

Merrimack School District/SAU 26
School Board Meeting
Preliminary Agenda
May 5, 2025
Merrimack Town Hall – Matthew Thornton Room

5:00 p.m. NON-PUBLIC SESSION RSA 91-A:3, II (a) (b) (c) – Merrimack TV Training Classroom
● Staff Welfare

PUBLIC MEETING

6:00 p.m.	1. CALL TO ORDER and PLEDGE OF ALLEGIANCE	Lori Peters
	2. PUBLIC PARTICIPATION	Lori Peters
	3. RECOGNITIONS	Lori Peters
6:15 p.m.	4. INFORMATIONAL UPDATES	Lori Peters
	a. Superintendent Update	
	b. Assistant Superintendent for Curriculum Update	
	c. Assistant Superintendent for Business Update	
	d. School Board Update	
	e. Student Representative Update	
6:25 p.m.	5. OLD BUSINESS	
	a. Board's Response to Proposed FY 26 Budget Reductions	Lori Peters
7:00 p.m.	6. NEW BUSINESS	Lori Peters
	a. Strategic Plan Update (Initial)	
	b. 2025-2026 School Board Assignments	Lori Peters
	c. Request to Hire at Will	Everett Olsen
	d. Other	
7:20 p.m.	7. POLICIES	Lori Peters
	a. Approval of Revised Title I Parent Involvement in Education Policy (KB)	
7:25 p.m.	8. APPROVAL OF MINUTES	Lori Peters
	a. April 21, 2025 Non-Public Minutes	
7:30 p.m.	9. ACCEPTANCE OF GIFTS AND GRANTS UNDER \$20,000	Matt Shevenell
	a. HealthTrust to Merrimack School District for \$1,500	
	b. Anonymous Donor to Merrimack School District for \$2,000	
7:40 p.m.	10. CONSENT AGENDA	Amanda Doyle
	a. Educator Resignations	
	b. Educator Nominations	
	c. Administrator Nominations for the 2025-2026 School Year	
7:50 p.m.	11. OTHER	Lori Peters
	a. Committee Reports	
	b. Correspondence	
	c. Comments	
8:00 p.m.	12. PUBLIC COMMENTS ON AGENDA ITEMS	Lori Peters
8:15 p.m.	13. ADJOURN	Lori Peters

* These times are estimates and may vary depending on discussion.

MERRIMACK SCHOOL DISTRICT

School Administrative Unit #26
36 McElwain Street
Merrimack, New Hampshire 03054
Tel. (603) 424-6200 Fax (603) 424-6229

AMANDA S. DOYLE
Assistant Superintendent for Curriculum

EVERETT V. OLSEN, Jr.
Chief Education Officer

MATTHEW D. SHEVENELL
Assistant Superintendent for Business

To: Lori Peters
Jenna Hardy

Naomi Halter
Rachel Paepke
Laurie Rothhaus
Finnegan Haddad

From: Everett V. Olsen, Jr.

Date: April 17, 2025

Subject: Administration's Proposed FY2026 Budget Reductions

On April 8, 2025, Merrimack voters rejected the Budget Committee's Fiscal 2026 school budget request of \$96,823,271. Therefore our budget for Fiscal 2026 will be the default budget amount of \$95,808,066. This has required the administration to cut \$1,015,205 in staff programs, services and supplies to meet the default budget.

Over the last 10 days the administration has been discussing all aspects of our school district operations with a focus on meeting the needs of our students to the greatest extent possible. Please keep in mind that this is the second consecutive year that we have had to reduce our budget request by over \$1 million. It is difficult to accomplish a \$2 million reduction over two years without impacting staff positions and programs.

The enclosed spreadsheet presents a list of Fiscal 2026 reductions that total \$1,358,952. This total is \$343,820 beyond the required reduction of \$1,015,132. This provides you with some alternatives to consider since you importantly represent the values of the Merrimack community. We will be glad to answer your questions regarding this list of reductions, which has also been reviewed with our Leadership Team.

Default Reductions 2025-2026

DEFAULT REDUCTIONS 2025-2026 SCHOOL YEAR (4.14.2025)			
Account	Site	Cost	Impact Statement (NOTE: All Staff Reductions involve Salary and Benefits)
100.1270.30.8112.00	- 1.0 FTE MES/MUES Gifted and Talented Teacher	\$129,000.00	This reduction eliminates all gifted & talented services for MES students in Grades 3 & 4 and JMUES students in Grades 5 & 6.
100.1270.30.8112.00	-1.0 FTE TFS/RFS Gifted and Talented Teacher	\$120,000.00	This reduction eliminates all gifted & talented services for TFS and RFS students in Grades 3 & 4.
100.1111.27.8112.18	-1.0 FTE JMUES Math Interventionist	\$100,000.00	This reduction eliminates the new request for a Grades 5 & 6 Math Interventionist
100.1118.18.8112.12	-1.0 FTE Grade 4 Teacher at RFS	\$100,000.00	This new request will likely create larger class sizes (22 students versus 17 students) in Grade 4 at RFS. It is possible that kindergarten registrations at RFS will be lower than expected and this could offset this reduction.
100.2320.00.8115.04	-1.0 FTE SAU- District Registrar	\$99,000.00	This reduction will eliminate the district wide system for student registration. This task will return to the building level administrative assistant(s). Please see the role description for the responsibilities of this position.
100.2143.41.8111.00	-1.0 FTE SAU- K-8 Director of School Counseling	\$120,000.00	This reduction eliminates district-wide oversight of the K-8 School Counseling program. Please see the role description for the responsibilities of this position
100.2320.00.8115.04	-1.0 FTE SAU- Student Data Specialist	\$75,000.00	This reduction eliminates district-wide collection, organization, and compilation of student data. Please see the role description for the responsibilities of this position.
100.2222.36.8114.07	-1.0 FTE Admin Assistant - Tech/Library	\$71,000.00	This reduction eliminates district-wide oversight of the library catalog. These responsibilities will be pushed to the building level.
100.1115.15.8648.31	Soc Sci/New/Text/Hs	\$33,473.00	The purchase of Civics/Government Texts will be delayed and requested for the 2026-2027 school year.
100.1148.48.8738.07	Switches cut from \$126,000 down to \$79,000	\$47,000.00	The replacement of switches in some technology closets will be delayed by a year or more
100.1148.48.8738.08	Classroom Peripherals cut from 8,000 down to 0	\$8,000.00	The funds for the replacement of classroom Document Cameras will be eliminated
100.2620.40.8432.08	Painting	\$5,000.00	Leave 10k
100.4600.62.8451.08	AC units	\$100,000.00	Leave 112k
100.2620.40.8432.08	Cameras - DW	\$50,000.00	Leave 25k
100.2620.40.8432.08	Floor/Carpet	\$5,000.00	Leave \$4,200
Athletics	Middle School Athletics (Soccer + Lacrosse)	\$10,000.00	Misc Middle School Athletics
100.1148.48.8738.07	Software	\$65,000.00	Fewer software licenses will be procured.
100.1148.48.8738.07	iPads cut from 36,000 down to 6,000	\$30,000.00	Only iPads that cannot be upgraded to the latest operating system will be replaced
100.1420.24.8130.21	MMS Coach Stipend Increases	\$11,000.00	Unable to increase MMS Coach Stipends
100.1420.24.8739.31	MHS Uniforms	\$22,500.00	Unable to replace uniforms
100.1148.48.8738.07	Routers cut from \$15,000 down to \$0	\$15,000.00	The network topology (layout) will be re-engineered to reduce the need for this router
100.1148.48.8738.08	Door Access SAI/SS	\$25,422.00	This work will be delayed to a future year; ideally incorporated into the construction of a new Central Office when/if that is approved by the voters.
100.2620.40.8432.08	Drop Ceiling MHS/RFS	\$15,000.00	Drop ceiling replacement/repair at MHS and RFS will be delayed to a future year.
100.1118.18.8733.11	Furniture/Additional/Mes	\$5,000.00	Eliminates all funding for new furniture
100.1118.18.8733.12	Furniture/Additional/Rfs	\$5,000.00	Eliminates all funding for new furniture
100.1118.18.8733.13	Furniture/Additional/Tfs	\$10,000.00	Eliminates all funding for new furniture
100.1138.38.8737.31	Furniture/Repl/Hs	\$11,080.00	Eliminates all funding for furniture replacement
100.1118.18.8737.11	Furniture/Repl/Mes	\$9,050.00	Eliminates all funding for furniture replacement
100.1128.28.8737.21	Furniture/Repl/Mms	\$11,382.00	Eliminates all funding for furniture replacement
100.1118.18.8737.18	Furniture/Repl/Mues	\$560.00	Eliminates all funding for furniture replacement
100.1118.18.8737.12	Furniture/Repl/Rfs	\$10,120.00	Eliminates all funding for furniture replacement
100.1118.18.8737.13	Furniture/Repl/Tfs	\$9,000.00	Eliminates all funding for furniture replacement
100.1270.30.8322.11	Gift & Tal/ Prog Dev/Mes	\$1,139.00	These supplies are associated with the G&T Teacher for MES and will not be needed if that position is eliminated.

