- Clear vision within the school
- Top quality staff
- Food service✓
- Health department
- Outstanding community
- Business and faith based support
- Staff/parent communication
- Outstanding Strategic Plan committee
- Facilities director because of commitment and collaboration with staff
- Student focused school
- Mutual respect of the staff

## **Weaknesses of the District:**

- Facility maintenance issues; plumbing, kitchen, electrical, ventilation/air quality, educational foot print, meeting spaces, modular classrooms ✓✓
- Problem solving/critical thinking of students are low
- Less than safe physical environment (buildings and grounds) ✓✓
- Poor and few sports fields
- Overall respect and trust for and of the staff by the community
- Bus transportation schedule is tied to the high school; K-12 on the same bus
- Lack of high quality science labs
- Lack of civility between the town and school officials (governing teams) ✓✓
- Anger and volatility of parents/community/staff ↔ of opinions
- Low parent involvement/ too much parent involvement...inconsistency ✓
- Physical location of Alton...serious difficulty
- Assessment results
- Time for physical activity for movement (gym/activities) ✓
- Lack of continuity in technology equipment
- No long term capital improvement plan
- Few tools/resources for parent use
- Transitions between elementary/middle/high school i.e. disconnect with the curriculum and philosophy
- Timing of the strategic plan
- Focus on test scores and not student accomplishments
- Unused professional development funds
- Inconsistent class size and class support
- Lottery system for preschool—lack of equal opportunity
- Not endorsing the common core
- Parents/students lack of responsibility for learning
- Miscommunication, rumors and loss of chain of command in school with staff and parents
- Time in school day/year to teach everything ✓

**Strategic Plan Committee**

Terri Noyes

Steve Miller

Bill Lander

Kathy O'Blenes

Sydney Leggett

Mikel LaChapelle

Pamela Forbes

Nicole Dubreuil

Stephanie Colcord

Richard Kirby

Michael Major

Joanne White

Tonya Lambert

Kara Forsythe

Kristi Hikel

Melissa Christensen

Teri Cox

Deanna Guruge

Elaine Holt

Sheila Rapalje

Dick Wallace

**Facilitator**

Dr. Jeannie Richards

Contract Agreement – Facilitator of Strategic Planning for the Alton School District

Dr. Jean R. Richards

24 Stone Sled Lane

Bow NH 03304

603-505-2424

It is hereby agreed by and between the Superintendent and Dr. Jean R. Richards that Jeannie will serve as facilitator of the Strategic Plan Development process during the Strategic Plan Team work days of October 31, November 1 and one additional day before December 15, 2013. The parties to this agreement mutually agree as follows:

Duration and Compensation:

1. The duration of this Agreement is from October thru December of 2013.
2. The work is considered part-time, temporary and of short duration.
3. Payment for the facilitation of the initial strategic plan development of three days including preparation work for the three days and final Alton Strategic Plan document provided to the Superintendent is \$3000. ( \$1000. per day) plus expenses. Action planning facilitation will be a separate agreement.
4. Payment is based upon the submission of an invoice by Dr. Richards no later than December 30, 2013 and the completion of a W 9 tax form.
5. The location for the team planning is at the discretion of the District.
6. The school district will supply computer and peripherals to display a DVD and paper/pen supplies for participants including large print boards and markers. List of materials will be provided by Dr. Richards. Name tags will also be supplied for the participants. Room arrangement will be small work table able to hold 4 to 5 people. One small break out room will be required.

Task Requirements:

1. Dr. Richards will facilitate the Strategic Planning Team in the development of a five year Alton Strategic Plan over a full three day time span.
2. The written plan will be developed over this time period by the Strategic Planning Team.
3. The document will be submitted to the Superintendent within one week of the completion of the third planning day.
4. The district will have available during the three days word processing capability for document development with minimal part time clerical support on day two and three.
5. The Strategic Plan document will consist of:

Mission Statement

Belief Statements

Strategic Goals

Target Objectives

Strategic Parameters

Strategies

Specific action plans will not be written within the three days of writing the Strategic Plan. Action planning generally follows with the formation of action teams . Continuation of the planning process to assist in the development of specific action plans is based on continued availability of funding and district satisfaction with the initial three day Strategic Planning Team work.

The parties have caused this agreement to be executed personally as of this day, ( month/day/year)

\_\_\_\_\_.

\_\_\_\_\_

Signature Dr. Jean R. Richards

\_\_\_\_\_

Signature Superintendent

24 Stone Sled Lane Bow, New Hampshire \* Home: (603) 505-2424

**EDUCATION:**     **Plymouth State College of the University of New Hampshire**  
B.A., Summa Cum Laude, Developmental Psychology, Kappa Delta Pi Education Honor Society

**Keene State College of the University of New Hampshire**  
M.Ed., Special Education

**University of New Hampshire**  
Postgraduate study in Specialist in the Assessment of Intellectual Functioning - SAIF

**George Peabody College of Vanderbilt University**  
Ed.D. Educational Leadership in Program and Staff Development

**George Washington University**  
Post-doctoral study - Educational Leadership Academy

**Leadership New Hampshire** - Class of 1997  
**Leadership Allen** – Class of 2002

**PROFESSIONAL EXPERIENCE:**

**2013 to present**     **Superintendent of Schools SAU 77, Monroe, New Hampshire**

**2008 to 2013**       **Superintendent of Schools SAU 33, Raymond School District, New Hampshire**

**2010 to present**   **Adjunct Instructor, New England College Graduate Programs, New Hampshire**

**2003 to 2008**       **Director of Special Student Services, Osborn School District, Phoenix, Arizona**  
Major responsibilities include all special services, health, School Health Clinic, psychiatric services and 504 Coordinator. Program development and implementation of alternative education program; develop and oversee Student Intervention Teams; Program and staff development in positive behavior support and differentiated instruction. Serve on District Budget Committee, Leadership Team and Teacher Evaluation Committee. Facilitates Osborn School District Strategic Planning.

**2003 to 2008**       **Adjunct Professor, Northern Arizona University, Flagstaff, Arizona**  
**Graduate School of Education**

**2000 to 2003**       **Executive Director of Special Learner Services, Allen Independent School District, Allen, Texas**  
Major responsibilities include all special services (instructional and assessment services); program development and evaluation; staff hiring and supervision; individual student evaluation; oversee all federal and state legal requirements; DAS; 504 Compliance; budget development and management. Served on District Budget Advisory Committee. Led District in strategic planning process.

**1993-2000**         **Superintendent of Schools, Kearsarge Regional School District, New London, New Hampshire**

Chief administrator overseeing all functions of this seven-town cooperative school district. The most significant contribution to date is one of process-bringing together the many significant talents and values of the district in the delivery of continuous improvement for our learners through quality management. BEST SCHOOLS recognition and designation for State of New Hampshire.

**1998**            **Adjunct Instructor**, Educational Leadership Course, Rivier College, Nashua, New Hampshire

**1988-1993**            **Assistant Superintendent**, Salem School District, Salem, New Hampshire  
Responsible for curriculum and the instructional program design/practices Grade 1- 12; the student assessment district-wide; personnel hiring and supervision processes; professional development; grade structure; assist with collective bargaining, facilities planning, budget development/management. Led district through strategic planning process for the system and community.

**1984-1987**            **Director of and Assistant Superintendent of Student Services**, Salem School District, Salem, New Hampshire  
Major responsibilities include all student and special services; program development and evaluation; staff hiring and supervision; supervision of nursing services and guidance services; student evaluation; school entrance screening; oversee psychological, gifted and talented, at-risk, 504 and ESL programs; budget development and management.

**1982-1983**            **Instructor**, Nathaniel Hawthorne College  
*Courses taught:* Social Psychology, Women in Management

**Graduate Instructor**, Plymouth State College of the University of New Hampshire  
*Courses taught:* Diagnosis of Students with Learning Disabilities, Methods and Materials for Learning Disabilities, Organizational Leadership

**1980-1984**            **Director of Special Services**, School Administrative Unit # 18, Franklin, New Hampshire  
Major responsibilities include program planning, development and evaluation, hiring, supervising and **evaluating all itinerant specialists, co-evaluating building staff, budget development and management for all special education related accounts; development and implementation of federal grants; out-of-district placements, home education; development of gifted and talented program.**

**1976-1980**            **Assistant Professor and Director of Graduate Program**, Notre Dame College, Manchester, New Hampshire  
*Learning and Language Disabilities Graduate Program*  
*Director 1977-80* Teaching and administrative responsibility.  
*Courses taught:* The Exceptional Child, Overview of Learning Disabilities, Methods and Materials, Assessment of Children with Learning Disabilities, Research Seminar, Teaching Children with Social and Emotional Difficulties, Individualized Educational Planning, Clinical Experience Supervisor, Thesis Supervising  
*Member of:* Curriculum Committee, Faculty Evaluation Committee, Faculty Development Committee

**1973-1977**            **Learning Resource Specialist**, Bedford School District, Bedford, New Hampshire  
Duties involved both teaching and administration: in-service special education for staff, placement and IEP case manager for out-of-district special education; program development and evaluation of in-district programs; preschool screening and classroom placement of school population, SPEDIS Record Keeping.

*Member of:* Building Evaluation Team (assessment, individual educational planning and implementation within schools), Staff Development Team (chairperson), Gifted Child Study Team

**1972-1973**

**Teacher,** Manchester Association for Retarded Citizens, Moore Center  
Responsibilities included working with ten severely retarded children. This job experience involved contact with parents concerning programming and counseling, supervision of staff and curriculum development.

*Co-Author of:* Trainable Curriculum: Behavior Management Through Task Analysis

## **CIVIC and PROFESSIONAL INVOLVEMENT**

Allen Sunrise Rotary Club – President Elect 2003

New Hampshire Fire Academy Citizen of the Year Award - 1998

Dallas ARC “All Kids Can” Award 2001

Bow Rotary Club - Director 1993-95, Vice President 1995-96, President 1997-98

Board of Directors - NH Cancer Society, Rockingham West Unit, President

Board of Directors - Merrimack County, American Red Cross

Board of Directors - Swift Water Girl Scout Council

American Association of School Administrators

    Certification - Strategic Planning

    Membership Total Quality Management Network

Consultant - Strategic Planning

    Sanborn Regional School District, Hopkinton School District, Pembroke School District,

    Claremont School District, Milford School District, NHSBA, NHIAA, Allen ISD, Osborn District

N.H. Association of School Administrators

    Assessment Task Force and In-Service Committee Chairperson

    Vice President 20012-2013

Community Service Committee - Bow Mills Bank, Bow, NH, Member 1995 - 1996.

N.H. Council for Exceptional Children - President 1981-88

National Council for Exceptional Children - Board of Governors 1984

Consultant - Total Quality Management (TQM)

    Goal QPC, Methuen, Massachusetts

New London Hospital Community Health Assessment Council - 1994 and 1999

State of New Hampshire Teacher Certification Board - 1977-84

N.H. Council for Better Schools - Board of Directors

Phoenix West Rotary – President Elect 2008

Region 4 Developmental Disabilities Agency – Board of Directors

Twin City Education Consortium - Executive Board

N.H. Administrators of Special Education – Founding Member

Leadership New Hampshire faculty – Total Quality Management and Learning Organizations

Association for Supervision of Curriculum Development - ASCD

Phoenix West Rotary – Club Service Chair 2005- 2008

Arizona Department of Education - Consultant in Differentiated Instruction AHAA and Capacity Building Grants Approval

Arizona School Based Health Care Clinic Coalition

Special Education Advisory Panel to the Arizona State Board of Education – SEAP 2006-2008

Raymond Area Rotary – President 2012-2013

Southern New Hampshire University Educational Advisory Council 2009 to present

## LaFleur, Robin

---

**From:** Arbour, Elaine  
**Sent:** Thursday, August 07, 2014 11:31 AM  
**To:** LaFleur, Robin  
**Subject:** FW: Goal Setting/Organizational Alignment Options  
**Attachments:** Goal Setting\_Dover SD.PDF

Here is the outline (below in email) from Primex. The general proposal is attached and should be added to the Board packet please. Primex is at no charge for the general goal setting option.

Elaine

Elaine M. Arbour, Ed.D.  
Superintendent of Schools  
Dover School District  
McConnell Center  
61 Locust Street, Suite 409  
Dover, NH 03820-4132  
[p] (603) 516-6802  
[f] (603) 516-6809  
[e.arbour@dover.k12.nh.us](mailto:e.arbour@dover.k12.nh.us)

This electronic message and any attachments may contain information that is confidential and/or legally privileged in accordance with NH RSA 91-A and other applicable laws or regulations. It is intended only for the use of the person and/or entity identified as recipient(s) in the message. If you are not an intended recipient of this message, please notify the sender immediately and delete the material. Do not print, deliver, distribute or copy this message.

