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Virginia M. Barry, Ph.D.
Commissioner of Education
Tel. 603-271-3144

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Deputy Commissioner of Education
Tel. 603-271-3801

STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
101 Pleasant Street
Concord, N.H. 03301
FAX 603-271-1953

June 15, 2016

Her Excellency, Governor Margaret Wood Hassan
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the New Hampshire Department of Education, Bureau of Special Education to enter into a contract with Southeastern Regional Education Service Center, Inc. (SERESC), 29 Commerce Drive, Bedford, NH (vendor code 154866) in an amount not to exceed \$400,000.00 to develop and implement a statewide preschool special education professional development system, effective upon Governor & Council approval through June 30, 2018. 100% Federal Funds.

Funds to support this request are available in account titled Special Education-Preschool in Fiscal Year 2017, and are anticipated to be available in Fiscal Year 2018, upon the availability and continued appropriation of funds in the future operating budget, with the ability to adjust encumbrances between Fiscal Years through the Budget Office without further Governor and Council approval, if needed and justified.

	<u>FY'17</u>	<u>FY'18</u>
06-56-56-562510-21840000-072-509073	\$200,000.00	\$200,000.00
Grants Federal		

EXPLANATION

The purpose of the contract is to improve educational outcomes for preschool children with disabilities and their families through the development and implementation of a regionally-based statewide preschool special education professional development technical assistance network. This network enhances State and local partnerships specific to early childhood special education, promotes high quality professional development for families of preschoolers with disabilities, school and community-based personnel who work with preschoolers with disabilities, and improves the quality of preschool special education in New Hampshire. The Professional Development System will align with the priorities of the NH Special Education State Performance Plan (SPP) relative to preschool special education.

Her Excellency, Governor Margaret Wood Hassan
and the Honorable Council

June 15, 2016

Page Two

The Department of Education prepared and published a Request for Proposals (RFP) “*New Hampshire Preschool Special Education Professional Development Initiative*” in the Manchester Union Leader for the period April 20th, April 21st and April 22nd, 2016; as well as posted on the Department website. One (1) proposal was received by the deadline; and Southeastern Regional Education Center, Inc. (SERESC), has met the criteria of the Request for Proposals (Attachment A).

Preschool Technical Assistance Network is a statewide technical assistance and support network that promotes quality, developmentally appropriate and culturally competent early care and education/special education programs. It is a project of the Southeastern Regional Education Service Center (SERESC), a non-profit education collaborative in Bedford, New Hampshire.

Preschool Technical Assistance Network activities are directly responsive to the mission and vision of its funders, the Bureau of Special Education/NH Department of Education, the Child Development Bureau/NH Department of Health and Human Services and over forty school district’s statewide. Preschool Technical Assistance Network funders share infrastructure costs allowing each to focus maximum funds on their goals for improving outcomes for children and families.

This project will employ a comprehensive evaluation process to insure that all professional development activities and products promote the Bureau of Special Education’s priorities at the local level and ultimately result in improved outcomes for preschool children with disabilities and their families. The evaluators consist of the Project Director, the Preschool Technical Assistance Network Facilitators, and the Bureau of Special Education’s Project Coordinator. In addition to an annual survey, Preschool Technical Assistance Network will routinely evaluate the quality and impact and Project Development. Evaluation results will be provided to the Department in an annual report, or more often based upon the Department’s request.

In the event Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully Submitted,



Virginia M. Barry, Ph.D.

Commissioner of Education

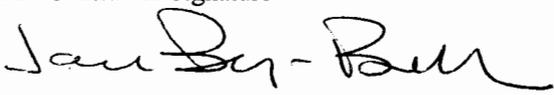
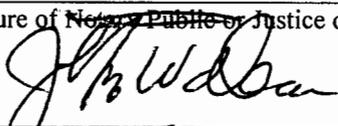
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

The State of New Hampshire and the Contractor hereby mutually agree as follows:

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name Department of Education, Bureau of Special Education		1.2 State Agency Address 101 Pleasant Street Concord, NH 03301	
1.3 Contractor Name Southeastern Regional Education Service Center, Inc. (SERESC)		1.4 Contractor Address 29 Commerce Drive Bedford, NH 03110	
1.5 Contractor Phone Number 603-206-6800	1.6 Account Number See Exhibit B	1.7 Completion Date June 30, 2018	1.8 Price Limitation \$400,000.00
1.9 Contracting Officer for State Agency Santina Thibedeau, Administrator Bureau of Special Education		1.10 State Agency Telephone Number 603-271-3791	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Jane Bergeron-Beaulieu, Interim Executive Director	
1.13 Acknowledgement: State of <u>NH</u> , County of <u>Hillsborough</u> On <u>July 7, 2016</u> , before the undersigned officer, personally appeared the person identified in block 1.12, or satisfactorily proven to be the person whose name is signed in block 1.11, and acknowledged that s/he executed this document in the capacity indicated in block 1.12.			
1.13.1 Signature of Notary Public or Justice of the Peace  [Seal]			
1.13.2 Name and Title of Notary or Justice of the Peace <u>Jeffrey Wallace Justice of the Peace expires 9/17/2019</u>			
1.14 State Agency Signature <u>Virginia M. Barry</u> Date: <u>7/15/16</u>		1.15 Name and Title of State Agency Signatory <u>Virginia M. Barry Commissioner of Education</u>	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.17 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By: <u>Eva B. McIntyre</u> On: <u>7/22/16</u>			
1.18 Approval by the Governor and Executive Council (if applicable) By: _____ On: _____			

2. EMPLOYMENT OF CONTRACTOR/SERVICES TO BE PERFORMED. The State of New Hampshire, acting through the agency identified in block 1.1 (“State”), engages contractor identified in block 1.3 (“Contractor”) to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT A which is incorporated herein by reference (“Services”).

3. EFFECTIVE DATE/COMPLETION OF SERVICES.

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.18, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.14 (“Effective Date”).

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

4. CONDITIONAL NATURE OF AGREEMENT.

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor notice of such termination. The State shall not be required to transfer funds from any other account to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/PAYMENT.

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT B which is incorporated herein by reference.

5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.

6.1 In connection with the performance of the Services, the Contractor shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal opportunity laws. This may include the requirement to utilize auxiliary aids and services to ensure that persons with communication disabilities, including vision, hearing and speech, can communicate with, receive information from, and convey information to the Contractor. In addition, the Contractor shall comply with all applicable copyright laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.

6.3 If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all the provisions of Executive Order No. 11246 (“Equal Employment Opportunity”), as supplemented by the regulations of the United States Department of Labor (41 C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Contractor further agrees to permit the State or United States access to any of the Contractor’s books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

7. PERSONNEL.

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this

Agreement. This provision shall survive termination of this Agreement.

7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

8.1.1 failure to perform the Services satisfactorily or on schedule;

8.1.2 failure to submit any report required hereunder; and/or

8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

9.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

9.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

9.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

10. TERMINATION. In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT A.

11. CONTRACTOR'S RELATION TO THE STATE. In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS. The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice and consent of the State. None of the Services shall be subcontracted by the Contractor without the prior written notice and consent of the State.

13. INDEMNIFICATION. The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate ; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 9.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than thirty (30) days prior to the expiration date of each of the insurance policies. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference. Each certificate(s) of insurance shall contain a clause requiring the insurer to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than thirty (30) days prior written notice of cancellation or modification of the policy.

15. WORKERS' COMPENSATION.

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A (*"Workers' Compensation"*).

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. WAIVER OF BREACH. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

17. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

18. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no

such approval is required under the circumstances pursuant to State law, rule or policy.

19. CONSTRUCTION OF AGREEMENT AND TERMS.

This Agreement shall be construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

20. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

21. HEADINGS. The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

22. SPECIAL PROVISIONS. Additional provisions set forth in the attached EXHIBIT C are incorporated herein by reference.

23. SEVERABILITY. In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

24. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire Agreement and understanding between the parties, and supersedes all prior Agreements and understandings relating hereto.