Default Reductions 2025-2026

100.1270.30.8322.21	Gift &Tal/Prog Dev/Mms	\$2,700.00	The G&T Teacher at MMS was eliminated during the 2023-2024 budget cycle, but the funds for supplies and program development remained in an effort to meet the needs of students. This reduction eliminates that embeded funding for G&T at MMS.
100.1270.30.8322.12	Gift &Tal/Prog Dev/Rfs	\$1,139.00	These supplies are associated with the G&T Teacher for RFS and will not be needed if that position is eliminated.
100.1270.30.8322.13	Gift &Tal/Prog Dev/Tfs	\$1,139.00	These supplies are associated with the G&T Teacher for TFS and will not be needed if that position is eliminated.
100.1270.30.8322.18	Gift&Tal/Prog Dev/Mues	\$900.00	These supplies are associated with the G&T Teacher for JMUES and will not be needed if that position is eliminated.
100.1113.13.8737.31	Science/Furn Repl/Hs	\$1,848.00	No adjustable science lab stools will be purchased
100.2620.40.8432.08	Sidewalk Sealing	\$22,500.00	Sidewalk sealing will be delayed to a future year
		\$1,358,952.00	

Amount Needed to Reach Default -\$1,015,132.00

Overage in Cuts \$343,820.00

MERRIMACK SCHOOL DISTRICT

School Administrative Unit #26
36 McElwain Street
Merrimack, New Hampshire 03054
Tel. (603) 424-6200 Fax (603) 424-6229

AMANDA S. DOYLE
Assistant Superintendent for Curriculum

EVERETT V. OLSEN, Jr.
Chief Education Officer

MATTHEW D. SHEVENELL
Assistant Superintendent for Business

To: Merrimack School Board

From: Everett V. Olsen, Jr.

Date: Apr 30, 2025

Subject: 2024-2027 Strategic Plan Progress Update

During the 2023-2024 school year, a committee of 27 educators, community members and students worked diligently to draft a 3 year school district strategic plan. The plan incorporates the collective experience and wisdom of the committee members, various sources of school district data, school board goals and some visioning into the future. Our plan consists of 6 focus areas:

1. Curriculum, Instruction and Assessment.
2. Facilities
3. Culture of Wellness
4. Student Outcomes
5. Family and Community Engagement
6. Vision of a Learner and Graduate

We are committed to providing you and the community with periodic substantive progress updates as we use this document to guide us into the future. My intent at our May 5th meeting is to present this progress update to you for a brief introductory discussion. At the next school board meeting, members of our leadership team will be available to answer any questions you may have. The development of this update is the result of two focused meetings totalling 6 hours at which we reflected upon and documented the work that has been accomplished to date on our goals and strategic initiatives. I want to thank you, our leadership team and staff for continuing the hard and dedicated work toward the continuous improvement of our school district. I hope that you are pleased with the progress.

Merrimack School District
2024-2027 Strategic Plan Update
Spring 2025
(Updated April 30, 2025)

Focus Area # 1: Curriculum, Instruction, and Assessment

Goal 1: The Merrimack School District offers a dynamic and comprehensive curriculum that not only meets state and national standards, but also supports diverse pathways to graduation. Our core programs are robust and empower every student to meet their full educational potential, ensuring they are well-prepared for the future.

Strategic Initiative: Continuously align our district approved curriculum to changing state and national standards.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p>MHS: We work with NHLI on curriculum and competencies. We used Eduplanet to vertically align our curriculum. Internal site: MSD Curriculum and public site: MSD Curriculum</p> <p>PK-6: ELCs were developed to align with national standards. This summer, the report card committee will reconvene to update these standards to reflect recent curriculum and assessment changes, including new Next Gen Science (Mystery Science) for K–5, Literacy (Foundations, Heggerty, Wit & Wisdom, Spelling Connections), Envision Math, and Writing (Wit & Wisdom). The social studies committee, led by Bonnie Painchaud, is also beginning its work on realigning the curriculum and ELCs. For the Characteristics of a Successful Learner, Second Step and Responsive Classroom are fully implemented in PK–5, and these Characteristics will be adjusted as needed. Health is starting/In progress next year. Math is on schedule to do a review next year.</p> <p>MMS: <u>A lot of work in Science: OpenSciEd and alignment with NextGen.</u> Has made a lot of progress with Wit and Wisdom.</p>

			As a whole, Leadership agrees that this goal should always be in progress.
--	--	--	--

Strategic Initiative: Align our core instructional programs and resources across grade levels, subject areas, and school buildings.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p>MHS: Several departments are collaborating with the middle school on curriculum alignment. Algebra 1, Spanish and French will be added for credit 2025-2026.</p> <p>Elementary: All academic core programs (Foundations, Heggerty, Wit & Wisdom, Spelling Connections, Mystery Science, Envisions, i-Ready, Reflex Math,) and resources from Pre-K through Grade 5 are aligned across the four elementary schools. Science curricula have been realigned for Grades 6–8, and social studies curricula are under development. Wit & Wisdom (K-7 this year) and i-Ready My Learning Path have been implemented in Grades K–8, and competency-based initiatives are underway for Grades 7–12. Math and Social Studies continue to connect curriculum together. The K-6 PE/Health team selected CATCH as a core program to be implemented at the commencement of the 2025-2026 school year.</p> <p>MMS: Next year Wit and Wisdom will be extended to grades 8. Algebra I, Spanish I, and French I will be added for high school credit next year.</p>

Strategic Initiative: Regularly review and update our core programs to ensure they meet our students' evolving needs and interests.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p>MHS: Ongoing work with NHLI supports departments to analyze data to improve instructional outcomes.</p> <p>Elementary: During the past several summers, curriculum</p>

			<p>committees have aligned resources with evolving student needs. Science programs now reflect Next Generation Science Standards, emphasizing inquiry-based learning. The district has also transitioned from balanced literacy to structured literacy in Grades K–6, integrating explicit instruction and data-driven decision-making. Social studies review is underway, and Responsive Classroom has been introduced over the last three years to support social and emotional skill development.</p> <p>A goal during the 2024-2025 school year was to select a core program for K-6 Health. The team has selected CATCH for implementation in 2025-2026.</p> <p>MMS: District committees and weekly PLCs</p>
--	--	--	---

Goal 2: The Merrimack School District is committed to employing instructional and assessment practices that are differentiated, rigorous, and grounded in research and evidence. We will ensure all staff receive relevant and timely professional development, empowering them to inspire and elevate our students to reach their fullest potential.

