

ANNUAL REPORT
FOR THE
YEAR ENDING JUNE 30, 2004
AND
PROPOSED BUDGET
JULY 2005 – JUNE 2006

ANNUAL REPORTS
SCHOOL DISTRICT OF MERRIMACK, NH
for the
Year Ending June 30, 2004
- DISTRICT OFFICERS -

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- NOTICE -

A complete copy of the Merrimack School District
Policy Manual is available for review at the
Office of the Superintendent of Schools.

TABLE OF CONTENTS

	Page
Merrimack School Board	1
Report of the Merrimack School Board	1
Merrimack School Board Goals & Objectives	2
Annual Reports	
Superintendent of Schools	3
Director of Special Services	4
Director of Library Services	5
Principal, Masticola Elementary School	6
Principal, Reeds Ferry Elementary School	7
Principal, Thorntons Ferry Elementary School	8
Principal, Masticola Middle School	9
Principal, Merrimack High School	10
Merrimack High School Graduates - June, 2004	11
Colleges Accepting MHS Graduates - June, 2004	13
Report of the Planning and Building Committee	14
Annual School District Meeting Report	
Session 1: Deliberation	15
Session 2: Ballot Voting	17
Auditor's Report	19
Comparative Enrollments	24
2005-2006 Proposed Budget	
Budget Committee	26
Distribution of Our Education Dollar	27
Business Warrant	28
MS-27 State Budget Form	30
Proposed 2004–2005 Budget	36
Special Education Programs and Services Expenditures and Revenues	40

This Annual Report was prepared and printed in its entirety
by the Printing Department located at Merrimack High School.

2004-2005 MERRIMACK SCHOOL BOARD



(L-R) David Denton, Rose Robertson-Smith, Kenneth Coleman, Emily Coburn
Demetre Stamatis, Student Representative • (Absent: Rosemarie Rung)

ANNUAL REPORT FROM THE CHAIR

To the Citizens of Merrimack:

This has been a very exciting year for the Merrimack School District. We have had the successful opening of our new middle school; it's the first new school built in Merrimack since the completion of the Ferry Schools in the mid-seventies. For the first time in fifteen years, the school district has had enough classroom space at all grade levels.

In addition we have been planning for the opening of the kindergarten program next year. This vital program, approved by the voters one year ago will allow Merrimack to better prepare our incoming students for the academic challenges ahead. We are very grateful to the citizens of Merrimack for approving the resources and funding needed for both kindergarten and space.

We have some challenges ahead of us. The state educational aid that has allowed us to afford to create a better educational framework in Merrimack is now threatened. We must continue to work with other affected communities to insure that the state meets its obligations to the children not just in Merrimack, but statewide.

While Merrimack's students continue to do well academically, we still have more to do. A relatively low drop-out rate is good, but as long as we have any drop-outs, it is not good enough. Most of our students perform well and go on to higher education, but not all of our students are that successful. The Merrimack School District is continuing to work towards constant self-improvement with the goal of someday being able to have all our children reach their full potential. With the continued support and involvement of the community, I have no doubt we will continue to make progress towards these goals.

Sincerely,

Kenneth R. Coleman Jr.

MERRIMACK SCHOOL DISTRICT

Goals and Objectives

2000-2004

A. GOAL: CURRICULUM, INSTRUCTION, AND ASSESSMENT

The Board supports the revision of curriculum, the promotion of instructional strategies to enhance learning, the analysis of student assessment results, and the promotion of professional growth to enhance instruction.

Objectives

1. To implement revised or new curricula
 - a. science curriculum for grades readiness through twelve
 - b. world language curriculum for grades six through twelve
 - c. English/language arts curriculum with a focus on writing for grades readiness through twelve
2. To initiate the development or revision of curricula
 - a. *mathematics curriculum for grades readiness through twelve
 - b. social studies curriculum for grades readiness through twelve
 - c. arts (music and visual arts) curriculum for grades readiness through twelve
3. To provide training for staff on integrating technology into teaching.
4. To develop a plan to utilize multiple sources of assessment data to drive decisions about how to improve student achievement
5. To address district plans/models
 - a. Revise and implement the Long Range Technology Plan
 - b. *Revise and implement the Local Master Plan for Staff Development
 - c. Revise the Teacher and Support Staff Evaluation Models

B. GOAL: LEARNING ENVIRONMENTS & STUDENT WELL-BEING

The Board supports learning environments and programs that address student needs.

Objectives

1. To strengthen existing plans/programs that focus on respect, responsibility, caring, and safety
2. To develop a plan to address student needs identified from the Teen Assessment Survey

C. GOAL: PROGRAM/FACILITY DEVELOPMENT

The Board supports the implementation of kindergarten and the reconfiguration of the elementary and middle schools.

Objectives

1. To develop and implement a kindergarten program in each elementary school
2. *To renovate the current middle school to house grades five and six
3. *To build a new middle school to house grades seven and eight
4. To address programming and grade reporting issues for grades five through eight based on the reconfiguration of the schools (included as part of objectives C2 and C3)

* indicates focus areas for 2003-2004.



REPORT OF THE SUPERINTENDENT OF SCHOOLS TO THE CITIZENS OF MERRIMACK

The 2003-2004 school year was one of most challenging and productive periods of time for the staff and administration of the Merrimack School District. The voters approved the building of a new middle school for grades seven and eight in April 2003. The Merrimack School Board was committed to having the new school ready for occupancy in September 2004. Therefore, an extensive amount of planning occurred regarding significant aspects about the buildings and grounds and about the reconfiguration of grade levels and programming.

A groundbreaking ceremony for the new school was held in August 2003. From that point forward, Matt Shevenell, the district's business administrator worked closely with the architect and construction firm to adhere to a strict time frame to ensure that the school would be ready the following year. In the fall of 2003, the Merrimack School Board named the new school Merrimack Middle School and called the roadway leading to the school Madeline Bennett Lane. The road was named in honor of a teacher who had taught in the community of Merrimack for thirty years.

Concurrent with the building project was the reconfiguration of the district. The board had previously decided that the old middle school would become an upper elementary school for grades five and six. It would be named James Mastricola Upper Elementary School in memory of its benefactor. Given that previously the fifth grades were housed in the three elementary schools, it meant that a massive movement of staff, materials, and equipment would occur at year's end. In preparation for the changeover, teaching and support staff had to be redeployed. There was a need to hire a new principal for the upper elementary school as well as an array of specialist positions. A parent transition group was formed to address the needs of students and parents as they moved from their affiliation with a neighborhood school to a centralized school. The parents were also helpful in conducting a parent survey about proposed transportation plans that had been developed to modify busing schedules to accommodate the addition of the sixth school. In addition, the parents worked with the Planning and Building Committee to develop a new playground for the upper elementary school.

Other renovation and construction projects took place within the district. The first phase of a multi-year project occurred at the upper elementary school. Asbestos was removed from the hallway floors

throughout the school and the building was renovated to ensure that it met the Americans with Disabilities (ADA) code upgrades. The school board approved a construction contract to renovate space in each elementary school to prepare for classrooms and storage space to house kindergarten in the 2005-2006 school year.

To further prepare for the implementation of kindergarten, the school board approved the formation of a Kindergarten Implementation Committee comprised of private and public school teachers, administrators, and school board members to plan for the impending program. The school board also approved the contracted services of a Kindergarten Outreach Coordinator whose primary purpose was to connect to the private kindergarten providers and to be a knowledgeable, consistent voice for the district's prospective kindergarten parents.

Even though district and school personnel were highly engaged in planning for forthcoming changes, many other projects were accomplished. Debbie Woelflein, the Assistant Superintendent for Curriculum worked collaboratively with numbers of teachers in finalizing the world language curriculum and the math curriculum for school board approval. Mrs. Woelflein also worked in conjunction with the Professional Development Committee and other affiliated groups to initiate a new plan for the professional growth of teachers that focuses on improving student achievement.

One of the most important assets of the Merrimack School District is its teaching staff. At the close of the school year, five teachers had elected to retire. Their combined teaching years in the school district were 137. They have each made a special contribution to their school and the district. The honorees were: Rob Peck from James Mastricola Elementary School, Aimee Kolb from Reeds Ferry Elementary School, Betty Dodge from James Mastricola Middle School, and Muriel Fredriksson and John Miles from Merrimack High School.

Respectfully submitted,

Marjorie C. Chiafery



REPORT OF THE DIRECTOR OF SPECIAL SERVICES

The focus of the 2003-2004 school year was our participation in the New Hampshire Department of Education Program Approval Process. This process is required by state regulations to certify that our programs meet state and federal standards. Our programs were all judged to be of very high quality and we were granted a five year (maximum) approval. I have quoted the SAU Wide Summary of Findings below:

SAU WIDE SUMMARY OF FINDINGS FOR THE MARCH 9-10, 2004 CASE STUDY COMPLIANCE REVIEW

As part of the NHDOE Special Education Program Approval Process, documentation of parent feedback is required. SAU 26 distributed a parent satisfaction survey to a randomly selected group of parents of educationally disabled students. Every 3rd parent on the Merrimack School District SPEDIS list received a survey, and 73 surveys, or 30%, were completed and returned. Survey questions addressed the three focus areas stressed in the Program Approval Process: Access to the General Curriculum, Transition and Behavior Strategies and Discipline. Responses to all questions in all schools averaged between 3 (Mostly) and 4 (Completely), indicating a very high level of satisfaction on the part of parents.

During the Case Study Compliance Review, team members observed a high degree of collaboration between all staff in order to ensure that students were being provided equal educational opportunities and access to the general curriculum. Based upon the case studies selected for presentation and review, along with other Program Approval data collection activities, it was apparent that Merrimack School District personnel at all levels are committed to their special education philosophy of inclusion and the delivery of special education programs and services to their students in the least restrictive environment possible. This commitment is evidenced by the level of staffing support given to special education program at all levels and in all buildings. District curriculum has been aligned with the state frameworks, and special education personnel have worked hard to reflect these curriculum standards within their programs for students identified with educational disabilities. District paraprofessionals are provided with training opportunities through web based courses, as well as through New Hampshire Technical Institute courses offered on site. Classroom teachers at all levels have received training in Project READ and thus provide unified and coordinated

literacy instruction. A remedial reading course titled Linguistics is offered at Merrimack High School. The district provides classroom behavioral supports through its psychologists, behavior specialists, and home-school coordination under the PASS program. A future goal of the district is to provide alternative programming for at-risk students at the high school level.

Smooth transitions are provided by the district at all critical transition points. District personnel have developed transition data forms and timelines for each transition point, thus ensuring consistency and documentation of transition activities. Transition data forms are also provided for related service providers. The district will implement its kindergarten program in 2 years, once it has opened its new upper elementary school for grades 5 and 6 this fall.

The district provides the services of a psychologist and a behavior consultant at each building to support the inclusion of students with emotional handicaps in the general classroom environment. The staff at Thornton's Ferry and Mastricola Elementary Schools are Positive Behavioral Intervention and Support (PBIS) demonstration sites, having completed their PBIS training.

The visiting committee reported consistency in special education practices across the district. The special education administrative team, comprised of the director and a coordinator in each building, works closely with building administrators to ensure collaboration within the department district-wide and between special and general educators within each building.

REQUIRED ACTIONS FOR IMPROVEMENT

The Visiting Team did not identify any required actions for improvement.

As you can see from the above impartial review, the special education students of Merrimack are receiving a very good education. The staff, parents, school board, and citizens should be, as I am, proud of the excellent work being done on a daily basis in the Merrimack School District.

Respectfully submitted,

David St. Jean



REPORT OF THE DIRECTOR LIBRARY SERVICES

Even as the heavy equipment was breaking ground for the construction of the new Merrimack Middle School and the administration was still wrestling with a plan for a soon to be 5th and 6th grade Upper Elementary School, the Library Program staff set to work on a procedure to deal with the task of redistributing our 60,000 plus books from the existing five school configuration to a new six school configuration. We began by creating a schedule for the school year that required the librarians to systematically look at the entire collection, one section at a time. Although it was sometimes difficult to decide which books should be moved in order to provide an age suitable collection in three R-4 elementary schools, a new 5th and 6th grade upper elementary school and a new 7th and 8th grade middle school, the spirit of teamwork and a commitment to a strong district library program won out and each librarian determined which books her school would need to give up in order to create the two new library collections. By spring of 2004, phase one was completed with some books on carts and others on the floor, marked and ready for the moving crew scheduled to come along in late August.

At the same time, Middle School librarian, Laurel Sumner, and Library Services Director, Pam Tinker, had the exciting task of working with architects and furniture consultants to design and furnish the newly conceived Merrimack Middle School Library. Although there were books that could be moved from other schools, there were still others that would need to be purchased and processed for the new school—another year-long undertaking.