EXHIBIT A

Services to be Provided

Southeastern Regional Education Service Center, Inc. (SERESC) will provide the following services annually to the New Hampshire Department of Education (NHDOE), Bureau of Special Education under the contract:

New Hampshire Preschool Special Education Professional Development Initiative

Develop and implement a statewide professional development (PD) system designed to increase the implementation of effective practices and enhance outcomes for preschool children with disabilities and their families. The PD system will align with the priorities of the New Hampshire Special Education State Performance Plan (SPP) relative to preschool special education, including Indicator 6: Preschool Settings, Indicator 7: Child Outcomes, Indicator 8: Parent Involvement, Indicator 12: Early Transitions and Indicator 17: State Systemic Improvement Plan.

- As directed by the Bureau of Special Education, participate in State and national activities that promote the priorities of the New Hampshire Special Education State Performance Plan specific to preschool special education.
- Coordinate with other Bureau of Special Education initiatives to promote a unified system to improve outcomes for preschool children with disabilities, including participation in Bureau of Special Education Preschool Special Education Leadership Team (NH Bold).
- In conjunction with the Bureau of Special Education, coordinate and facilitate the State Systemic Improvement Plan (SSIP) State Leadership Team and the SSIP District Learning Collaborative for Indicator 17: State Systemic Improvement Plan.
- In conjunction with the State core planning group, take a leadership role in the development and facilitation of the Pyramid Model State Leadership Team.
- Develop and make public a database with contact information for key personnel; the database will serve as a resource for citizens of the State to identify preschool special education contact people. The database will be used to disseminate information, communicate with the field, and identify potential participants in project activities.
 - The database will identify preschool special education intake and/or referral personnel for each town in New Hampshire. This database should be responsive to the family's question: "Who do I call about (educational) concerns about my preschool-age child?"
 - The database will identify the special education decision-makers for preschool special education for each district in New Hampshire. The database should be responsive to the question: "Who is the point person for information dissemination and preschool special education leadership within the district?"
- Establish and implement a Professional Development (PD) system designed to enhance the capacity of personnel to improve outcomes for preschool children with disabilities and their families. This system should, at a minimum, include key PD strategies designed to:
 - Reduce suspension and expulsion of preschool children with disabilities in public and private early childhood programs.
 - Expand the needed knowledge, skills, and experience of early childhood degree faculty members to teach coursework related to early childhood special education, particularly at the associate and bachelor's degree levels.
 - Build the capacity of district personnel, especially the State Systemic Improvement Plan (SSIP districts), to implement with fidelity evidence-based practices and/or programs that improve child outcomes.

EXHIBIT A (cont'd)
Services to be Provided

- Provide opportunities for district personnel to receive peer-to-peer support, network with each other and receive universal TA regarding preschool special education. Audiences should include new preschool special education decision-makers, preschool special education coordinators, special education administrators and others as appropriate.
 - Convene 2-3 focus groups that will meet for a limited time to explore issues identified by the NHDOE. Participants will bring their expertise to the conversation, be educated about the issue on the table, engage in dialog about the potential impact and solutions, and make recommendations to the NHDOE. Based on this work, information and TA will be provided to the field.
- Develop and implement an evaluation plan to determine effectiveness of the project. The evaluation plan should assess whether activities identified in the proposal were accomplished and the impact of the project on building local and State capacity to improve outcomes for preschool children with disabilities. The applicant may provide a completed evaluation plan with the application or may provide a work plan for engaging stakeholders, identifying focus questions, establishing short and long term objectives, and assessing the formative and summative impact of the project.

Initials JBB
Date 7/7/16

EXHIBIT B

Budget and Payment Method

General Expenses:

Budget (period ending June 30, 2018)
Account: 06-56-56-562510-21840000-072-509073

Description of Services	FY'17	FY'18
Director: Salary	64,109.50	64,109.50
Director: Benefits	11,831.30	11,831.30
Project Assistant	19,978.20	19,978.20
Project Staff	58,955.00	58,955.00
Trainers, Coaches, Consultants	20,450.00	20,450.00
Supplies and Materials	642.48	642.48
Travel	1,000.00	1,000.00
Telephone	2,000.00	2,000.00
Conference Registrations, Hotel/Travel	3,000.00	3,000.00
Rent	3,318.00	3,318.00
Indirect Costs – 8%	14814.52	14814.52
Total	200,000.00	200,000.00

Limitation on Price:

Upon mutual agreement between the State Contracting Officer and the contractor, line items in this budget may be adjusted one to another, with +/- 10% of the indicated amount, but in no case shall the total budget exceed the price limitation of \$400,000.00.

Method of Payment:

Payment will be made on the basis of monthly invoices received by the 10th of the following month which are supported by a summary of activities that have taken place in accordance with the terms of the contract. If otherwise correct and acceptable, payment will be made.

Invoices will be submitted to:

Barbara Dauphinais
NH Department of Education
Bureau of Special Education
101 Pleasant Street
Concord New Hampshire 03301

Initials BD
Date 7/7/16

EXHIBIT C

Any document(s) developed and published, as a project of the New Hampshire State Department of Education (NHDOE), Bureau of Special Education, will recognize the NHDOE, Bureau of Special Education as a sponsor. All documents created shall be the property of the Bureau of Special Education.

Initials 
Date 7/7/16

**ATTACHMENT A
New Hampshire Preschool Special Education
Professional Development Initiative**

Applicant Name	7.2.1 Significance of Proposal: Description of applicant's capabilities to deliver the services, including a brief description of their personal experience and/or company's experience in developing and implementing a program of this type, to include references as applicable. Please identify the specific subsections of 1.0 as they are addressed (see 1.0 Minimum Requirements). (10 pts.)	7.2.2 Quality of Services: Describe how you will accomplish the Services to be Provided, including activities and strategies that will achieve the purpose of this Request for Proposals. Please identify the subsection(s) of the Services to be Provided as you address them in your narrative. 7.2.2.1 Core Services: Provide a detailed explanation of how you will address the core services of the proposal. (10 pts.)	7.2.2.2 Professional Development System: Provide a detailed explanation of how you will accomplish each of these subsections to develop and implement a professional development system. (20 pts.)	7.2.2.3 Evaluation Plan: Describe your comprehensive plan for the evaluation of the proposed project's activities, effectiveness and impact. (10 pts.)	7.2.3 Management Plan: Provide a work plan that includes a timeline, persons responsible and milestones or benchmarks in accordance with the activities to carry out Services to be Provided. (15 pts.)	7.2.4 Personnel and Partners: Provide a listing of the individuals who will have responsibilities within the proposed project, their titles, qualifications and duties, and the amount of time each will devote to the project. Identify key partners, describe their anticipated participation and provide documentation of their commitment. (10 pts.)	7.2.5 Adequacy of Resources: Provide a detailed budget, including budget notes/justification, which clearly explains the relationship between proposed activities and expenditures. The budget should be broken down into two (2) fiscal year: FY '17 (July 1, 2016 - June 30, 2017) and FY '18 (July 1, 2017 - June 30, 2018), and not exceed \$200,000 for each year. Indirect costs may not exceed 8%. (25 pts.)	Total Score
SERESC	9	17	7	13.34	8.67	23.34	88.02	

The committee members responsible for the review of the NH Preschool Special Education Professional Development Initiative proposal include the following individuals:

- Helene Anzalone - Education Consultant - Special Education
- Bridget Brown - Education Consultant - Special Education
- Christina MacDonald - Education Consultant - Special Education

The scoring for this proposal was conducted employing a consensus model.

The role of the committee members was advisory in nature. They provided information, analysis and recommendations that were presented to the Commissioner of Education.

The Commissioner of Education reviews the information provided and makes the final decision regarding the award of such grants.