Strategic Initiative: Implement dynamic instructional practices that ensure equitable access to the curriculum for every student.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments: MHS: We have a variety of different courses, and different levels to address various learners.</p> <p>Elementary: The district's transition from balanced to structured literacy is informed by equity-based research, addressing the needs of struggling readers and writers, including special education students. MHS and MES have exited ATSI status, while TFS has been designated an ATI school due to special education performance gaps. Competency work continues at the middle and high</p>

			<p>schools, and a new high school program offers students credits through non-traditional pathways.</p> <p>MMS: UDL and Technology - online resources</p> <p>District: Work with MTSS (Multi-Tier Systems Support)</p>
--	--	--	--

Strategic Initiative: Use district approved progress monitoring tools and strategies to continuously analyze student performance and outcomes and drive instructional and assessment practices.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p>MHS: We have started collecting student data, but have not had the time to analyze it. PSAT/SAS/SAT testing. Through our work with NHLI, the departments are in the process of common assessments and developing rubrics. Have developed MTSS framework.</p> <p>Elementary: In the 2024–2025 school year, AimsWeb+ was acquired for interventionists to monitor student progress in tiered interventions, including special education, Title I, and reading intervention programs. At TFS, through the 603 Grant, all students are assessed with Acadience, and data are used to identify skill gaps among struggling learners. I-Ready has been introduced in Kindergarten through Grade 8 for both reading and mathematics. In addition, curriculum-based assessments from Foundations, Wit & Wisdom, and other programs guide instruction and interventions. At TFS, the Multi-Tiered System of Supports (MTSS) framework has been fully developed, implemented, and communicated to families. A district-wide MTSS committee was formed this year to ensure consistent practices across Grades K–12. Data Summit brought everyone together as a District. Progress monitoring has been successful. Behavior agreements have been revamped.</p> <p>MMS: i-Ready, NH Statewide Assessment, AIMSWeb, Curriculum Assessments. Multi-Tiered Systems of Support integration and monitoring</p>

			District: Schoolwide data teams have been formed
--	--	--	--

Strategic Initiative: Ensure every special education and at-risk student has equitable access to the district's comprehensive intervention systems and programs, providing them with the instruction and support they need to thrive and succeed.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments: Note from S.R.: This is in progress and varies by school. This could be where we tie in the ongoing issue around accommodations being implemented and inclusion</p> <p>District: SST Teams (Student Support Team) established to identify students that need additional support. Student accommodations with 504 coordinator. MTSS supports are in development. Have sent people to MTSS training.</p> <p>Elementary: To complement the implementation of AimsWeb+ for progress monitoring of struggling readers and mathematicians, The district has finalized its Multi-Tiered System of Supports (MTSS) framework to ensure tiered identification and support for at-risk students in reading and math. This year, significant in-school and out-of-school professional development was provided to the special education team.</p> <p>Special education teachers received Wilson training, and Wilson materials were purchased to support reading for students in special education. In addition, Vmath was acquired for specialized math instruction, including a daylong training for educators, while TouchMath was introduced for younger students requiring additional math support. Student Services has identified or purchased various programs and resources across schools to further support special education students. Do The Math for Title 1.</p> <p>District-wide training on Wit & Wisdom was offered to special education staff, paraeducators, and Title I teachers in Grades Pre-K–6. At TFS, the 603 NH DOE Literacy</p>

			<p>Coach has provided more intensive training for special education teams, and will soon offer instruction on IEP development, data interpretation, and related topics to classroom teachers, paraeducators, and other support staff. District staff meetings among the four elementary schools have facilitated collaboration on best practices and reflection on implementing Wit & Wisdom and Foundations in Grades K–6.</p> <p>Finally, participation in the 603 Grant enabled the NH DOE Coach to share data that supports students needing assistance with automaticity, accuracy, and fluency.</p> <p>MMS: Evolving Sp. Ed. Model and Tiered interventions - Title-1, WIN, MTSS-B interventions</p>
--	--	--	--

Strategic Initiative: Implement a teacher evaluation model that is growth-oriented and tailored to the differentiated needs of new, developing, and experienced teachers, fostering an environment where every educator can thrive			
<input type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input checked="" type="checkbox"/> Completed	<p>Comments:</p> <p>In the 2023–2024 academic year, a committee composed of diverse stakeholders—including teachers from all grade levels, union representatives, administrators, and SAU members—revamped the Teacher Evaluation Model. Under the leadership of Amy Doyle (Assistant Superintendent), the committee developed an updated rubric and revised the procedures for both observation and summative evaluations. New evaluators received training from Nicci and Julie, and each school reviewed the new rubric and process with its faculty. Additionally, Adam Goodman and Angela Maslanka developed an online Google Classroom tool to facilitate the distribution and completion of summative evaluations and annual reflection forms</p>

Strategic Initiative: Provide professional development on research-based instructional practices to all staff☐ Not Yet Started☒ In Progress☐ Completed**Comments:**

Under Amy Doyle's (Assistant Superintendent) leadership over the past several years, the district has implemented formal annual professional development plans focusing on required training to support the transition from balanced literacy to structured literacy and the adoption of competency-based education. In addition to significant district-provided training, individual schools offer targeted professional development aligned with district goals through staff meetings, professional learning teams, and collaboration days. All teaching, special education staff, and administrators at TFS have completed LETRS training. MES and RFS have a majority that have completed the training, JMUES has also had teachers complete the training, funded by our participation in the 603 Literacy Grant. Moreover, through the grant, special education teachers and team members have received specialized training in developing IEP goals, monitoring student progress, and analyzing data to inform instructional practices and services. Additionally, Amy Doyle developed a comprehensive, year-long professional development plan that included mandatory training in areas such as MLL, suicide prevention, McKinney-Vento, Anti-Bullying training at all levels, cultural proficiency, as well as customized programming for the continued implementation of structured literacy in Grades K–8. In addition to professional development for teaching staff, professional development and ongoing training has been offered to support staff through their participation in staff meetings this year, and training for their roles as part of early release days. The Torchbearer Mentor program has been in existence in the district for over 20 years and continues to be critical in the development and mentoring of new teaching staff.

Focus Area # 2: Facilities

Goal 1: The Merrimack School District will provide facilities that are clean, healthy, efficient and safe. Our facilities will be designed or updated to have equitable access and reflect the variability and diversity of student, staff and community needs.

Strategic Initiative: Proactively seek Federal and state grants for school safety enhancements.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: Under Matt Shevenell's (Assistant Superintendent) leadership, the schools have undergone comprehensive security enhancements. These upgrades include added building security, the implementation of updated budgetary and security systems, and the addition of surveillance cameras. A new telephone feature now enables direct 911 calls and school-wide announcements from any phone.