Even as these huge projects were taking place, the district's library staff remained committed to serving the students, their building staff and the district. Mastricola Elementary librarian Tracy Wyman participated in the pilot for the new Individual Professional Development Plan to be rolled out in 2004-2005. She also served on the District Technology Committee and the Merrimack Education Week Committee, and took a key role in her building's PBIS initiative, Geography Bee, and Principal's Story Hour. Tracy also represented Merrimack as a presenter at the Christa McAuliffe Conference. Cindy Baker, Merrimack High School librarian, hosted a workshop on the Public Library's resources and served on the Technology and Science Curriculum Committees. At the building level, she participated in International Night and continued to work on the NEASC

accreditation committee. Debbie McLaughlin, librarian at Reeds Ferry School became a Benchmarks coach to further the integration of technology, presented technology workshops and served on the Math Curriculum Committee. Thornton's Ferry librarian, Sue Weghorst took a leadership role in her building by presenting technology workshops, serving on a PBIS Committee, participating in Principal's Story Hour, working on Family Night Workshops to bring information to parents, and running book clubs for third and fourth graders during lunch. In addition to helping to orchestrate the moving of books and the designing of a new library, Mastricola Middle School librarian, Laurel Sumner served the district on the Technology and Science Curriculum Committees, presented a technology workshop and ran a student book club.

As they supported all these district and building initiatives, the librarians never lost sight of their mission to ensure that all students and staff become effective, efficient and independent users of information resources in print, non-print and electronic formats. District-wide librarians worked with almost 5,000 classes during the 2003-2004 school year!

The 2003-2004 school year also marked the retirement of two long time members of the library program staff: Library Services secretary Jean Kelly and High School library assistant Jackie White. Both Mrs. Kelly and Mrs. White were library volunteers before being hired as library assistants. Mrs. Kelly went on to become secretary to the Director of Library Services in 1984. Mrs. Kelly retired in December of 2003. Mrs. White retired in June. We wish to honor their years of experience and dedication to the Library Program.

Respectfully submitted,

Pamela J. Tinker



REPORT OF THE PRINCIPAL MASTRICOLA ELEMENTARY SCHOOL

The year was marked by the transition of our fourth and fifth graders to the newly configured upper elementary school. End of year celebrations were held for families and students as we said good-bye to our fifth grade teaching team. June also marked the retirement of Robert Peck, Mastricola music teacher and fifth grade band director, after thirty years of service.

We continued to pilot new math materials and selected Everyday Mathematics for implementation at grades 1 through 4 in the fall. Teachers were trained throughout the spring in preparation for the roll-out. The new standards based instructional materials teach math skills and concepts in a spiral curriculum that introduces and revisits new learning over time. A second initiative provided training for staff in Write Traits. These materials and strategies were used across the grades to develop students' written language proficiencies.

The School District moved forward with its revised plan for professional development. Our school was represented by eight staff members who participated in a pilot of the new plan and convened over the summer to process the experience and shape training for the first cohort. Essentially, teachers must design a three year plan that will positively impact student learning and attain requirements for recertification in their areas of endorsement. Members of the pilot group attend a series of workshops on data collection and analysis.

The fifth grade performed as a chorus in the fall and treated family and friends to a reprise of the Wack-a-Do Zoo, a popular musical for elementary students. In the spring, we commissioned a delightful wall mural that incorporates the Big 3: respect, responsibility, and safety at JMES. The mural was conceived and executed by art educator, Ms. Sue Hebert with help from fifth graders and staff volunteers. It is a cheerful addition to the APR.

Our excellent school volunteer program captured another Blue Ribbon for outstanding performance for the 20th year in a row. Volunteer coordinators, Cathy Everitt and Bev Duggan documented over 14,000 hours in service to the students and staff at JMES by 425 school volunteers. We were also honored to receive a Gold Circle Award for our school community partnership with the Merrimack Police Department, third grade team, and our physical education teacher, Jean Mazzarella. School volunteers were treated to a Valentine Tea, planned by Dot Lavallee with student

council members participating. We also hosted a dessert and coffee reception to close out the year and celebrate the many accomplishments.

Our educational program continued to benefit from PATT patronage and the efforts of Vice-President, Dianne Anderson, who brought in a published author, the Owl Lady, the Drawbridge Theatre, and Hampstead Players. Fifth graders took a trip to the Palace Theatre to see an abbreviated operetta, Pirates of Penzance. Our Gateway program sponsored a Lego League team with the help of BAE Systems and parent Bob Zinsmeister. The fourth grade attended a game at Gill Stadium to see the new Fischer Cats play ball and were treated to a pre-game sumo wrestling demonstration from Asst. Principal, John Fabrizio and parent Dan Couturier.

Many teachers received training Write Traits and piloted new materials to develop student writing competencies. We held a well attended Young Authors Celebration where parents and classmates were able to view and read student published stories and non-fiction text. Students submitted short pieces and poems to the monthly newsletter.

James Mastricola was recognized as a finalist in the search for NH Elementary School of Excellence this year. The application process was rigorous, but a true affirmation of the work we do here and the importance of literacy and belonging that is emblematic of our school culture. Thank you to the members of that team: Kathi Custer, John Fabrizio, Jody Vaillancourt, Karen Stetson, Carol Silva, Carol Lavallee, Jess Chase, Suzanne Wheeler, Kathy Theriault, Dennis Pymm, Paula Warren, Joanne Green. We continued with our PBIS work (Positive Behavior Interventions and Support) as a demonstration site for the south central region in the state. We were proud of the dramatic decrease in aggression on the playground and continue to develop Cool Tools to ensure school wide consistency regarding good behavior.

Respectfully submitted,

A handwritten signature in cursive script that reads "Kathleen M. Custer".

Kathleen Custer



REPORT OF THE PRINCIPAL REEDS FERRY ELEMENTARY SCHOOL

The 2003-2004 school year marked the beginning of a major change at Reeds Ferry School. Administration and staff began planning for moving the fifth grade from the elementary schools to the James Mastricola Upper Elementary School. During the year many meetings, planning sessions and workshops were held on a variety of issues to help with transitioning students, staff and materials into the new upper elementary school.

A school-wide climate initiative that promotes respect, responsibility, caring, honesty, self-discipline, giving and perseverance with other students and staff is in place and actively embraced by all staff and students. The 'Monday Morning Message' by the principal, special assemblies and weekly projects by classroom teachers helped to reinforce these themes. Activities such as Safety Patrol, School Store and Special Skills Coaching Club helped students to live up to expectations and help develop a strong sense of belonging.

The professional and support staff at Reeds Ferry continue to focus objectives and training around several school district and building objectives. Thirty-five staff members attended after school training sessions offered by the reading specialist on the Four Blocks program. Many teachers received training in Write Traits and were involved in piloting the new math curriculum and new math texts. All paraeducators completed modules in special education that will better prepare them to work with children with special needs.

There were many interactive day and evening activities planned during the school year that contributed to the children's learning. A Taste of First Grade, Animal Night, Astronomy Night and New Hampshire History Night were just a few of the different grade level activities that extended the learning day and brought families back to school. Bed Time Story Hour, Barnes and Noble Night, music concerts, Art Show/Ice Cream Social and Eminent People took place and involved a large gathering of the Reeds Ferry community.

The students, their families and staff showed their community spirit by participating in several food and book drives that went back to many individuals within the community. Care packages were all sent to service men and women serving overseas who have roots in Merrimack.

Reeds Ferry school sent students to several academic and sporting competitions. Each year spelling and geography bees are held within the building with the school winner going off to state competition. Our school continues to send several teams to participate in the regional competition for the Destination Imagination Program. We continue to send a spirited group of Special Olympians to bowling competitions, area games and the state meet at the University of New Hampshire.

We are truly lucky to have a fine group of volunteers who work countless hours to benefit the children of our school. We commend their work and the wonderful job our parent/faculty organization does to provide our school with many fine activities, materials and equipment for all.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Frank W. Hoell'. The signature is written in a cursive style and is positioned above the printed name.

Frank W. Hoell



REPORT OF THE PRINCIPAL THORNTONS FERRY ELEMENTARY SCHOOL

The words respect, responsibility, and safety are more than just spelling words at Thorntons Ferry. During the 2003-2004 school year staff and students at the school continued implementation of a program entitled Positive Behavioral Interventions and Supports (PBIS). This program is supported by the New Hampshire Center for Effective Behavioral Interventions and Supports, as well as the Southeastern Regional Education Service Center. Its mission statement is to foster the development of safe, caring, respectful schools where learning is a primary focus, and all members of the community, including students with emotional or behavioral disorders, are valued and experience success and joy each day. Specifically, the staff in the first full year of implementation developed a variety of lessons to teach students respectful, responsible, and safe behaviors while at play and work. Making decisions about rules and procedures within the school is based on data collection and management of issues even before they become a problem. We were so successful in implementing the program last year that we received a 100% effective rating on the state evaluation.

We were also very excited about the many civic minded activities that the students undertook during the school year. They worked actively with the Marine's "Toys for Tots" program during the holidays as well as supporting several Veterans' Day initiatives with local businesses. The students' "Community Council" again conducted a very successful "Pennies for Patients" program that raised \$2,600 for the Leukemia and Lymphoma Society.

Individual students as well distinguished themselves in many different academic ventures. Matt Graef, a fifth grade student qualified for state competition in the National Geography Bee at Keene State College. Griffin Nozell, a fifth grade student won the Fidelity Award at the state Young Inventor's Celebration. Johanna King, grade four, Connor Hannon, grade two, and Madison Boerner, grade one also won awards at this event. Of special note in the area of writing is that two fourth grade students, Samantha Lo and Elias Kim distinguished themselves in the New Hampshire "Letters About Literature" writing contest. Elias was a semifinalist while Samantha won top honors among all fourth through

sixth grade students in the state for her letter to author Candance Goldapper and the editors of Chicken Soup for the Kid's Soul.

The staff was exceptionally busy this past year with initiatives in technology, writing, and math. We undertook very successful curriculum implementations in all these areas which culminated in outstanding scores in reading and math on the New Hampshire Educational Improvement and Assessment Program. Fifty-nine percent of our students scored in the proficient and advanced categories in reading, while sixty-five percent did likewise in math.

Finally, due in large part to the support of our parent-teacher organization (PTTF), we once again enjoyed a visit from a distinguished author. David Schwartz who is an accomplished storyteller and an innovator in presenting mathematical information to children visited our school and presented a wonderful program to the children. This visit included a "Family Night Program" as well.

Respectfully submitted,

Leslie N. Carter



REPORT OF THE PRINCIPAL MASTRICOLA MIDDLE SCHOOL

The 2003-2004 school year at the James Mastricola Middle School can best be described as a year of transition. Middle school faculty, parents, students and administrators collaborated to realize final plans and preparations for the opening of the new Merrimack Middle School. A new building management structure and team model was designed to focus on the utilization of classroom teachers as team leaders and curriculum facilitators. A new standards-based curriculum was adopted in mathematics, the language arts program became fully integrated and an innovative approach was researched and developed for the delivery of consumer science and technology education to our students. Also the science teachers, working in collaboration with the science coordinator, completed the development of science curriculum resource manuals. These comprehensive documents were designed to support both new and veteran teachers as they continue to implement innovative programming in science education for our children.

James Mastricola Middle School efforts to assist needy families in Merrimack were very successful during the 2003-2004 school year. A special award was presented to the student, parents, teachers and administrators who participated in the Home, Health & Hospice Care Secret Santa Project. Over 250 gift tags for needy clients and their families were filled, resulting in 400 individual requests being realized. Home Health and Hospice received many heartfelt thank you notes from individuals expressing their appreciation for the kind acts of generosity, the demonstrated respect and support for others and the expression of caring for one's community.

Middle school students continued to demonstrate their prowess in interscholastic athletics. Our teams were highly successful competing in the Tri-County League. During the fall season, the cross country team won the league championship for the second consecutive year and also captured the state title. The boys' soccer team finished first in the Tri-County League and won the playoffs. The girls' soccer team finished second in the league and was runner-up in the playoffs. The middle school added field hockey to its interscholastic program during the 2003-2004 school year and this team had a very successful start and won several games. Students, parents and staff observed many exciting games and competitions during the winter season. Both the boys' and girls' Class L basketball teams had very successful outings this past school year. The boys' team captured the Tri-County

League and was victorious in the championship series. The girls' team finished second in the league and was runner-up in the championship round. Additionally, both our spirit team and wrestling squad continued their winning ways and added a number of major championships to their phenomenal records. Two middle school students, William Godfrey and Brian Paison, achieved national honors by placing the National Cross Country Championships.