State of New Hampshire Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that SOUTHEASTERN REGIONAL EDUCATIONAL SERVICE CENTER is a New Hampshire nonprofit corporation formed August 6, 1974. I further certify that it is in good standing as far as this office is concerned, having filed the return(s) and paid the fees required by law.



In TESTIMONY WHEREOF, I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 23rd day of May A.D. 2016

A handwritten signature in black ink, appearing to read "William M. Gardner".

William M. Gardner
Secretary of State



Southeastern Regional Education Service, Inc.

29 Commerce Drive
Bedford, NH 03110
Phone: 603-206-6800
Fax: 603-434-3891
www.seresc.net

Jane Bergeron
Interim Executive Director

CERTIFICATE OF AUTHORITY

The Board of Directors of the Southeastern Regional Education Service Center, Inc. do hereby certify that Jane Bergeron-Beaulieu is the duly appointed Interim Executive Director of the Southeastern Regional Education Service Center, Inc. a New Hampshire Corporation duly existing under the law and having a principal place of business in Bedford, New Hampshire.

The Board also certifies that Jane Bergeron-Beaulieu is authorized by the Board of Directors of the Southeastern Regional Education Service Center, Inc. to sign on behalf of the corporation; all contracts, agreements, documents, application for payment from the Governor and Council, state bodies and all other individuals and entities.

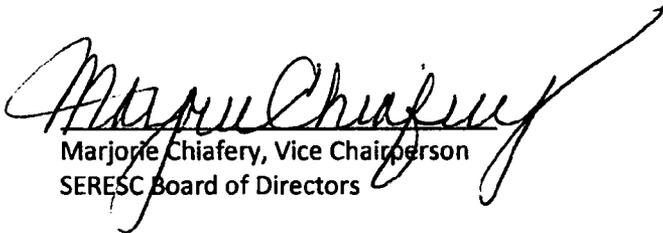
The Board further certifies that Jane Bergeron-Beaulieu is authorized to execute on behalf of the Corporation; all contracts, agreements and other similar documents.

July 7, 2016
Date


Eric McGee, Chairperson
SERESC Board of Directors

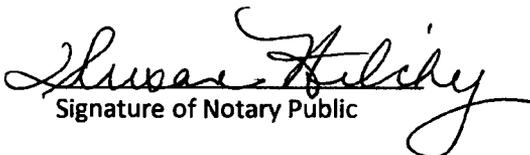
The foregoing resolution has not been amended or revoked and remains in full force and effect as of:

7/7/16
Date


Marjorie Chiafery, Vice Chairperson
SERESC Board of Directors

Acknowledgement: State of NH, County or Hillsborough

On 7/7/16, before the undersigned officer, Eric McGee, Chairperson, satisfactorily identified himself and acknowledged that he executed this document in the capacity indicated above.


Signature of Notary Public

SUSAN HILCHEY, Notary Public
My Commission Expires February 6, 2018
Name, Title and Expiration of Commission

MEMBER SCHOOL DISTRICTS
Auburn • Bedford • Candia • Hampstead • Hooksett
Londonderry • Merrimack • Timberlane • Windham



SERESC

Southeastern
Regional
Education
Service Center, Inc.

29 Commerce Drive
Bedford, NH 03110
Phone: (603) 206-6800
Fax: (603) 206-6599
www.seresc.net

RICHARD LASALLE
Executive Director

Inspiring innovation and excellence in education and professional practice.

SERESC'S MISSION STATEMENT

Inspiring innovation and excellence in education and professional practice.

PTAN'S MISSION STATEMENT

Providing technical assistance and professional development designed to increase the implementation of evidence-based practices and programs that improve outcomes for NH preschool children with disabilities and their families.

MEMBER SCHOOL DISTRICTS

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



SERESC

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

29 Commerce Drive
Bedford, NH 03110
Phone: (603) 206-6800
Fax: (603) 206-6599
www.seresc.net

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Brief Overview of SERESC

SERESC was established in 1974 in response to federal legislation that imposed new requirements for special education on school districts. Over the years, it has successfully provided school districts with an array of services that may have been otherwise unavailable or prohibitively expensive. SERESC employs approximately 100 consultants, teachers, therapists and support staff who provide direct and indirect services in the areas of science, math, general curriculum, educational technology, special education (including assessments and consultations for speech and language, auditory and visual challenges and behavioral issues), professional development, financial assistance and communications coordination. SERESC has been awarded a number of private, state and federal grants over its forty-year history and has consistently demonstrated the ability to implement high quality programs and manage requested funds with the highest degree of fiscal responsibility and accountability.

MEMBER SCHOOL DISTRICTS

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



Southeastern Regional Education Service, Inc.

Inspiring innovation and excellence in education and professional practice.

29 Commerce Drive
Bedford, NH 03110
Phone: 603-206-6800
Fax: 603-434-3891
www.seresc.net

Jane Bergeron-Beaulieu
Interim Executive Director

SERESC 2016-2017 Board of Directors

Each of the following Board Members, including the Chairperson, provides approximately one hour of service per week to SERESC. SERESC's Board Members do not receive compensation for their services.

SAU #12 – Londonderry, 268C Mammoth Road, Londonderry, NH 03053 (603) 432-6920

Mr. Nathan Greenberg, Superintendent
Mr. Stephen Young, School Board Representative

SAU #15 – Candia, Auburn, Hooksett, 90 Farmer Road, Hooksett, NH 03106 (603) 622-3731

Dr. Charles P. Littlefield, Superintendent
Mr. Mark Comeau, School Board Representative – Auburn
Ms. Kim Royer, School Board Representative – Candia
Ms. Kara Salvas, School Board Representative – Hooksett

SAU #25 – Bedford, 103 County Road, Bedford, NH 03110 (603) 472-3755

Mr. Eric (Chip) McGee, Superintendent (Chairperson)
Mr. William Kassler, School Board Representative

SAU #26 – Merrimack, 36 McElwain Street, Merrimack, NH 03054 (603) 424-6200

Ms. Marjorie Chiafery, Superintendent (Vice-Chairperson)
Mr. Andy Schneider, School Board Representative

SAU #55 – Timberlane/Hampstead, 30 Greenough Road, Plaistow, NH 03865 (603) 382-6119

Dr. Earl Metzler, Superintendent
Mr. Peter Bealo, School Board Representative – Timberlane
Mr. Jason Cipriano, School Board Representative – Hampstead

SAU #95 – Windham, 19 Haverhill Road, Windham, NH 03087 (603) 425-1976

Mr. Richard P. Langlois, Superintendent
None named, School Board Representative

Preschool Technical Assistance Network List of Personnel

Salaried Positions

Joan M. Izen, Project Director

Contracted Services

TBD, Project Assistant

Michelle Lewis, Project Staff

Mary Beth LaSalle, Project Staff

Pam Miller Sallet, Project Staff

Joan M. Izen, M.A., CCC-SLP

Highly skilled and experienced consultant committed to supporting individuals and groups with the knowledge and skills needed to achieve their goals.

Summary

- Over thirty years experience in leadership and management positions within education and other non-profit environments.
- Expertise in assessment, meeting facilitation, strategic planning, change management, team development, process analysis and evaluation.
- Successful grant writer with a twenty-five year proven track record.
- Organized and articulate; strong written and verbal language skills.

Professional Experience

Organization Development Consultant

Southeastern Regional Education Service Center, Inc. (SERESC), Bedford, NH

Jaffrey-Rindge School District, Jaffrey, NH [2009-2011]

- Engaged a team of special education administrators and preschool special education teachers and therapists in a two-year strategic planning and implementation process to promote improved education outcomes for the district's identified preschool children and their families.

SERESC Leadership Team [7/11-present]

- Ongoing facilitation to support the development of a comprehensive strategic plan with clearly articulated mission, vision and core values.