Strategic Initiative: Conduct school safety assessments to ensure the highest standards of safety for our students and staff.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: In 2023-2024, each school in the district participated in the NH Homeland Security Assessment Review of each school. Each school has also adopted a revised emergency operations plan accompanied by specialized reunification training. In addition, local law enforcement continues to provide ongoing training in avoid-deny-defend protocols. Regular safety team meetings are held and training in CPR/First Aid is completed by each school. "I Love You Guys" evacuation and reunification training. We updated our Crisis Management Plan The Joint Loss Management Committee is working to complete building safety audits of all school buildings

Strategic Initiative: Conduct annual assessments of preventive and corrective maintenance needs to ensure our facilities remain in functional condition.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p>District: In our budget review, we review our facilities and recommend facility improvements as part of the budget process. On an ongoing basis, if there are facility concerns, there is a process in place to communicate these requests to Maintenance.</p> <p>Maintenance checklist and walkthrough process for each school.</p> <p>MHS: Just finished their hazardous waste removal process</p>

Strategic Initiative: Develop and propose a plan for a new Central Office building.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments: Bill Olsen (Chief Education Officer) and Matt Shevenell (Assistant Superintendent) will continue to meet with the Planning and Building Committee to develop a plan for a functional Central Office that meets ADA and other statutory requirements such as fire code</p>

Strategic Initiative: Obtain funding for construction of a new Central Office building.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments: On April 8, 2025, the Merrimack Community approved a capital reserve fund, in which the district/school board intends to credit with \$500,000 on June 30, 2025. Future amounts to be determined by the School Board and Voters.</p>

Strategic Initiative: Regularly collaborate with staff to understand current and emerging instructional methodologies that may impact space utilization, ensuring our learning environments are adaptable and forward-thinking.			
--	--	--	--

<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments: Central Office administration, in collaboration with Building Administration, will continue to meet with staff annually (and as needed) to determine emerging needs. In addition, through ongoing walkthroughs by Administration, continue to seek input from the school community for improvements to our schools.</p> <p>TFS: We remain committed to investing in health and wellness initiatives that enhance both our learning environments and student opportunities. We have secured Farm-to-School grants to expand our hydroponic gardening program and have initiated a pilot composting program this year with funding from grants and special projects. Furthermore, we are collaborating with the Merrimack Conservation Commission to explore strategic partnerships that will improve our school grounds through rain gardens, trail maintenance, and similar enhancements. Additionally, an outdoor garden is being cultivated in our courtyard.</p>
--	---	------------------------------------	--

Strategic Initiative: Continuously assess the needs for conventional and adaptive furniture using Universal Design for Learning principles, ensuring learning spaces are adaptable and supportive of students.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p>MHS: Library upgrade. When funding is available we utilize it to address these areas.</p> <p>Northeast Passage may help with obtaining adaptive furniture.</p> <p>K-4: Over the past four years, we have consistently invested in ADA-compliant student furniture across resource rooms, playgrounds, and classrooms. We have methodically replaced traditional desks with tables that are more accessible for students with mobility challenges and offer greater flexibility for educators to adapt classroom configurations in response to diverse learning needs. Additionally, we have enhanced our lunchroom</p>

			<p>environment through the installation of acoustic wall hangings, the implementation of increased safety signage, and the construction of a new ADA-compliant upper playground.</p> <p>MMS: Flexible seating, individual technologies, and panels</p>
--	--	--	--

Strategic Initiative: Continue to annually update the five-year capital improvement plan for facilities and grounds, and conduct a “Life-Cycle” cost analysis for the improvements, ensuring sustainable and future-ready environments.			
<input type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input checked="" type="checkbox"/> Completed	<p>Comments: Matt Shevenelle (Assistant Superintendent) works collaboratively with the Planning and Building Committee along with the individual schools, Facilities/Maintenance Director, and Director of Technology on the Capital Improvement Plan and needs.</p>

Strategic Initiative: Provide and maintain adequate and safe playing fields that support the needs of students, sports teams, and the community.			
<input type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input checked="" type="checkbox"/> Completed	<p>Comments: Created a new softball field (Merrimack Softball at Legion Field) by the American Legion and proactive maintenance of current fields have made for more accessible and functional playing spaces.</p>

Strategic Initiative: Acquire land to support the construction of additional playing fields due to increased community demand.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments: 2013 Fields Need Assessment needs to be revisited by the Town and School District</p>

Strategic Initiative: Research, design, and provide “flexible” space(s) in each school for special project work, makerspace, and innovation. Each space will feature “alternative” furnishings to foster creativity and collaboration.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p>JMUES: Has allocated and is in process of creating a Maker’s Space.</p> <p>Some schools lack adequate space to create a designated Maker Space.</p> <p>MHS: Maker space in the library</p> <p>MMS: Lost the DLS position this year which halted further progress of a Maker’s space due to staffing</p>

Strategic Initiative: Explore and develop innovative learning spaces outside the classroom/building to enhance environmental, wellness, and experiential education.			
<input type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p>MHS: MHS: Significantly Increased Extended Learning Opportunities (ELO) through our Graduation Pathways Program. We have outdoor classrooms utilized regularly. We have a new Greenhouse in our Courtyard as well.</p> <p>TFS: Has significantly invested in our outdoor spaces with the new inclusive playground, improvements in our courtyard, new gardens and hydroponic and composting efforts in school for wellness and outdoor learning spaces for students and teachers during nice weather.</p> <p>JMUES: Has added a garden to their courtyard</p> <p>RFS: Has an outdoor nature walk, butterfly garden, and an additional early learner’s playground in one of their courtyards, Eagle scouts created a friendship area on our intermediate playground.</p> <p>MMS: Outdoor classroom, Grater Woods trails, courtyard, Team areas</p>

Strategic Initiative: Research and assess the space and resource needs for providing on-site daycare services for employees, supporting our staff with essential services.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: Discuss the need for a high school Performing Arts Center with the Planning and Building Committee and fund a feasibility study.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: The discussion for the need of a Performing Arts Center has been started at the School Board level

Goal 2: The Merrimack School District will continuously analyze school building capacity and alignment of grade levels to adapt to changes in student enrollment, ensuring our facilities provide the best educational environment for students.

Strategic Initiative: Conduct a space capacity analysis and develop a plan for meeting the needs of student enrollment.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: There is a periodic analysis of enrollments and building capacities. The Grade Level Realignment Committee looked at the capacity needs of schools. We are reviewing centralizing the PreSchool program.

Strategic Initiative: Communicate with the Town of Merrimack Community Development Department to stay informed on new residential developments and provide an impact analysis to the department.			
---	--	--	--

<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: New residential development is periodically discussed with the Community Development Director.
--	---	------------------------------------	--

Strategic Initiative: Conduct an annual enrollment analysis using the cohort progression ratio methodology, including obtaining birth data from Town to estimate kindergarten enrollment.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: The enrollment analysis is completed annually.

Focus Area # 3: Culture of Wellness

Goal 1: The Merrimack School District will make informed decisions regarding student, staff, and school community wellness by creating a district-wide wellness plan.

Strategic Initiative: Develop and sustain a District Wellness Task Force.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments: Wellness committee will be meeting on Monday, Apr 21, 2025</p> <p>TFS: A The District Wellness Committee has been established to advance health and wellness initiatives across the district, with its inaugural meeting scheduled for April 2025. TFS School Nurses Jackie McMahon and Cinzia Bibb will co-lead the committee, which comprises representatives from all schools and various roles. Amy Doyle spearheaded the formation of this committee, reflecting our commitment to a collaborative and comprehensive approach to wellness.</p>

Strategic Initiative: Gather valuable insights from the school and larger communities on the thoughts, knowledge, and feelings about wellness to inform our plan.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: <u>MHS</u> : Wellness committee is starting to be developed. <u>RFS</u> : Student and family centered wellness committee. Staff wellness is built around Sunshine. Have a large community involvement with wellness (community helpers) <u>TFS</u> : Does not have an official committee but is doing it in pockets. <u>Elementary</u> : Have Sunshine Committees (Staff) are staff centered.