Middle school students continued to excel in the academic domain. Hundreds of students were recognized for excellence in a number of local, state and national competitions, including the Watkins Speech and Spelling contests, Math Counts, the State Mock Trials, the First Robotics Competition, the Destination Imagination program, Young Authors, the Granite State Junior Debate League Championship and the National Geography Bee local and state competitions. The middle school debate team won both the Granite State Junior Debate League Championship and the Simulated Presidential Democratic Party Debate last year and was the proud winner of the state championship 7 times in the previous 8 years. Also of significance was Jeff Starr's, (an eighth grader) advance to the state level in the National Spelling Bee competition.

The James Mastricola Middle School. Was also recognized for its contributions to the arts. The concert band was honored on the floor of the House of Representatives in Concord for its outstanding musical talents, poise and efforts to promote the arts in both the local community and the state. The middle school contingent was proudly accompanied by State Representative, Jack Balcolm. In addition two middle school students, Jennifer Doucette and Meredith Roy, were honored and received public recognition by the New England League of Middle Schools for their outstanding scholarship and leadership abilities. These students were joined by New Hampshire Governor Craig Benson at a special dinner and reception.

Respectfully submitted,

Thomas C. Levesque



REPORT OF THE PRINCIPAL MERRIMACK HIGH SCHOOL

In the academic year, 2003-2004, the Merrimack High School administration continued to take steps to fulfill its vision of a 'connected learning community' and to change the school's climate to improve student learning. In this respect, several initiatives were launched including establishing a formal relationship with the Chamber of Commerce, and the creation of the first high school Parent/Teacher Group (PTG). Fall and spring "Job Fairs" were launched and an internship program was piloted. Each of the initiatives has been the product of collaboration between students, teachers, administrators and community members. Once again, MHS became a Gold Circle Award winner, recognizing its school partnerships and volunteer contributions that enhance the educational experience for kids. In addition, to help foster a "student-centered approach to learning", space was recaptured, and an authentic Student Activities and Leadership Center & created.

Students at Merrimack High School continue to strive for academic success. The daily average attendance rate was 92.4%, and the dropout rate remained a low 3.5% despite a change in the state's formula. Of the 303 seniors who graduated, 84% of the class continued their education after high school. Sixty six percent (66%) entered a four-year college and eighteen percent (18%) enrolled into a two-year college or sought other post secondary education.

Our student body continues to excel on the state level and beyond in co-curricular and extra-curricular activities. Merrimack's US FIRST team earned honors in both regional and national competition and competed at the Verizon Center in state competition. In addition, MHS students were selected for the All-State Chamber Music Festival, the All-State Jazz Festival, while other music students were selected to perform with the All-State Chorus, Orchestra & Symphonic Band. The Theater guild presented the play Wiley and the Hairy Man which received acclaim and was honored at the state theater guild festival. The drama club presented a musical for the first time in many years with Guys and Dolls in May. In interscholastic athletic competition, 17 teams proceeded to post season competition: 3 teams, the Boy's Basketball team, the Winter Coed Spirit team and Boy's Spring Track won consecutive State Championships. Outstanding individual accomplishments included Michelle Paison being named Miss New Hampshire Basketball by the New Hampshire Basketball Coaches Association. In all, over 20 student-athletes were recognized at the state level by the New Hampshire Commission on the Status of Women and The New Hampshire Athletic Director's Association as Scholar Athletes.

Student initiated community service projects abounded in 2003-2004. Members of the Class of 2004 volunteered nearly 900 hours in both preparation and deed on Community Service Day by assisting 7 town agencies, 10 non-profit organizations, 19 private homes, and by servicing each of the five schools in the district. The National Honor Society (NHS) included 34 members and continued its tradition of excellence by promoting several community service functions. Among these were the Teddy Bear Picnic for readiness and first grade

students, and the Thanksgiving Dinner for senior citizens. The NHS also promoted new activities for senior citizens including a Bow-A-Thon and a candle making day, which took place at the senior center. Eighty-five (85) students from our Gateway Program participated in the Youth Day of Caring; forty (40) Gateway students contributed to our "Students Helping Students Tutoring Program." Gateway also sponsored an International Week that featured a special International Night; 32 nations were represented. Guests that night enjoyed ethnic foods, entertainment and customs from the respective nations. In addition, the Gateway Program also established a relationship with a sister school in Japan, the Yangzong Senior Middle School. Moreover, Gateway also sponsored Artist-in-Residence, actress Jewel Davis. Ms. Davis presented a program entitled Conflict: In Literature and Life. Four English teachers collaborated in this project. Students Against Destructive Decisions (SADD) continued their work by helping to present an anti-drinking and driving program with the state liquor commissioners office and supported Red Ribbon week to discourage drug use by teens. And, once again, Merrimack High School was chosen as a Blue Ribbon School; this marked the 13th consecutive year the honor was bestowed upon MHS!

Faculty advisors to the Class of 2004, Sarah Clough and Paul Drone, joined the senior class in a variety of fun activities including a clam bake and a trip to the theatre district in Boston. Traditional senior activities took place in June, and the Class of 2004 presented the administration with a class gift: the Student Activities & Leadership Center sign located in the foyer at the entrance to the center.

The Merrimack School District continued to review, revise and implement new curricula initiatives. The new World Language curriculum was fully implemented, Integrated Math entered its second year, and a new Special Education course, Effective Communication Strategies, was introduced. Curricular initiatives leading to internships such as the Law, Public Safety & Security course also gained support.

Teachers also received special recognition. Tray Sleeper, science teacher, was selected as a finalist for NH State Teacher of the Year. In addition, Merrimack High School teacher, Trevor Knight, Social Studies Department Chair, was the recipient of the most prestigious No Bell Outstanding Teacher Award.

Once again, the academic year ended with a spectacular graduation ceremony featuring dedications to President Ronald Reagan and singer, Ray Charles. A salutatory speech delivered in song became the event's signature moment and was indicative of the talented Class of 2004.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Kenneth W. Johnson".

Kenneth W. Johnson

MERRIMACK HIGH SCHOOL 2004 GRADUATES

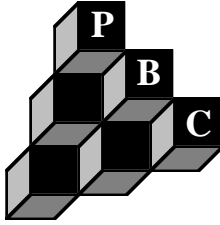
<p>Lyon Cara Abbott Courtney B. Adams *† Danyel Kelly Adams Timothy M. Albert Shayne Albuquerque Michael Alukonis Cory W. Anderson Caitlin Marie Asai Sarah Asselin * Julia A. Auer Chelsey M. Aviles Chara D. Aylesworth Jason Banner Kate Frances Barmashi Tyler D. Barrette Cameron Bauer Patrick T. Baum Joshua W. Beard Michael P. Bergeron Joseph Bettencourt Steven M. Bevilacqua Derek A. Bielawski Jamie Bishop John Bisset Sean R. Blaine Trenton C. Blanchard Brian Lee Block Daniel Eugene Bogdan Maria A. Borrelli Kathryn Belfield Bower Dayna E. Bradbury *† Katherine E. Braun Ryan M. Brobst Erica M. Brown * Matthew B. Brown Sarah E. Brown Brandon W. Brownell Garrett W. Buker Brandan Bullard Colin J. Burke Sarah A. Burnham Sara Burns Lyndsay D. Burton Timothy Burton Maegan Ashley Buteau Shawn Cadieux Drew C. Cameron Jason H. Carignan Michael P. Carney Phillip E. Justin Caron Sophie B.C. Carpenter Katelyn B. Cassidy David R. Caswell Tafadzwa Chabvonga Cortney A. Chartier</p>	<p>Laura E. Chase Krystal Cifelli William R. Closs, III Peter Columbia Christopher Comrie Eric A. Conrad *† Kevin R. Correia Kevin M. Cosgrove Crystal Iris Cote Shaun P. Coughlin Kendyl Taylor Count Nicholas Steven Crawford *† Matthew P. Cummings Amanda L. Curtis Michelle J. Cyckowski *† Leah Dancy Robert E. Day Stephen M. De Luca Brittany Debelis Caitlin E. Demers Natalie A. Demers Joshua T. Dennis * Remy L. Denton Anthony F. DiChiara Joseph C. DiFraia Christina DiOrio Emanuele Dipaola Paula Dipiero * Corey M. Ditman Adam J. Dodge Daniel Doherty Michael Doliber Kristen Ann Domurad Kevin J. Donohue Michael R. Driscoll * Andrew S. Dufault Texter O. Dunwell Corey Dupont Nicholas P. Duval Marcia E. Eisenberg Kristine M. Elliott Julian R. England Abbey Etlinger Lauren E. Fall Geraldine T. Ferretti Alice K. Finn *† Katherine L. Flanders Nathan J. Fogg Jason Ryan Ford Kenneth G. Fothergill Hollie N. Franks Amanda Fransen Jill Jacqueline Freeman Theodore Fulton Jamie Lynn Galbo</p>	<p>Savanna Lee Garthe Andrea George Jahleh Ghanbari Daniel J. Giampietro Kenneth Gillis Jessica L. Gladstone Mitchell C. Gladstone Ontaya Glenn Allison Godfrey Jeremy Gontarz Christopher P. Goodridge *† James L.H. Goodwin John Grainey Julie K. Grant Tyler R. Green * Amanda L. Grudinski Derek A. Guest Timothy J. Guichard John C. Harding *† Samantha Harrington Ashley Rose Hartson Tyler Hartt Shamsil Hazarika * Stephanie G. Hazen * Sarah Helen Heaney Casey A. Heistman Patricia Ann Hewitt Clifford Hicks James Hinch Julie A. Hodgson *† Raymond Holman Ashley J. Hornstein *† Kristen C. Hubbard Amanda C. Hudson Joy Nicolle Hurwitz Ryan P. Illsley Daniel P.J. Jacques Jeffrey R. Johnstone *† Matthew D. Jones * Melanie Erin Joseph * Scott Benjamin Joseph Mary Rebecca Kahler Daniel J. Kahn Christopher J. Kantargis Katelyn Kasko Kaitlyn M. Kelly Leah-Jean Kennett Kimberly E. Kilger *† Amy King *† Jessica King * Ambria Klinge Jameson D. Kneeland Margaret R. Kojak Daniel R. Konieczka Nicole (Nikki) E. La Bouliere</p>
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Grant LaBrosse
 Marissa J. Lamb
 Nicholas R. Lancaster
 Caitlin B. Landrigan
 Sarah Ann Langis
 Tiffany Dawn Langis
 Bradden Lawrence
 Jennifer A. Lemire
 Amanda L. Lessard
 Julie Marie Leszczynski
 Donald L. Lewis
 Patrick Lewis
 Ryan J. Lewis
 *† Emily Theresa Lindberg
 Gerilynn M. Lindl
 Amanda T. Lopes
 Jillian M. Lorento
 Kate E. Luksha
 *† James Eareckson MacCabe, II
 * Katherine J. Mackay
 * Jamie Sue Madson
 Michael Thomas Maglio
 Jennifer Makahusz
 Alison Felicia Olayinka Mann
 Brian Mann
 Blake Manning
 *† Dina Fine Maron
 Jessica L. Martin
 *† Kelsey A. Martin
 Randall A. Martin
 Zachary J. Martinage
 *† Caitlin Marie Mayo
 James McCarthy
 Rachel Joann McCorkle
 *† Meagan E. McGivern
 Laura L. McGregor
 Brian McKenna
 Matthew D. Menengas
 Jeffrey E. Miller
 Ryan M. Milligan
 *† Jennifer Lynn Mitsch
 Ashley N. Morgan
 Russell Morin
 Sandra Morkestol
 Lowell Mason Mower
 James Mullan
 *† Katharine B. Mulrey
 Taylor A. Murgo
 Jillian Murray
 Zachary B. Myers
 James E. Myles
 Mallory E. Nauss
 Ashley Nelson
 * Ryan Nickerson
 James R. Norling
 Josef Notter
 *† Robert D. O'Brien III
 Jennifer O'Callaghan
 Meghan C. O'Donnell
 Sean P. O'Donnell
 J. C. Otto
 *† James William Packard Jr.
 Matthew R. Page
 *† Michelle L. Paison
 Jade Palermo
 Corey J. Parrott
 Oleavia Patterson
 * Laura B. Pedersen
 Michelle Peterson
 Zacheree D. Peterson
 Corey M. Pinette
 Haley Lyle Pittenger
 Nicole M. Poliquin
 *† Kevin Porbunderwala
 Olga Potapczuk
 Shane M. Poulin
 *† Elizabeth J. Pratt
 Daniel S. Prisco
 * Brandon Rawnsley
 Jennifer Reardon
 Todd Remillard
 Brandon Rhodes
 Damien K. Rigden
 Kimberly Rines
 * Julia Rizhevsky
 Craig R. Robidoux
 Daniel Robinson
 Rebecca Robinson
 *† Erin Ashley Rothhaus
 * Rebecca Lynn Rought
 Michael A. Rouleau
 Ryan N. Roy
 Rachel E. Ruhr
 * Alexandra Rung
 Nicholas C. Russell
 Christine Ann Ryan
 Ryan W. Schleyer
 Eric W. Schneider
 Cassandra Marie
 Schofield
 Joseph Sculley
 Ashley Sexton
 Joel E. Shackelford
 Vitaliy Shatkovsky
 Thomas Siemens
 Ryan D. Silva
 Nicholas A. Skianes
 * Justin John Slez
 Jessica Lee Smith
 Justin F. Smith
 Michelle F. Smith
 * Richard M. Smith, Jr.
 R. Kyle Snow
 Ryan Franklin Spencer
 Danielle Nicole St. Amand
 Krystal Staffiere
 Ashley T. Stephan
 William J. Stipe
 Adam D. Sweetland
 Patrick R. Sylvia
 Tiffany Nicole Tamplin
 Daniel T. Taylor
 Nicole C. Taylor
 Ryan L. Tenhave
 Stephen J. Terrin
 Robert H. Terry III
 Scott Adam Thibodeau
 Anthony J. Tiano
 † Margaret Traut
 Alice Tsao
 Kaitlyn Tucker
 Alyssa D. Turcotte
 Samantha A. Tyler
 *† Stephanie S. Underhill
 Joseph Vaskelionis
 Keith Robert Veale
 Michael Vigneault
 Kristina M. Walles
 Sean B. Walsh
 Colleen E. Whelan
 Zaccarie W. White
 Steven J. Wilusz
 Sarah L. Winslow
 Nicole R. Withers
 Ryan M. Wolfe
 Douglas Wynn
 Caitlin Irene York
 Eric J. York
 Robin M. Young
 Alison Yuhás
 *† Shawn B. Zajas
 * Matthew Zawojski

