

**ANNUAL REPORT
FOR THE
YEAR ENDING JUNE 30, 2007
AND
PROPOSED BUDGET
JULY 2008 – JUNE 2009**

ANNUAL REPORTS
SCHOOL DISTRICT OF MERRIMACK, NH
for the
Year Ending June 30, 2007
– DISTRICT OFFICERS –

MODERATOR

Carolyn Whitlock 2010

CLERK

Patricia Heinrich 2010

TREASURER

Nichole Ponti 2010

SCHOOL BOARD OFFICERS AND TRUSTEES

Emily Coburn, Chair 2010

Rosemarie Robertson-Smith, Vice Chair 2010

George Markwell 2008

Jennifer Thornton 2009

Jody Vaillancourt 2009

Nicholas Stamatis, Student Representative 2008

PLANNING AND BUILDING COMMITTEE

Stanley Heinrich, Chair 2010

Shannon Barnes 2008

Richard Hendricks 2009

Gage Perry 2010

Finlay Rothhaus 2009

Laurie Rothhaus 2008

- 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 Logic Model	2
Adequate Yearly Progress Letter	3
Annual Reports	
Superintendent of Schools	5
Director of Special Services	6
Director of Library Services	7
Principal, Mastricola Elementary School	8
Principal, Reeds Ferry Elementary School	9
Principal, Thorntons Ferry Elementary School	10
Principal, Mastricola Upper Elementary School	11
Principal, Mastricola Middle School	12
Principal, Merrimack High School	13
Merrimack High School Graduates - June, 2007	14
Colleges Accepting MHS Graduates - June, 2007	16
Report of the Planning and Building Committee	17
Annual School District Meeting Report	
Session 1: Deliberation	18
Session 2: Ballot Voting	24
Auditor's Report	25
Comparative Enrollments	27
2008-2009 Proposed Budget	
Budget Committee	30
Distribution of Our Education Dollar	31
Business Warrant	32
MS-27 State Budget Form	33
Proposed 2008–2009 Budget	42
Special Education Programs and Services Expenditures and Revenues	45

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

2007-2008 MERRIMACK SCHOOL BOARD



Nick Stamatis, Jody Vaillancourt, Emily Coburn, Rose Robertson-Smith, Jennifer Thornton, George Markwell

ANNUAL REPORT FROM THE CHAIR

To the Citizens of Merrimack:

The School Board continues to seek a balance between the academic needs of our students, families, and the needs of the taxpayer in Merrimack. The Budget proposed for 2006-2007 arrived under default for the fourth year in a row. Many, long term, sustainable solutions were acted upon — to include health care cost containment and energy management solutions. An energy management audit and resulting proposal was approved by voters in April 2007.

Our children continue to be assessed in mathematics, reading/ language arts, and writing through the New England Common Assessment Program (NECAP). The results posted by the NH Department of Education in the Spring showed that our students have not demonstrated Adequate Yearly Progress (AYP) as required by the federal No Child Left Behind Act. The percentage of those achieving Reading proficiency was higher than last year's rating and also higher than the state percentages at nearly every grade level, however. Four subcommittees were formed to make recommendations for improvements in curriculum, assessment, instruction, and intervention for Reading. In Mathematics all performance exceeded last year's district results and this year's state results for proficiency.

This year, the School Board addressed several legislative and legal concerns. The Budget Committee

authorized by ballot vote in April of 2006 was unique and unprecedented in the state with regards to its committee composition, membership terms, and legality. Ultimately, the Office of the Attorney General agreed that the Budget Committee was legally voted upon. In September of 2006 NHCafé received a verdict from the State's Supreme Court, which determined that the current method of funding education was unconstitutional. The Board will continue to stay focused on the definition of an adequate education, the cost, and how the state will pay for education.