---

**From:** Carl Weber [<mailto:cweber@nhprimex.org>]  
**Sent:** Monday, July 28, 2014 1:47 PM  
**To:** Arbour, Elaine  
**Subject:** Goal Setting/Organizational Alignment Options

Elaine,

Attached are a few options for you and the Board to consider.

**Option #1 Goal Setting:** The first is a traditional goal setting/strategic planning, SWOT outline and worksheet, but there may be part of our "creating organizational alignment" that could help as well. A description appears below:

**Option #2 Creating Organizational Alignment:** This program will provide participants with insights and approaches toward achieving greater effectiveness for the organization and the people who work for it. Emphasis will be placed on identifying areas within the organization where there is conflict among individuals/groups/departments, a lack of clarity regarding the organizations systems and processes, and how a combination of the two creates a culture of uncertainty, poor performance and increased risk.

This session includes some additional pre-work:

Pre-Work: As stated in the description, this is a program that will provide participants with the framework for achieving and sustaining organizational alignment. To make the session as valuable as possible please complete the following:

1. Think about your organization and complete the questions in the attached "Organizational Triage" document. Please bring the completed document to the session and be prepared to share your information.
2. Please read and come prepared to discuss the attached white paper from Paradigm Learning entitled "Strategic Alignment." (Please note: Paradigm uses these case studies to encourage the use of their Discovery Maps® to aid in the strategic alignment process. This assignment is not an endorsement of their products, but should simply serve as a springboard for conversation.)
3. Watch the TED Talk Video by Simon Sinek titled "How great leaders inspire action." Here is the link to the video: [http://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action.html?qshb=1&utm\\_expid=166907-21&utm\\_referrer=http%3A%2F%2Fwww.ted.com%2Fsearch%3Fcat%3Dss\\_all%26q%3Dleadership%2Bwhy](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html?qshb=1&utm_expid=166907-21&utm_referrer=http%3A%2F%2Fwww.ted.com%2Fsearch%3Fcat%3Dss_all%26q%3Dleadership%2Bwhy)

Either way, we typically have the participants (you and the board members) complete the questionnaire (depending on the option selected) about a week ahead of time that helps us see patterns or issues before the session.

There is no cost to our members for this training, and we typically see these lasting about 3 hours or so depending on the issues and the needs. After the goal setting session, we type up a report and provide that to the member.

Please let me know if you have any questions or if you want to proceed with our assistance. I am available to discuss both options with you as well.

Carl

**Carl Weber, Director of Member Services  
NH Public Risk Management Exchange (Primex<sup>3</sup>)**

Bow Brook Place  
46 Donovan Street  
Concord, NH 03301-2624  
T: (603) 225-2841 Ext. 129  
T: (800) 698-2364 NH Toll Free  
F: (603) 228-0650  
[cweber@nhprimex.org](mailto:cweber@nhprimex.org)  
<http://www.nhprimex.org>

***Trust. Excellence. Service.***

 Think before you print.

*This communication may contain information that is privileged and/or confidential. It is intended only for the person(s) named above. If you are neither the intended recipient nor an agent or employee responsible for delivering the document to the intended recipient, you may not read, disseminate, copy or distribute this information. If you receive this communication in error, please notify us immediately*

Center for  
**Public Sector**  
A d v a n c e m e n t

**Goal Setting**  
**Dover School District**  
**Goal Setting Facilitated Session Scope of Service**

**Purpose and Intended Results**

The purpose of this session is to establish goals that will become the foundation of the School Board for the next few years and beyond. The intended result is a cohesive vision for the Dover School District to assist in creating an overall strategy to reach that vision.

**Vision of the Dover School District**

3 - 5 Year Goal

The vision for the Dover School District will focus on determining the aspirations and a clear vision for where the School is headed in the next three to five years. By creating a vision for the Dover School District and how the School will accomplish the vision, through specific goals. This session will identify specific goals to accomplish the vision. This will also include ranking of goals and refine them, and help reach consensus on the most important goals, as well as identify initial action steps necessary to accomplish the goals.

**Specific Goals and Work Plan**

This component will result in the identification of the primary goals which the School Board will be responsible to achieve over the next 3-5 years. These goals will be supported by specific “deliverables” steps or tasks, responsibilities, and a timeline for achieving those deliverables.

**Strengths, Weakness, Opportunities and Threats (SWOT) Analysis**

This structured planning process is used to evaluate the **Strengths, Weaknesses, Opportunities, and Threats (SWOT)** facing the organization. The process helps identify the internal attributes of the School in the context of the external environment. This step will assist the Dover School District later on as it sets and aligns its goals and objectives towards a larger vision. The SWOT Analysis provides the foundation to help the member maximize its strengths to pursue opportunities, while minimizing threats by addressing, or at least understanding, its weaknesses.

**Facilitator and Assistance**

Carl Weber, Director of Member Services, Primex<sup>3</sup>

## Strengths, Weakness, Opportunities, and Threats (SWOT) Analysis

This structured planning process is used to evaluate the **Strengths, Weaknesses, Opportunities, and Threats (SWOT)** facing the organization. The process helps identify the internal attributes of the Dover School District in the context of the external environment. This step will assist the School later on as it sets and aligns its goals and objectives towards a larger vision. The SWOT Analysis provides the foundation to help the School maximize its strengths to pursue opportunities, while minimizing threats by addressing, or at least understanding, its weaknesses.

- **Strengths:** Characteristics of the Dover School District that give it an advantage over others
- **Weaknesses:** Characteristics that place the Dover School District at a disadvantage relative to others
- **Opportunities:** Elements that the Dover School District could exploit to its advantage
- **Threats:** Elements in the environment that could cause trouble for the Dover School District



Name: \_\_\_\_\_

Title: \_\_\_\_\_

Thinking about your organization, what are the . . .

**Strengths:**

---

---

---

---

---

**Weaknesses:**

---

---

---

---

---

**Opportunities:**

---

---

---

---

---

**Threats:**

---

---

---

---

---

Briefly describe your "Vision" for the Dover School District in five years. How does it differ from its current state? What is the same or retained?

---

---

---

---

---

List five (5) goals that are essential to transform the "Vision" into a reality.

---

---

---

---

---

Looking out over the next twelve (12) months, what is the most pressing issue(s) the School Board must address?

---

---

---

What issues facing the Dover School District would you like to discuss at this Session to develop an Action Plan?

---

---

---

Describe the characteristics of an effective School Board.

---

---

---

Describe what the School Board needs to do to be more effective.

---

---

---

---

---

**MEMORANDUM  
FROM THE  
SUPERINTENDENT OF SCHOOLS**

---

---

**TO:** School Board

**FROM:** Elaine M. Arbour

**SUBJECT:** Superintendent Evaluation Requirement

**DATE:** 8/11/2014

---

The language below outlines the requirements for the evaluation process for the Superintendent of Schools:

**Performance Evaluation:** The SAU will provide the Superintendent with at least one written evaluation each year of the Superintendent's performance. The Superintendent and the School Board Chair, or designee, will meet annually to establish mutually agreed upon performance goals. Goals will be approved by the full School Board no earlier April 1st no later than September 1<sup>st</sup>. If the School Board does not provide a written evaluation, it is assumed that performance is satisfactory. The evaluation will be performed and written prior to May 15<sup>th</sup> of each year after the first year of this contract.



## (FY16) BUDGET PREPARATION ADOPTION SCHEDULE

DATE	DESCRIPTION
<b>2014</b> - August 11	School Board to approve the FY 16 Budget Preparation Adoption Schedule
September 8	School Board Budget Assumptions
September 9	Instructions provided to Administrators
October 9	Deadline for administrators to submit proposed budget data in IVEe to Central Office
October 10-17	SAU staff to work on remaining budget documents
October 24	Business Administrator to provide budget to Superintendent
October 27-31	Review budget documents with Business Administrator
November 1-21	Superintendent to review budget(s) with Administration
December 8	Superintendent to present Proposed Budget to School Board
<b>2015</b> - January 12	School Board Meeting
January 15	CPI to be released based upon a 12-month average
January 26	Budget Workshop
February 9	School Board Meeting
March 2	School Board Budget Workshop
March 9	School Board Meeting to Adopt Budget (no later than)
March 15	School Budget due to City Manager

APPROVED:

ELAINE M. ARBOUR, Ed.D.  
Superintendent of Schools  
[e.arbour@dover.k12.nh.us](mailto:e.arbour@dover.k12.nh.us)

KAREN M. TAYLOR  
Business Administrator  
[k.m.taylor@dover.k12.nh.us](mailto:k.m.taylor@dover.k12.nh.us)



CHRISTINE BOSTON  
Director of Pupil Personnel Services  
[c.boston@dover.k12.nh.us](mailto:c.boston@dover.k12.nh.us)

PAULA GLYNN  
Director of Curriculum, Instruction and  
Assessment  
[p.glynn@dover.k12.nh.us](mailto:p.glynn@dover.k12.nh.us)

## THE DOVER SCHOOL DISTRICT

SCHOOL ADMINISTRATIVE UNIT #11  
McCONNELL CENTER  
61 LOCUST STREET SUITE 409  
DOVER, NEW HAMPSHIRE 03820-4132  
TEL (603) 516-6800  
FAX (603) 516-6809

---

TO: Dover School Board  
FR: Elaine M. Arbour, Ed.D., Superintendent of Schools  
RE: Donation Approval  
DATE: August 11, 2014

Maple Suites Retirement Community is hosting a Back to School Drive by their residents, in conjunction with Profile Bank of Rochester, to benefit the students of all three Dover Elementary Schools. We are hoping to continue to pursue opportunities to collaborate with Maple Suites residents throughout the school year at assemblies, concerts, and other school events as a way to bring different parts of the Dover community together. Both Maple Suites and the Dover Elementary Schools are excited about this partnership.

A Rochester bank is supporting Dover schools because the daughter of one of the Maple Suites' residents works there and her children used to go to Horne Street.

I would like to respectfully request your acceptance of the donation noted above. I am bringing this to the Board prior to knowing the amount of the donation in order to allow us to accept and distribute the school supplies prior to school opening, regardless of the monetary value of the gift. School Board policy KCD requires that gifts of \$500 or more must be approved by the School Board. Thank you for your consideration.

City of Dover, New Hampshire

\*ML - Monthly Condition of Accounts (Obj & Func)