Project Director, Grant Writer, Consultant

Southeastern Regional Education Service Center, Inc. (SERESC), Bedford, NH

NH Preschool Technical Assistance Network [1990-present]

- Conceived, designed and developed the Preschool Technical Assistance Network (PTAN), a statewide professional development system that promotes quality programs for New Hampshire's young children with special needs and their families.
- Ongoing grant writing responsibilities to secure local, state and federal funding
- Designed and ongoing maintenance of project website: <http://ptan.seresc.net/>
- Hire, supervise and support project staff and associated consultants
- Facilitate interagency groups; provide individual and group consultation; develop training curriculum; and train small and large groups
- Produce annual reports documenting achievement of project goals with substantive outcome data

The Regional Preschool Improvement Project [1998-2008]

- Annually redesigned this collaboratively funded project to meet the needs of the participating school districts.
- Provided consultation and training to promote programs' ongoing efforts to improve their services for young children with disabilities and their families.

The Early Childhood Training Project [1992-1996]

- Annually designed this collaboratively funded statewide training project.
- Responsible for all aspects of this annual conference including: program design, grant writing, selection of presenters, brochure design, site selection, registration process, exhibit hall and coordination of paid and volunteer staff.

The Regional Child Find Project [1989-1992]

- Designed this regional child find program for school districts to identify children, birth to 6 years old who may be eligible for special education programming.

Project SET (Smooth and Efficient Transitions) [1990-1992]

- Designed and implemented this collaboratively funded project to improve the transition of young children and families from early supports and services to preschool special education.

Speech-Language Pathologist/Developmental Specialist [1988-1990]

Private practitioner working with families of very young children, birth through age 3

Director of Program Development, Speech/Language Pathologist [1981-1987]

The Early Intervention Program at Southern New Hampshire Medical Center, Nashua NH

Speech-Language Pathologist [1980-1981]

Crotched Mountain Rehabilitation Center, Greenfield, NH

Education

O.D. Certification	Leadership NH, 2010 Organization Development, 2008 Antioch University New England, Keene, New Hampshire
M.A.	Speech Communication, 1980 University of Maine, Orono, Maine
B.S.	Communication Disorders, 1977 Emerson College, Boston, Massachusetts

Appointments and Achievements

- *Lake Kanasatka Watershed Association*, Board of Directors [8/13-present]
- *Girls At Work, Inc.*, Chair, Board of Directors [9/10-6/13]
- *Gwen and Henry Morgan Award* recipient, New Hampshire Department of Health and Human Services/Child Development Bureau, “*in recognition of your achievement in professional development and commitment to improving the quality of care and education in New Hampshire*”
- Presentation at the OSEP National Early Childhood Conference, “Preschool Inclusion: Fortunately It Only Gets Better. Here’s Why...” [12/08]
- *Mary Stuart Gile Award* recipient, New Hampshire Department of Health and Human Services/Child Development Bureau, “*in recognition of your commitment to the development of the next generation of early childhood professionals*” [4/06]
- New Hampshire Department of Health and Human Services/Child Development Bureau, Early Childhood Credential Level 3: Trainer, Mentor, Faculty, 2002-2008; Early Childhood Master Professional: Program Consultant, 10/11
- New Hampshire Child Care Advisory Council, 1996-present (Secretary, 1998-2002, Vice-Chair, 2002-2008, Co-Chair, 2011-2013)
- The Council for Exceptional Children/Division for Early Childhood Information and Technology Committee, 2004-2006

Professional Affiliations

- The Organization Development Network
- New Hampshire Center for Nonprofits
- The American Speech-Language-Hearing Association
- New Hampshire Early Education and Intervention Network
- The Council for Exceptional Children - Division of Early Childhood
- The National Association For The Education Of Young Children
- Zero to Three

Michelle L. Lewis

DEGREE

May 2009 Plymouth State University, M.Ed. School Counseling
1996 University of Maine at Farmington, Bachelor of Science in Rehabilitation Services

EMPLOYMENT

January 2013-present Executive Director, NH Parent Information Center (PIC)
July 2012-January 2013 Interim Executive Director, NH Parent Information Center
August 2009-present PTAN Region 1 Facilitator, Parent Information Center contract through SERESC
August 2002-present Project Director, NH Parent Information Center
August 2005-present Project Director, Supporting Successfully Early Childhood Transitions at PIC
December 2007- present Project Director, Parent Training and Information Center at PIC
02/04-10/06 Project Director, Parents Involved in Education at PIC
08/02-10/03 Project Director, Parent Information and Resource Center
07/00-06/02 Treatment Foster Care Worker, Family Works, Inc., Madison, Wisconsin
10/96-07/00 Youth Offender Response Team Worker, Larimer County Department of Human Services, Fort Collins, Colorado

SCHOOL COUNSELING EXPERIENCE

02/09-05/09 Intern, Belmont Elementary School, Belmont, NH
08/08-01/09 Intern, Inter-Lakes High School, Meredith, NH
08/08-12/08 Intern, Inter-Lakes Middle Tier – 7th & 8th Grade, Meredith, NH
03/08-05/08 Practicum Student, Inter-Lakes Middle Tier – 5th & 6th Grade, Meredith, NH

PROFESSIONAL DEVELOPMENT

IDEA Leadership Summer 2013
Early Childhood Advisory Council Strategic Planning Day 03/13
Watch Me Grow Stakeholder Day 03/13
Multi-Tiered Systems of Support: Teamwork, Leadership and Data-Based Decision-Making Summer 2012
IDEA Leadership Summer 2012
Diversity Journey: Beyond the Comfort Zone 04/12
Building a System of Care for NH Children: A Statewide Leadership Summit 04/12
Common Core State Standards 09/12
Mental Health and Schools Conference 10/12
Implementing Common Core State Standards Fall 2012
Mental Health and Schools Conference 10/11
Response-to-Intervention (early literacy and behavior) Two-Day Training Spring 2011
Delivering a State Early Childhood System 02/10
Improving Relationships and Results: Building Family-School Partnerships 10/10
PIC Volunteer Advocate Training Spring 2009
Worried about Your Worrier, Early Childhood Anxiety, Lynn Lyons 03/2009
Child Care Inclusion, Preschool Technical Assistance Network 11/2009
WrightsLaw Special Education Law Conference 10/2008
Early Childhood Outcomes Conference, Early Childhood Outcomes Center 08/2008

PROFESSIONAL CAPABILITIES

Leadership

- Successfully span the divide between regular education and special education, earning the trust and respect of PIC staff across multiple programs, helping the agency to work more effectively together
- Simultaneously manage multiple projects with both federal and state grant funding
- Successfully manage \$1.3M in grant funding for PIC, adhering to federal and state grant guidelines
- Skilled at resolving interpersonal and interagency conflicts, successfully mediating between co-workers and amongst agencies and school districts
- Built effective partnerships with NH Department of Education, Department of Health and Human Services, school districts, Family Centered Early Supports and Services staff, and families thereby helping children succeed
- Ability to relate well to diverse groups, families, and individuals

State and National Presentations

- Co-presented with NH Department of Education at the IDEA Leadership Conference on *Beyond the Data-Increasing Parent Engagement and Developing Partnerships in Action* in 2013
- On-going, engaging dynamic presenter at *Welcome to Family-Centered Early Supports and Services*, a two-day training all early intervention service coordinators must attend
- Co-presented with NH's Part C Coordinator at the IDEA Leadership Conference on the Effective Collaboration between Parent Centers and Early Childhood Part C Agencies in 2011
- Highlighted NH's work by presenting *Engaging Families in NH's Part C Child and Family Outcomes System* in August 2008 at the Early Childhood Outcomes National Conference
- Co-developed and presented *No Child Left Behind* with Mary Heath, Deputy Commissioner of Education at NH's Partnerships for Education Conference in March 2007
- Assisted other states in developing outcomes systems by presenting at *Engaging All Stakeholders: NH's Early Childhood Outcomes System* in December 2005 at the National Early Childhood Technical Assistance Center Annual Conference
- Develop and present early childhood transition workshops and other special education workshops
- Develop and present workshops on building strong family/school partnerships