Strategic Initiative: Define wellness for the Merrimack School District and develop a plan outline including this definition.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: The District Wellness Committee will be developing this plan.

Strategic Initiative: Create a draft Wellness Plan and submit it to stakeholders for feedback.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: The District Wellness Committee will be developing this plan.

Strategic Initiative: Using stakeholder feedback, finalize a district Wellness Plan and share it with the MSD School Board.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: The District Wellness Committee will be meeting April 2025 and will be working on these initiatives.

Strategic Initiative: Review, identify, and revise any necessary policies, protocols, and procedures that address student, staff, and community wellness.			
--	--	--	--

<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: 2023 was the most recent revision of the Wellness Policy. The policy is currently being reviewed by the 2025 Wellness Committee.
--	---	------------------------------------	--

Strategic Initiative: Educate students, staff, and the community about the District Wellness Plan.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: This initiative will be defined by the 2025 Wellness Committee.

Goal 2: The Merrimack School District is committed to fostering a vibrant culture of wellness that empowers students, staff and community, creating an environment where health and well-being inspire everyone to thrive.

Strategic Initiative: Implement the district Wellness Plan.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: <u>District Wide:</u> System of Care in all schools, district wide breakfast program is being developed <u>MHS:</u> Parts of the wellness plan are executed in specific classes like Health, FACS, Science <u>MMS:</u> Parts of the wellness plan are executed in specific classes like Health, FACS, Science, and Sunshine <u>RFS:</u> Student and family centered wellness committee. Staff wellness is built around Sunshine. Have a large community involvement with wellness (community helpers) <u>TFS:</u> Does not have an official committee but is doing it in pockets. TFS has a Farm to School Grant that consists of hydroponic gardens, school gardens, and composting. <u>Elementary:</u> Have Sunshine Committees (Staff) are staff centered. <u>JMUES:</u> Has gardening club K-6: Has Responsive Classroom, wellness lessons from guidance, Second Step (Social Emotional Learning curriculum)

Strategic Initiative: Continue to assess and address the Wellness needs of the community as they arise and at least on a quarterly basis.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: District Wide: Family Engagement opportunities, we have crisis management protocols to help with communication to community and families.

Focus Area # 4: Student Outcomes

Goal: Merrimack School District will ignite student potential by offering diverse opportunities that blend rigor with real-world relevance. We aim to meet each student's unique needs, empowering them to pursue their passions and interests to the fullest.

Strategic Initiative: Each of our schools will have established ways for older students to lead by example through an exchange of knowledge, experience, and leadership.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: Elementary: Over the past three years, Elementary has developed a strategic partnership with Merrimack High School (MHS) to integrate high school mentors into the learning experience of younger students. This initiative facilitates positive role modeling and academic support through regular mentor visits. Additionally, a cultural dance club frequently visits schools to read to second-grade students and perform traditional dances, thereby enriching their cultural literacy. Furthermore, the MHS Robotics Club has been hosted at Elementary to provide valuable STEAM (Science, Technology, Engineering, Arts, and Mathematics) learning opportunities. The district also continues its 20-year tradition of the Teddy Bear Picnic, during which the MHS

			<p>Honor Society visits each elementary school to host picnic events and organize outdoor activities for first graders. Complementing these initiatives, the Merrimack Football Team has made visits to schools, promoting the values of sportsmanship and fair play among students. Teddy Bear picnics at schools and reading buddies</p> <p>MHS: Merrimack Mentors, Students for Cultural Equality, ELO at JMUES, Camp Invention, Best Buddies, Unified Sports and Unified Classes, 8.5, Child Development class, Teddy Bear Picnic, Hawk Walk, Youth Sports halftime MYA night,</p> <p>JMUES: MHS Mentor program supports students in grades 5 and 6. Fifth grade classes participate in Book Buddies with students at MES. JMUES has a Student Council, which includes representatives from both grade levels. Additionally, Student Council members serve as tour guides when fourth graders begin the fourth to fifth grade transition every June. JMUES works with the MHS language department to offer French and Spanish Club. JMUES band performs a concert for 4th graders when they visit JMUES.</p> <p>MMS: Work with consultants will continue, mentorships, work with students during transition process from Elementary and to High School</p>
--	--	--	--

Strategic Initiative: Foster a strong sense of connection between classroom learning and the world beyond, helping students see the relevance of their education in real-world contexts.

<input type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p>Elementary: We have hosted assemblies where parents/guardians have come and presented to students on their careers, as well as presentations about life experiences that are connected to the curriculum such as Art and Science. Assemblies and visits include visiting authors, artist in residences, showcase of learning, Mystery Science, Wit and Wisdom provide opportunities</p>
--	--------------------------------------	------------------------------------	---

			<p>for students to connect to the world beyond the classroom. MHS: This happens every day within the classrooms. ELO (Extended Learning Opportunities) as part of the Graduated Pathways Program.</p> <p>JMUES: Curriculum programs such as OpenSciEd, Mystery Science, and Wit and Wisdom provide opportunities for students to connect to the world beyond the classroom. A JMUES student has developed a program within the school store; this project includes product development, pricing, taking inventory, and making sales. All proceeds go to the Make a Wish foundation. Student Council participates in several community service opportunities, including donations to the food banks, winter clothing drives, and Toys for Tots. PACT (Police and Children Together) program allows students to learn about safety with a Merrimack detective. Project Safeguard, presenters from the community come in and share life experiences around occupation, anti-bullying, digital citizenship, and personal safety.</p> <p>MMS: Curriculum performance assessments. Core Content - OpenSciEd, Big Ideas Math, Wit and Wisdom, Unified Arts, career explorations, and guest speakers</p>
--	--	--	--

Strategic Initiative: Ignite passion and curiosity in students by incorporating more hands-on and multimodal learning opportunities into the curriculum.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p><u>Elementary</u>: Over the past four years, Elementary has curated a distinguished series of learning opportunities for third- and fourth-grade students through our UAs. These initiatives, originating from a “Genius Hour” model in which students vote on creative and innovative projects, have encompassed theater productions, puppet shows, STEAM activities, sign language instruction, braille literacy, and various community service projects.</p>

			<p>Furthermore, during the past three years, The Elementary Schools (K-6) have expanded their extracurricular offerings to include co-curricular experiences that empower students to assume leadership roles in community and school service projects. Some examples include the establishment of a Student Wellness Club that supports a hydroponic gardens and composting program, student-led collection drives of drawings, crafts, and other items for local hospitals and animal shelters, and the formation of writing and book clubs initiated and managed by students for their peers, and the development of a Makerspace.</p> <p><u>JMUES</u>: Teachers provide students with hands-on opportunities in various ways, including Social Studies projects, a “Haiku Hike” in the woods near MHS, Mystery Science, OpenSciEd, Tech class (STEM-based), Gifted and Talented and Enrichment classes, Art class, and co-curricular clubs (ex: crochet, garden club, Lego club, etc.)</p> <p><u>MMS and MHS</u>: We do many hand-on multimodal opportunities in all classes. UA offers more traditional hands-on (Art, Band, Family and Consumer Science).</p>
--	--	--	---