From Date: 7/1/2014

To Date: 7/31/2014

Fiscal Year: 2014-2015

Subtotal by Collapse Mask

Include pre encumbrance

Print accounts with zero balance

Filter Encumbrance Detail by Date Range

Account Number	Description	GL Budget	Range To Date	YTD	Balance	Encumbrance	Budget Balance	% Bud
1000.2.000.00000.4220.00000.00.000.000.000	FICA	\$0.00	\$48.54	\$48.54	(\$48.54)	\$282.39	(\$330.93)	0.00%
1000.2.000.00000.4230.00000.00.000.000.000	Retirement	\$0.00	\$0.00	\$0.00	\$0.00	\$449.23	(\$449.23)	0.00%
	Func: UNDESIGNATED - 00000	\$0.00	\$48.54	\$48.54	(\$48.54)	\$731.62	(\$780.16)	0.00%
1000.2.000.01100.4100.00000.00.000.000.000	Personal Svcs - Wages	\$632,827.00	\$0.00	\$0.00	\$632,827.00	\$0.00	\$632,827.00	100.00%
1000.2.000.01100.4101.00000.00.000.000.000	Contingency For Track Changes	\$20,000.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$20,000.00	100.00%
1000.2.000.01100.4102.00000.00.000.000.000	Budget Development - Wages	(\$600.00)	\$0.00	\$0.00	(\$600.00)	\$0.00	(\$600.00)	100.00%
1000.2.000.01100.4110.00000.00.000.000.000	Regular Salaried Employees	\$11,323,423.00	\$346.05	\$346.05	\$11,323,076.95	\$11,216,711.39	\$106,365.56	0.94%
1000.2.000.01100.4111.00000.00.000.000.000	Benefit Reimbursment	\$15,900.00	\$0.00	\$0.00	\$15,900.00	\$14,100.00	\$1,800.00	11.32%
1000.2.000.01100.4160.00000.00.000.000.000	Severance Pay	\$100,000.00	\$0.00	\$0.00	\$100,000.00	\$0.00	\$100,000.00	100.00%
1000.2.000.01100.4170.00000.00.000.000.000	Longevity Pay	\$63,058.00	\$0.00	\$0.00	\$63,058.00	\$61,810.37	\$1,247.63	1.98%
1000.2.000.01100.4211.00000.00.000.000.000	Health Insurance	\$3,099,028.00	\$110.26	\$110.26	\$3,098,917.74	\$2,745,057.97	\$353,859.77	11.42%
1000.2.000.01100.4212.00000.00.000.000.000	Dental Insurance	\$134,512.00	\$3.72	\$3.72	\$134,508.28	\$119,472.05	\$15,036.23	11.18%
1000.2.000.01100.4213.00000.00.000.000.000	Life Insurance	\$16,044.00	\$0.00	\$0.00	\$16,044.00	\$0.00	\$16,044.00	100.00%
1000.2.000.01100.4214.00000.00.000.000.000	Disability Insurance	\$22,561.00	\$0.00	\$0.00	\$22,561.00	\$0.00	\$22,561.00	100.00%
1000.2.000.01100.4220.00000.00.000.000.000	FICA	\$879,761.00	\$64,088.23	\$64,088.23	\$815,672.77	\$882,528.76	(\$66,855.99)	-7.60%
1000.2.000.01100.4230.00000.00.000.000.000	Retirement	\$1,505,262.00	\$49.00	\$49.00	\$1,505,213.00	\$1,491,208.03	\$14,004.97	0.93%
1000.2.000.01100.4341.00000.00.000.000.000	Technical Services	\$1,500.00	\$0.00	\$0.00	\$1,500.00	\$0.00	\$1,500.00	100.00%
1000.2.000.01100.4433.00000.00.000.000.000	Maint Chrgs - Equipment	\$13,050.00	\$0.00	\$0.00	\$13,050.00	\$894.80	\$12,155.20	93.14%
1000.2.000.01100.4562.00000.00.000.000.000	Tuition to Other LEA's out of	\$6,600.00	\$0.00	\$0.00	\$6,600.00	\$0.00	\$6,600.00	100.00%
1000.2.000.01100.4580.00000.00.000.000.000	Travel Expense	\$600.00	\$0.00	\$0.00	\$600.00	\$0.00	\$600.00	100.00%
1000.2.000.01100.4590.00000.00.000.000.000	MISCELLANEOUS PURCHASED SERVI	\$1,000.00	\$0.00	\$0.00	\$1,000.00	\$0.00	\$1,000.00	100.00%
1000.2.000.01100.4611.00000.00.000.000.000	Office Supplies	\$246,502.00	\$1,989.55	\$1,989.55	\$244,512.45	\$105,706.07	\$138,806.38	56.31%
1000.2.000.01100.4640.00000.00.000.000.000	Books/Publications	\$103,892.00	(\$438.18)	(\$438.18)	\$104,330.18	\$36,786.69	\$67,543.49	65.01%
1000.2.000.01100.4644.00000.00.000.000.000	MAGAZINES	\$330.00	\$0.00	\$0.00	\$330.00	\$0.00	\$330.00	100.00%
1000.2.000.01100.4731.00000.00.000.000.000	NEW/ADDL EQUIP	\$6,000.00	\$0.00	\$0.00	\$6,000.00	\$0.00	\$6,000.00	100.00%
1000.2.000.01100.4733.00000.00.000.000.000	NEW/ADDL FURNITURE	\$5,300.00	\$0.00	\$0.00	\$5,300.00	\$5,267.00	\$33.00	0.62%
1000.2.000.01100.4734.00000.00.000.000.000	NEW/ADDL TECH. EQUIP.	\$32,000.00	\$0.00	\$0.00	\$32,000.00	\$10,939.75	\$21,060.25	65.81%
1000.2.000.01100.4735.00000.00.000.000.000	REPLACE EQUIPMENT	\$2,300.00	\$0.00	\$0.00	\$2,300.00	\$0.00	\$2,300.00	100.00%
1000.2.000.01100.4737.00000.00.000.000.000	REPLACE FURNITURE	\$500.00	\$0.00	\$0.00	\$500.00	\$0.00	\$500.00	100.00%
	Func: REGULAR EDUCATION PROGRAMS - 01100	\$18,231,350.00	\$66,148.63	\$66,148.63	\$18,165,201.37	\$16,690,482.88	\$1,474,718.49	8.09%
1000.2.000.01101.4110.00000.00.000.000.000	Regular Salaried Employees	\$962,110.00	\$0.00	\$0.00	\$962,110.00	\$937,773.90	\$24,336.10	2.53%
1000.2.000.01101.4170.00000.00.000.000.000	Longevity Pay	\$5,504.00	\$0.00	\$0.00	\$5,504.00	\$4,182.00	\$1,322.00	24.02%
1000.2.000.01101.4211.00000.00.000.000.000	Health Insurance	\$210,189.00	\$0.00	\$0.00	\$210,189.00	\$207,908.19	\$2,280.81	1.09%
1000.2.000.01101.4212.00000.00.000.000.000	Dental Insurance	\$9,334.00	\$0.00	\$0.00	\$9,334.00	\$7,676.20	\$1,657.80	17.76%
1000.2.000.01101.4213.00000.00.000.000.000	Life Insurance	\$1,836.00	\$0.00	\$0.00	\$1,836.00	\$0.00	\$1,836.00	100.00%
1000.2.000.01101.4214.00000.00.000.000.000	Disability Insurance	\$1,890.00	\$0.00	\$0.00	\$1,890.00	\$0.00	\$1,890.00	100.00%
1000.2.000.01101.4220.00000.00.000.000.000	FICA	\$73,615.00	\$0.00	\$0.00	\$73,615.00	\$68,587.33	\$5,027.67	6.83%
1000.2.000.01101.4230.00000.00.000.000.000	Retirement	\$99,890.00	\$0.00	\$0.00	\$99,890.00	\$99,541.48	\$348.52	0.35%
	Func: REGULAR ED. KINDERGARTEN - 01101	\$1,364,368.00	\$0.00	\$0.00	\$1,364,368.00	\$1,325,669.10	\$38,698.90	2.84%
1000.2.000.01210.4110.00000.00.000.000.000	Regular Salaried Employees	\$3,458,854.00	\$22,880.51	\$22,880.51	\$3,435,973.49	\$3,287,575.45	\$148,398.04	4.29%
1000.2.000.01210.4111.00000.00.000.000.000	Benefit Reimbursment	\$5,474.00	\$0.00	\$0.00	\$5,474.00	\$3,000.00	\$2,474.00	45.20%
1000.2.000.01210.4170.00000.00.000.000.000	Longevity Pay	\$16,599.00	\$700.00	\$700.00	\$15,899.00	\$18,883.80	(\$2,984.80)	-17.98%
1000.2.000.01210.4211.00000.00.000.000.000	Health Insurance	\$563,948.00	\$1,733.82	\$1,733.82	\$562,214.18	\$486,303.76	\$75,910.42	13.46%
1000.2.000.01210.4212.00000.00.000.000.000	Dental Insurance	\$23,425.00	\$168.38	\$168.38	\$23,256.62	\$21,079.43	\$2,177.19	9.29%
1000.2.000.01210.4213.00000.00.000.000.000	Life Insurance	\$8,560.00	\$0.00	\$0.00	\$8,560.00	\$0.00	\$8,560.00	100.00%
1000.2.000.01210.4214.00000.00.000.000.000	Disability Insurance	\$6,669.00	\$0.00	\$0.00	\$6,669.00	\$0.00	\$6,669.00	100.00%
1000.2.000.01210.4220.00000.00.000.000.000	FICA	\$276,744.00	\$1,775.99	\$1,775.99	\$274,968.01	\$235,463.88	\$39,504.13	14.27%
1000.2.000.01210.4230.00000.00.000.000.000	Retirement	\$230,069.00	\$2,269.23	\$2,269.23	\$227,799.77	\$225,601.91	\$2,197.86	0.96%
1000.2.000.01210.4322.00000.00.000.000.000	PROF SERVICES INSTRUCTIONAL	\$4,500.00	\$0.00	\$0.00	\$4,500.00	\$0.00	\$4,500.00	100.00%

City of Dover, New Hampshire

\*ML - Monthly Condition of Accounts (Obj & Func)

From Date: 7/1/2014

To Date: 7/31/2014

Fiscal Year: 2014-2015

Subtotal by Collapse Mask

Include pre encumbrance

Print accounts with zero balance

Filter Encumbrance Detail by Date Range

Account Number	Description	GL Budget	Range To Date	YTD	Balance	Encumbrance	Budget Balance	% Bud
1000.2.000.01210.4323.00000.00.000.000.000	PROFESSIONAL SERVICES PUPIL	\$14,200.00	\$0.00	\$0.00	\$14,200.00	\$5,000.00	\$9,200.00	64.79%
1000.2.000.01210.4409.00000.00.000.000.000	PHOTOCOPIER MAINTENANCE	\$4,010.00	\$0.00	\$0.00	\$4,010.00	\$2,050.00	\$1,960.00	48.88%
1000.2.000.01210.4433.00000.00.000.000.000	Maint Chrgs - Equipment	\$3,700.00	\$0.00	\$0.00	\$3,700.00	\$0.00	\$3,700.00	100.00%
1000.2.000.01210.4531.00000.00.000.000.000	Telecommunications	\$2,700.00	\$0.00	\$0.00	\$2,700.00	\$0.00	\$2,700.00	100.00%
1000.2.000.01210.4534.00000.00.000.000.000	Postage	\$2,629.00	\$0.00	\$0.00	\$2,629.00	\$0.00	\$2,629.00	100.00%
1000.2.000.01210.4540.00000.00.000.000.000	Advertising	\$250.00	\$0.00	\$0.00	\$250.00	\$0.00	\$250.00	100.00%
1000.2.000.01210.4563.00000.00.000.000.000	Tuition-Private	\$1,394,450.00	\$0.00	\$0.00	\$1,394,450.00	\$858,616.72	\$535,833.28	38.43%
1000.2.000.01210.4580.00000.00.000.000.000	Travel Expense	\$6,716.00	\$0.00	\$0.00	\$6,716.00	\$0.00	\$6,716.00	100.00%
1000.2.000.01210.4611.00000.00.000.000.000	Office Supplies	\$20,169.15	\$209.28	\$209.28	\$19,959.87	\$3,501.59	\$16,458.28	81.60%
1000.2.000.01210.4640.00000.00.000.000.000	Books/Publications	\$3,645.85	\$0.00	\$0.00	\$3,645.85	\$3,645.85	\$0.00	0.00%
1000.2.000.01210.4731.00000.00.000.000.000	NEW/ADDL EQUIP	\$13,547.00	\$0.00	\$0.00	\$13,547.00	\$2,466.78	\$11,080.22	81.79%
1000.2.000.01210.4734.00000.00.000.000.000	NEW/ADDL TECH. EQUIP.	\$7,585.00	\$0.00	\$0.00	\$7,585.00	\$0.00	\$7,585.00	100.00%
1000.2.000.01210.4810.00000.00.000.000.000	Membership Dues	\$23,705.00	\$79.00	\$79.00	\$23,626.00	\$1,134.00	\$22,492.00	94.88%
	Func: SPECIAL EDUCATION - 01210	\$6,092,149.00	\$29,816.21	\$29,816.21	\$6,062,332.79	\$5,154,323.17	\$908,009.62	14.90%
1000.2.000.01220.4110.00000.00.000.000.000	Regular Salaried Employees	\$224,917.00	\$0.00	\$0.00	\$224,917.00	\$186,280.04	\$38,636.96	17.18%
1000.2.000.01220.4170.00000.00.000.000.000	Longevity Pay	\$886.00	\$0.00	\$0.00	\$886.00	\$811.00	\$75.00	8.47%
1000.2.000.01220.4211.00000.00.000.000.000	Health Insurance	\$48,211.00	\$0.00	\$0.00	\$48,211.00	\$41,850.37	\$6,360.63	13.19%
1000.2.000.01220.4212.00000.00.000.000.000	Dental Insurance	\$2,007.00	\$0.00	\$0.00	\$2,007.00	\$1,753.19	\$253.81	12.65%
1000.2.000.01220.4213.00000.00.000.000.000	Life Insurance	\$230.00	\$0.00	\$0.00	\$230.00	\$0.00	\$230.00	100.00%
1000.2.000.01220.4214.00000.00.000.000.000	Disability Insurance	\$315.00	\$0.00	\$0.00	\$315.00	\$0.00	\$315.00	100.00%
1000.2.000.01220.4220.00000.00.000.000.000	FICA	\$17,344.00	\$0.00	\$0.00	\$17,344.00	\$13,836.50	\$3,507.50	20.22%
1000.2.000.01220.4230.00000.00.000.000.000	Retirement	\$18,645.00	\$0.00	\$0.00	\$18,645.00	\$18,093.91	\$551.09	2.96%
	Func: SPECIAL ED. PRESCHOOL - 01220	\$312,555.00	\$0.00	\$0.00	\$312,555.00	\$262,625.01	\$49,929.99	15.97%
1000.2.000.01230.4323.00000.00.000.000.000	PROFESSIONAL SERVICES PUPIL	\$395,145.94	\$0.00	\$0.00	\$395,145.94	\$70,594.09	\$324,551.85	82.13%
	Func: SPECIAL ED. CONSULTANT - 01230	\$395,145.94	\$0.00	\$0.00	\$395,145.94	\$70,594.09	\$324,551.85	82.13%
1000.2.000.01231.4611.00000.00.000.000.000	Office Supplies	\$12,046.00	\$0.00	\$0.00	\$12,046.00	\$1,534.83	\$10,511.17	87.26%
	Func: SPECIAL EVALUATION & TESTING - 01231	\$12,046.00	\$0.00	\$0.00	\$12,046.00	\$1,534.83	\$10,511.17	87.26%
1000.2.000.01270.4110.00000.00.000.000.000	Regular Salaried Employees	\$204,626.00	\$0.00	\$0.00	\$204,626.00	\$201,196.56	\$3,429.44	1.68%
1000.2.000.01270.4170.00000.00.000.000.000	Longevity Pay	\$886.00	\$0.00	\$0.00	\$886.00	\$617.00	\$269.00	30.36%
1000.2.000.01270.4211.00000.00.000.000.000	Health Insurance	\$30,164.00	\$0.00	\$0.00	\$30,164.00	\$25,334.18	\$4,829.82	16.01%
1000.2.000.01270.4212.00000.00.000.000.000	Dental Insurance	\$1,355.00	\$0.00	\$0.00	\$1,355.00	\$1,011.02	\$343.98	25.39%
1000.2.000.01270.4213.00000.00.000.000.000	Life Insurance	\$504.00	\$0.00	\$0.00	\$504.00	\$0.00	\$504.00	100.00%
1000.2.000.01270.4214.00000.00.000.000.000	Disability Insurance	\$443.00	\$0.00	\$0.00	\$443.00	\$0.00	\$443.00	100.00%
1000.2.000.01270.4220.00000.00.000.000.000	FICA	\$15,612.00	\$0.00	\$0.00	\$15,612.00	\$14,556.16	\$1,055.84	6.76%
1000.2.000.01270.4230.00000.00.000.000.000	Retirement	\$7,602.00	\$0.00	\$0.00	\$7,602.00	\$7,678.30	(\$76.30)	-1.00%
1000.2.000.01270.4323.00000.00.000.000.000	PROFESSIONAL SERVICES PUPIL	\$909.00	\$0.00	\$0.00	\$909.00	\$0.00	\$909.00	100.00%
1000.2.000.01270.4580.00000.00.000.000.000	Travel Expense	\$313.00	\$0.00	\$0.00	\$313.00	\$0.00	\$313.00	100.00%
1000.2.000.01270.4611.00000.00.000.000.000	Office Supplies	\$1,760.00	\$0.00	\$0.00	\$1,760.00	\$0.00	\$1,760.00	100.00%
1000.2.000.01270.4640.00000.00.000.000.000	Books/Publications	\$800.00	\$0.00	\$0.00	\$800.00	\$0.00	\$800.00	100.00%
1000.2.000.01270.4810.00000.00.000.000.000	Membership Dues	\$250.00	\$0.00	\$0.00	\$250.00	\$0.00	\$250.00	100.00%
	Func: ELL-ENGLISH LANGUAGE LEARNERS - 01270	\$265,224.00	\$0.00	\$0.00	\$265,224.00	\$250,393.22	\$14,830.78	5.59%
1000.2.000.01280.4810.00000.00.000.000.000	Membership Dues	\$3,300.00	\$0.00	\$0.00	\$3,300.00	\$0.00	\$3,300.00	100.00%
	Func: GIFTED AND TALENTED - 01280	\$3,300.00	\$0.00	\$0.00	\$3,300.00	\$0.00	\$3,300.00	100.00%
1000.2.000.01290.4433.00000.00.000.000.000	Maint Chrgs - Equipment	\$1,550.00	\$0.00	\$0.00	\$1,550.00	\$0.00	\$1,550.00	100.00%
1000.2.000.01290.4611.00000.00.000.000.000	Office Supplies	\$225.00	\$0.00	\$0.00	\$225.00	\$0.00	\$225.00	100.00%
1000.2.000.01290.4731.00000.00.000.000.000	NEW/ADDL EQUIP	\$2,500.00	\$0.00	\$0.00	\$2,500.00	\$0.00	\$2,500.00	100.00%