Respectfully submitted,

Emily S. G. Coburn
Merrimack School Board, Chair

MERRIMACK SCHOOL DISTRICT GOALS & OBJECTIVES (A Logic Model)

Approved by School Board on 12/5/05

INPUTS Describes state/district plans/structures currently in place	STRATEGIES Describes ongoing activities to meet district goals	OBJECTIVES Describes what will be done between Dec. 2005 and June 2007	GOALS Describes what will be in place in 5 -7 years	IMPACT Describes long-term results
District Improvement Plan for Reading (DINI)	Select and adopt K-12 formative assessment tools	Develop a formative assessment plan to measure student learning in reading and math	A comprehensive data tracking system is implemented that helps students and teachers identify individual learning needs and instructional goals.	All students make continuous progress in reading achievement
School Improvement Plans for Reading and Math (SINI's)	Provide consistent, ongoing PD for all staff to support district goals	Develop an intervention plan to address needs of students who are currently not successful in reading and math	Consistent language and common instructional approaches are used by all staff to build consistency for students and parents.	All students make continuous progress in math achievement
School Board policies and procedures (i.e. bullying/harassment)	Support staff and parent understanding of research and practice in effective reading and math instruction	Increase scheduled time for teacher dialogue in 2006-2007 school year	Each student's learning needs are used to determine instructional goals and strategies.	All students make continuous progress in the acquisition and application of technology skills.
State Accountability - Standards for Public School Approval - Curriculum Frameworks - GLEs (Grade Level Expectations) - Highly Qualified Teachers (HQT)	Support understanding of assessment use at class and district level	Identify components of a comprehensive literacy program	A Comprehensive K-12 Literacy Model is implemented.	Students, parents and staff experience an environment that promotes learning
Program & Curriculum Revision & Implementation Process	Increase opportunities for teacher dialogue on student learning	Develop and sustain school-level behavioral programs that provide a safe learning environment.	Staff integrates use of technology tools into all curriculum areas of instruction.	
Tchr Support Models/Plans - Torchbearer Program - Benchmark Coaching - Pay for Performance Plan	Review district curriculum revision process		Students will apply technology skills appropriately to enhance their learning.	
District Technology Plan	Implement district PD Plan			
District Professional Development Plan	Implement district technology plan			
Operating Budget/Grant Support	Support a consistent data-driven behavior plan		Each school has a data-driven behavioral program in place that provides a safe learning environment for each student.	

Letter mailed to all Merrimack parents with regard to 2006-7 Adequate Yearly Progress Status



**STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
101 Pleasant Street
Concord, NH 03301
FAX 603-271-1953
Citizens Services Line 1-800-339-9900**

March 5, 2007

Dear Merrimack School District Parent:

The purpose of this letter is to inform you of the status of your school district with respect to state testing results. You may know that your district was identified as a district in need of improvement in 2005 in the area of Reading, based on 2003 and 2004 state testing results. State and federal school accountability laws¹ require the New Hampshire Department of Education to identify for improvement districts not making Adequate Yearly Progress (AYP) for two consecutive years in the same content area in each level existing within the district (elementary/middle and /or high school). We are pleased to report that your district made AYP based on 2005 assessment data. If the Merrimack School District again makes AYP when state results are released in June, it will no longer be designated as being in need of improvement.

AYP is a measure that all states use to determine if schools and districts are meeting the high expectations for student performance set forth in state and federal accountability law. These expectations include the percent of students participating in the annual state assessment, the percent of students meeting the state performance targets for reading and mathematics, as well as performance targets for attendance and graduation rates.

The state and your district's current AYP reports are available on the New Hampshire Department of Education website at www.ed.state.nh.us

2006 District AYP Determination Based on 2005 Assessment Results		Elementary /Middle	High School
	Met Participation Goal	Yes	Yes
	Met Mathematics Goal	Yes	Yes
	Met Reading Goal	Yes	Yes
	Met Attendance Rate?	Yes	Yes
	Met Graduation Rate?	Yes	Yes
	Made AYP?	Y	Y

¹ Section 6316 (c) of the federal No Child Left Behind Act of 2001 (PL 107-110) and New Hampshire RSA 193-H

Data has been calculated for all students as well as subgroups of students (i.e., racial and ethnic groups, English language learners, students with disabilities, and economically disadvantaged students). If even one of these groups does not meet their goal, or performance target, then the district will not have made AYP (NOTE: Only groups larger than 11 are counted). When the data from all schools within the district is combined at the district level, it is a challenge for the district to make AYP.