Strategic Initiative: Encourage and cultivate the desire for students to exercise voice and choice in their learning journeys, empowering them to take ownership in their education.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p><u>District Wide</u>: Educators incorporate student choice in as many lessons and projects as possible using the Universal Design for Learning Framework. By identifying the learning goal and providing parameters, students can often choose how to express their learning. Example: Demonstrate the reasons for the revolutionary war by writing a song, creating a Canva presentation, writing an essay, or creating an art project using specific materials,</p>

			<p>Student Council at every building.</p> <p><u>Elementary</u>: School assemblies, Responsive Classroom model, socratic seminars.</p> <p><u>MHS</u>: Student led discussions, project based learning opportunities, universal design for learning, wide variety of electives to meet graduation requirements.</p> <p><u>MMS</u>: Student choice in class for learning activities and assessments</p>
--	--	--	--

Strategic Initiative: Encourage resiliency and the development of practical skills for students in grades 9-12, at all academic achievement levels, by affording them an active role in determining their post secondary pathways.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	<p>Comments:</p> <p>MHS: Students are encouraged to take an active role in their education. Including School Counseling Curriculum, .Grade level Series Series, College & Career Fair, Military Day, Naviance, VOG</p> <p>MMS: FACS Career Exploration Project</p>

Focus Area # 5: Family and Community Engagement

Goal: The Merrimack School District will create inclusive and accessible communication strategies that inform families, foster collaboration with all stakeholders, engage with the community, and proudly showcase the accomplishments of our schools and the collective Merrimack School District.

Strategic Initiative: Implement online advisory meetings with district leadership for families and caregivers to provide feedback on communication strategies.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: MHS: weekly newsletter established to effectively communicate with caregivers. Monthly videos created to highlight student involvement.

Strategic Initiative: Ensure every voice in our community is heard and valued by identifying and tailoring our communication to meet the preferences of each stakeholder group. Stakeholder groups to include: students, families and caregivers, staff, alumni, Parent Teacher Organizations, and community businesses and organizations			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: Elementary: We have established a comprehensive school-wide communications framework that effectively reaches all stakeholders. The Principal disseminates the biweekly family messages which can be translated into many different languages. These are viewed by more than 600 recipients on average. These communications provide updates on academic progress, upcoming events, and offer opportunities for feedback, while also sharing school-wide academic and attendance data along with images highlighting student learning across programs such as Wit & Wisdom, Foundations, Science, and Unit Assessments. In addition to these district-wide efforts, each teacher

			<p>sends out a biweekly newsletter or email to parents to keep them informed about classroom activities. The UAs maintain a Google Classroom website that is updated each trimester, offering families a dedicated resource for UA-related updates. Our robust social media presence further enhances communication by providing daily highlights and real-time updates for parents and community members.</p> <p>Surveys have been distributed to capture stakeholder feedback on various topics, including event efficacy, special education programming, the 603 Literacy Grant, and overall communication strategies. This valuable input informs ongoing improvements in our engagement efforts. Parents actively participate on key committees, such as the 603 Literacy Leadership Team and the System of Care committees, and are included in student intervention meetings to ensure they are aware of the support provided to students facing academic, social, or emotional challenges.</p> <p>In addition, this summer saw the introduction of a new family welcome event, during which families received information about arrival and dismissal procedures, and new students were given a tour of the bus system. Similarly, dedicated kindergarten welcome events are held in the summer, featuring strong participation from parents, teachers, and board members. Regular monthly meetings and weekly communications with the PTTF board further reinforce our commitment to community engagement and the ongoing success of our wellness programs.</p> <p>JMUES: weekly newsletters (JMUES News) on Fridays, bi-weekly teacher newsletters, Google CLassroom, school Facebook page, monthly Parent Faculty Association meetings, Open House, Meet & Greet, TV Monitor in lobby with important updates in Google Slides running throughout the day, daily announcements.</p> <p>MMS: Weekly newsletter. Social Media. Active PTG</p>
--	--	--	---

			(Parent Teacher Groups) MHS: Weekly newsletter established to effectively communicate with caregivers. Monthly videos created to highlight student involvement.
--	--	--	--

Strategic Initiative: Hire a consultant to assess current communication methods and provide recommendations to enhance the effectiveness, efficiency, and consistency of our communication.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: This will require an appropriation of funds

Strategic Initiative: Review effective community engagement methods used by local and regional districts for possible implementation.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: Develop a comprehensive district communication plan that will establish effective communication with all stakeholders and clearly defines the roles and responsibilities of staff.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: Update district websites for improved accessibility and navigation to ensure that relevant information is available and easily accessible to all stakeholders.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: On-going review of our websites, content, and

			accessibility.
--	--	--	----------------

Strategic Initiative: Improve and maintain an online district wide calendar to accurately record all district events.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: Schools update and provide calendar events and information regularly.

Focus Area # 6: Vision of a Learner and Graduate

Goal: The Vision of the Learner (VOL) will be the heartbeat of the Merrimack School District, infusing every academic and community endeavor with purpose and passion. This vision will serve as our guiding star, illuminating diverse paths to excellence and fostering a vibrant, inclusive community where every student can thrive.

Strategic Initiative: Introduce the Vision of a Learner (VOL) to all students and staff in Merrimack School District and communicate it to families, caregivers, and the community.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: <u>MHS</u> : Email Signatures, monthly student awards - , A Committee has been established and planning layout established, we are in year one of three. Murals have been painted on school walls. Murals for the building are almost completed as well. We have ideas for the next two years being discussed and planned. <u>MMS</u> : Promotional materials (posters,banners, etc) <u>Elementary</u> : The Vision of Learner and posters have been posted in each school and include in most of the leadership email communications. We have reviewed the vision of a learner in how it can be incorporated in school wide goals and vision. More needs to be done to share the vision of a learner with staff, students and families.

			We are also aligning our behavior agreements with the vision of a learner. In 25/26, this will be one of our goals.
--	--	--	---

Strategic Initiative: Develop a model framework for staff and students for curriculum alignment, goal- setting, and evidence collection using the Vision of Learner.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: MHS: Rewritten report card comments to reflect the Vision of a Learner ideology.

Strategic Initiative: Train staff and students on the VOL framework, establish expectations for the school year, and implement the VOL framework.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: Staff will be engaged in ongoing reflection on how the Vision of a Learner is reflected in the school community, activities, and learning goals.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: Students will complete Year 1 of evidence collection and reflect on their growth journey.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: Leadership will collect feedback from stakeholders about the VOL implementation.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: Leadership will analyze feedback on the VOL implementation, and make revisions if necessary.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: We will reinforce Vision of a Learner attributes and framework with our dedicated staff and students, setting clear and inspiring expectations for the school year. Together, we will continue to bring the VOL framework to life, fostering vibrant and supportive learning for all.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: Staff will actively engage in ongoing reflection to deeply integrate the Vision of a Learner into the heart of our school community, enriching activities, and aligning with our learning goals			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: Students will complete Year 2 of evidence collection and reflect on their growth journey			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: Students' yearly updates to their portfolios will reflect their goal setting process and evidence of growth in VOL			
---	--	--	--

attributes.			
<input checked="" type="checkbox"/> Not Yet Started	<input type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments:

Strategic Initiative: School culture will radiate the Vision of a Learner, reflecting its principles in every interaction, activity, and goal, creating a vibrant, unified community dedicated to lifelong learning and growth.			
<input type="checkbox"/> Not Yet Started	<input checked="" type="checkbox"/> In Progress	<input type="checkbox"/> Completed	Comments: MHS: Committee work has started in this area. Teachers have nominated students and awards have been given.