City of Dover, New Hampshire

\*ML - Monthly Condition of Accounts (Obj & Func)

From Date: 7/1/2014

To Date: 7/31/2014

Fiscal Year: 2014-2015

Subtotal by Collapse Mask

Include pre encumbrance

Print accounts with zero balance

Filter Encumbrance Detail by Date Range

Account Number	Description	GL Budget	Range To Date	YTD	Balance	Encumbrance	Budget Balance	% Bud
1000.2.000.01402.4220.00000.00.000.000.000	FICA	\$595.00	\$0.00	\$0.00	\$595.00	\$629.29	(\$34.29)	-5.76%
1000.2.000.01402.4230.00000.00.000.000.000	Retirement	\$0.00	\$0.00	\$0.00	\$0.00	\$1,177.90	(\$1,177.90)	0.00%
	Func: OTHER-HOMEBOUND INSTRUCTION - 01402	\$8,095.00	\$0.00	\$0.00	\$8,095.00	\$10,126.19	(\$2,031.19)	-25.09%
1000.2.000.01410.4110.00000.00.000.000.000	Regular Salaried Employees	\$34,809.00	\$0.00	\$0.00	\$34,809.00	\$27,067.54	\$7,741.46	22.24%
1000.2.000.01410.4220.00000.00.000.000.000	FICA	\$2,663.00	\$0.00	\$0.00	\$2,663.00	\$153.05	\$2,509.95	94.25%
1000.2.000.01410.4230.00000.00.000.000.000	Retirement	\$4,861.00	\$0.00	\$0.00	\$4,861.00	\$215.41	\$4,645.59	95.57%
1000.2.000.01410.4423.00000.00.000.000.000	Cleaning Services	\$600.00	\$0.00	\$0.00	\$600.00	\$0.00	\$600.00	100.00%
1000.2.000.01410.4810.00000.00.000.000.000	Membership Dues	\$3,500.00	\$83.13	\$83.13	\$3,416.87	\$0.00	\$3,416.87	97.62%
	Func: CO-CURRICULAR ACTIVITIES - 01410	\$46,433.00	\$83.13	\$83.13	\$46,349.87	\$27,436.00	\$18,913.87	40.73%
1000.2.000.01420.4110.00000.00.000.000.000	Regular Salaried Employees	\$269,405.00	\$7,617.70	\$7,617.70	\$261,787.30	\$262,687.66	(\$900.36)	-0.33%
1000.2.000.01420.4111.00000.00.000.000.000	Benefit Reimbursement	\$2,028.00	\$0.00	\$0.00	\$2,028.00	\$3,774.60	(\$1,746.60)	-86.12%
1000.2.000.01420.4170.00000.00.000.000.000	Longevity Pay	\$963.00	\$42.30	\$42.30	\$920.70	\$920.20	\$0.50	0.05%
1000.2.000.01420.4211.00000.00.000.000.000	Health Insurance	\$25,089.00	\$1,733.82	\$1,733.82	\$23,355.18	\$20,805.84	\$2,549.34	10.16%
1000.2.000.01420.4212.00000.00.000.000.000	Dental Insurance	\$1,666.00	\$129.70	\$129.70	\$1,536.30	\$1,556.40	(\$20.10)	-1.21%
1000.2.000.01420.4213.00000.00.000.000.000	Life Insurance	\$216.00	\$0.00	\$0.00	\$216.00	\$0.00	\$216.00	100.00%
1000.2.000.01420.4214.00000.00.000.000.000	Disability Insurance	\$211.00	\$0.00	\$0.00	\$211.00	\$0.00	\$211.00	100.00%
1000.2.000.01420.4220.00000.00.000.000.000	FICA	\$20,993.00	\$571.26	\$571.26	\$20,421.74	\$8,130.35	\$12,291.39	58.55%
1000.2.000.01420.4230.00000.00.000.000.000	Retirement	\$35,718.00	\$1,084.66	\$1,084.66	\$34,633.34	\$14,779.03	\$19,854.31	55.59%
1000.2.000.01420.4322.00000.00.000.000.000	PROF SERVICES INSTRUCTIONAL	\$2,775.00	\$0.00	\$0.00	\$2,775.00	\$1,025.00	\$1,750.00	63.06%
1000.2.000.01420.4323.00000.00.000.000.000	PROFESSIONAL SERVICES PUPIL	\$15,000.00	\$0.00	\$0.00	\$15,000.00	\$0.00	\$15,000.00	100.00%
1000.2.000.01420.4391.00000.00.000.000.000	OFFICIAL SERVICES	\$49,907.00	\$0.00	\$0.00	\$49,907.00	\$0.00	\$49,907.00	100.00%
1000.2.000.01420.4433.00000.00.000.000.000	Maint Chrgs - Equipment	\$7,140.00	\$0.00	\$0.00	\$7,140.00	\$0.00	\$7,140.00	100.00%
1000.2.000.01420.4441.00000.00.000.000.000	Rental of Land & Buildings	\$1,320.00	\$90.00	\$90.00	\$1,230.00	\$990.00	\$240.00	18.18%
1000.2.000.01420.4531.00000.00.000.000.000	Telecommunications	\$1,500.00	\$0.00	\$0.00	\$1,500.00	\$0.00	\$1,500.00	100.00%
1000.2.000.01420.4580.00000.00.000.000.000	Travel Expense	\$3,700.00	\$0.00	\$0.00	\$3,700.00	\$0.00	\$3,700.00	100.00%
1000.2.000.01420.4581.00000.00.000.000.000	Travel-Courier	\$300.00	\$0.00	\$0.00	\$300.00	\$0.00	\$300.00	100.00%
1000.2.000.01420.4611.00000.00.000.000.000	Office Supplies	\$36,062.00	\$0.00	\$0.00	\$36,062.00	\$19,803.00	\$16,259.00	45.09%
1000.2.000.01420.4735.00000.00.000.000.000	REPLACE EQUIPMENT	\$19,130.00	\$0.00	\$0.00	\$19,130.00	\$0.00	\$19,130.00	100.00%
1000.2.000.01420.4810.00000.00.000.000.000	Membership Dues	\$40,755.00	\$0.00	\$0.00	\$40,755.00	\$4,750.00	\$36,005.00	88.34%
	Func: ATHLETICS - 01420	\$533,878.00	\$11,269.44	\$11,269.44	\$522,608.56	\$339,222.08	\$183,386.48	34.35%
1000.2.000.01430.4110.00000.00.000.000.000	Regular Salaried Employees	\$0.00	\$658.00	\$658.00	(\$658.00)	\$2,220.75	(\$2,878.75)	0.00%
1000.2.000.01430.4220.00000.00.000.000.000	FICA	\$0.00	\$49.00	\$49.00	(\$49.00)	\$166.45	(\$215.45)	0.00%
1000.2.000.01430.4230.00000.00.000.000.000	Retirement	\$0.00	\$93.18	\$93.18	(\$93.18)	\$314.46	(\$407.64)	0.00%
	Func: SUMMER SCHOOL - 01430	\$0.00	\$800.18	\$800.18	(\$800.18)	\$2,701.66	(\$3,501.84)	0.00%
1000.2.000.01602.4110.00000.00.000.000.000	Regular Salaried Employees	\$149,929.00	\$9,077.84	\$9,077.84	\$140,851.16	\$110,988.56	\$29,862.60	19.92%
1000.2.000.01602.4170.00000.00.000.000.000	Longevity Pay	\$700.00	\$0.00	\$0.00	\$700.00	\$700.00	\$0.00	0.00%
1000.2.000.01602.4211.00000.00.000.000.000	Health Insurance	\$30,516.00	\$2,120.96	\$2,120.96	\$28,395.04	\$25,451.52	\$2,943.52	9.65%
1000.2.000.01602.4212.00000.00.000.000.000	Dental Insurance	\$2,163.00	\$168.38	\$168.38	\$1,994.62	\$2,020.56	(\$25.94)	-1.20%
1000.2.000.01602.4213.00000.00.000.000.000	Life Insurance	\$288.00	\$0.00	\$0.00	\$288.00	\$0.00	\$288.00	100.00%
1000.2.000.01602.4214.00000.00.000.000.000	Disability Insurance	\$221.00	\$0.00	\$0.00	\$221.00	\$0.00	\$221.00	100.00%
1000.2.000.01602.4220.00000.00.000.000.000	FICA	\$11,523.00	\$676.51	\$676.51	\$10,846.49	\$8,331.83	\$2,514.66	21.82%
1000.2.000.01602.4230.00000.00.000.000.000	Retirement	\$14,660.00	\$1,169.34	\$1,169.34	\$13,490.66	\$14,323.40	(\$832.74)	-5.68%
	Func: ADULT EDUCATION - 01602	\$210,000.00	\$13,213.03	\$13,213.03	\$196,786.97	\$161,815.87	\$34,971.10	16.65%
1000.2.000.02112.4392.00000.00.000.000.000	POLICE SERVICES	\$46,640.00	\$0.00	\$0.00	\$46,640.00	\$0.00	\$46,640.00	100.00%
	Func: RESOURCE OFFICERS - 02112	\$46,640.00	\$0.00	\$0.00	\$46,640.00	\$0.00	\$46,640.00	100.00%
1000.2.000.02114.4550.00000.00.000.000.000	Printing & Binding	\$900.00	\$0.00	\$0.00	\$900.00	\$0.00	\$900.00	100.00%