Communication Skills

- Organized, clear and concise federal and state reports that highlight project successes
- Provide information at multiple levels, ensuring the staff and/or audience understands before moving forward
- Consult and advise NH Department of Education and Bureau of Developmental Services on early childhood transition and other early intervention and special education issues important to families
- Create family-friendly newsletter articles on topics related to early childhood, special education, and the importance of family involvement in education
- Co-authored, designed and published engaging, family-friendly brochures such as *Family Centered Early Supports and Services: A Guide for Families*, *Transition from Family-Centered Early Supports and Services: A Guide for Families and Staff*, *A Family Guide to Response-to-Intervention*, *A Family Guide to the Special Education Process in NH*, and *Life After High School: A Tool-Kit for families*
- Provide high quality technical assistance to school personnel, early intervention providers, and families focused on enhancing the collaboration between schools, families and communities
- Successfully facilitated the development of regional interagency agreements for early transitions in all 10 Area Agency regions of NH

Project Development

- Designed and coordinated multiple projects, expanding and enhancing the work of PIC
- Organized, developed, implemented and marketed the Parents Involved in Education project, a fee for service program in order to continue the work of the Parent Information and Resource Center (PIRC) when funding was lost in October 2003

- Oversaw the development of *Let's Read Together* video for families
- Coordinated the development of *Talk with Me, Read with Me, Sing with Me*; a multi-stakeholder production in which PIC was the main partner
- Streamlined the early transition interagency agreement process, making NH one of the leading states in the area of early childhood transitions
- Developed multi-stakeholder advisory board and hold regular meetings to advise the work of the SSECT Project
- Envisioned and successfully secured multiple grants through grant writing
- Through successful collaboration with evaluators, created data collection tools to assess program effectiveness

Systems Change and Policy Development

- Facilitate the communication between state systems to enhance early childhood transition and other special education related issues
- Supervised the development and co-authored two brochures given to all families participating in early intervention
- Assisted with the creation of NH's early intervention Child Find Notification System and co-authored the guidance document
- Managed the development of NH's Early Childhood Outcomes System for Part C and Part B/619
- Support school districts and early intervention programs in moving from policy and compliance to practice and quality
- Assists NH DOE with data review and determine technical assistance needs for local school districts

State and National Advisory Boards/Workgroups

- NH's Early Childhood Advisory Council (SPARK NH) - September 2011-present
- Interagency Coordinating Committee (ICC) – Past Chair and Current Member, November 2005- present
- Early Childhood Outcomes National Advisory Board- February 2009-present
- Parent Involvement Survey Committee- Bureau of Special Education – December 2007-present
- Preschool Technical Assistance Network – September 2006-present
- Child Care Advisory Council – September 2007-present
- Procedural Safeguards Committee- October 2008-January 2009

Creative Educational Consulting, LLC

Mary Beth LaSalle

QUALIFICATIONS SUMMARY

- Experienced, highly motivated, well organized, results driven individual with an ability to interface with diverse groups to effect positive changes and outcomes.
- Comprehensive knowledge of local, state and federal special education laws.
- Knowledge of local, state and alternative assessment.
- Experience with IEP, IFSP development.
- Working knowledge of RTI development and implementation.
- Experience with procedure development, presentations, consultation, coaching and mentoring.
- Knowledge of preschool through high school priorities and initiatives.
- Extensive knowledge of Preschool Outcomes Measurement, Indicator 7 and work with the State Performance Plan (SPP) and Annual Performance Report (APR).
- Ability to work with various organizations and agencies in order to coordinate supports, services and transitions.
- Ability to see the big picture and how decisions made today impact tomorrow.
- 35+ years in the educational field as a teacher, administrator and consultant.

PROFESSIONAL EXPERIENCE

PTAN – SERESC

2011-Present

Region 2 Facilitator

- Facilitate Lakes Region meeting for Preschool providers encompassing initiatives set forth by the NHDOE.
- Determine needs and interests of the Lakes Region unique to the area as well as in relation to the state as a whole.
- Provide information to the Lakes Region regarding NHDOE initiatives, changes in current practices, and enhancements to programming.
- Disseminate information to the Lakes Region as appropriate in order to keep the area aware of current practices, opportunities for professional development and changes.

Creative Educational Consulting, LLC

2009-Present

Owner/Consultant

- Developed and presented workshops/trainings on a variety of Special Education topics to professional and Para-professional staff
- Worked on scheduling difficulties to enable more efficiency for staff and better programming opportunities for students
- Provided team building activities to school districts to achieve positive outcomes for staff, administration and in turn, students
- Devised data collection tools which are usable and efficient in the school setting
- Provided consultative services for schools regarding difficult to reach students
- Provided training to school districts relating to alternatively placed students and court involved student

New Hampshire Department of Education

2008-Present

Technical Assistance Consultant

- Worked on Indicator 7 through Preschool Outcomes Measurement process, collecting and analyzing data.
- Provided support to SAU's regarding Preschool Outcome Measurements to ensure accurate reporting data.
- Coordinated and organized Roundtable discussions and staff training with publishers of POM's tools.
- Provided trainings to school districts, DOC, alternative schools and PTAN Regions in the area of Measurable Goals and

Objectives; Students with Emotional Difficulties; and POMs information.

- Participated in working sessions for POMs next steps in NH with PTAN and ECO.
- Participated in LRE discussion and guidelines for NH Preschool population
- Researched "*Developmental Delay*" definition of various states and worked on NH definition.
- Worked on class-size guidelines for preschool population and language in the NH Rules.
- Provided technical assistance to districts as a result of complaint decisions and as directed by NHDOE consultants.
- Researched complaint processes in all states and worked on Complaint Manual for public information in NH.
- Worked on corrections and new language to NH Rules for rulemaking session.
- Worked on Catastrophic Aid requests from school districts.
- "Consultant on Call" at Department of Education.
- POMS Technical Assistance Consultant at NHDOE.

Rivier College

2009-2010

Adjunct Professor – Undergraduate Special Education

SAU #28, Windham, NH

1989-2008

Special Education District Coordinator

- Assistant to Special Education Director providing support to Preschool – High School teams
- Out of District Coordinator

SAU#28, Windham, NH

1978-1989

Special Education Teacher

PRODUCT DEVELOPMENT

- Attention Deficit Disorder Guidelines
- Learning Disability Guidelines
- Speech/Language Impairment Guidelines
- Autism Spectrum Disorder Guidelines
- NLD Guidelines
- Discipline Procedures for Identified Students
- Instructional Assistant Handbook
- Accessing the General Curriculum Manual
- LEA Policies and Procedures Manual for School Districts
- Special Education Diagnostic Manual

COMMITTEE WORK

Staff Development Committee
Project SET
Systems Change
SCANS
Goals 2000
Beyond Access

INSERVICE PRESENTATIONS TO PARA & PROFESSIONAL STAFF

- Including ALL Students
 - Students with Behavioral Challenges
 - Executive Functioning Disorder
 - Nature of Language Learning Disabilities
 - Consultative/Collaborative Model of Instruction
 - Fostering Independence in Children with Disabilities
- Discipline Procedures
Special Education Process
Non-verbal Learning Disabilities
Written Prior Notice
Writing Measurable Goals & Objectives
PLAAFP

EDUCATION

- 1977 - Masters of Science - College of New Rochelle Special Education - Learning Disabilities
- 1974 - Bachelor of Science - College of White Plains of Pace University Elementary Education N-6