† National Honor Society
 * Top 15%

Members of the Merrimack High School Class of 2004 were accepted at the following institutions of higher learning:

American International College (MA)
American University (DC)
Anna Maria College (MA)
Arizona State University (AZ)
Assumption College (MA)
Atlanta Metropolitan College (GA)
Atlantic Culinary Academy (NH)
Beloit College (WI)
Bentley College (MA)
Boston College (MA)
Boston University (MA)
Bowling Green State University (OH)
Brandeis University (MA)
Bryant College (RI)
Bryn Mawr College (PA)
Canisius College (NY)
Carnegie Mellon University (PA)
Castleton State College (VT)
Centenary College (NJ)
Citadel (SC)
Clark University (MA)
Clemson University (SC)
Coastal Carolina University (SC)
Colby Sawyer College (NH)
College of Charleston (SC)
College of St. Rose (NY)
College of the Holy Cross (MA)
College of Wooster (OH)
Colorado State University (CO)
Concordia College (NY)
Continental Academies of Hair Design (NH)
Cornell University (NY)
Culinary Institute of America (NY)
Curry College (MA)
Daniel Webster College (NH)
Daytona Beach Community College (FL)
Dean College (MA)
Denison University (OH)
Desales University (PA)
Drexel University (PA)
D'Youville College (NY)
Eastern Nazarene College (MA)
Eckerd College (FL)
Elon University (NC)
Embry-Riddle Aeronautical University (FL)
Emerson College (MA)
Emmanuel College (MA)
Endicott College (MA)
Fairfield University (CT)
Fisher College (MA)
Flagler College (FL)
Florida Southern College (FL)
Fordham University (NY)
Framingham State College (MA)
Franklin Pierce College (NH)
Full Sail Real World Education (FL)
George Mason University (VA)
George Washington University (DC)
Georgia Institute of Technology (GA)
Goucher College (MD)
Grove City College (PA)
Guilford College (NC)
Hampshire College (MA)
Harding University (AR)
Hartwick College (NY)
Hesser College (NH)
Hofstra University (NY)
Hood College (MD)
Ithaca College (NY)
Johnson & Wales University (RI)
Johnson State College (VT)
Keene State College (NH)
Lasell College (MA)
LeMoyne College (NY)
Lipscomb University (TN)
Long Island University - C.W. Post Campus (NY)
Louisiana Tech University (LA)
Lyndon State College (VT)
MA College of Pharmacy & Health Sciences (MA)
Massachusetts College of Art (MA)
Massachusetts Institute of Technology (MA)
McIntosh College (NH)
Merrimack College (MA)
Messiah College (PA)
Michael's School of Hair Design (NH)
Mitchell College (CT)
Monmouth University (NJ)
Montserrat College of Art (MA)
Mt. Ida College (MA)
Muhlenberg College (PA)
New England College (NH)
New Hampshire Technical Institute (NH)
New York University (NY)
NHCTC - Manchester (NH)
NHCTC - Nashua (NH)
Nichols College (MA)
No. Carolina State University (NC)
North Park University (IL)
Northeastern University (MA)
Norwich University (VT)
Nova Southeastern University (FL)
Ohio State University (OH)
Ohio Valley College (OH)
Pennsylvania State University (PA)
Pennsylvania State University-Altoona (PA)
Pepperdine University (Seaver College) (CA)
Philidelphia University (PA)
Plymouth State University (NH)
Polytechnic University (NY)
Providence College (RI)
Quinnipiac University (CT)
Ramapo College of New Jersey (NJ)
Randolph-Macon College (VA)
Rensselaer Polytechnic Institute (NY)
Rhode Island College (RI)
Rivier College (NH)
Rochester Institute of Technology (NY)
Roger Williams University (RI)
Sacred Heart University (CT)
Saint Anselm College (NH)
Salve Regina University (RI)
School of Visual Arts (NY)
Southern New Hampshire University (NH)
Springfield College (MA)
St. Joseph's College of Maine (ME)
St. Lawrence University (NY)
St. Leo University (FL)
State University of NY - Albany (NY)
Stonehill College (MA)
Suffolk University (MA)
Syracuse University (NY)
Temple University (PA)
Tufts University (MA)
University of Central Florida
University of Colorado - Boulder (CO)
University of Connecticut (CT)
University of Delaware (DE)
University of Hartford (CT)
University of Kansas (KS)
University of MA - Amherst (MA)
University of MA - Lowell (MA)
University of Maine - Orono (ME)
University of Maryland (MD)
University of Miami (FL)
University of NC - Charlotte (NC)
University of NC - Greensboro (NC)
University of NC - Wilmington (NC)
University of New England (ME)
University of New Hampshire -
Manchester (NH)
University of New Hampshire (NH)
Univ. of NH - Thompson School (NH)
University of Oklahoma (OK)
University of Rhode Island (RI)
University of So. Florida (FL)
University of Southern Maine (ME)
University of Tampa (FL)
University of TX - Arlington (TX)
University of Vermont (VT)
Valencia College - East Campus (FL)
Valencia Community College (FL)
Valparaiso University (IN)
Virginia Tech (VA)
Virginia Wesleyan College (VA)
Washington Jefferson College (PA)
Washington University in St. Louis (MO)
Wellesley College (MA)
Wentworth Institute of Technology (MA)
West Chester University (PA)
West Virginia University (WV)
West Virginia Wesleyan College (WV)
Western New England College (MA)
Westfield State College (MA)
Worcester Polytechnic Institute (MA)
Worcester State College (MA)
WYO Tech (PA)
York College of Pennsylvania (PA)



PLANNING & BUILDING COMMITTEE

Merrimack School District

<http://www.isone.com/~merrpbc>

Report to the Citizens of Merrimack

March 2005

The Planning and Building Committee is chartered with providing long term strategic planning for the Merrimack School District.

In May of 2003, the School Board charged the committee with specifying needed renovations at the James Mastricola Upper Elementary School, and with proposing a new traffic pattern for the Mastricola Complex. Due to time constraints, the committee was forced to split the charge. The first part, a prioritized list of the James Mastricola Upper elementary School renovations, was delivered to the School Board in December 2003. For the second part, the committee reviewed and endorsed the traffic concept proposed by a District leadership team in July 2004.

In September of 2004, the School Board charged the committee with developing a plan to return the district to a two-run bus schedule. In October, the School Board amended the charge to include the busing of Kindergarten students. The committee submitted a set of possible plans to the School Board in December 2004. The School Board chose to implement an alternate plan of their own for the 2005-2006 school year.

In addition to the reports to the School Board, this past year the committee: provided input to and reviewed a student population projection report from NESDEC; reviewed and made recommendations to the Capital Improvement Plan; reviewed changes proposed by the Department of Education to their Administrative Rules on School Construction, and sent comments to the state's hearing; reviewed and made recommendations to the School Board for the location of the new playground at James Mastricola Upper Elementary School.

In other work, the Planning and Building Committee continues with efforts to develop a detailed long-range plan for the school district, with special emphasis on the infrastructure necessary when the town reaches build-out.

In closing, the Planning and Building Committee appreciates your continued support and participation. Our meetings are fairly casual and open to the public. Our minutes for the past several years, meeting schedule, reports, and other school district information may be found on our web site. We welcome your comments and suggestions.

Sincerely,

Wayne Morrison, Chair

Merrimack School District
ANNUAL SCHOOL DISTRICT MEETING
Session 1: Deliberation
March 4, 2004

Present: School Board members: Ken Coleman, David Denton, Patrick McGrath, Davis Powell, and Rosemarie Rung; Superintendent Marjorie Chiafery; Assistant Superintendent Deborah Woelflein; Business Administrator Matthew Shevenell; and Legal Counsel Gene Van Loan.

At 7 PM, Moderator Carolyn Whitlock called the meeting to order and led the body in the Pledge of Allegiance. Mrs. Whitlock asked the body for a moment of silence in memory of Walter Houseman who had recently passed away. She then asked Mr. Coleman, Chair of the School Board, to introduce the School Board and Officials seated on stage. She asked Wayne Morrison, Chair of the School District Planning and Building Committee, and Tom Koenig, Chair of the Budget Committee, to introduce the members of their committees. Mrs. Whitlock acknowledged the Supervisors of the Checklist, the Ballot Inspectors, the School District Clerk, and the School District staff for their efforts in preparation for the meeting. She made several announcements and then explained the procedures that would be followed during the meeting.

Mrs. Whitlock recognized Mr. Coleman who announced that Mr. McGrath had decided not to run for re-election after six years on the Board and asked the body to join him in thanking Mr. McGrath for his service to the School District.

Mrs. Whitlock then told the body that Article 1 was election of officers, which would take place by official ballot on April 13th and read Article 2.

ARTICLE 2 Shall the Merrimack School Board be authorized to accept on behalf of the District, without further action by the voters, gifts, legacies and devises of personal or real property which may become available to the District during the fiscal year? (Majority vote required) (Recommended by the School Board. Vote 5-0-0).

Mrs. Whitlock recognized Mrs. Rung who moved Article 2 as printed. Second: Mr. Denton. Mrs. Rung spoke to her motion. She told the body that this was a standard housekeeping article, which had no tax impact.

Mrs. Whitlock called for discussion on the article. There was none. Mrs. Whitlock declared Article 2 moved to the ballot as written and read Article 3.

ARTICLE 3 (Special Warrant Article) Shall the District raise and appropriate the sum of Two Hundred Fifty Thousand Dollars (\$250,000) for the purpose of connecting Thorntons Ferry School to the municipal sewer system and fund said appropriation by withdrawing the Two Hundred Fifty Thousand Dollars (\$250,000) from the Thorntons Ferry Sewer Capital Reserve Fund created for that purpose? (Majority vote required) (Recommended by the School Board. Vote 5-0-0) (Recommended by the Budget Committee. Vote 11-0-1).

Mrs. Whitlock recognized Mr. Powell who moved Article 3 as read. Second: Mr. McGrath. Mr. Powell spoke to his motion. He told the body that the design phase is completed and there was \$250,000 currently in the Capital Reserve Fund to fund the construction of the sewer. The design had been approved by the Department of Public Works and the project had no tax impact.

Mrs. Whitlock called for discussion on the article. There was none. Mrs. Whitlock declared Article 3 moved to the ballot as written and read Article 4.

ARTICLE 4 (Special Warrant Article) Shall the District raise and appropriate the sum of Two Hundred Fifty Thousand Dollars (\$250,000) for the purpose of renovations to the James Masticola Upper Elementary School to include asbestos abatement and ADA (Americans with Disabilities Act) building code upgrades? (Majority vote required) (Recommended by the School Board. Vote 5-0-0) (Recommended by the Budget Committee. Vote 11-0-1).