City of Dover, New Hampshire

\*ML - Monthly Condition of Accounts (Obj & Func)

From Date: 7/1/2014

To Date: 7/31/2014

Fiscal Year: 2014-2015

Subtotal by Collapse Mask

Include pre encumbrance

Print accounts with zero balance

Filter Encumbrance Detail by Date Range

Account Number	Description	GL Budget	Range To Date	YTD	Balance	Encumbrance	Budget Balance	% Bud
1000.2.000.02152.4220.00000.00.000.000.000.000	FICA	\$27,649.00	\$0.00	\$0.00	\$27,649.00	\$26,139.01	\$1,509.99	5.46%
1000.2.000.02152.4230.00000.00.000.000.000.000	Retirement	\$40,365.00	\$0.00	\$0.00	\$40,365.00	\$41,681.64	(\$1,316.64)	-3.26%
	Func: SPEECH PATHOLOGY - 02152	\$460,302.00	\$0.00	\$0.00	\$460,302.00	\$471,970.42	(\$11,668.42)	-2.53%
1000.2.000.02160.4323.00000.00.000.000.000.000	PROFESSIONAL SERVICES PUPIL	\$93,542.06	\$0.00	\$0.00	\$93,542.06	\$88,839.06	\$4,703.00	5.03%
	Func: PHYSICAL THERAPY - 02160	\$93,542.06	\$0.00	\$0.00	\$93,542.06	\$88,839.06	\$4,703.00	5.03%
1000.2.000.02163.4110.00000.00.000.000.000.000	Regular Salaried Employees	\$156,236.00	\$0.00	\$0.00	\$156,236.00	\$157,060.00	(\$824.00)	-0.53%
1000.2.000.02163.4211.00000.00.000.000.000.000	Health Insurance	\$56,976.00	\$0.00	\$0.00	\$56,976.00	\$52,313.04	\$4,662.96	8.18%
1000.2.000.02163.4212.00000.00.000.000.000.000	Dental Insurance	\$1,666.00	\$0.00	\$0.00	\$1,666.00	\$2,191.54	(\$525.54)	-31.55%
1000.2.000.02163.4213.00000.00.000.000.000.000	Life Insurance	\$216.00	\$0.00	\$0.00	\$216.00	\$0.00	\$216.00	100.00%
1000.2.000.02163.4214.00000.00.000.000.000.000	Disability Insurance	\$269.00	\$0.00	\$0.00	\$269.00	\$0.00	\$269.00	100.00%
1000.2.000.02163.4220.00000.00.000.000.000.000	FICA	\$11,952.00	\$0.00	\$0.00	\$11,952.00	\$10,681.81	\$1,270.19	10.63%
1000.2.000.02163.4230.00000.00.000.000.000.000	Retirement	\$14,841.00	\$0.00	\$0.00	\$14,841.00	\$14,799.44	\$41.56	0.28%
	Func: OCCUPATIONAL THERAPY SERVICES - 02163	\$242,156.00	\$0.00	\$0.00	\$242,156.00	\$237,045.83	\$5,110.17	2.11%
1000.2.000.02190.4322.00000.00.000.000.000.000	PROF SERVICES INSTRUCTIONAL	\$7,500.00	\$0.00	\$0.00	\$7,500.00	\$0.00	\$7,500.00	100.00%
1000.2.000.02190.4564.00000.00.000.000.000.000	TUITION (OTHER)	\$9,000.00	\$0.00	\$0.00	\$9,000.00	\$0.00	\$9,000.00	100.00%
	Func: OTHER SUPPORT SERVICES - STUDENT - 02190	\$16,500.00	\$0.00	\$0.00	\$16,500.00	\$0.00	\$16,500.00	100.00%
1000.2.000.02191.4564.00000.00.000.000.000.000	TUITION (OTHER)	\$5,000.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$5,000.00	100.00%
	Func: OTHER SUPPORT SERVICES - HS STUDENTS - 02191	\$5,000.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$5,000.00	100.00%
1000.2.000.02211.4110.00000.00.000.000.000.000	Regular Salaried Employees	\$150,991.00	\$4,701.16	\$4,701.16	\$146,289.84	\$149,693.84	(\$3,404.00)	-2.25%
1000.2.000.02211.4111.00000.00.000.000.000.000	Benefit Reimbursement	\$1,997.00	\$0.00	\$0.00	\$1,997.00	\$0.00	\$1,997.00	100.00%
1000.2.000.02211.4213.00000.00.000.000.000.000	Life Insurance	\$86.00	\$0.00	\$0.00	\$86.00	\$0.00	\$86.00	100.00%
1000.2.000.02211.4214.00000.00.000.000.000.000	Disability Insurance	\$107.00	\$0.00	\$0.00	\$107.00	\$0.00	\$107.00	100.00%
1000.2.000.02211.4220.00000.00.000.000.000.000	FICA	\$11,592.00	\$359.62	\$359.62	\$11,232.38	\$7,650.05	\$3,582.33	30.90%
1000.2.000.02211.4230.00000.00.000.000.000.000	Retirement	\$21,352.00	\$665.68	\$665.68	\$20,686.32	\$14,118.14	\$6,568.18	30.76%
	Func: ACADEMIC COORDINATORS - 02211	\$186,125.00	\$5,726.46	\$5,726.46	\$180,398.54	\$171,462.03	\$8,936.51	4.80%
1000.2.000.02212.4110.00000.00.000.000.000.000	Regular Salaried Employees	\$41,117.00	\$2,713.48	\$2,713.48	\$38,403.52	\$19,925.14	\$18,478.38	44.94%
1000.2.000.02212.4170.00000.00.000.000.000.000	Longevity Pay	\$880.00	\$0.00	\$0.00	\$880.00	\$550.00	\$330.00	37.50%
1000.2.000.02212.4211.00000.00.000.000.000.000	Health Insurance	\$12,053.00	\$839.27	\$839.27	\$11,213.73	\$10,214.88	\$998.85	8.29%
1000.2.000.02212.4212.00000.00.000.000.000.000	Dental Insurance	\$458.00	\$35.16	\$35.16	\$422.84	\$427.92	(\$5.08)	-1.11%
1000.2.000.02212.4213.00000.00.000.000.000.000	Life Insurance	\$86.00	\$0.00	\$0.00	\$86.00	\$0.00	\$86.00	100.00%
1000.2.000.02212.4214.00000.00.000.000.000.000	Disability Insurance	\$47.00	\$0.00	\$0.00	\$47.00	\$0.00	\$47.00	100.00%
1000.2.000.02212.4220.00000.00.000.000.000.000	FICA	\$3,255.00	\$194.66	\$194.66	\$3,060.34	\$1,413.53	\$1,646.81	50.59%
1000.2.000.02212.4230.00000.00.000.000.000.000	Retirement	\$2,253.00	\$167.85	\$167.85	\$2,085.15	\$2,202.79	(\$117.64)	-5.22%
1000.2.000.02212.4290.00000.00.000.000.000.000	FSA Fees	\$35.00	\$0.00	\$0.00	\$35.00	\$0.00	\$35.00	100.00%
1000.2.000.02212.4409.00000.00.000.000.000.000	PHOTOCOPIER MAINTENANCE	\$900.00	\$0.00	\$0.00	\$900.00	\$0.00	\$900.00	100.00%
1000.2.000.02212.4433.00000.00.000.000.000.000	Maint Chrgs - Equipment	\$1,000.00	\$0.00	\$0.00	\$1,000.00	\$0.00	\$1,000.00	100.00%
1000.2.000.02212.4531.00000.00.000.000.000.000	Telecommunications	\$1,625.00	\$0.00	\$0.00	\$1,625.00	\$0.00	\$1,625.00	100.00%
1000.2.000.02212.4534.00000.00.000.000.000.000	Postage	\$1,200.00	\$0.00	\$0.00	\$1,200.00	\$0.00	\$1,200.00	100.00%
1000.2.000.02212.4580.00000.00.000.000.000.000	Travel Expense	\$1,200.00	\$0.00	\$0.00	\$1,200.00	\$0.00	\$1,200.00	100.00%
1000.2.000.02212.4611.00000.00.000.000.000.000	Office Supplies	\$6,468.00	\$0.00	\$0.00	\$6,468.00	\$2,642.94	\$3,825.06	59.14%
	Func: CURRICULUM SUPERVISION AND DEV - 02212	\$72,577.00	\$3,950.42	\$3,950.42	\$68,626.58	\$37,377.20	\$31,249.38	43.06%
1000.2.000.02213.4111.00000.00.000.000.000.000	Benefit Reimbursement	\$9,000.00	\$0.00	\$0.00	\$9,000.00	\$7,000.00	\$2,000.00	22.22%
1000.2.000.02213.4220.00000.00.000.000.000.000	FICA	\$689.00	\$0.00	\$0.00	\$689.00	\$0.00	\$689.00	100.00%
1000.2.000.02213.4240.00000.00.000.000.000.000	Staff Development Reimbursable	\$80,500.00	\$0.00	\$0.00	\$80,500.00	\$0.00	\$80,500.00	100.00%
1000.2.000.02213.4322.00000.00.000.000.000.000	PROF SERVICES INSTRUCTIONAL	\$51,750.00	\$802.81	\$802.81	\$50,947.19	\$389.00	\$50,558.19	97.70%

City of Dover, New Hampshire

\*ML - Monthly Condition of Accounts (Obj & Func)