PAMELA MILLER SALLET

EDUCATION

University of New Hampshire/Institute on Disabilities, Durham, NH
MCH Fellowship, Leadership Education in Neurodevelopmental Disabilities Program, 2012-2013
NH Department of Health and Human Services, Child Development Bureau, Concord, NH
Early Childhood Master Professional credential, Workshop Trainer endorsement, 2013
Trainer, Mentor, Faculty--Level III credential, 2005-2012
Springfield College, Manchester, NH
MS in Human Service Administration, December, 1991
Wheelock College, Boston, MA
MS in Education, focus: Early Intervention, December, 1984
University of Maine, Orono, ME
BA in Psychology, minors: Communication Disorders and Developmental Disabilities, May, 1983

EMPLOYMENT

SERESC/Preschool Technical Assistance Network (PTAN), Bedford, NH
Early Childhood Facilitator/Consultant—Facilitates a variety of state and regional early childhood planning meetings; provides technical assistance to preschool special education coordinators; facilitates childcare trainings and collaboration; collaborates with early childhood/special education higher education faculty; coordinates with a variety of early childhood grants and efforts; and provides input to funding agencies. (2002-present)

Early Education and Intervention Network of NH, Concord, NH
Program Coordinator/Board Member – Oversees mentoring program for professionals working with children birth to five years with disabilities, including: marketing; recruiting; matching participants; evaluating; researching mentorship models; collaborating with other training initiatives; and reporting to funders, advisory board and board of directors. (1998 – present)

The Upper Room, A Family Resource Center, Derry, NH
Families Reaching Our Goals Program Coordinator/Educator/Volunteer – Provides parent education for families of young children through: workshops; weekly support group facilitation; field trips; resources sharing; referrals; and collaboration with state and local agencies. Volunteers with fund raising and other program needs. (1998 – present)

Self-Employed Consultant, Stratham, NH
Private Contractor – Provides planning, facilitation and instruction for a variety of NH organizations involved in early childhood/special education and family support. (1998 – present)

NH DHHS: Bureau of Developmental Services, Concord, NH
Director/Program Specialist – Implemented the Individuals with Disabilities Education Act in NH for infants and toddlers, including: writing federal grants; overseeing model demonstration projects; collaborating with state and local leaders; providing training and technical assistance; and representing NH at national meetings. (1994 – 1998)

United Developmental Services: Early Intervention Program, Hanover, NH
Program Coordinator– Supervised staff, initiated community outreach efforts, and facilitated service coordination for all families; collaborated with local and state resource providers on early childhood initiatives. (1991 – 1994)

Anne Sullivan Center: Early Intervention Program, Tewksbury, MA
Group Coordinator/Developmental Educator –Consulted to center-based groups for infants/toddlers regarding curriculum and supervision of interns; assessed children in all areas of development and provided home-visits in a multi-cultural community. (1987 – 1991)

Cambridge-Somerville Early Intervention Program, Cambridge, MA
Developmental Educator –Taught classrooms of toddlers with disabilities, assessed children, provided home-visits in a multi-cultural community. (1984 – 1987)

AFFILIATIONS

St. Thomas Aquinas High School, Dover, NH: *volunteer*, 2013 to present
Seacoast Charter School, Kingston, NH: *School Committee member*, 2009-2010
Seacoast Science Center, Rye, NH: *volunteer/member*, 2007-present
St. Teresa's Catholic Church, Rye, NH: *Religious Education teacher*, 2004-2006
National Association for the Education of Young Children—*member*, 2004-present
Stratham Memorial School Parent-Teacher Organization, Stratham, NH: *member*, 2003-2007
Early Education and Intervention Network of NH—*member/former BOD member/Education and Training Committee Chair* 1991-present

**SOUTHEASTERN REGIONAL EDUCATION
SERVICE CENTER, INC.**

Financial Statements

For the Year Ended June 30, 2015

(With Independent Auditors' Report Thereon)

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Southeastern Regional Education Service Center, Inc.

Report on the Financial Statements

We have audited the accompanying financial statements of Southeastern Regional Education Service Center, Inc., which comprise the statement of financial position as of June 30, 2015, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and

fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Southeastern Regional Education Service Center, Inc. as of June 30, 2015, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

We have previously audited the Organization's fiscal year 2014 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated January 26, 2015. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2014 is consistent, in all material respects, with the audited financial statements from which it has been derived.

Other Matters

Other Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The Schedule of Functional Expenses is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated January 27, 2016 on our consideration of the Organization's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control over financial reporting and compliance.

Melanson Heath

January 27, 2016

SOUTHEASTERN REGIONAL EDUCATION SERVICE CENTER, INC.

Statement of Financial Position
 June 30, 2015
 (with comparative totals as of June 30, 2014)

<u>ASSETS</u>	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>2015 Total</u>	<u>2014 Total</u>
Current Assets:				
Cash and cash equivalents	\$ 134,325	\$ 71,649	\$ 205,974	\$ 339,704
Restricted cash - bond escrow	163,303	-	163,303	159,588
Accounts and grants receivable	746,131	-	746,131	758,241
Prepaid expenses	8,773	-	8,773	12,627
Total Current Assets	<u>1,052,532</u>	<u>71,649</u>	<u>1,124,181</u>	<u>1,270,160</u>
Property and equipment, net	<u>6,196,616</u>	-	<u>6,196,616</u>	<u>6,419,872</u>
TOTAL ASSETS	<u>\$ 7,249,148</u>	<u>\$ 71,649</u>	<u>\$ 7,320,797</u>	<u>\$ 7,690,032</u>
 <u>LIABILITIES AND NET ASSETS</u>				
Current Liabilities:				
Accounts payable	\$ 257,924	\$ -	\$ 257,924	\$ 229,331
Accrued expenses	65,071	-	65,071	63,492
Other liabilities	18,633	-	18,633	17,509
Deferred revenue	25,533	-	25,533	2,594
Line of credit	-	-	-	50,000
Current portion of long term debt	<u>225,000</u>	-	<u>225,000</u>	<u>210,000</u>
Total Current Liabilities	<u>592,161</u>	-	<u>592,161</u>	<u>572,926</u>
Long term debt net of current portion	<u>3,990,000</u>	-	<u>3,990,000</u>	<u>4,215,000</u>
Total Liabilities	<u>4,582,161</u>	-	<u>4,582,161</u>	<u>4,787,926</u>
Net Assets:				
Unrestricted	2,625,456	-	2,625,456	2,791,955
Board designated	41,531	-	41,531	41,969
Temporarily restricted	-	<u>71,649</u>	<u>71,649</u>	<u>68,182</u>
Total Net Assets	<u>2,666,987</u>	<u>71,649</u>	<u>2,738,636</u>	<u>2,902,106</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 7,249,148</u>	<u>\$ 71,649</u>	<u>\$ 7,320,797</u>	<u>\$ 7,690,032</u>

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

SOUTHEASTERN REGIONAL EDUCATION SERVICE CENTER, INC.

Statement of Activities

For the Year Ended June 30, 2015
(with comparative totals for the year ended June 30, 2014)

	Unrestricted	Temporarily Restricted	2015 Total	2014 Total
Support and Revenue:				
Support:				
Federal grants	\$ 1,063,676	\$ -	\$ 1,063,676	\$ 794,511
Other government grants	251,080	-	251,080	469,815
Grants and contributions	6	72,978	72,984	84,060
Revenue:				
Tuition revenue	-	-	-	583,204
Consulting revenue	2,990,715	-	2,990,715	2,914,689
Membership revenue	78,791	-	78,791	69,023
Other services	1,909,068	14,619	1,923,687	1,863,586
Investment income:				
Interest income	58	15	73	263
Net assets released from restriction	84,145	(84,145)	-	-
Total Support and Revenue	6,377,539	3,467	6,381,006	6,779,151
Expenses:				
Program services	5,795,399	-	5,795,399	6,554,877
Administration and fundraising	749,077	-	749,077	739,102
Total Expenses	6,544,476	-	6,544,476	7,293,979
Change in net assets	(166,937)	3,467	(163,470)	(514,828)
Net Assets, Beginning of Year	2,833,924	68,182	2,902,106	3,416,934
Net Assets, End of Year	\$ 2,666,987	\$ 71,649	\$ 2,738,636	\$ 2,902,106

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

SOUTHEASTERN REGIONAL EDUCATION SERVICE CENTER, INC.