Mrs. Whitlock recognized Mr. McGrath who moved Article 4 as read. Second: Mr. Powell. Mr. McGrath spoke to his motion. He told the body the renovations proposed stemmed from work done by the School District Planning and Building Committee. He said this was the first phase of needed renovations at the Masticola complex. He explained that the ADA

building code upgrades included an elevator upgrade, lock sets, fire alarm strobes and bathroom sink faucets. He said the tax impact would be a one-time cost of \$10 per \$100,000 of assessed valuation. Mrs. Whitlock called for discussion on the article.

Mr. Morrison spoke as Chair of the School District Planning and Building Committee. He told the body that the Committee had given the School Board a list of potential renovations. Each had been rated as Urgent, Compulsory, Necessary or Desirable. He said the renovations requested in the warrant article were rated as either Urgent or Compulsory. He said the School had decided to propose renovations that addressed safety issues rather than to the entire list and that expected that the other renovations would be completed as time and money permitted.

As there were no other speakers, Mrs. Whitlock declared Article 4 moved to the ballot as written and read Article 5.

ARTICLE 5 (Special Warrant Article) Shall the District establish a capital reserve fund under the provisions of RSA 35:1, to be known as the James Mastricola Upper Elementary School and James Mastricola Elementary School Renovation Fund, for the purpose of providing major renovations to these facilities and property and to raise and appropriate an amount up to Two Hundred Thousand Dollars (\$200,000) or Forty percent (40%) of the unencumbered surplus funds remaining at the end of the fiscal year 2003-2004, whichever amount is less, and to transfer that amount to the said fund? (Majority vote required)

Mrs. Whitlock recognized Mr. Denton who moved the article as read. Second: Mrs. Rung. Mr. Denton spoke to his motion. He told the body that this article was an attempt to start saving for the other renovations that are needed at the Mastricola complex. These renovations include HVAC, electrical and science curriculum needs. He said that the Mastricola schools are the only schools in the district that do not have sprinklers. He said that adding sprinklers will cost approximately \$520,000. He also stated that the School Board has not requested to be "agents to expend" for this fund. Any expenditures from this fund will have to be approved by vote at the Annual School District Meeting.

Mrs. Whitlock called for discussion on the article. There was none. Mrs. Whitlock declared Article 5 moved to the ballot as written and read Article 6.

ARTICLE 6 (Special Warrant Article) Shall the District establish a capital reserve fund under the provisions of RSA 35:1, to be known as the School District Repair Fund, for the purpose of providing unanticipated and/or emergency repairs to all school district facilities and property and to raise and appropriate an amount up to Fifty Thousand Dollars (\$50,000) or Ten percent (10%) of the unencumbered surplus funds remaining at the end of the fiscal year 2003-2004, whichever amount is less, and to transfer that amount to the said fund, and name the School Board as agents to expend from this fund? (Majority vote required) (Recommended by the School Board. Vote 5-0-0) (Recommended by the Budget Committee. Vote 11-0-0).

Mrs. Whitlock recognized Mr. Coleman who moved Article 6 as read. Second: Mrs. Rung. Mr. Coleman spoke to his motion. He stated this is a new Capital Reserve Fund. He said the School Board the purpose of the fund is to set aside money to be used for unanticipated repairs. He also said the School Board would be the agents to expend from this fund in order to do the unanticipated repair as soon as possible. Mrs. Whitlock called for discussion on the article.

Stanley Heinrich (Edgewood Avenue) told the body that the Merrimack Village District has a similar fund for emergency repairs, which they had had to use to repair a water main break last year.

Norman Phillips (Edwards Lane) noted that usually the School District had tried to capture 100% of its surplus. He said that, between them, Article 5 and 6 only captured 50% of any surplus. He asked if that done deliberatively. Mr. Coleman replied that the School Board had decided this year to only request 50% of its surplus, and to return the rest to the town.

Tim Tenhave (Souhegan Drive) asked how large the School Board intended to grow this fund. Mr. Coleman replied that the School Board wanted to get some history of expenditures from this fund; however, he anticipated the fund would not grow larger than about \$250,000.

As there were no other speakers, Mrs. Whitlock declared Article 6 moved to the ballot as written and read Article 7.

ARTICLE 7 Shall the District raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget

posted with the warrant or as amended by vote of the first session, for the purposes set forth therein, totaling Fifty Three Million Forty Three Thousand Nine Hundred Forty Two Dollars (\$53,043,942)? (Should this article be defeated, the operating budget shall be Fifty Three Million Sixty Nine Thousand Three Hundred Five Dollars (\$53,069,305) which is the same as last year, with certain adjustments required by previous action of the District or by law, or the governing body may hold one special meeting, in accordance with RSA 40:13, X and XVI, to take up the issue of a revised operating budget only)? (Majority vote required) (Recommended by the School Board. Vote 5-0-0) (Recommended by the Budget Committee. Vote 11-0-0).

Mrs. Whitlock recognized Mr. Koenig who moved Article 7 as read. Second: Mr. Heinrich.

Mr. Koenig spoke to his motion. He stated the budget represented an increase of \$4.765 million dollars. He told the body that the department heads had requested \$53.8 million dollars, which the Administration and School Board had reduced to the current \$53.43 million dollars. He said the Budget Committee had made no changes. He told the body that some of the reasons for the increase were increased health insurance costs, contracted salary increases, debt service, increased Special Education costs and additional transportation costs which were related to the opening of the new middle school. He said that areas where the budget had decreased included the early retirement fund, individual grade instruction costs, and staff reductions. There was a net change of -8.5 professional positions. He noted an increase of two support positions, which would be located at the new upper elementary school.

Mrs. Whitlock called for discussion on the article. There was none. Mrs. Whitlock declared Article 7 moved to the ballot as written.

Mrs. Whitlock asked if anyone had any announcements to make. There were none. Mrs. Whitlock thanked the body for coming the meeting and recognized Mr. Heinrich. Mr. Heinrich made a motion to adjourn. Second: Bob Mansberger Mrs. Whitlock called for a vote on the motion and declared deliberative session adjourned at 7:35 PM.

Session 2: Ballot Voting

April 13, 2004

The Town Moderator and Assistant Town Moderators opened the polls at 7:00 AM. At 8:00 PM, the Moderator and the Assistant Town Moderators closed the polls and allowed those present to finish voting. At 9:30 PM after all ballots were tallied, Carolyn Whitlock, School District Moderator, announced there were a total of 3,051 ballots cast with the following results:

School Board – three years, two positions

Emily Coburn – 1,667 votes
William “Davis” Powell – 1,463 votes
Rosemary Robertson-Smith – 1,607 votes
Miscellaneous – 24 votes

The Moderator declared Emily Coburn and Rosemary Robertson-Smith elected.

Planning & Building Committee – three years, two positions

“Stan” Heinrich – 1,814 votes
Jody Vaillancourt – 1,902 votes
Miscellaneous – 27 votes

The Moderator declared Stan Heinrich and Jody Vaillancourt elected

Moderator – three years, one position

Carolyn Whitlock – 2,234 votes
Miscellaneous – 22 votes

The Moderator declared Carolyn Whitlock elected.

Clerk – three years, one position

Patricia Heinrich – 2,094 votes
Miscellaneous – 20 votes

The Moderator declared Patricia Heinrich elected.

Treasurer – three years, one position

Shirley Lemay – 2,199 votes
Miscellaneous – 15 votes

The Moderator declared Shirley Lemay elected.

Article 2: Yes – 2,470 votes No – 494 votes.

The Moderator declared Article 2 passed.

Article 3: Yes – 2,280 votes No – 683 votes

The Moderator declared Article 3 passed.

Article 4: Yes – 1,859 votes No – 1,077 votes

The Moderator declared Article 4 passed.

Article 5: Yes – 1,859 votes No – 1,090 votes

The Moderator declared Article 5 passed.

Article 6: Yes – 1,955 votes No – 986 votes

The Moderator declared Article 6 passed.

Article 7: Yes – 2,232 votes No – 703 votes

The Moderator declared Article 7 passed.

Respectfully submitted,

Patricia Heinrich
School District Clerk



PLODZIK & SANDERSON

Professional Association/Accountants & Auditors

193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380

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

To the Members of the School Board
Merrimack School District
Merrimack, New Hampshire

We have audited the financial statements of the Merrimack School District as of and for the year ended June 30, 2004, and have issued our report thereon which was adverse as indicated therein dated August 2, 2004. 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.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered the Merrimack School District's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinions on the financial statements and not to provide assurance on the internal control over financial reporting. Our consideration of the internal control would not necessarily disclose all matters in the internal control over financial reporting that might be material weaknesses. A material weakness is a reportable condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements caused by error or fraud in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over financial reporting and its operation that we consider to be material weaknesses.

Compliance and Other Matters

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

This report is intended solely for the information and use of management, the school board, and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Margory A. Colby, CPA

PLODZIK & SANDERSON
Professional Association

August 2, 2004

EXHIBIT A
MERRIMACK SCHOOL DISTRICT
Combined Balance Sheet
All Fund Types and Account Group
June 30, 2004

	Governmental			Fiduciary	Account Group	Total (Memorandum Only)
	General	Special Revenue	Capital Projects	Trust and Agency	General Long-Term Debt	
<u>ASSETS AND OTHER DEBITS</u>						
<u>Assets</u>						
Cash and Cash Equivalents	\$ 1,149,932	\$ 97,556	\$ 887,959	\$ 73,318	\$	\$ 2,208,765
Investments	53,922		3,160,362	23,515		3,237,799
<u>Receivables</u>						
Accounts	8,114					8,114
Intergovernmental	694,043	323,894		1,331,409		2,349,346
Interfund Receivable	398,001		112,283			510,284
<u>Other Debits</u>						
Amount to be Provided for Retirement of General Long-Term Debt					24,646,574	24,646,574
TOTAL ASSETS AND OTHER DEBITS	<u>\$ 2,304,012</u>	<u>\$ 421,450</u>	<u>\$ 4,160,604</u>	<u>\$ 1,428,242</u>	<u>\$ 24,646,574</u>	<u>\$ 32,960,882</u>
<u>LIABILITIES AND EQUITY</u>						
<u>Liabilities</u>						
Accounts Payable	\$ 9,787	\$	\$	\$	\$	\$ 9,787
Contracts Payable			372,882			372,882
Retainage Payable			1,164,462			1,164,462
Interfund Payable	151,133	323,894	35,257			510,284
Due to Student Groups				73,318		73,318
General Obligation Bonds Payable					23,060,000	23,060,000
Compensated Absences Payable					1,586,574	1,586,574
Total Liabilities	<u>160,920</u>	<u>323,894</u>	<u>1,572,601</u>	<u>73,318</u>	<u>24,646,574</u>	<u>26,777,307</u>
<u>Equity</u>						
<u>Fund Balances</u>						
Reserved For Encumbrances	704,037					704,037
Reserved For Special Purposes	250,000		2,588,003	1,354,924		4,192,927
<u>Unreserved</u>						
Designated For Special Purposes		97,556				97,556
Undesignated	1,189,055					1,189,055
Total Equity	<u>2,143,092</u>	<u>97,556</u>	<u>2,588,003</u>	<u>1,354,924</u>		<u>6,183,575</u>
TOTAL LIABILITIES AND EQUITY	<u>\$ 2,304,012</u>	<u>\$ 421,450</u>	<u>\$ 4,160,604</u>	<u>\$ 1,428,242</u>	<u>\$ 24,646,574</u>	<u>\$ 32,960,882</u>

The notes to financial statements are an integral part of this statement.

EXHIBIT B
MERRIMACK SCHOOL DISTRICT
Combined Statement of Revenues, Expenditures and Changes in Fund Balances
All Governmental Fund Types and Expendable Trust Funds
For the Fiscal Year Ended June 30, 2004

	Governmental Fund Types			Fiduciary	Total (Memorandum Only)
	General	Special Revenue	Capital Projects	Expendable Trust	
Revenues					
School District Assessment	\$24,614,485	\$	\$	\$	\$ 24,614,485
Other Local	572,296	1,044,693	206,401	9,298	1,832,688
State	21,676,990	19,514	151,133		21,847,637
Federal	330,056	1,469,950			1,800,006
Total Revenues	47,193,827	2,534,157	357,534	9,298	50,094,816
Expenditures					
Current					
Instruction	24,271,945	1,271,582		208	25,543,735
Support Services					
Student	2,484,693	4,024			2,488,717
Instructional Staff	942,058				942,058
General Administration	426,267				426,267
Executive Administration	466,455				466,455
School Administration	1,688,197				1,688,197
Business	228,988				228,988
Operation and Maintenance of Plant	2,551,608				2,551,608
Student Transportation	2,224,059				2,224,059
Other	9,494,476				9,494,476
Non-Instructional Services	26,927	1,202,134			1,229,061
Facilities Acquisition and Construction	101,588		14,008,780		14,110,368
Debt Service	1,443,463				1,443,463
Total Expenditures	46,350,724	2,477,740	14,008,780	208	62,837,452
Excess (Deficiency) of Revenues Over (Under) Expenditures					
	843,103	56,417	(13,651,246)	9,090	(12,742,636)
Other Financing Sources (Uses)					
Proceeds of Long-Term Debt			15,525,000		15,525,000
Premium on Bonds Issued			1,305,375		1,305,375
Interfund Transfers In	26,295			225,000	251,295
Interfund Transfers Out	(225,000)			(26,295)	(251,295)
Total Other Financing Sources and Uses	(198,705)		16,830,375	198,705	16,830,375
Net Change in Fund Balances	644,398	56,417	3,179,129	207,795	4,087,739
Fund Balances - July 1	1,498,694	41,139	(591,126)	1,147,129	2,095,836
Fund Balances - June 30	\$ 2,143,092	\$ 97,556	\$ 2,588,003	\$ 1,354,924	\$ 6,183,575

The notes to financial statements are an integral part of this statement.