From Date: 7/1/2014

To Date: 7/31/2014

Fiscal Year: 2014-2015

Subtotal by Collapse Mask

Include pre encumbrance

Print accounts with zero balance

Filter Encumbrance Detail by Date Range

Account Number	Description	GL Budget	Range To Date	YTD	Balance	Encumbrance	Budget Balance	% Bud
	Func: STAFF DEVELOPMENT - 02213	\$141,939.00	\$802.81	\$802.81	\$141,136.19	\$7,389.00	\$133,747.19	94.23%
1000.2.000.02215.4110.00000.00.000.000.000	Regular Salaried Employees	\$25,000.00	\$3,983.25	\$3,983.25	\$21,016.75	\$6,041.13	\$14,975.62	59.90%
1000.2.000.02215.4220.00000.00.000.000.000	FICA	\$1,913.00	\$292.32	\$292.32	\$1,620.68	\$338.09	\$1,282.59	67.05%
1000.2.000.02215.4230.00000.00.000.000.000	Retirement	\$3,540.00	\$564.03	\$564.03	\$2,975.97	\$638.07	\$2,337.90	66.04%
1000.2.000.02215.4322.00000.00.000.000.000	PROF SERVICES INSTRUCTIONAL	\$10,148.00	\$0.00	\$0.00	\$10,148.00	\$0.00	\$10,148.00	100.00%
1000.2.000.02215.4550.00000.00.000.000.000	Printing & Binding	\$3,700.00	\$0.00	\$0.00	\$3,700.00	\$0.00	\$3,700.00	100.00%
1000.2.000.02215.4580.00000.00.000.000.000	Travel Expense	\$500.00	\$0.00	\$0.00	\$500.00	\$0.00	\$500.00	100.00%
1000.2.000.02215.4640.00000.00.000.000.000	Books/Publications	\$21,000.00	\$0.00	\$0.00	\$21,000.00	\$0.00	\$21,000.00	100.00%
	Func: CURRICULUM DEVELOPMENT - 02215	\$65,801.00	\$4,839.60	\$4,839.60	\$60,961.40	\$7,017.29	\$53,944.11	81.98%
1000.2.000.02216.4110.00000.00.000.000.000	Regular Salaried Employees	\$2,000.00	\$0.00	\$0.00	\$2,000.00	\$0.00	\$2,000.00	100.00%
1000.2.000.02216.4220.00000.00.000.000.000	FICA	\$153.00	\$0.00	\$0.00	\$153.00	\$0.00	\$153.00	100.00%
1000.2.000.02216.4230.00000.00.000.000.000	Retirement	\$284.00	\$0.00	\$0.00	\$284.00	\$0.00	\$284.00	100.00%
1000.2.000.02216.4322.00000.00.000.000.000	PROF SERVICES INSTRUCTIONAL	\$13,200.00	\$0.00	\$0.00	\$13,200.00	\$0.00	\$13,200.00	100.00%
1000.2.000.02216.4580.00000.00.000.000.000	Travel Expense	\$500.00	\$0.00	\$0.00	\$500.00	\$0.00	\$500.00	100.00%
1000.2.000.02216.4640.00000.00.000.000.000	Books/Publications	\$500.00	\$0.00	\$0.00	\$500.00	\$468.70	\$31.30	6.26%
1000.2.000.02216.4810.00000.00.000.000.000	Membership Dues	\$500.00	\$0.00	\$0.00	\$500.00	\$0.00	\$500.00	100.00%
	Func: PROFESSIONAL DEVELOPMENT - 02216	\$17,137.00	\$0.00	\$0.00	\$17,137.00	\$468.70	\$16,668.30	97.26%
1000.2.000.02222.4110.00000.00.000.000.000	Regular Salaried Employees	\$302,068.00	\$0.00	\$0.00	\$302,068.00	\$306,781.00	(\$4,713.00)	-1.56%
1000.2.000.02222.4170.00000.00.000.000.000	Longevity Pay	\$2,553.00	\$0.00	\$0.00	\$2,553.00	\$2,553.00	\$0.00	0.00%
1000.2.000.02222.4211.00000.00.000.000.000	Health Insurance	\$50,033.00	\$0.00	\$0.00	\$50,033.00	\$45,947.72	\$4,085.28	8.17%
1000.2.000.02222.4212.00000.00.000.000.000	Dental Insurance	\$2,660.00	\$0.00	\$0.00	\$2,660.00	\$1,971.84	\$688.16	25.87%
1000.2.000.02222.4213.00000.00.000.000.000	Life Insurance	\$360.00	\$0.00	\$0.00	\$360.00	\$0.00	\$360.00	100.00%
1000.2.000.02222.4214.00000.00.000.000.000	Disability Insurance	\$587.00	\$0.00	\$0.00	\$587.00	\$0.00	\$587.00	100.00%
1000.2.000.02222.4220.00000.00.000.000.000	FICA	\$23,354.00	\$0.00	\$0.00	\$23,354.00	\$19,706.77	\$3,647.23	15.62%
1000.2.000.02222.4230.00000.00.000.000.000	Retirement	\$43,118.00	\$0.00	\$0.00	\$43,118.00	\$37,821.22	\$5,296.78	12.28%
1000.2.000.02222.4433.00000.00.000.000.000	Maint Chrgs - Equipment	\$3,293.00	\$0.00	\$0.00	\$3,293.00	\$0.00	\$3,293.00	100.00%
1000.2.000.02222.4611.00000.00.000.000.000	Office Supplies	\$4,331.00	\$0.00	\$0.00	\$4,331.00	\$1,113.53	\$3,217.47	74.29%
1000.2.000.02222.4640.00000.00.000.000.000	Books/Publications	\$18,783.00	\$738.00	\$738.00	\$18,045.00	\$5,800.00	\$12,245.00	65.19%
1000.2.000.02222.4641.00000.00.000.000.000	REFERENCE BOOKS	\$9,257.00	\$0.00	\$0.00	\$9,257.00	\$1,874.17	\$7,382.83	79.75%
1000.2.000.02222.4642.00000.00.000.000.000	ELECTRONIC INFO. CABLE/VIDEO	\$3,850.00	\$0.00	\$0.00	\$3,850.00	\$500.00	\$3,350.00	87.01%
1000.2.000.02222.4644.00000.00.000.000.000	MAGAZINES	\$4,016.00	\$0.00	\$0.00	\$4,016.00	\$1,769.33	\$2,246.67	55.94%
1000.2.000.02222.4731.00000.00.000.000.000	NEW/ADDL EQUIP	\$1,100.00	\$0.00	\$0.00	\$1,100.00	\$0.00	\$1,100.00	100.00%
1000.2.000.02222.4733.00000.00.000.000.000	NEW/ADDL FURNITURE	\$1,734.00	\$0.00	\$0.00	\$1,734.00	\$1,630.00	\$104.00	6.00%
1000.2.000.02222.4750.00000.00.000.000.000	INFORMATION SERVICES EQUIPT	\$10,936.00	\$0.00	\$0.00	\$10,936.00	\$0.00	\$10,936.00	100.00%
	Func: LIBRARY SERVICES - 02222	\$482,033.00	\$738.00	\$738.00	\$481,295.00	\$427,468.58	\$53,826.42	11.17%
1000.2.000.02223.4433.00000.00.000.000.000	Maint Chrgs - Equipment	\$1,573.00	\$0.00	\$0.00	\$1,573.00	\$0.00	\$1,573.00	100.00%
1000.2.000.02223.4611.00000.00.000.000.000	Office Supplies	\$1,643.00	\$0.00	\$0.00	\$1,643.00	\$0.00	\$1,643.00	100.00%
1000.2.000.02223.4735.00000.00.000.000.000	REPLACE EQUIPMENT	\$1,470.00	\$0.00	\$0.00	\$1,470.00	\$0.00	\$1,470.00	100.00%
	Func: AUDIOVISUAL SERVICES - 02223	\$4,686.00	\$0.00	\$0.00	\$4,686.00	\$0.00	\$4,686.00	100.00%
1000.2.000.02311.4125.00000.00.000.000.000	Elected Officials	\$7,200.00	\$0.00	\$0.00	\$7,200.00	\$7,200.00	\$0.00	0.00%
1000.2.000.02311.4220.00000.00.000.000.000	FICA	\$551.00	\$0.00	\$0.00	\$551.00	\$550.92	\$0.08	0.01%
1000.2.000.02311.4521.00000.00.000.000.000	Property Insurance	\$122,500.00	\$0.00	\$0.00	\$122,500.00	\$0.00	\$122,500.00	100.00%
1000.2.000.02311.4524.00000.00.000.000.000	Public Liab Insurance	\$100.00	\$0.00	\$0.00	\$100.00	\$0.00	\$100.00	100.00%
1000.2.000.02311.4821.00000.00.000.000.000	JUDGMENTS AGAINST THE LEA	\$5,000.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$5,000.00	100.00%
	Func: SCHOOL BOARD SERVICES - 02311	\$135,351.00	\$0.00	\$0.00	\$135,351.00	\$7,750.92	\$127,600.08	94.27%
1000.2.000.02312.4110.00000.00.000.000.000	Regular Salaried Employees	\$3,625.00	\$203.73	\$203.73	\$3,421.27	\$79.50	\$3,341.77	92.19%

City of Dover, New Hampshire

\*ML - Monthly Condition of Accounts (Obj & Func)

From Date: 7/1/2014

To Date: 7/31/2014

Fiscal Year: 2014-2015

Subtotal by Collapse Mask

Include pre encumbrance

Print accounts with zero balance

Filter Encumbrance Detail by Date Range

Account Number	Description	GL Budget	Range To Date	YTD	Balance	Encumbrance	Budget Balance	% Bud
1000.2.000.02312.4211.00000.00.000.000.000	Health Insurance	\$0.00	\$72.58	\$72.58	(\$72.58)	\$34.12	(\$106.70)	0.00%
1000.2.000.02312.4212.00000.00.000.000.000	Dental Insurance	\$0.00	\$4.96	\$4.96	(\$4.96)	\$2.34	(\$7.30)	0.00%
1000.2.000.02312.4220.00000.00.000.000.000	FICA	\$277.00	\$15.38	\$15.38	\$261.62	\$6.02	\$255.60	92.27%
1000.2.000.02312.4230.00000.00.000.000.000	Retirement	\$390.00	\$21.94	\$21.94	\$368.06	\$8.56	\$359.50	92.18%
	Func: SCHOOL BOARD SECRETARY - 02312	\$4,292.00	\$318.59	\$318.59	\$3,973.41	\$130.54	\$3,842.87	89.54%
1000.2.000.02317.4335.00000.00.000.000.000	Auditing Services	\$25,000.00	\$0.00	\$0.00	\$25,000.00	\$27,763.00	(\$2,763.00)	-11.05%
	Func: AUDIT SERVICES - 02317	\$25,000.00	\$0.00	\$0.00	\$25,000.00	\$27,763.00	(\$2,763.00)	-11.05%
1000.2.000.02318.4334.00000.00.000.000.000	Legal Services	\$60,000.00	\$0.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00	100.00%
	Func: SCHOOL BOARD LEGAL SERVICES - 02318	\$60,000.00	\$0.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00	100.00%
1000.2.000.02319.4810.00000.00.000.000.000	Membership Dues	\$6,000.00	\$5,788.94	\$5,788.94	\$211.06	\$3,600.00	(\$3,388.94)	-56.48%
	Func: SCHOOL BOARD-OTHER - 02319	\$6,000.00	\$5,788.94	\$5,788.94	\$211.06	\$3,600.00	(\$3,388.94)	-56.48%
1000.2.000.02321.4110.00000.00.000.000.000	Regular Salaried Employees	\$445,897.00	\$34,237.44	\$34,237.44	\$411,659.56	\$421,855.08	(\$10,195.52)	-2.29%
1000.2.000.02321.4111.00000.00.000.000.000	Benefit Reimbursement	\$5,474.00	\$0.00	\$0.00	\$5,474.00	\$6,896.25	(\$1,422.25)	-25.98%
1000.2.000.02321.4170.00000.00.000.000.000	Longevity Pay	\$2,700.00	\$0.00	\$0.00	\$2,700.00	\$2,400.00	\$300.00	11.11%
1000.2.000.02321.4211.00000.00.000.000.000	Health Insurance	\$128,716.00	\$8,017.76	\$8,017.76	\$120,698.24	\$97,049.96	\$23,648.28	18.37%
1000.2.000.02321.4212.00000.00.000.000.000	Dental Insurance	\$7,069.00	\$489.96	\$489.96	\$6,579.04	\$5,936.70	\$642.34	9.09%
1000.2.000.02321.4213.00000.00.000.000.000	Life Insurance	\$1,333.00	\$0.00	\$0.00	\$1,333.00	\$0.00	\$1,333.00	100.00%
1000.2.000.02321.4214.00000.00.000.000.000	Disability Insurance	\$898.00	\$0.00	\$0.00	\$898.00	\$0.00	\$898.00	100.00%
1000.2.000.02321.4220.00000.00.000.000.000	FICA	\$35,759.00	\$2,552.90	\$2,552.90	\$33,206.10	\$31,663.27	\$1,542.83	4.31%
1000.2.000.02321.4230.00000.00.000.000.000	Retirement	\$48,149.00	\$3,687.37	\$3,687.37	\$44,461.63	\$45,651.26	(\$1,189.63)	-2.47%
1000.2.000.02321.4240.00000.00.000.000.000	Staff Development Reimbursable	\$15,000.00	\$0.00	\$0.00	\$15,000.00	\$4,310.00	\$10,690.00	71.27%
1000.2.000.02321.4290.00000.00.000.000.000	FSA Fees	\$70.00	\$0.00	\$0.00	\$70.00	\$0.00	\$70.00	100.00%
1000.2.000.02321.4322.00000.00.000.000.000	PROF SERVICES INSTRUCTIONAL	\$5,000.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$5,000.00	100.00%
1000.2.000.02321.4323.00000.00.000.000.000	PROFESSIONAL SERVICES PUPIL	\$5,000.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$5,000.00	100.00%
1000.2.000.02321.4330.00000.00.000.000.000	Other professional Services	\$105,400.00	\$0.00	\$0.00	\$105,400.00	\$0.00	\$105,400.00	100.00%
1000.2.000.02321.4409.00000.00.000.000.000	PHOTOCOPIER MAINTENANCE	\$8,000.00	\$0.00	\$0.00	\$8,000.00	\$850.00	\$7,150.00	89.38%
1000.2.000.02321.4410.00000.00.000.000.000	TECHNOLOGY MAINTENANCE	\$26,000.00	\$20,318.33	\$20,318.33	\$5,681.67	\$0.00	\$5,681.67	21.85%
1000.2.000.02321.4433.00000.00.000.000.000	Maint Chrgs - Equipment	\$250.00	\$0.00	\$0.00	\$250.00	\$0.00	\$250.00	100.00%
1000.2.000.02321.4441.00000.00.000.000.000	Rental of Land & Buildings	\$30,000.00	\$5,710.32	\$5,710.32	\$24,289.68	\$28,551.60	(\$4,261.92)	-14.21%
1000.2.000.02321.4531.00000.00.000.000.000	Telecommunications	\$5,750.00	\$0.00	\$0.00	\$5,750.00	\$0.00	\$5,750.00	100.00%
1000.2.000.02321.4534.00000.00.000.000.000	Postage	\$6,000.00	\$0.00	\$0.00	\$6,000.00	\$0.00	\$6,000.00	100.00%
1000.2.000.02321.4540.00000.00.000.000.000	Advertising	\$2,000.00	\$0.00	\$0.00	\$2,000.00	\$1,250.00	\$750.00	37.50%
1000.2.000.02321.4550.00000.00.000.000.000	Printing & Binding	\$2,500.00	\$0.00	\$0.00	\$2,500.00	\$0.00	\$2,500.00	100.00%
1000.2.000.02321.4580.00000.00.000.000.000	Travel Expense	\$3,250.00	\$0.00	\$0.00	\$3,250.00	\$0.00	\$3,250.00	100.00%
1000.2.000.02321.4611.00000.00.000.000.000	Office Supplies	\$10,000.00	\$80.53	\$80.53	\$9,919.47	\$1,643.58	\$8,275.89	82.76%
1000.2.000.02321.4640.00000.00.000.000.000	Books/Publications	\$500.00	\$0.00	\$0.00	\$500.00	\$39.00	\$461.00	92.20%
1000.2.000.02321.4810.00000.00.000.000.000	Membership Dues	\$10,000.00	\$632.76	\$632.76	\$9,367.24	\$1,609.00	\$7,758.24	77.58%
	Func: OFFICE OF THE SUPERINTENDENT - 02321	\$910,715.00	\$75,727.37	\$75,727.37	\$834,987.63	\$649,705.70	\$185,281.93	20.34%
1000.2.000.02410.4110.00000.00.000.000.000	Regular Salaried Employees	\$1,209,270.00	\$82,894.57	\$82,894.57	\$1,126,375.43	\$1,192,591.52	(\$66,216.09)	-5.48%
1000.2.000.02410.4111.00000.00.000.000.000	Benefit Reimbursement	\$25,481.00	\$0.00	\$0.00	\$25,481.00	\$25,481.25	(\$0.25)	0.00%
1000.2.000.02410.4170.00000.00.000.000.000	Longevity Pay	\$10,513.00	\$351.92	\$351.92	\$10,161.08	\$11,785.58	(\$1,624.50)	-15.45%
1000.2.000.02410.4211.00000.00.000.000.000	Health Insurance	\$349,392.00	\$20,195.51	\$20,195.51	\$329,196.49	\$284,050.38	\$45,146.11	12.92%
1000.2.000.02410.4212.00000.00.000.000.000	Dental Insurance	\$22,822.00	\$1,385.10	\$1,385.10	\$21,436.90	\$20,837.95	\$598.95	2.62%
1000.2.000.02410.4213.00000.00.000.000.000	Life Insurance	\$3,240.00	\$0.00	\$0.00	\$3,240.00	\$0.00	\$3,240.00	100.00%
1000.2.000.02410.4214.00000.00.000.000.000	Disability Insurance	\$2,468.00	\$0.00	\$0.00	\$2,468.00	\$0.00	\$2,468.00	100.00%
1000.2.000.02410.4220.00000.00.000.000.000	FICA	\$95,520.00	\$6,185.83	\$6,185.83	\$89,334.17	\$89,103.93	\$230.24	0.24%
1000.2.000.02410.4230.00000.00.000.000.000	Retirement	\$156,360.00	\$11,172.44	\$11,172.44	\$145,187.56	\$150,782.81	(\$5,595.25)	-3.58%