As a District identified for improvement, the Merrimack School District developed and has begun to implement an Improvement Plan in consultation with school staff and parents. As a parent, you are a critical partner in school and district improvement. Please keep informed about all school and district improvement initiatives. Currently, the District is involved in four important initiatives related to improvement of literacy:

1. Identify and begin to implement a research-based framework for reading instruction based on a common understanding of best practice and the recognition that academic achievement is dependent upon effective literacy instruction.
2. Align instruction with the state Language Arts standards, Grade Level Expectations (GLEs) and Grade Span Expectations (GSEs).
3. Research, identify, purchase and implement use of appropriate comprehensive and consistent formative and summative reading assessments at each grade level in the district.
4. Identify and begin to implement consistent and continuous intervention and remediation strategies to target student needs.

Information is available by contacting the Superintendent/SAU office or on the District website www.merrimack.k12.nh.us. If you wish to help with these activities, please speak to your building principal to find out what opportunities are available.

The State Department of Education is proud of our ongoing partnerships with New Hampshire schools. Together we will work to provide opportunities for success for each New Hampshire student.



REPORT OF THE SUPERINTENDENT OF SCHOOLS TO THE CITIZENS OF MERRIMACK

One of the most challenging aspects of the 2006-2007 school year was the budgeting process. The Merrimack School Board requested that the administration build a level services budget (the default budget) that would include all contractual and mandated obligations and no new initiatives. The ultimate goal was to produce a level funded budget once the dollar amount had been determined for the level services budget. The difference between the two budgeted amounts was over two million dollars. In order to find two million dollars, the administration proposed that 39 positions be eliminated in addition to a number of programs. After several public hearings where written and verbal testimony was gathered, the Merrimack School Board recommended that only 15 of the 39 proposed positions be cut. The Budget Committee concurred. At the Deliberative Session in March, the voters restored funds for the 15 positions to the proposed operating budget. In April, the taxpayers approved the amended operating budget. The school board chose to restore two of the 15 positions, an assistant principal at James Mastricola Elementary School and a library assistant at Merrimack High School.

In an effort to control costs and save money, the school system formed a Healthcare Cost Containment Committee comprised of support staff, teachers, administrators, and school board members. Committee members desired to become more educated consumers about the district's health care plan and to provide all employees with cost saving measures that would benefit them and the district.

The school board requested that an energy audit be conducted throughout the district to determine the components that would need to be in an energy management plan to reduce the cost of utilities and maintenance items. The taxpayers in April 2007 authorized the school board to enter into a 12 year lease agreement to upgrade the infrastructure of the schools and office buildings to be more energy efficient.

Merrimack continued to be designated a District-In-Need of Improvement in reading. The district began the implementation of the second year of its literacy plan which incorporated work on curriculum, instruction, assessment, and intervention. A District Literacy Coordinator and Literacy Coaches were contracted to model best practices in reading instruction for teachers. A defined literacy block of time was established to ensure that more uninterrupted time was being devoted to reading in the elementary schools. Time was scheduled for grade level teachers in the elementary schools to have

professional dialogue and collaboration about reading instruction. Teachers were trained to use a specific assessment tool to better assess their students' progress in reading. A District Assessment Committee made recommendations about efforts that need to transpire in grades K-12 to better track students' achievement in reading. The data that will be derived from the assessments will inform all teachers' instruction. The district's educators are committed to helping all students become proficient readers.