EXHIBIT C
MERRIMACK SCHOOL DISTRICT
Combined Statement of Revenues, Expenditures and Changes in Fund Balances
Budget and Actual (Budgetary Basis)
General and Special Revenue Funds
For the Fiscal Year Ended June 30, 2004

	<u>General Fund</u>		Variance Favorable (Unfavorable)
	<u>Budget</u>	<u>Actual</u>	
<u>Revenues</u>			
School District Assessment	\$ 24,614,485	\$ 24,614,485	\$
Other Local	341,000	572,296	231,296
State	21,276,192	21,400,351	124,159
Federal	<u>200,000</u>	<u>330,056</u>	<u>130,056</u>
<u>Total Revenues</u>	<u>46,431,677</u>	<u>46,917,188</u>	<u>485,511</u>
<u>Expenditures</u>			
<u>Current</u>			
Instruction	24,859,414	23,905,528	953,886
<u>Support Services</u>			
Student	2,516,235	2,486,649	29,586
Instructional Staff	937,311	956,319	(19,008)
General Administration	470,317	424,576	45,741
Executive Administration	523,688	466,475	57,213
School Administration	1,727,502	1,684,887	42,615
Business	195,934	228,988	(33,054)
Operation and Maintenance of Plant	2,586,793	2,553,539	33,254
Student Transportation	2,158,139	2,224,059	(65,920)
Other	9,324,787	9,514,476	(189,689)
Non-Instructional Services	27,782	26,927	855
Facilities Acquisition and Construction	698,000	696,348	1,652
Debt Service	<u>1,543,581</u>	<u>1,443,463</u>	<u>100,118</u>
<u>Total Expenditures</u>	<u>47,569,483</u>	<u>46,612,234</u>	<u>957,249</u>
<u>Excess (Deficiency) of Revenues</u>			
<u>Over (Under) Expenditures</u>	<u>(1,137,806)</u>	<u>304,954</u>	<u>1,442,760</u>
<u>Other Financing Sources (Uses)</u>			
Interfund Transfers In	30,000	26,295	(3,705)
Interfund Transfers Out	<u>(225,000)</u>	<u>(225,000)</u>	<u></u>
<u>Other Financing Sources and Uses</u>	<u>(195,000)</u>	<u>(198,705)</u>	<u>(3,705)</u>
<u>Net Change in Fund Balances</u>	<u>\$ (1,332,806)</u>	<u>106,249</u>	<u>\$ 1,439,055</u>
<u>Increase in Fund Balance Reserved for Special Purposes</u>		<u>(25,000)</u>	
<u>Unreserved Fund Balances - July 1</u>		<u>1,107,806</u>	
<u>Unreserved Fund Balances - June 30</u>		<u>\$ 1,189,055</u>	

Annually Budgeted Special Revenue Funds			Total (Memorandum Only)		
Budget	Actual	Variance Favorable (Unfavorable)	Budget	Actual	Variance Favorable (Unfavorable)
\$ 1,006,921	\$ 1,040,665	\$ 33,744	\$ 24,614,485	\$ 24,614,485	\$
20,000	19,514	(486)	1,347,921	1,612,961	265,040
<u>332,864</u>	<u>1,469,950</u>	<u>1,137,086</u>	21,296,192	21,419,865	123,673
1,359,785	2,530,129	1,170,344	<u>532,864</u>	<u>1,800,006</u>	<u>1,267,142</u>
			<u>47,791,462</u>	<u>49,447,317</u>	<u>1,655,855</u>
252,864	1,271,582	(1,018,718)	25,112,278	25,177,110	(64,832)
			2,516,235	2,486,649	29,586
			937,311	956,319	(19,008)
			470,317	424,576	45,741
			523,688	466,475	57,213
			1,727,502	1,684,887	42,615
			195,934	228,988	(33,054)
			2,586,793	2,553,539	33,254
			2,158,139	2,224,059	(65,920)
			9,324,787	9,514,476	(189,689)
1,106,921	1,202,134	(95,213)	1,134,703	1,229,061	(94,358)
			698,000	696,348	1,652
			<u>1,543,581</u>	<u>1,443,463</u>	<u>100,118</u>
<u>1,359,785</u>	<u>2,473,716</u>	<u>(1,113,931)</u>	<u>48,929,268</u>	<u>49,085,950</u>	<u>(156,682)</u>
	<u>56,413</u>	<u>56,413</u>	<u>(1,137,806)</u>	<u>361,367</u>	<u>1,499,173</u>
			30,000	26,295	(3,705)
			<u>(225,000)</u>	<u>(225,000)</u>	
			<u>(195,000)</u>	<u>(198,705)</u>	<u>(3,705)</u>
<u>\$ -0-</u>	56,413	<u>\$ 56,413</u>	<u>\$ (1,332,806)</u>	162,662	<u>\$ 1,495,468</u>
				(25,000)	
	<u>41,122</u>			<u>1,148,928</u>	
	<u>\$ 97,535</u>			<u>\$ 1,286,590</u>	

The notes to financial statements are an integral part of this statement.

Merrimack School District Comparative Enrollments

Grade	Enrolled 9/2004	Enrolled 1/2005	Estimated 9/2005
K	0	0	228
1	328	324	327
2	345	337	329
3	341	335	329
4	380	378	333
Sub Total	1394	1374	1546
5	379	391	376
6	381	375	362
Sub Total	760	766	738
7	400	392	370
8	420	424	389
Sub Total	820	816	759
9	412	404	415
10	437	430	401
11	433	423	425
12	418	387	435
Sub Total	1700	1644	1676
Spec. Ed. (Out-of-School Place- ments and Students Ages 3-5)	116	116	105
GRAND TOTAL	4790	4716	4824

MERRIMACK SCHOOL DISTRICT

Merrimack, New Hampshire

2005 - 2006

PROPOSED BUDGET

MERRIMACK MUNICIPAL BUDGET COMMITTEE

2004-2005

Stanley Heinrich, Chair	2005
Norman Phillips, Vice Chair	2007
Rick Barnes	2007
Stanley Bonislowski	2007
Michael Thompson	2007
Nancy Gagnon	2006
Robert Kelley	2006
Carol Lang	2006
John Grady	2005
Davis Powell	2005
Finlay Rothhaus	2005
Joe Vilet	2005

Ex-Officio Members

Selectmen

Carolyn Whitlock
Tom Koenig (alternate)

School Board

Rosemary Robertson-Smith
David Denton (alternate)

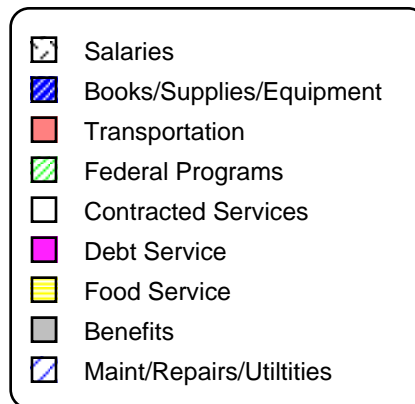
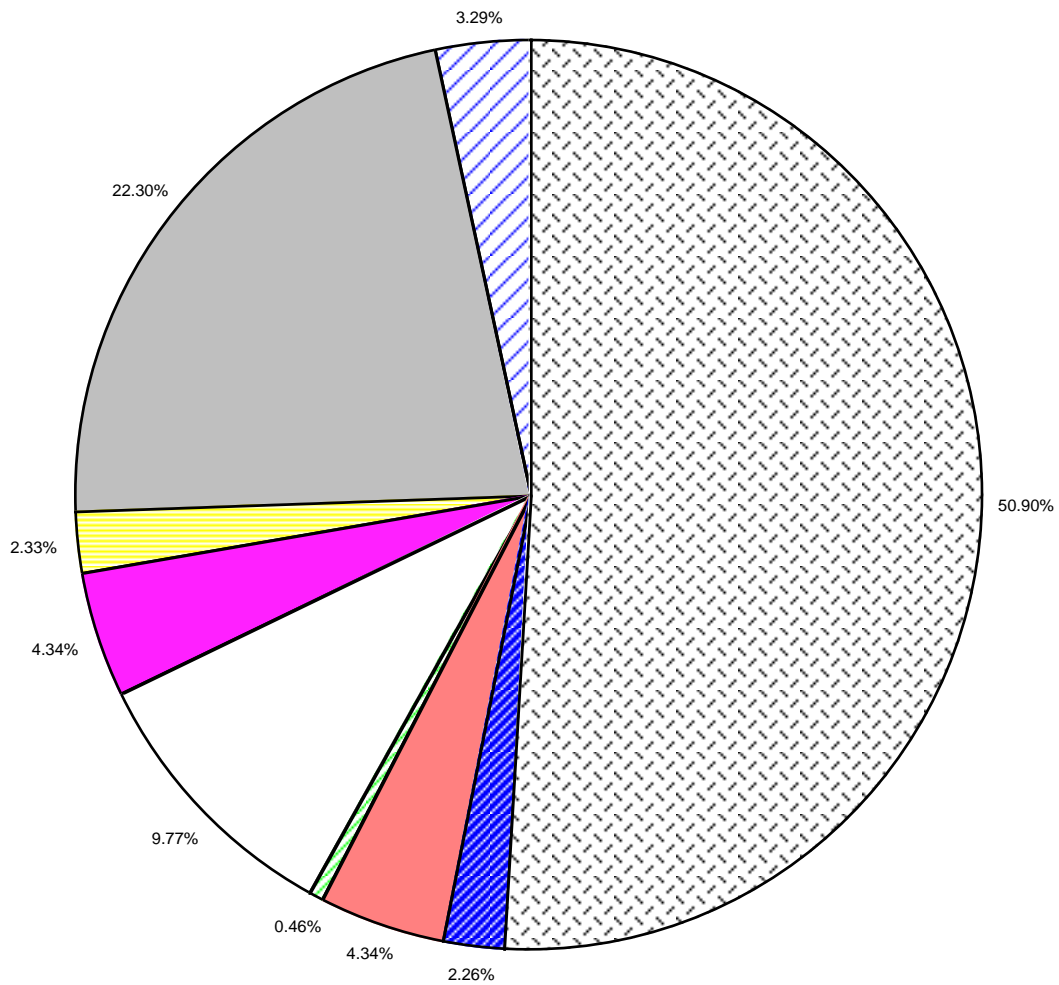
Merrimack Village District

Walter Talbert
Tom Nutting (alternate)

Pat Heinrich, Secretary

DISTRIBUTION OF YOUR EDUCATION DOLLAR

Proposed Budget 2004-2005



**Merrimack School District
School District Warrant
March 8, 2005 (Deliberation)
and April 12, 2005 (Voting)
STATE OF NEW HAMPSHIRE**

To the inhabitants of the School District in the Town of Merrimack, County of Hillsborough, New Hampshire, qualified to vote in School District affairs:

You are hereby notified to meet at the James Masticola Upper Elementary School in said District on Tuesday, March 8, 2005, at 7:00 p.m. for Session 1 (Deliberation), to discuss the matters to be voted on by official ballot; and to meet at the designated polling sites, either the James Masticola Upper Elementary School, St. John Neumann Church or St. James United Methodist Church, depending upon your place of residence, on Tuesday, April 12, 2005, Session 2 (Voting) for the choice of School District officers elected by ballot and any other action required to be inserted on said official ballot. The polls for the election of school district officers and other action required to be inserted on said ballot will open on said date at 7:00 a.m. and will not close earlier than 8:00 p.m. to act upon the following subjects:

ARTICLE 1 To elect all necessary school district officers for the ensuing year. (Vote by Ballot.)