City of Dover, New Hampshire

\*ML - Monthly Condition of Accounts (Obj & Func)

From Date: 7/1/2014

To Date: 7/31/2014

Fiscal Year: 2014-2015

Subtotal by Collapse Mask

Include pre encumbrance

Print accounts with zero balance

Filter Encumbrance Detail by Date Range

Account Number	Description	GL Budget	Range To Date	YTD	Balance	Encumbrance	Budget Balance	% Bud
1000.2.000.02410.4290.00000.00.000.000.000	FSA Fees	\$35.00	\$0.00	\$0.00	\$35.00	\$0.00	\$35.00	100.00%
1000.2.000.02410.4409.00000.00.000.000.000	PHOTOCOPIER MAINTENANCE	\$115,000.00	\$2,219.66	\$2,219.66	\$112,780.34	\$52,180.34	\$60,600.00	52.70%
1000.2.000.02410.4433.00000.00.000.000.000	Maint Chrgs - Equipment	\$3,800.00	\$0.00	\$0.00	\$3,800.00	\$0.00	\$3,800.00	100.00%
1000.2.000.02410.4531.00000.00.000.000.000	Telecommunications	\$122,300.00	\$100.00	\$100.00	\$122,200.00	\$1,700.00	\$120,500.00	98.53%
1000.2.000.02410.4534.00000.00.000.000.000	Postage	\$24,851.00	\$2,346.50	\$2,346.50	\$22,504.50	\$13,033.00	\$9,471.50	38.11%
1000.2.000.02410.4550.00000.00.000.000.000	Printing & Binding	\$19,046.00	\$0.00	\$0.00	\$19,046.00	\$4,857.50	\$14,188.50	74.50%
1000.2.000.02410.4580.00000.00.000.000.000	Travel Expense	\$4,250.00	\$0.00	\$0.00	\$4,250.00	\$0.00	\$4,250.00	100.00%
1000.2.000.02410.4611.00000.00.000.000.000	Office Supplies	\$10,200.00	\$0.00	\$0.00	\$10,200.00	\$0.00	\$10,200.00	100.00%
1000.2.000.02410.4735.00000.00.000.000.000	REPLACE EQUIPMENT	\$6,000.00	\$0.00	\$0.00	\$6,000.00	\$0.00	\$6,000.00	100.00%
1000.2.000.02410.4810.00000.00.000.000.000	Membership Dues	\$7,362.00	\$1,017.00	\$1,017.00	\$6,345.00	\$1,110.00	\$5,235.00	71.11%
	Func: OFFICE OF THE SCHOOL PRINCIPAL - 02410	\$2,187,910.00	\$127,868.53	\$127,868.53	\$2,060,041.47	\$1,847,514.26	\$212,527.21	9.71%
1000.2.000.02490.4110.00000.00.000.000.000	Regular Salaried Employees	\$81,967.00	\$125.00	\$125.00	\$81,842.00	\$73,132.76	\$8,709.24	10.63%
1000.2.000.02490.4213.00000.00.000.000.000	Life Insurance	\$72.00	\$0.00	\$0.00	\$72.00	\$0.00	\$72.00	100.00%
1000.2.000.02490.4214.00000.00.000.000.000	Disability Insurance	\$31.00	\$0.00	\$0.00	\$31.00	\$0.00	\$31.00	100.00%
1000.2.000.02490.4220.00000.00.000.000.000	FICA	\$6,250.00	\$9.56	\$9.56	\$6,240.44	\$5,594.94	\$645.50	10.33%
1000.2.000.02490.4323.00000.00.000.000.000	PROFESSIONAL SERVICES PUPIL	\$2,140.00	\$0.00	\$0.00	\$2,140.00	\$0.00	\$2,140.00	100.00%
1000.2.000.02490.4611.00000.00.000.000.000	Office Supplies	\$16,000.00	\$0.00	\$0.00	\$16,000.00	\$0.00	\$16,000.00	100.00%
1000.2.000.02490.4810.00000.00.000.000.000	Membership Dues	\$4,500.00	\$0.00	\$0.00	\$4,500.00	\$3,815.00	\$685.00	15.22%
	Func: SCHOOL ADMINISTRATION-OTHER - 02490	\$110,960.00	\$134.56	\$134.56	\$110,825.44	\$82,542.70	\$28,282.74	25.49%
1000.2.000.02610.4330.00000.00.000.000.000	Other professional Services	\$81,135.00	\$0.00	\$0.00	\$81,135.00	\$0.00	\$81,135.00	100.00%
1000.2.000.02610.4409.00000.00.000.000.000	PHOTOCOPIER MAINTENANCE	\$2,000.00	\$0.00	\$0.00	\$2,000.00	\$1,300.00	\$700.00	35.00%
1000.2.000.02610.4531.00000.00.000.000.000	Telecommunications	\$4,000.00	\$0.00	\$0.00	\$4,000.00	\$0.00	\$4,000.00	100.00%
1000.2.000.02610.4611.00000.00.000.000.000	Office Supplies	\$500.00	\$0.00	\$0.00	\$500.00	\$0.00	\$500.00	100.00%
	Func: SUPERVISION OF PLANT SERVICES - 02610	\$87,635.00	\$0.00	\$0.00	\$87,635.00	\$1,300.00	\$86,335.00	98.52%
1000.2.000.02620.4110.00000.00.000.000.000	Regular Salaried Employees	\$10,508.00	\$337.50	\$337.50	\$10,170.50	\$9,841.50	\$329.00	3.13%
1000.2.000.02620.4220.00000.00.000.000.000	FICA	\$804.00	\$25.83	\$25.83	\$778.17	\$751.83	\$26.34	3.28%
1000.2.000.02620.4330.00000.00.000.000.000	Other professional Services	\$2,251,615.00	\$0.00	\$0.00	\$2,251,615.00	\$0.00	\$2,251,615.00	100.00%
1000.2.000.02620.4346.00000.00.000.000.000	AHERA SERVICES	\$1,500.00	\$0.00	\$0.00	\$1,500.00	\$0.00	\$1,500.00	100.00%
1000.2.000.02620.4411.00000.00.000.000.000	Water & Sewer Expense	\$44,000.00	\$0.00	\$0.00	\$44,000.00	\$0.00	\$44,000.00	100.00%
1000.2.000.02620.4412.00000.00.000.000.000	Sewer Expense	\$34,750.00	\$0.00	\$0.00	\$34,750.00	\$0.00	\$34,750.00	100.00%
1000.2.000.02620.4414.00000.00.000.000.000	FIRE ALARM	\$8,500.00	\$0.00	\$0.00	\$8,500.00	\$0.00	\$8,500.00	100.00%
1000.2.000.02620.4415.00000.00.000.000.000	REPAIRS-FIRE EQUIPMENT	\$16,000.00	\$0.00	\$0.00	\$16,000.00	\$0.00	\$16,000.00	100.00%
1000.2.000.02620.4417.00000.00.000.000.000	REPAIRS BACKFLOW PROTECTION	\$3,000.00	\$0.00	\$0.00	\$3,000.00	\$0.00	\$3,000.00	100.00%
1000.2.000.02620.4421.00000.00.000.000.000	Waste Disposal Services	\$61,600.00	\$2,206.00	\$2,206.00	\$59,394.00	\$45,534.70	\$13,859.30	22.50%
1000.2.000.02620.4431.00000.00.000.000.000	Maint Chrgs - Buildings	\$7,500.00	\$0.00	\$0.00	\$7,500.00	\$0.00	\$7,500.00	100.00%
1000.2.000.02620.4436.00000.00.000.000.000	REPAIRS-PAINTING	\$0.00	\$0.00	\$0.00	\$0.00	\$3,300.00	(\$3,300.00)	0.00%
1000.2.000.02620.4440.00000.00.000.000.000	FACILITY REPAIRS/RENOVATIONS	\$12,500.00	\$0.00	\$0.00	\$12,500.00	\$0.00	\$12,500.00	100.00%
1000.2.000.02620.4443.00000.00.000.000.000	Rental of Equipment	\$9,000.00	\$0.00	\$0.00	\$9,000.00	\$0.00	\$9,000.00	100.00%
1000.2.000.02620.4522.00000.00.000.000.000	Vehicle & Equip Insurance	\$29,000.00	\$0.00	\$0.00	\$29,000.00	\$0.00	\$29,000.00	100.00%
1000.2.000.02620.4531.00000.00.000.000.000	Telecommunications	\$3,475.00	\$0.00	\$0.00	\$3,475.00	\$0.00	\$3,475.00	100.00%
1000.2.000.02620.4621.00000.00.000.000.000	Natural Gas	\$375,500.00	\$0.00	\$0.00	\$375,500.00	\$780.00	\$374,720.00	99.79%
1000.2.000.02620.4622.00000.00.000.000.000	Electricity	\$572,000.00	\$0.00	\$0.00	\$572,000.00	\$0.00	\$572,000.00	100.00%
1000.2.000.02620.4810.00000.00.000.000.000	Membership Dues	\$400.00	\$0.00	\$0.00	\$400.00	\$0.00	\$400.00	100.00%
	Func: OPERATION OF BUILDINGS - 02620	\$3,441,652.00	\$2,569.33	\$2,569.33	\$3,439,082.67	\$60,208.03	\$3,378,874.64	98.18%
1000.2.000.02630.4330.00000.00.000.000.000	Other professional Services	\$256,720.00	\$0.00	\$0.00	\$256,720.00	\$0.00	\$256,720.00	100.00%
	Func: GROUNDS UPKEEP - 02630	\$256,720.00	\$0.00	\$0.00	\$256,720.00	\$0.00	\$256,720.00	100.00%
1000.2.000.02650.4330.00000.00.000.000.000	Other professional Services	\$21,514.00	\$0.00	\$0.00	\$21,514.00	\$0.00	\$21,514.00	100.00%