2025-2026 School Board Assignments

In-District Committee Assignments (* Denotes District Officer; ▪ Denotes Active Engagement)

Assignment	2024-2025	2025-2026
▪School Board Chair*	Lori Peters*	Lori Peters*
▪School Board Vice Chair*	Jenna Hardy*	Laurie Rothhaus*
▪Budget Committee	Naomi Halter	
▪Alternate	Ken Martin	
▪ NH School Boards Association (NHSBA) Delegate	Lori Peters*	
▪Alternate	Ken Martin	
▪Curriculum/Instruction/Technology (CIT) Committee (2 members)	Jenna Hardy* Ken Martin	
▪School Bus Stop Committee	Lori Peters*	
▪ Professional Development Committee	Ken Martin	
▪Alternate	Lori Peters*	
▪ Planning & Building Committee	Laurie Rothhaus	
▪ Wellness Policy Implementation Committee	Lori Peters*	
▪ Healthcare Cost Containment Committee	Ken Martin	
▪ District Parent Group - Last active 2018	Jenna Hardy*	
▪ Alternate	Ken Martin	
▪ Communications Committee (2 members) - Last active 2018	Lori Peters* Jenna Hardy*	
▪ Policy Committee (2 members)	Lori Peters* Naomi Halter	
Superintendent Search (3 members)	Lori Peters* Laurie Rothhaus Jenna Hardy* (rotation)	
Assistant Superintendent Search (3 members)		
▪ Athletic Advisory Committee (2 members) - New 2023	Jenna Hardy* Laurie Rothhaus	
▪Joint Loss Management Committee - New 2023	Melissa Fazlic Lori Peters*	
Collective Bargaining:		
▪ Merrimack Teachers Association #1 (MTA)	Laurie Rothhaus	
▪ Merrimack Teachers Association #2 (MTA)	Lori Peters*	
Merrimack Education Support Staff Association (MESSA) #1	Laurie Rothhaus	
Merrimack Education Support Staff Association (MESSA) #2	Lori Peters*	
Advise and Confer #1	Jenna Hardy*	
Advise and Confer #2	Naomi Halter	

Out-of-District Committee Assignments

Assignment	2024-2025	2025-2026
▪Grater Woods Subcommittee (SB Rep Position)	Matt S./Laurie R.	
▪Town Center Committee	Matt Shevenell	
▪Parks & Recreation	Laurie Rothhaus	
▪Alternate	Naomi Halter	

2025 Explanation of School Board Assignments

Committee	Tentative Time Commitment	Focus
Budget Committee	Evening meetings	Is in receipt of end of year school district fiscal report; examines the School Board's budget as it goes through the review process in preparation for approval by the Budget Committee.
New Hampshire School Boards Association (NHSBA) Delegate	Convenes on a Saturday in October	Attends a Delegate Assembly. Represents Merrimack School Board members' positions.
Curriculum, Instruction, & Assessment Integration Committee (CIA-formerly CIT, PERC)	Normally meets third Tuesday of each month during the school year from 3:30 to 5:00 p.m. or as needed.	To discuss, review and recommend curriculum, instruction, and assessment materials in all formats, as well as technology systems to determine they are academically and aligned to student need.
School Bus Stop	Meets as needed	Takes under advisement parent requests for additional bus stops and/or bus issues that need further review.
Professional Development Committee	Meets second Thursday of each month during the school year from 3:30 to 5:00 p.m.	Considers issues pertinent to the professional growth of educators and support staff in the district. Ensures that the Local Master Plan for Professional Development is revised and fulfilled as stipulated by state requirements.
Planning and Building Committee	Meets as needed. When needed, meets the second and/or fourth Wednesday of the month at 7:00 p.m.	Is an advisory group to the School Board; completes assignments or charges assigned by the School Board related to school facilities.

Committee	Tentative Time Commitment	Focus
Wellness Policy Implementation Committee	At least quarterly or as needed, primarily at the close of the school day.	Implements the district's wellness policy. Discussed and implemented district-wide wellness initiatives for students Has different goals than the Healthcare Cost Containment Committee
Healthcare Cost Containment Committee	Currently Inactive – Last met 6/13/23 Absorbed through the Joint Loss Management Committee and the Wellness Committee Met with HealthTrust representative as needed at 3:30 p.m. MR Director Melissa Fazlic was the chair	Discusses and implements district-wide wellness initiatives for staff, as well as health care saving measures available through Health Trust.
District Parent Group	Currently Inactive – Last met 1/29/18 Met quarterly from 7:00 pm – 8:00 pm	Historically consisted of two representatives from each buildings' parent groups, the superintendent, and two School Board representatives. Discussed issues pertaining to the officers of the schools' parent groups and become informed about district programs.
Communications Committee	Currently Inactive - Last met 11/27/18	Started in 2017 to address the communication protocols for the district. Some framework was started, but incomplete.
Policy Committee	Asynchronous meetings, primarily through email correspondence	Review draft policies as needed for school board consideration and adoption. Consider adding an applicable administrator who could provide insight into the implementation of individual policies.

Committee	Tentative Time Commitment	Focus
Superintendent Search Committee	Currently Inactive Met as needed.	Conducted search for the district's superintendent. The Board recently extended CEO Olsen a two-year contract.
Assistant Superintendent Search Committee	Meets as needed.	Conduct search for the district's assistant superintendent.
Athletic Advisory Committee	*New committee needed – currently being formed by Athletic Director French. Vice Chair Rothhaus is Board representative.	Draft: Review policies, practices, and protocols related to our athletic programs?
Joint Loss Management	Meets at least quarterly. *Committee is needed to be in compliance with <u>RSA 281-A:64</u>	Development of district safety program and review losses through workers' compensation.
<u>Collective Bargaining or Advise & Confer</u> MTA (Professional Staff) – Fall 2025 MESSA (Support Staff) – Fall 2027 Advise & Confer – as needed	Begins meeting in the fall with frequent meetings thereafter during contract negotiation years.	Formulates a collective bargaining agreement with the professional staff or support staff. Formulates an agreement through an Advise & Confer process with Principals/Assistant Principals and Directors of Student Services, Technology/Library Media, and Student Wellness.
Grater Woods Subcommittee	Currently Inactive Could be called to meet for updates to the plan that is currently 10 years old.	Discuss Grater Woods Stewardship Plan, which includes the use of property near Merrimack Middle School.
Town Center Committee	Meets on the 3 rd or 4 th Friday of each month at 12:00 noon.	To implement the Merrimack Town Center Pedestrian and Trail Master Plan.
Parks and Recreation Committee	Meets the third Wednesday of the month at 7:15 p.m.	Keeps the School Board informed about the town's Parks and Recreation agenda that might inform the board's decision making.

MERRIMACK SCHOOL DISTRICT
School Administrative Unit #26
36 McElwain Street
Merrimack, New Hampshire 03054
Tel. (603) 424-6200 Fax (603) 424-6229

AMANDA S. DOYLE
Assistant Superintendent for Curriculum

EVERETT V. OLSEN, Jr.
Chief Education Officer

MATTHEW D. SHEVENELL
Assistant Superintendent for Business

To: Lori Peters
Laurie Rothhaus

Naomi Halter
Jenna Hardy
Rachel Paepke
Finnegan Haddad

From: Everett V. Olsen, Jr.

Date: April 24, 2025

Subject: Hire at Will

As in prior years, I am requesting that the School Board grant administrators the authority to offer conditional contracts to candidates for professional staff openings. This act will preclude talented individuals from choosing a position in another district and assist the administrative team in the hiring process when there are fewer board meetings during the summer months.