ARTICLE 2 Shall the Merrimack School Board be authorized to accept on behalf of the District, without further action by the voters, gifts, legacies and devises of personal or real property which may become available to the District during the fiscal year? (Majority vote required). (Recommended by the School Board. Vote 5-0-0).

ARTICLE 3 Shall the District vote to approve the cost items included in the collective bargaining agreement reached between the Merrimack School Board and the Merrimack Teachers Association which calls for the following increases in salaries and benefits:

<u>Year</u>	<u>Estimated Increase</u>
2005-2006	\$861,775
2006-2007	\$711,912
2007-2008	\$732,351

and raise and appropriate the sum of Eight Hundred Sixty One Thousand Seven Hundred Seventy Five Dollars (\$861,775) for the 2005-2006 fiscal year, such sum representing the 2005-2006 costs attributable to the increase in salaries and benefits described above over those of the 2004-2005 fiscal year, and shall the District reduce the operating budget (Article 9) by Three Hundred Thousand Dollars (\$ 300,000), which represents savings to be realized by the District on account of a negotiated increase in the contribution level of the Merrimack Teachers Association towards the cost of health insurance in this new collective bargaining agreement? (Majority Vote Required). (Recommended by the School Board. Vote 5-0-0). (Recommended by the Budget Committee. Vote 13-0-1).

ARTICLE 4 Shall the District, if Article 3 is defeated, authorize the School Board to call one special meeting, at its option, to address Article 3 cost items only? (Majority vote required). (Recommended by the School Board. Vote 5-0-0).

ARTICLE 5 (Special Warrant Article) Shall the district raise and appropriate the sum of Two Hundred Thousand Dollars (\$200,000) for the purpose of pavement reconstruction at Masticola Elementary School and fund said appropriation by withdrawing Two Hundred Thousand Dollars (\$200,000) from the Pavement Reconstruction Capital Reserve Fund created for that purpose? (Majority vote required). (Recommended by the School Board. Vote 5-0-0). (Recommended by the Budget Committee. Vote 13-0-1).

ARTICLE 6 (Special Warrant Article) Shall the District raise and appropriate an amount up to Two Hundred Thousand Dollars (\$200,000) from unencumbered surplus funds remaining at the end of the fiscal year 2004-2005 and transfer that amount to the James Mastricola Upper Elementary School and James Mastricola Elementary School Renovation Fund? (Majority vote required). (Recommended by the School Board. Vote 5-0-0). (Recommended by the Budget Committee. Vote 13-0-1).

ARTICLE 7 (Petition Warrant Article) Shall the Middle School at the corner of Baboosic Lake Road and McQuestion Road in Merrimack, New Hampshire be officially named the "Ronald W. Reagan Middle School"? (Majority vote required). (Not Recommended by the School Board. Vote 5-0-0). (Not Recommended by the Budget Committee. Vote 10-0-4).

ARTICLE 8 (Petition Warrant Article) Shall the Merrimack School District raise and appropriate the sum of Sixty-Four Thousand Dollars (\$64,000) for the purpose of purchasing uniforms for the Merrimack High School band? (Majority vote required). (Recommended by the School Board. Vote 4-0-0). (Recommended by the Budget Committee. Vote 13-0-1).

ARTICLE 9 Shall the District raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by vote of the first session, for the purposes set forth therein, totaling Fifty Five Million Two Hundred Sixty Two Thousand Eight Hundred Eighty Six Dollars (\$55,262,886)? (Should this article be defeated, the operating budget shall be Fifty Five Million Two Hundred Sixty Five Thousand Two Hundred Ninety Five Dollars (\$55,265,295) which is the same as last year, with certain adjustments required by previous action of the District or by law, or the governing body may hold one special meeting, in accordance with RSA 40:13, X and XVI, to take up the issue of a revised operating budget only)? (Majority vote required). (Recommended by the School Board. Vote 5-0-0). (Recommended by the Budget Committee. Vote 11-0-0).

Note: This warrant article (operating budget) does not include appropriations in ANY other warrant articles. However, note that if Article 3 passes, the amounts to be raised and appropriated by this Article for the operating budget, whether as proposed by the article or in the default budget, will be \$300,000 less than what is stated herein.

Given under our hands at said Merrimack this 24th day of February, 2005.

Kenneth Coleman
David Denton
Emily Coburn
Rose Robertson-Smith
Patrick McGrath

SCHOOL BOARD

A true copy of warrant - attest:

Kenneth Coleman
David Denton
Emily Coburn
Rose Robertson-Smith
Patrick McGrath

SCHOOL BOARD

SCHOOL BUDGET FORM

BUDGET FORM FOR SCHOOL DISTRICTS WHICH HAVE ADOPTED
THE PROVISIONS OF RSA 32:14 THROUGH 32:24

OF: Merrimack School District, Merrimack NH 03054

Appropriations and Estimates of Revenue for the Fiscal Year From July 1, 2005 to June 30, 2006

IMPORTANT:

Please read RSA 32:5 applicable to all municipalities.

- 1. Use this form to list ALL APPROPRIATIONS in the appropriate recommended and not recommended area. This means the operating budget and all special and individual warrant articles must be posted.
- 2. Hold at least one public hearing on this budget.
- 3. When completed, a copy of the budget must be posted with the warrant. Another copy must be placed on file with the school clerk, and a copy sent to the Department of Revenue Administration at the address below.

We Certify This Form Was Posted on (Date): February 25, 2005

BUDGET COMMITTEE

Please sign in ink.

Shirley R. Boyd
Henry R. Sagnon
[Signature]
[Signature]
Robert H. Kelley
Chair of Comm

[Signature]
[Signature]
[Signature]
Stanley Bonislawski

THIS BUDGET SHALL BE POSTED WITH THE SCHOOL WARRANT

FOR DRA USE ONLY

NH DEPARTMENT OF REVENUE ADMINISTRATION
 COMMUNITY SERVICES DIVISION
 MUNICIPAL FINANCE BUREAU
 P.O. BOX 487, CONCORD, NH 03302-0487
 (603)271-3397

1 2 3 4 5 6 7 8 9

Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32:3.V)	WARR. ART.#	Expenditures		Appropriations		School Board's Appropriations		Budget Committee's Approp.	
			for Year 7/1/03 to 6/30/04	XXXXXXXXXX	Current Year as Approved by DRA	XXXXXXXXXX	Ensuing Fiscal Year RECOMMENDED	NOT RECOMMENDED	Ensuing Fiscal Year RECOMMENDED	NOT RECOMMENDED
	INSTRUCTION (1000-1999)		XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
1100-1199	Regular Programs		14,797,233	15,411,216	15,404,971		15,404,971		15,404,971	
1200-1299	Special Programs		8,426,491	9,300,105	9,747,024		9,747,024		9,747,024	
1300-1399	Vocational Programs		10,420	20,000	20,000		20,000		20,000	
1400-1499	Other Programs		585,689	568,708	570,578		570,578		570,579	(1)
1500-1599	Non-Public Programs									
1600-1899	Adult & Community Programs		21,784	6,110	6,110		6,110		6,110	
	SUPPORT SERVICES (2000-2999)		XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
2000-2199	Student Support Services		2,495,149	2,794,349	2,884,544		2,884,544		2,884,544	
2200-2299	Instructional Staff Services		946,589	979,851	991,746		991,746		991,746	
	General Administration		XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
2310 840	School Board Contingency									
2310-2319	Other School Board		123,423	155,000	145,000		145,000		145,000	
	Executive Administration		XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
2320-310	SAU Management Services		454,453	451,967	473,499		473,499		473,499	
2320-2399	All Other Administration		297,949	325,230	341,559		341,559		341,559	
2400-2499	School Administration Service		1,709,886	1,956,937	2,087,865		2,087,865		2,085,515	2,350
2500-2599	Business		197,556	202,737	213,407		213,407		213,407	
2600-2699	Operation & Maintenance of Plant		2,566,792	2,860,934	3,216,682		3,216,682		3,216,683	(1.00)
2700-2799	Student Transportation		2,163,259	2,483,741	2,571,690		2,571,690		2,571,690	
2800-2999	Support Service Central & Other		9,639,033	11,530,156	12,590,084		12,590,084		12,590,084	
3000-3999	NON-INSTRUCTIONAL SERVICES		26,927	30,336	35,314		35,314		35,314	
4000-4999	FACILITIES ACQUISITIONS & CONSTRUCTION		18,360,352	523,500	27,000		27,000		27,000	
	OTHER OUTLAYS (5000-5999)		XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
5110	Debt Service - Principal		615,000	1,390,000	1,390,000		1,390,000		1,390,000	
5120	Debt Service - Interest		828,462	1,080,786	1,008,950		1,008,950		1,008,950	

1 2 3 4 5 6 7 8 9

Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)		WARR. ART.#	Expenditures for Year 7/1/03 to 6/30/04		Appropriations Current Year As Approved by DRA		School Board's Appropriations Ensuing Fiscal Year		Budget Committee's Approp. Ensuing Fiscal Year	
	FUND TRANSFERS			XXXXXXX	XXXXXXX	XXXXXXX	XXXXXXX	RECOMMENDED	NOT RECOMMENDED	RECOMMENDED	NOT RECOMMENDED
5220-5221	To Food Service			1,140,781	1,219,415	1,286,347	XXXXXXX	1,286,347	XXXXXXX	1,286,347	XXXXXXX
5222-5229	To Other Special Revenue			252,864	252,864	252,864	XXXXXXX	252,864	XXXXXXX	252,864	XXXXXXX
5230-5239	To Capital Projects						XXXXXXX		XXXXXXX		XXXXXXX
5251	To Capital Reserves			225,000	250,000		XXXXXXX		XXXXXXX		XXXXXXX
5252	To Expendable Trust (*see below)						XXXXXXX		XXXXXXX		XXXXXXX
5253	To Non-Expendable Trusts						XXXXXXX		XXXXXXX		XXXXXXX
5254	To Agency Funds						XXXXXXX		XXXXXXX		XXXXXXX
5300-5399	Intergovernmental Agency Alloc.						XXXXXXX		XXXXXXX		XXXXXXX
	SUPPLEMENTAL						XXXXXXX		XXXXXXX		XXXXXXX
	DEFICIT						XXXXXXX		XXXXXXX		XXXXXXX
	SUBTOTAL 1			65,885,092	53,793,942	55,265,234	XXXXXXX	55,265,234	XXXXXXX	55,262,886	XXXXXXX

PLEASE PROVIDE FURTHER DETAIL:

* Amount of line 5252 which is for Health Maintenance Trust \$ _____ (see RSA 198:20-c, V)

If you have a line item of appropriations from more than one warrant article, please use the space below to identify the make-up of the line total for the ensuing year.

Acct. #	Warr. Art. #	Amount	Acct. #	Warr. Art. #	Amount

1 2 3 4 5 6

Acct.#	SOURCE OF REVENUE	WARR. ART.#	Actual Revenues Prior Year	Revised Revenues Current Year	Estimated Revenues ENSUING FISCAL YEAR
REVENUE FROM LOCAL SOURCES			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
1300-1349	Tuition		369,856	223,500	223,500
1400-1449	Transportation Fees				
1500-1599	Earnings on Investments		51,601	50,000	50,000
1600-1699	Food Service Sales		1,040,669	1,119,415	1,186,346
1700-1799	Student Activities		9,950	12,500	9,000
1800-1899	Community Services Activities				
1900-1999	Other Local Sources		133,888	15,000	15,000
REVENUE FROM STATE SOURCES			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
3210	School Building Aid		241,650	441,261	441,261
3220	Kindergarten Construction Grant		465,750		
3230	Catastrophic Aid		676,106	456,622	639,271
3240-3249	Vocational Aid		375	3,000	3,000
3250	Adult Education				
3260	Child Nutrition		17,930	20,000	20,000
3270	Driver Education				
3290-3299	Other State Sources				
REVENUE FROM FEDERAL SOURCES			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
4100-4539	Federal Program Grants		252,864	252,864	252,864
4540	Vocational Education				
4550	Adult Education				
4560	Child Nutrition		138,595	80,000	80,000
4570	Disabilities Programs				
4580	Medicaid Distribution		330,056	225,000	225,000
4590-4999	Other Federal Sources (except 4810)				
4810	Federal Forest Reserve				
OTHER FINANCING SOURCES			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
5110-5139	Sale of Bonds or Notes		16,830,375		
5221	Transfer from Food Service-Spec.Rev.Fund				
5222	Transfer from Other Special Revenue Funds				
5230	Transfer from Capital Project Funds				
5251	Transfer from Capital Reserve Funds		157,006	250,000	200,000