City of Dover, New Hampshire

\*ML - Monthly Condition of Accounts (Obj & Func)

From Date: 7/1/2014

To Date: 7/31/2014

Fiscal Year: 2014-2015

Subtotal by Collapse Mask

Include pre encumbrance

Print accounts with zero balance

Filter Encumbrance Detail by Date Range

Account Number	Description	GL Budget	Range To Date	YTD	Balance	Encumbrance	Budget Balance	% Bud
1000.2.000.02650.4433.00000.00.000.000.000	Maint Chrgs - Equipment	\$500.00	\$0.00	\$0.00	\$500.00	\$0.00	\$500.00	100.00%
1000.2.000.02650.4626.00000.00.000.000.000	Vehicle Fuels	\$0.00	(\$664.78)	(\$664.78)	\$664.78	\$0.00	\$664.78	0.00%
	Func: VEHICLE OPERATIONS - 02650	\$22,014.00	(\$664.78)	(\$664.78)	\$22,678.78	\$0.00	\$22,678.78	103.02%
1000.2.000.02690.4330.00000.00.000.000.000	Other professional Services	\$33,639.00	\$0.00	\$0.00	\$33,639.00	\$0.00	\$33,639.00	100.00%
	Func: MAINTENANCE OF BUILDINGS-STAFF - 02690	\$33,639.00	\$0.00	\$0.00	\$33,639.00	\$0.00	\$33,639.00	100.00%
1000.2.000.02721.4514.00000.00.000.000.000	TRANS CONTRACTED - IN DISTRICT	\$1,121,470.00	\$0.00	\$0.00	\$1,121,470.00	\$0.00	\$1,121,470.00	100.00%
	Func: TRANSPORATION-REGULAR PROGRAMS - 02721	\$1,121,470.00	\$0.00	\$0.00	\$1,121,470.00	\$0.00	\$1,121,470.00	100.00%
1000.2.000.02722.4513.00000.00.000.000.000	CONTRACTED TRANS OUT OF DIST	\$262,745.00	\$0.00	\$0.00	\$262,745.00	\$192,541.76	\$70,203.24	26.72%
1000.2.000.02722.4514.00000.00.000.000.000	TRANS CONTRACTED - IN DISTRICT	\$269,674.00	\$0.00	\$0.00	\$269,674.00	\$13,680.10	\$255,993.90	94.93%
	Func: TRANSPORTATION-SPECIAL PROGRAM - 02722	\$532,419.00	\$0.00	\$0.00	\$532,419.00	\$206,221.86	\$326,197.14	61.27%
1000.2.000.02723.4513.00000.00.000.000.000	CONTRACTED TRANS OUT OF DIST	\$100,800.00	\$0.00	\$0.00	\$100,800.00	\$0.00	\$100,800.00	100.00%
1000.2.000.02723.4626.00000.00.000.000.000	Vehicle Fuels	\$620.00	\$0.00	\$0.00	\$620.00	\$0.00	\$620.00	100.00%
	Func: TRANSPORATION-VOCATIONAL - 02723	\$101,420.00	\$0.00	\$0.00	\$101,420.00	\$0.00	\$101,420.00	100.00%
1000.2.000.02724.4513.00000.00.000.000.000	CONTRACTED TRANS OUT OF DIST	\$90,000.00	\$0.00	\$0.00	\$90,000.00	\$136.73	\$89,863.27	99.85%
	Func: TRANSPORATION-ATHLETIC - 02724	\$90,000.00	\$0.00	\$0.00	\$90,000.00	\$136.73	\$89,863.27	99.85%
1000.2.000.02725.4513.00000.00.000.000.000	CONTRACTED TRANS OUT OF DIST	\$15,100.00	\$0.00	\$0.00	\$15,100.00	\$0.00	\$15,100.00	100.00%
	Func: TRANSPORTATION-COCURRICULAR - 02725	\$15,100.00	\$0.00	\$0.00	\$15,100.00	\$0.00	\$15,100.00	100.00%
1000.2.000.02730.4110.00000.00.000.000.000	Regular Salaried Employees	\$5,717.00	\$0.00	\$0.00	\$5,717.00	\$5,550.00	\$167.00	2.92%
1000.2.000.02730.4220.00000.00.000.000.000	FICA	\$437.00	\$0.00	\$0.00	\$437.00	\$424.55	\$12.45	2.85%
	Func: TRAFFIC GUARDS - 02730	\$6,154.00	\$0.00	\$0.00	\$6,154.00	\$5,974.55	\$179.45	2.92%
1000.2.000.02790.4513.00000.00.000.000.000	CONTRACTED TRANS OUT OF DIST	\$60,000.00	\$0.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00	100.00%
	Func: TRANSPORATION - OTHER STUDENT - 02790	\$60,000.00	\$0.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00	100.00%
1000.2.000.02832.4819.00000.00.000.000.000	Fees & Charges	\$1,000.00	(\$1.50)	(\$1.50)	\$1,001.50	\$282.50	\$719.00	71.90%
	Func: STAFF SERVICES-CRIMINAL RECORD - 02832	\$1,000.00	(\$1.50)	(\$1.50)	\$1,001.50	\$282.50	\$719.00	71.90%
1000.2.000.02835.4336.00000.00.000.000.000	Medical Services	\$2,900.00	\$0.00	\$0.00	\$2,900.00	\$0.00	\$2,900.00	100.00%
	Func: CENTRAL SUPPORT-HEALTH SERV. - 02835	\$2,900.00	\$0.00	\$0.00	\$2,900.00	\$0.00	\$2,900.00	100.00%
1000.2.000.02839.4250.00000.00.000.000.000	Unemployment	\$110,000.00	\$0.00	\$0.00	\$110,000.00	\$0.00	\$110,000.00	100.00%
1000.2.000.02839.4260.00000.00.000.000.000	Workers Comp Insurance	\$145,000.00	\$0.00	\$0.00	\$145,000.00	\$0.00	\$145,000.00	100.00%
	Func: CENTRAL SUPPORT-INSURANCES - 02839	\$255,000.00	\$0.00	\$0.00	\$255,000.00	\$0.00	\$255,000.00	100.00%
1000.2.000.02843.4110.00000.00.000.000.000	Regular Salaried Employees	\$265,568.00	\$24,024.94	\$24,024.94	\$241,543.06	\$255,536.70	(\$13,993.64)	-5.27%
1000.2.000.02843.4111.00000.00.000.000.000	Benefit Reimbursment	\$7,055.00	\$0.00	\$0.00	\$7,055.00	\$6,774.60	\$280.40	3.97%
1000.2.000.02843.4170.00000.00.000.000.000	Longevity Pay	\$2,800.00	\$0.00	\$0.00	\$2,800.00	\$3,325.00	(\$525.00)	-18.75%
1000.2.000.02843.4211.00000.00.000.000.000	Health Insurance	\$58,303.00	\$4,075.32	\$4,075.32	\$54,227.68	\$48,925.25	\$5,302.43	9.09%
1000.2.000.02843.4212.00000.00.000.000.000	Dental Insurance	\$6,067.00	\$445.24	\$445.24	\$5,621.76	\$5,342.88	\$278.88	4.60%
1000.2.000.02843.4213.00000.00.000.000.000	Life Insurance	\$720.00	\$0.00	\$0.00	\$720.00	\$0.00	\$720.00	100.00%
1000.2.000.02843.4214.00000.00.000.000.000	Disability Insurance	\$497.00	\$0.00	\$0.00	\$497.00	\$0.00	\$497.00	100.00%
1000.2.000.02843.4220.00000.00.000.000.000	FICA	\$20,795.00	\$1,801.20	\$1,801.20	\$18,993.80	\$19,253.88	(\$260.08)	-1.25%
1000.2.000.02843.4230.00000.00.000.000.000	Retirement	\$28,871.00	\$2,331.64	\$2,331.64	\$26,539.36	\$26,496.87	\$42.49	0.15%
1000.2.000.02843.4322.00000.00.000.000.000	PROF SERVICES INSTRUCTIONAL	\$5,500.00	\$0.00	\$0.00	\$5,500.00	\$3,143.00	\$2,357.00	42.85%
1000.2.000.02843.4330.00000.00.000.000.000	Other professional Services	\$4,500.00	\$0.00	\$0.00	\$4,500.00	\$0.00	\$4,500.00	100.00%
1000.2.000.02843.4339.00000.00.000.000.000	Consulting Services	\$5,000.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$5,000.00	100.00%

City of Dover, New Hampshire

\*ML - Monthly Condition of Accounts (Obj & Func)

From Date: 7/1/2014

To Date: 7/31/2014

Fiscal Year: 2014-2015

Subtotal by Collapse Mask

Include pre encumbrance

Print accounts with zero balance

Filter Encumbrance Detail by Date Range

Account Number	Description	GL Budget	Range To Date	YTD	Balance	Encumbrance	Budget Balance	% Bud
1000.2.000.02843.4341.00000.00.000.000.000	Technical Services	\$63,306.00	\$24,276.30	\$24,276.30	\$39,029.70	\$42,669.69	(\$3,639.99)	-5.75%
1000.2.000.02843.4433.00000.00.000.000.000	Maint Chrgs - Equipment	\$3,000.00	\$0.00	\$0.00	\$3,000.00	\$1,600.00	\$1,400.00	46.67%
1000.2.000.02843.4532.00000.00.000.000.000	DATA COMMUNICATIONS	\$16,452.00	\$0.00	\$0.00	\$16,452.00	\$0.00	\$16,452.00	100.00%
1000.2.000.02843.4580.00000.00.000.000.000	Travel Expense	\$600.00	\$0.00	\$0.00	\$600.00	\$0.00	\$600.00	100.00%
1000.2.000.02843.4611.00000.00.000.000.000	Office Supplies	\$950.00	\$0.00	\$0.00	\$950.00	\$0.00	\$950.00	100.00%
1000.2.000.02843.4650.00000.00.000.000.000	SOFTWARE	\$30,215.00	\$0.00	\$0.00	\$30,215.00	\$7,314.93	\$22,900.07	75.79%
1000.2.000.02843.4738.00000.00.000.000.000	REPLACE TECH. EQUIP.	\$17,000.00	\$0.00	\$0.00	\$17,000.00	\$0.00	\$17,000.00	100.00%
	Func: COMPUTER SYSTEMS MANAGEMENT - 02843	\$537,199.00	\$56,954.64	\$56,954.64	\$480,244.36	\$420,382.80	\$59,861.56	11.14%
1000.2.000.02900.4160.00000.00.000.000.000	Severance Pay	\$7,500.00	\$0.00	\$0.00	\$7,500.00	\$0.00	\$7,500.00	100.00%
1000.2.000.02900.4220.00000.00.000.000.000	FICA	\$574.00	\$0.00	\$0.00	\$574.00	\$0.00	\$574.00	100.00%
1000.2.000.02900.4230.00000.00.000.000.000	Retirement	\$1,062.00	\$0.00	\$0.00	\$1,062.00	\$0.00	\$1,062.00	100.00%
1000.2.000.02900.4330.00000.00.000.000.000	Other professional Services	\$3,750.00	\$0.00	\$0.00	\$3,750.00	\$0.00	\$3,750.00	100.00%
	Func: SUPPORT SERVICES - Other - 02900	\$12,886.00	\$0.00	\$0.00	\$12,886.00	\$0.00	\$12,886.00	100.00%
1000.2.000.05222.4912.00000.00.000.000.000	Transfer to Special Rev	\$415,000.00	\$0.00	\$0.00	\$415,000.00	\$0.00	\$415,000.00	100.00%
	Func: TRANSFER TO ALL OTHER SPECIAL REV FUNDS - 05222	\$415,000.00	\$0.00	\$0.00	\$415,000.00	\$0.00	\$415,000.00	100.00%
Grand Total:		\$44,236,755.00	\$437,334.42	\$437,334.42	\$43,799,420.58	\$32,871,784.71	\$10,927,635.87	24.70%

End of Report