**Merrimack School District
Policy Progress Chart**

4/24/2025

Policies In Process	1st Reading	2nd Review	3rd Review (if needed)	Adoption	Comments
Revised Title I Parent Involvement in Education Policy (KB)	4/7/25	NA	N/A	5/5/2025 4/21/2025	Parent vs Family wording was verified

TITLE I PARENT INVOLVEMENT IN EDUCATION

The Board endorses the ~~parent involvement~~ family and community engagement goals of ~~Title I~~ the Every Student Succeeds Act and encourages the regular ~~participation by parents of Title I eligible children in all aspects of the program~~ collaboration between family members, community members, and school leadership. The education of children is viewed as a cooperative effort among the parents, school and community, ~~other family members involved in supporting the child's development and education.~~ ~~In this policy, the word "parent" also includes guardians and other family members involved in supervising the child's schools.~~

Pursuant to federal law, the District will develop jointly and ~~agree on with,~~ distribute to parents of children participating in the Title I program a written ~~parent involvement family and community engagement~~ policy.

The goal of this policy is to:

1. Honor and recognize families' funds of knowledge,
2. Connect family engagement to student learning,
3. Create welcoming, inviting cultures, and
4. Develop and capacity of families to negotiate the role of supporters, advocates, and collaborators.

~~At the required annual meeting of Title I parents, parents will have opportunities to participate in the design, development, operation and evaluation of the program for the next school year. Proposed activities shall be presented to fulfill the requirements necessary to address the requirements of parental involvement goals.~~

~~At the required annual meeting and at other parent involvement activities planned throughout the school year and summer, parents will be provided with:~~

- ~~1. Information about programs provided under Title I;~~
- ~~2. A description and explanation of the curriculum in use, the forms of academic assessment used to measure student progress, and the proficiency levels students are expected to meet;~~
- ~~3. Opportunities to formulate suggestions and to participate, as appropriate, in decisions relating to the education of their children; and~~
- ~~4. The opportunity to bring parent comments, if they are dissatisfied with the school's Title I program, to the district level.~~

The District will implement at least one annual meeting that is available to all families of students attending Title I schools and/or for families that include a student who receives Title I services (Targeted School). These meetings will provide parents and family members opportunities to participate in the design, development, operation and evaluation of the program for the next school year. Additional meetings may be held at the will of the Superintendent or school board. These meetings will be used to:

1. Involve parents in the joint development of the Title I program plan, the process of reviewing the implementation of the plan, and suggesting overall school improvements goals.
2. Provide the coordination, technical assistance and other support necessary to assist participating schools in planning and implementing effective family and community engagement activities to improve student academic achievement and school performance.
3. Build the schools' and parents' capacity for strong family and community engagement.
4. Coordinate and integrate Title I family and community engagement strategies with those of other educational programs.
5. Conduct, with the involvement of families, an annual evaluation of the content of the family engagement policy and its effectiveness in improving the academic quality of the schools served. This will include identifying barriers to greater participation by parents in activities authorized by law, particularly by parents who are economically disadvantaged, have disabilities, have limited English proficiency, have limited literacy, or are of any racial or ethnic minority background. The district will use the findings of such evaluation to design strategies for more effective parental involvement and to revise, if necessary, the parental involvement policies.
6. Involve families in the activities of the schools served.

Title I funding, if sufficient, may be used to facilitate parent attendance at meetings through payment of transportation and childcare costs, food for the event, and academic based supplies and activities during the event. In targeted assistance programs, the families of children identified to participate in Title I programs ~~shall~~ will receive from the school ~~Language Arts Coordinator and the district Title I Coordinator~~ Principal and/or Title I staff an explanation of the reasons supporting each child's selection for the program, a set of objectives to be addressed, and a description of the services to be provided. Opportunities ~~are~~ will be provided for parents to meet with ~~their child's teacher~~ the classroom and Title I teachers to discuss ~~student~~ their child's progress. ~~with input from the respective tutor~~. Parents ~~might~~ will also ~~meet with the tutor to learn~~ receive guidance as to how they can assist ~~in the child's education at home~~ in the education of their children at home.

Resources:

~~—“National Standards for Parent/Family Involvement Programs,” National PTA (reprinted May 1998); Improving America’s Schools Act, P.L. No. 103-382, Sec. 1112; Local Education Agency Plans. P.L. 107-110, “No Child Left Behind Act of 2001”, Title I—Improving the Academic Achievement of the Disadvantaged, Sec. 1118 Policy.~~

Legal References:

1st Reading: April 2, 2007
2nd Review: April 16, 2007
Adopted: May 8, 2007

Revision

1st Reading: April 7, 2025
Revised:

Merrimack School District
Gifts and Grants Acceptance Form

Name of Recipient: Merrimack School District

Name of Donor: HealthTrust
PO Box 617
Concord, NH 03301

Amount of Gift or Grant: \$1,500 **Date of Receipt of Gift or Grant:** March 5, 2025

=====

Please answer each of the following questions:

1. Describe the purpose of gift/grant:

The gift will be used for worksite health and safety activities to benefit district employees.

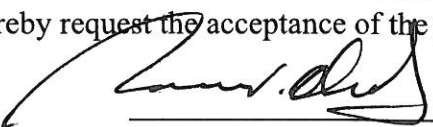
2. Describe any specific restrictions or requirements attached to gift/grant:

None.

3. Describe any recurring costs associated with the gift/grant:

Three designated Health Wellness Coordinators from the District attended a full-day (virtual) Health and Safety Training Session.

I, Matthew Shevenell, do hereby determine that it is in the best interest of the Merrimack School District to accept such gift or grant and hereby request the acceptance of the gift/grant by the Merrimack School Board.



Signature

Chief Education Officer

4/14/2025

Date

Published in the N/A on N/A

Date

Presented to Merrimack School Board (Public Hearing) N/A

Date

Accepted by Merrimack School Board on _____

Date

By a vote of ____ - ____ - ____.

All Gifts and Grants to the Merrimack School District are to be accepted in accordance with RSA 198:20b and Warrant Article II of the 1991 Annual Merrimack School District Meeting.



Merrimack School District

Gifts and Grants Acceptance Form

Name of Recipient: Merrimack School Dist
(School Name)

Name of Donor: Anonymous Donor
Name
272 Lakeside Dr
Street Address
Manchester NH 03104
Town/City State Zip Code

Amount of Gift or Grant: \$2,000

Date of Receipt of: 03/19/25
Gift/Grant

Please answer each of the following questions:

1. Describe the purpose of gift/grant:

This donation is to be used to replenish the homeless relief fund.

2. Describe any specific restrictions or requirements attached to gift/grant:

Should be used for students who are homeless or receive FARC lunch.

3. Describe any recurring costs associated with the gift/grant:

N/A These vary based on MV enrollment

I, Chris I. Buzeman do hereby determine that it is in the best interest of the Merrimack School District to accept such gift or grant and hereby request the acceptance of the gift/grant by the Merrimack School Board.

Signature
Principal/Director

Date

4-15-25

Published in the _____ on _____
(name of newspaper) Date

Presented to Merrimack School Board (Public Hearing) _____
Date

Accepted by Merrimack School Board on _____
Date

by a vote of ____ - ____ - ____.

All Gifts and Grants to the Merrimack School District are to be accepted in accordance with RSA 198:20b and Warrant Article II of the 1991 Annual Merrimack School District Meeting.

Rev - 11/03/04