1	2	3	4	5	6
Acct.#	SOURCE OF REVENUE	WARR. ART.#	Actual Revenues Prior Year	Revised Revenues Current Year	Estimated Revenues ENSUING FISCAL YEAR
OTHER FINANCING SOURCES CONT.			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
5252	Transfer from Expendable Trust Funds				
5253	Transfer from Non-Expendable Trust Funds				
5300-5699	Other Financing Sources		26,294	15,000	15,000
5140	This Section for Calculation of RAN's (Reimbursement Anticipation Notes) Per RSA 198:20-D for Catastrophic Aid Borrowing RAN, Revenue This FY _____ less RAN, Revenue Last FY _____ =NET RAN				
	Supplemental Appropriation (Contra)				
	Voted From Fund Balance		225,000	250,000	200,000
	Fund Balance to Reduce Taxes		1,107,806	1,198,841	850,000
	Total Estimated Revenue & Credits		22,075,771	4,613,003	4,410,242

****BUDGET SUMMARY****

	Current Year Adopted Budget	School Board's Recommended Budget	Budget Committee's Recommended Budget
SUBTOTAL 1 Appropriations Recommended (from page 3)	53,793,942	55,265,234	55,262,886
SUBTOTAL 2 Special Warrant Articles Recommended (from page 4)		1,025,775	1,025,775
SUBTOTAL 3 "Individual" Warrant Articles Recommended (from page 4)			
TOTAL Appropriations Recommended	53,793,942	56,291,009	56,288,661
Less: Amount of Estimated Revenues & Credits (from above)	4,613,003	4,410,242	4,410,242
Less: Amount of Cost of Adequate Education (State Tax/Grant)*	8,422,364	9,303,473	9,303,473
Estimated Amount of Local Taxes to be Raised For Education	40,758,575	42,577,294	42,574,946

Maximum Allowable Increase to Budget Committee's Recommended Budget per RSA 32:18: **5,388,973**
 (See Supplemental Schedule With 10% Calculation)

*Note: You will also be required to pay a State Education Tax RSA 76:3 and you may be required to pay an additional excess education tax in the amount of \$ _____.

MERRIMACK SCHOOL DISTRICT PROPOSED BUDGET 2004-2005

Description	Expended 20003-04	Budgeted 2004-05	School Board 2005-06	Budget Committee 2005-06
ELEMENTARY EDUCATION				
Salaries	6,061,015	6,879,244	7,952,671	7,952,671
Assemble & Testing	10,466	14,540	14,540	14,540
Equipment Repairs	61,480	89,490	86,216	86,216
Travel/Printing/Telephone	42,313	54,107	60,136	60,136
Field Trips	14,647	21,210	26,755	26,755
Text Books	190,332	222,190	193,841	193,841
Supplies	100,673	140,500	140,873	140,873
New & Replacement Equipment	17,810	35,371	37,958	37,958
Prof & School Improvement	4,184	10,850	10,850	10,850
TOTAL	6,502,920	7,467,502	8,523,840	8,523,840
MIDDLE SCHOOL EDUCATION				
Salaries	4,168,407	3,902,812	3,150,538	3,150,538
Assemblies & Testing	16,172	22,580	17,900	17,901
Equipment Repairs	19,309	20,259	21,844	21,844
Travel/Printing/Telephone	20,282	17,345	21,452	19,102
Field Trips	32,958	30,032	19,898	19,898
Text Books	50,041	13,502	53,657	53,657
Supplies	100,042	75,447	57,940	57,940
New & Replacement Equipment	38,772	56,740	25,418	25,418
Prof & School Improvement	11,340	7,684	7,109	7,109
TOTAL	4,457,323	4,146,401	3,375,756	3,373,407
HIGH SCHOOL EDUCATION				
Salaries	6,133,088	6,413,177	6,460,924	6,460,924
Contracted Services	128,975	123,500	123,500	123,500
Assemblies & Testing	29,522	40,045	33,555	33,555
Equipment Repairs	55,504	53,560	54,110	54,110
Travel/Printing/Telephone	37,339	34,037	37,808	37,808
Field Trips	76,254	82,994	81,608	81,608
Text Books	153,649	96,822	70,604	70,604
Supplies	274,433	256,571	241,436	241,436
New & Replacement Equipment	71,681	27,105	18,985	18,985
Prof & School Improvement	14,666	24,067	20,585	20,585
TOTAL	6,975,111	7,151,878	7,143,115	7,143,115
LIBRARY SERVICES				
Salaries	560,200	596,171	617,577	617,577
Equipment Repairs	15,353	16,000	16,000	16,000
Travel/Postage/Binding	8,376	10,036	8,994	8,994
Books, InstructMedia, Supplies	117,543	126,400	122,400	122,400
New & Replacement Equipment	39,744	12,440	3,950	3,950
Prof & School Improvement	786	829	850	850
TOTAL	742,002	761,876	769,771	769,771
SPECIAL SERVICES				
Salaries	5,767,394	6,401,523	6,676,847	6,676,847
Contracted Services	854,259	838,028	911,073	911,073
Tuition	2,952,431	3,397,688	3,465,783	3,465,783
Transportation	771,331	861,659	898,747	898,747
Supplies	27,009	28,538	17,709	17,709

Description	Expended 2003-04	Budgeted 2004-05	School Board 2005-06	Budget Committee 2005-06
New & Replacement Equipment	17,989	18,000	18,000	18,000
Prof & School Improvement	5,690	5,950	6,100	6,100
Travel/Printing/Telephone	13,584	15,387	13,993	13,993
TOTAL	10,409,687	11,566,773	12,008,252	12,008,252
SUPERINTENDENT'S OFFICE				
Salaries	673,134	693,724	738,013	738,013
Contracted Services/Repairs	114,610	111,154	111,154	111,154
Travel/Printing/Telephone	20,749	21,825	21,282	21,282
Supplies	7,573	7,000	7,000	7,000
Capital Improvement/Outlay	18,311,295		10,000	10,000
Prof & School Improvement	8,856	8,800	9,500	9,500
TOTAL	19,136,217	842,503	896,949	896,949
DISTRICT WIDE EDUCATIONAL SUPPORT				
Salaries	822,650	941,629	944,093	944,093
Benefits	9,441,865	11,286,850	12,324,626	12,324,626
Contracted Services	71,351	85,175	106,265	106,265
Insurance/Ads/Printing	163,616	246,034	229,842	229,842
Supplies	16,787	20,125	20,800	20,800
Capital Improvement/Outlay	225,000	-		
Prof & School Improvement	200,917	214,450	223,950	223,950
TOTAL	10,942,186	12,794,263	13,849,576	13,849,576
MAINTENANCE & CUSTODIAL SERVICES				
Salaries	1,197,683	1,432,721	1,548,086	1,548,086
Water & Sewer/Oil/Gas/Electricity	646,777	894,455	1,016,252	1,016,252
Equipment and Repair	549,667	356,843	474,378	474,379
Travel/Printing/Telephone	7,354	6,671	7,722	7,722
Supplies	133,987	170,244	170,244	170,244
Capital Improvement/Outlay	80,377	23,500	-	-
TOTAL	2,615,845	2,884,434	3,216,682	3,216,683
TRANSPORTATION DISTRICT WIDE				
Salaries	37,674	39,558	41,536	41,536
Transportation	1,227,852	1,444,588	1,500,496	1,500,496
Travel-Coordinator Mileage Reimbursement	1,167	1,100	1,100	1,100
TOTAL	1,266,693	1,485,246	1,543,132	1,543,132
DEBT SERVICE				
Principal and Interest	1,443,462	2,470,786	2,398,950	2,398,950
TOTAL	1,443,462	2,470,786	2,398,950	2,398,950
INTERFUND TRANSFERS				
	1	1	1	1
TOTAL	1	1	1	1
SUB-GEN FUND	64,491,447	51,571,663	53,726,024	53,723,676

Description	Expended 20003-04	Budgeted 2004-05	School Board 2005-06	Budget Committee 2005-06
FEDERALLY FUNDED PROJECTS				
Chapter I & II/Special Education	252,864	252,864	252,864	252,864
TOTAL	252,864	252,864	252,864	252,864
FOOD SERVICE				
Salaries	402,646	509,210	543,981	543,981
Benefits	30,705	38,955	41,615	41,615
Equipment Repairs	10,641	8,500	10,500	10,500
Travel/Linens	3,623	5,400	5,600	5,600
Food & Supplies	682,743	646,450	671,450	671,450
New & Replacement Equipment	10,423	10,900	13,200	13,200
TOTAL	1,140,781	1,219,415	1,286,346	1,286,346
SUB-TOTAL	65,885,092	53,043,942	55,265,234	55,262,886
WARRANT ARTICLES 2004-2005				
Article 3 - Thorntons Ferry Sewer -Withdrawal Cap. Res.		250,000		
Article 4 - Masticola Upper Elementary School Renovations		250,000		
Article 5 - Masticola Renovation Capital Reserve Fund		200,000		
Article 6 - School District Emergency Repair Cap. Res. Fund		50,000		
WARRANT ARTICLES 2005-2006				
Article 3- Merrimack Teachers Association Contract			861,775	861,775
Article 5 - Masticola Elementary School Parking - Withdraw Capital Reserve			200,000	200,000
Article 6 - Masticola Renovation Capital Reserve Fund			200,000	200,000
Article 8 - Merrimack HighSchool Band Uniforms - (byPetition)			64,000	64,000
TOTAL	-	750,000	1,325,775	1,325,775
<i>Reduction in Operating Budget If Article 3 Passes</i>			<i>(300,000)</i>	<i>(300,000)</i>
GRAND TOTAL	65,885,092	53,793,942	56,291,009	56,288,661

2005-2006 BUDGET & REVENUE ANALYSIS

Description	Approved Budget	Budget Committee Proposed	2004-2005 Budget vs. 2005-2006 Proposed
	2004-2005	2005-2006	\$ Increase
General Fund Operating Budget	51,571,663	53,723,676	2,152,013
Food Service	1,219,415	1,286,346	66,931
Federal Funds	252,864	252,864	-
Total Budget (Article 9)	53,043,942	55,262,886	2,218,944
Warrant Articles			
TFS Sewer Construction	250,000		
MUES Renovations	250,000		
Mastricola Renovations Capital Reserve	200,000	200,000	
Maintenance Capital Reserve	50,000		
Merrimack Teachers Association Contract		861,775	
MES Parking - Withdrawal from Capital Reserve		200,000	
MHS Band Uniforms (by petition)		64,000	
Total Appropriations (Gross)	53,793,942	56,588,661	2,794,719
<i>Reduction in Operating Budget if the Merrimack Teachers Association Contract Passes</i>		<i>(300,000)</i>	
Total Appropriations (Net of MTA Contract Passing)	53,793,942	56,288,661	2,494,719
Less: Revenue			
Tuition	223,500	223,500	
Interest	50,000	50,000	
Food Service Sales	1,119,415	1,186,346	
Student Activities	12,500	9,000	
Other Local	15,000	15,000	
Building Aid	441,261	441,261	
Kindergarten		-	
Catastrophic Aid	456,622	639,271	
Vocational Aid	3,000	3,000	
Food Service - State	20,000	20,000	
Federal Funds	252,864	252,864	
Child Nutrition -Federal	80,000	80,000	
Medicaid	225,000	225,000	
Sale of Bonds			
Transfer From Capital Reserve	250,000	200,000	
Other Financing Services	15,000	15,000	
Articles From Surplus	250,000	200,000	
Fund Balance	1,198,841	850,000	
Total Revenues	4,613,003	4,410,242	(202,761)
District Assessment	49,180,939	51,878,419	2,697,480
(Total Appropriations - Total Revenues)			
Less: State Education Grant (Current Law)	8,422,364	9,303,473	881,109
Less: State Education Tax Assessment	7,929,301	7,690,787	(238,514)
Local School Tax Assessment	32,829,274	34,884,159	2,054,885
Total Local Tax Effort	40,758,575	42,574,946	1,816,371
(Local School Tax + State Education Tax)			

**Merrimack School District
Special Education Programs and Services Expenditures and Revenues**

Fiscal Year 2002-2003 and 2003-2004 per RSA 32:11-a

Expenditures

Account Description	2002-2003	2003-2004
Salaries	5,232,429	5,767,394
Contracted Services	869,621	854,259
Tuition	2,411,876	2,952,431
Transportation	788,201	771,331
Supplies	28,200	27,009
New & Replacement Equipment	42,103	17,989
Prof & School Improvement	950	5,690
Travel/Printing/Telephone	14,906	13,584
TOTAL	9,388,286	10,409,687

Revenues

Account Description	2002-2003	2003-2004
State Aid	1,905,777	1,799,076
Tuition	154,915	198,839
Catastrophic Aid	608,069	676,106
Medicaid Reimbursement	387,737	330,056
TOTAL	3,056,498	3,004,077