Statement of Cash Flows
For the Year Ended June 30, 2015
(with comparative totals for the year ended June 30, 2014)

	<u>2015</u>	<u>2014</u>
<u>Cash Flows From Operating Activities:</u>		
Change in net assets	\$ (163,470)	\$ (514,828)
Adjustments to reconcile change in net assets to net cash from operating activities:		
Depreciation	250,450	250,446
(Increase) decrease in:		
Accounts and grants receivable	12,110	210,815
Prepaid expenses	3,854	6,097
Increase (decrease) in:		
Accounts payable	28,593	119,400
Accrued expenses	1,579	(18,744)
Other liabilities	1,124	1,264
Deferred revenue	<u>22,939</u>	<u>-</u>
Net Cash from Operating Activities	157,179	54,450
<u>Cash Flows From Investing Activities:</u>		
Proceeds from sale of investments	-	326,758
Purchase of fixed assets	(27,194)	(44,694)
Restricted cash - bond escrow	<u>(3,715)</u>	<u>(1,879)</u>
Net Cash from Investing Activities	<u>(30,909)</u>	<u>280,185</u>
<u>Cash Flows From Financing Activities:</u>		
Line of credit payments	(50,000)	(150,000)
Principal payments of long term debt	<u>(210,000)</u>	<u>(200,000)</u>
Net Cash Used By Financing Activities	<u>(260,000)</u>	<u>(350,000)</u>
Net Change in Cash and Cash Equivalents	(133,730)	(15,365)
Cash and Cash Equivalents, Beginning	<u>339,704</u>	<u>355,069</u>
Cash and Cash Equivalents, Ending	\$ <u><u>205,974</u></u>	\$ <u><u>339,704</u></u>
 SUPPLEMENTAL INFORMATION:		
Interest Paid	\$ <u><u>176,015</u></u>	\$ <u><u>171,756</u></u>

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

SOUTHEASTERN REGIONAL EDUCATION SERVICE CENTER, INC.

Notes to the Financial Statements

1. Organization

Southeastern Regional Education Service Center, Inc. (the Organization) was formed in 1974 when fourteen New Hampshire school districts pooled their resources to support special education students being mainstreamed into public schools for the first time. The Organization was created as, and remains, a non-profit entity managed by a Board of Directors comprised of school board members and superintendents of schools. As an educational consortium, the Organization has both a regional and statewide focus in order to serve all educational communities. The Organization is known for piloting innovative practices and creativity, technological sophistication, and professional development that contributes to accountability, improved student learning, and excellence in the teaching profession. The Organization's main focus areas are education, professional development, and technology.

2. Summary of Significant Accounting Policies

The following is a summary of significant accounting policies of the Organization used in preparing and presenting the accompanying financial statements.

Accounting for Contributions and Financial Statement Presentation

The Organization follows *Accounting for Contributions Received and Contributions Made* and *Financial Statements of Not-for-Profit Organizations* as required by the Financial Accounting Standards Board Accounting Standards Codification (FASB ASC). Under these guidelines, the Organization is required to distinguish between contributions that increase permanently restricted net assets, temporarily restricted net assets, and unrestricted net assets. It also requires recognition of contributions, including contributed services, meeting certain criteria at fair values. These reporting standards establish standards for financial statements of not-for-profit organizations and require a Statement of Financial Position, a Statement of Activities and a Statement of Cash Flows.

Basis of Accounting

Revenues and expenses are reported on the accrual basis of accounting. Under this basis, revenues, other than contributions, and expenses are reported when incurred, without regard to the date of receipt or payment of cash. Contributions are reported in accordance with FASB ASC *Accounting for Contributions Received and Contributions Made*.

Restricted and Unrestricted Revenue

Contributions received are recorded as increases in unrestricted, temporarily restricted, or permanently restricted net assets, depending on the existence and/or nature of any donor restrictions.

Cash and Cash Equivalents

For purposes of the Statement of Cash Flows, the Organization considers all highly liquid investments with an initial maturity of three months or less to be cash equivalents.

Allowance for Doubtful Accounts

The adequacy of the allowance for doubtful accounts for receivables is reviewed on an ongoing basis by the Organization's management and adjusted as required through the provision for doubtful accounts (bad debt expense). In determining the amount required in the allowance account for the year ended June 30, 2015, management has taken into account a variety of factors.

Property and Equipment

Property and equipment is recorded at cost or, if donated, at estimated fair market value at the date of donation. Major additions and improvements are capitalized, while ordinary maintenance and repairs are charged to expense. Depreciation is provided using the straight-line method over the estimated useful lives of the related assets. Assets not in service are not depreciated.

Functional Expenses

The costs of providing various programs and activities have been summarized on a functional basis in the Statement of Activities and in the Schedule of Functional Expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Donated Services

The Organization receives donated services from a variety of unpaid volunteers assisting the Organization in its programs. No amounts have been recognized in the accompanying Statement of Activities because the criteria for recognition of such volunteer effort under generally accepted accounting principles have not been satisfied.

Contributions of donated services that create or enhance nonfinancial assets or that require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation, are recorded at their fair values in the period received.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual amounts could differ from those estimates.

Tax Status

Southeast Regional Education Service Center, Inc. is exempt from federal income tax under Section 501(a) of the Internal Revenue Code as an organization described in Section 501(c)(3). The Organization has also been classified as an entity that is not a private foundation within the meaning of Section 509(a) and qualifies for deductible contributions.

The Organization follows FASB ASC 740-10, *Accounting for Uncertainty in Income Taxes*, which clarifies the accounting for uncertainty in income taxes and prescribes a recognition threshold and measurement attribute for financial statement recognition and measurement of tax positions taken or expected to be taken in a tax return. FASB ASC 740-10 did not have a material impact on the Organization's financial statements.

The Organization's Federal Form 990 (Return of Organization Exempt From Income Tax) is subject to examination by the IRS, generally for three years after filing.

The Organization recognizes interest related to unrecognized tax benefits in interest expense and penalties that are included within reported expenses. During the year ended June 30, 2015, the Organization had no interest or penalties accrued related to unrecognized tax benefits.

Reclassifications

Certain accounts in the prior-year financial statements have been reclassified for comparative purposes to conform to the presentation in the current-year financial statements.

3. Concentration of Credit Risk - Cash and Cash Equivalents

The carrying amount of the Organization's deposits with financial institutions was \$369,277 at June 30, 2015. The difference between the carrying amount and the bank balance represents reconciling items such as deposits in transit and outstanding checks, which have not been processed by the bank at June 30, 2015. The bank balance is categorized as follows:

Insured by FDIC	\$ 253,526
Covered by SIPC	<u>163,606</u>
Total Bank Balance	<u>\$ 417,132</u>

4. Property, Equipment and Depreciation

A summary of the major components of property and equipment is presented below:

	<u>2015</u>	<u>2014</u>
Land and land improvements	\$ 1,058,330	\$ 1,058,330
Buildings and improvements	7,347,014	7,341,414
Furniture, fixtures and equipment	1,374,081	1,352,488
Vehicles	<u>13,960</u>	<u>13,960</u>
Subtotal	9,793,385	9,766,192
Less: accumulated depreciation	<u>(3,596,769)</u>	<u>(3,346,320)</u>
Total	<u>\$ 6,196,616</u>	<u>\$ 6,419,872</u>

Depreciation expense for the year ended June 30, 2015 totaled \$250,450.

5. Accrued Expenses

Accrued expenses consist primarily of payroll related liabilities.