The Merrimack School District has been experiencing the annual retirement of some of its most veteran educators. Many of them have spent the major part or the entirety of their career in Merrimack. Each has made a significant contribution to the school system. One of the retirees was Kathleen Custer, principal of James Mastricola Elementary School for twelve years. During Mrs. Custer's tenure in the district, she also served as an assistant principal at Reeds Ferry Elementary School and an English teacher and department chair at Merrimack High School. Her knowledge and skill in the teaching of reading and writing was imparted to many students and staff. Her greatest gift to the district, however was chairing the committee that developed and implemented kindergarten in three elementary schools.

Five of the six schools had additional educators who retired. Each of the honorees was lauded for the contributions that they made to their school and the school system. The retirees were: Carol Lavalley and Linda Robinson from James Mastricola Elementary School; Barbara DeVore, Denise Hood, Linda Mansperger and Debbie Patterson from Reeds Ferry Elementary School; Richard Hewitt from James Mastricola Upper Elementary School; Warren Berry, Patricia Duplessis and Michael Faiella from Merrimack Middle School; and Kathryn Murphy and Harold Martin from Merrimack High School.

Respectfully submitted,

Marjorie C. Chiafery



REPORT OF THE DIRECTOR OF SPECIAL SERVICES

The number of students serviced by the Department of Special Services remained relatively stable. Approximately 798 students were eligible for services according to our annual state IDEA (Individuals with Disabilities Education Act) report. The breakdown of all students with disabilities by disability category for the 2006-07 school year was: Fourteen (14) students were diagnosed with Mental Retardation; thirteen (13) with Hearing Impairments; three (3) with Deafness; one hundred thirty-nine (139) with Speech Impairments; two (2) with Visual Impairments; eighty (80) with Emotional Disturbances; one hundred thirty-four (134) with Other Health Impairments; three hundred two (302) with Learning Disabilities; six (6) with Multiple Disabilities; thirty-eight (38) with Autism; two (2) with Traumatic Brain Injury; and sixty-five (65) with Developmental Delays.

The Special Education department continues to work cooperatively with the entire Merrimack educational community to implement the strategies in the School Board approved District Logic Model for improving educational outcomes for all students in the areas of literacy and math. We are working towards a seamless intervention system that will ensure success for all students. Special Educators worked cooperatively with other elementary educators to implement ninety minute reading blocks and further differentiate instruction within the Everyday Math Program.

Our highly successful Positive Behavioral Intervention and Supports Project (PBIS) continued at Mastricola Elementary School, Thorntons Ferry Elementary School and James Mastricola Upper Elementary School. This program has proven to decrease inappropriate student behavior in our schools through positive, proactive methods. After a screening process, we were chosen as a PBIS demonstration site. Teams from other districts visit our program to observe our successful model in order to gain information that will enable them to implement similar successful, positive behavioral support programs in their districts.

Community involvement is a critical part of the education of our older students with educational disabilities. One of our goals for our students is for them to become productive, employed citizens when they leave school. Oftentimes, students with disabilities need support in order to gain the skills to find and retain a job. Internships, job shadowing and part time employment while students are in school are a few of the ways we try and assist students in transitioning from school to work. I would like to acknowledge the following businesses for serving as job

sites for our students with disabilities: Shaw's (both locations), YMCA, Merrimack Animal Hospital, Mercy Animal Hospital, The Common Man, Consignment USA, Town of Merrimack (Parks and Recreation, Town Hall, Library, Cemetery, Fire and Rescue), Diva Salon, Campers Inn, Depot Farm Stand, Stop and Shop, Target, DW Pizza, Sof Scrub, Residence Inn, Hairthurium, Marriot Nashua, Sebastians Foods, Meals on Wheels, Rose Haven Nursing Home, Papa Gino's, Fidelity, Lisa's Tippy Toes, and My TV. We are fortunate in Merrimack to have a business community that supports our students.

Joanne Green, special education coordinator at Mastricola Elementary School, was elected president of the New Hampshire Chapter of the Council for Exceptional Children. The Council for Exceptional Children (CEC) is an international organization dedicated to the improvement of educational outcomes for individuals with exceptionalities. Her involvement and leadership role in this organization will allow her to keep herself and the district abreast of the latest developments in the field of education, both on a national and international level.

The field of Special Education is a dynamic field that requires frequent training. Our building Special Education Coordinators (Sherry Goldberg, MHS; Kathleen Nannicelli, MMS; Paula Warren, JMUES; Joanne Green, MES; Karen Eagan, TFS; Shelley Lefebvre, RFS; Sheila Demers, Preschool Coordinator; and Linda Dignam, Out-of-District Coordinator) all completed a certificate program through the New Hampshire Academy for Special Education sponsored by the New Hampshire Special Education Administrators Association. They received training in response to intervention reading models, leadership, special education regulations, data-based decision making, data analysis, and supporting and managing special education teachers. Our paraeducators continued to use an on-line training program, Paraeducator.net, to gain further skills. Courses included "Improving Reading Comprehension," "Providing Positive Behavioral Supports to Students," "Assisting Students in the Development of Social Skills," and "Understanding Asperger's Syndrom" to name but a few. All special educators received training in and implemented a new computer-based system for writing Individual Educational Plans for students.

Respectfully submitted,

David St. Jean



REPORT OF THE DIRECTOR LIBRARY SERVICES

As it has always been a goal of the Merrimack School District Library Program to provide programming and instruction designed to foster a lifelong love of reading in our students, it came as no surprise when we reviewed the activities of the library staff during the 2006-2007 school year to find a heavy emphasis on those related to the District's literacy efforts. Beginning almost immediately after school ended for the summer, librarians Laura Denehy, Sharon Silva and Sue Weghorst, along with Director Pam Tinker collaborated with district consultants and Language Arts Coordinators to facilitate summer institutes for teachers on reading strategies, differentiated instruction, and content-area reading. Also during that summer, the Library Program collaborated with Special Services to open the Reeds Ferry School library for one day each week during summer school. The library, operated by library assistant Melanie Meier, offered students and staff access to a far larger number and variety of books than they would have had otherwise and greatly enhanced the literacy experience.

As the new school year began, the elementary schools rolled out an initiative designed to provide more collaborative time for grade level teachers by involving specialists in a literacy enrichment program called Curriculum Integration Activities (CIA). All elementary librarians embraced this initiative, quickly becoming both role models through their teaching of enrichment activities and resource supports for the other specialists.

The library staff participated in literacy initiatives throughout the year by serving on building and district teams, engaging teachers and students in the use of technologies such as blogs and podcasts to promote reading, conducting booktalks, running book clubs, and creating book displays. In addition, at James Masticola Upper Elementary Sharon Silva co-chaired the Literacy Committee which hosted a highly successful visit by author Sy Montgomery; Laura Denehy worked with the Middle School staff on content-area reading instruction; Cindy Baker introduced High School teachers to books for reluctant teen readers; Tracy Wyman, Sue Weghorst, Laura Denehy and Sharon Silva presented workshops on interactive read-aloud strategies; and Debbie McLaughlin collaborated with Reeds Ferry teachers to transform traditional research projects into motivating student-centered learning and literary experiences. All library program staff continued to develop a collection

of literature-related resources in a variety of formats from books on tape and video to magazines and large print materials to meet the needs of all learners while addressing a full range of reading levels and a wide variety of student interests. Finally, at the end of the school year, the Upper Elementary school library sent home the literacy message when they piloted a first ever summer sign-out program in which fifth grade students were invited, with parental permission, to sign out an unlimited number of library books for the summer.

Carrying the literacy message beyond the District, Cindy Baker and Laura Denehy presented a workshop at the New England Council of Teachers of English Conference on recently published books to engage reluctant teen readers and Sharon Silva facilitated two online courses related to literacy.