6. Long-term Debt

Long-term debt as of June 30, 2015 consisted of the following:

Bond payable due in varying monthly installments and interest at 2.8% due semiannually, paid by the Organization on a monthly basis, payable over 30 years, and secured by a letter of credit.	\$ <u>4,215,000</u>
Total	4,215,000
Less amount due within one year	<u>(225,000)</u>
Long-term debt, net of current portion	\$ <u><u>3,990,000</u></u>

The following is a summary of future payments on the previously mentioned long-term debt.

<u>Year</u>	<u>Amount</u>
2016	\$ 225,000
2017	235,000
2018	115,000
2019	120,000
2020	125,000
Thereafter	<u>3,395,000</u>
	\$ <u><u>4,215,000</u></u>

On December 29, 2011, the Organization and the purchaser of the bond agreed to a new multi-annual rate agreement under which the bond will be subject to mandatory remarketing on October 31, 2016. The bond is backed in full by a letter of credit, expiring on November 14, 2016.

The Organization is subject to financial covenants that require the maintenance of minimum and maximum liquidity ratio, debt service coverage ratio and debt to tangible net worth ratio. These financial covenants are effective if the bonds are no longer secured by a letter of credit. In fiscal year 2015, the bonds were secured by a letter of credit, making the financial covenants inapplicable.

7. Line of Credit

Effective in July 2014, the Organization has available a revolving line of credit with a bank in the amount of \$300,000. The outstanding balance on this line at June 30, 2015 was \$0. This line is payable on demand and requires

monthly interest only payments calculated on the outstanding balance from the previous month. Interest is variable, based on Wall Street Prime adjusted daily. Said rate is subject to a floor of 4.00%. The current rate at June 30, 2015 was 4.00%.

8. Board Designated Net Assets

Board designated net assets are comprised of two programs, the Center for Effective Behavioral Interventions and Supports (CEBIS) program and SMS services by speech pathologists. Funds represent net earnings from CEBIS workshops, consulting and SMS insurance payments. The CEBIS funds are to be used to offset expenses that are not funded by grants. The SMS funds are to be used to service speech patients after the yearly grant funds from the NH Bureau of Special Medial Services have been expended.

9. Temporarily Restricted Net Assets

Temporarily restricted net assets are available for the following purposes at June 30, 2015:

New Hampshire Assistive Technology Loan Fund	\$ 19,671
New Hampshire Charitable Foundation	36
Preschool Technical Assistance Network - District Funds	35,687
Preschool Technical Assistance Network - Private Grants	10,826
Scholarship Fund	<u>5,429</u>
Temporarily restricted net assets	<u>\$ 71,649</u>

10. Net Assets Released from Restriction

Net assets are released from program restrictions by incurring expenses satisfying the restricted purpose.

11. Defined Contribution Benefit Plan

The Organization sponsors a defined contribution plan (the Plan) covering all employees age 18 and over, with at least one consecutive year of service who agree to make contributions to the Plan. The Organization has the option of making a discretionary matching contribution. No matching contributions were made by the Organization for the year ended June 30, 2015.

12. Operating Leases

The Organization leases office equipment under various lease agreements. Equipment rental expense totaled \$20,453 for the year ended June 30, 2015.

13. Fair Value Measurements

FASB ASC, *Fair Value Measurements*, provides guidance for using fair value to measure assets and liabilities. *Fair Value Measurements* applies whenever other standards require or permit assets or liabilities to be measured at their fair market value. The standard does not expand the use of fair value in any new circumstances. Under *Fair Value Measurements*, fair value refers to the price that would be received from the sale of an asset or paid to transfer a liability in an orderly transaction between market participants as of the measurement date. *Fair Value Measurements* clarifies the principle that fair value should be based on the assumptions market participants would use when pricing the asset or liability and establishes a fair value hierarchy that prioritizes the information used to develop those assumptions.

Under *Fair Value Measurements*, the Organization categorizes its fair value estimates based on a hierarchical framework associated with three levels of price transparency utilized in measuring financial instruments at fair value. Classification is based on the lowest level of input that is significant to the fair value of the instrument. The three levels are as follows:

- Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date. The types of financial instruments included in Level 1 are highly liquid instruments with quoted prices;
- Level 2 - Inputs from active markets, other than quoted prices for identical instruments, are used to model fair value. Significant inputs are directly observable from active markets for substantially the full term of the asset or liability being valued; and
- Level 3 - Pricing inputs significant to the valuation are unobservable. Inputs are developed based on the best information available; however, significant judgment is required by management in developing the inputs.

The estimated fair value of the Organization's financial instruments is presented in the following table:

	<u>Carrying Value</u>	<u>Fair Value</u>	<u>Level One</u>	<u>Level Two</u>	<u>Level Three</u>
Bond payable	\$ <u>4,215,000</u>	\$ <u>4,215,000</u>	\$ <u>-</u>	\$ <u>4,215,000</u>	\$ <u>-</u>
Total liabilities	\$ <u>4,215,000</u>	\$ <u>4,215,000</u>	\$ <u>-</u>	\$ <u>4,215,000</u>	\$ <u>-</u>

The carrying amounts of cash and cash equivalents approximate fair value because of the short maturity of those financial instruments.

14. Related Party Transactions

The Organization's Board of Directors is comprised of superintendents and school board representatives from member New Hampshire school districts. The Organization provides a variety of services to these entities.

15. Concentrations of Risk

A material part of the Organization's revenue is derived from services provided to member districts and the New Hampshire Department of Education, the loss of which would have a materially adverse effect on the Organization. During the year ended June 30, 2015, 24% of the Organization's program service revenue was from the Merrimack School District (SAU #26), 15% was from the New Hampshire Department of Education and 9% was from the Bedford School District (SAU #25).

16. Subsequent Events

In accordance with the provisions set forth by FASB ASC, *Subsequent Events*, events and transactions from July 1, 2015 through January 27, 2016, the date the financial statements were available to be issued, have been evaluated by management for disclosure.

Subsequent to year end, Hear in New Hampshire, Inc., a 501(c)(3) organization with a similar mission, merged with the Organization.

Other than the event noted above, management has determined that there were no material events that would require disclosure in the Organization's financial statements through this date.

SOUTHEASTERN REGIONAL EDUCATION SERVICE CENTER, INC.

Schedule of Functional Expenses
For the Year Ended June 30, 2015
(with comparative totals for the year ended June 30, 2014)

	<u>Program Services</u>	<u>Administration and Fundraising</u>	<u>2015 Total</u>	<u>2014 Total</u>
Personnel expense:				
Salaries and wages	\$ 2,471,881	\$ 326,309	\$ 2,798,190	\$ 3,327,497
Employee benefits	343,569	41,177	384,746	504,531
Payroll taxes	176,957	47,665	224,622	251,409
Contract services	1,741,140	18,066	1,759,206	1,737,283
Supplies	285,456	25,879	311,335	336,944
Communications	74,070	58,893	132,963	222,102
Depreciation	243,326	7,124	250,450	250,446
Interest	170,359	4,987	175,346	171,062
Repairs and maintenance	31,655	137,036	168,691	156,292
Travel	101,407	1,886	103,293	120,538
Utilities	31,749	76,344	108,093	107,913
Insurance	5,000	21,023	26,023	12,820
Rent	2,075	18,378	20,453	28,976
Professional fees	2,613	35,646	38,259	28,542
Miscellaneous	17,111	6,894	24,005	19,087
Advertising	10,967	2,070	13,037	11,477
Postage	124	3,906	4,030	6,314
Equipment	427	1,307	1,734	746
Indirect costs	<u>85,513</u>	<u>(85,513)</u>	<u>-</u>	<u>-</u>
Total Functional Expenses	\$ <u>5,795,399</u>	\$ <u>749,077</u>	\$ <u>6,544,476</u>	\$ <u>7,293,979</u>

See Independent Auditors' Report.