Finally, in a major initiative of the year, the District Library Team continued to work with the Grade Level and Grade Span Expectations, crafting a crosswalk document to help the librarians more fully integrate the state reading standards with information literacy standards. In an effort to gather data about the effectiveness of their teaching practice, the librarians tracked their lessons and units. By the end of the year, the librarians had documented hundreds of lessons and units in which they had collaborated with teachers to integrate curriculum content with standards-based reading instruction while equipping students with the tools they need to navigate the information-rich world of the 21st century, fulfilling the mission of the Library Program.

Respectfully submitted,

Pamela J. Tinker



REPORT OF THE PRINCIPAL MASTRICOLA ELEMENTARY SCHOOL

The 2006-2007 school year was a year focused on literacy at James Mastricola Elementary School. Each day the students were engaged in a 90 Minute Literacy Block. The positive results of this designated time and implementation, is that students are reading, reading more, reading different texts and growing their vocabularies. Over 80% of our teaching staff attended one or more literacy institutes last summer and began working together to design instructional activities.

The kindergarten, first, and second grade teachers were trained to administer DIBELS, a quick screening for early literacy skills. The information gathered allowed for identification of potential problems in learning to read and advanced training allowed educators to provide focused instruction for our primary students. This year we have added a new phrase to the DIBELS program: Progress Monitoring. This is a means of targeting a need, providing an intervention and charting student progress and improvement overtime.

We are also in our third year of fully implementing the Everyday Mathematics program in grades K-4. We continued with an emphasis on utilizing the lesson template that includes the components of morning message, mini lesson, home links, independent practice and games for skill drill. As a spin off from the literacy initiative, facilitators and the Language Arts Coordinator have ordered text with math themes to integrate informational reading and math applications.

James Mastricola Elementary completed its fourth year participating, as a "demo school", in a grant from NH-CEBIS to install the program for Positive Behavior Interventions and Support, popularly known as PBIS. For the third year in a row we received a perfect score on the annual evaluation from Dr. Howard Muscott, grant administrator. We continued to see fewer office referrals and improved student behavior. We extended our efforts to look at an "Adult Matrix" which focused on good rate modeling. We also continued to focus on parent information articles through the Mastricola News Letter.

There were a number of successful enrichments for students willing to commit the time and personal energy. MES fielded five Destination Imagination teams thanks to the efforts of part-time Gateway teacher, Barbara DeVore and our parent coaches. Music teacher, Chris Saunders offered Guitar Club to fourth graders. Second graders participated in Cribbage Club to practice counting and number facts. The musical, Get in The Game, was performed by students in the 4th grade. This theme was a perfect segue to Field Day 2007-JMES-GAMES. It was a spectacular demonstration of community as well as good sportsmanship and fair play. MES also hosted an artist in

residence, Dudley Laufman, who shared his art of fiddle playing and folk dancing. This residency culminated with a dance for our third grade students and their families.

The MES School Volunteer Program was awarded a 25th Blue Ribbon by New Hampshire Partners in Education. Mastricola also was honored for four Gold Circle partnerships with the U.S. Postal Service, Merrimack Fire Department, Merrimack Police Department and Dr. Chuck Capetta's Fit Kids. Traditionally around the holiday season, several grade levels adopt a charitable cause. This year the third grade sent a sizable cash donation to High Hopes and the fourth grade team donated toys to the Toys for Tots Program. The James Mastricola community donated over 700 pairs of hats and mittens to a local homeless shelter. This effort is organized each year by one of our staff members. Student Council members once again assisted in cleaning the school grounds for Earth Day. They also established a school store that was open one morning a week to sell supplies and small toys, some displaying the MES dragon logo. Students learned to order and keep inventory as well as market and sell specific items.

To continue to strive to fight the national statistics on childhood obesity, the JMES Wellness Committee established and held regular meetings throughout the year. This committee offered tips to teachers and parents around celebrations and offered incentives to classrooms that willingly made efforts to offer healthy choices during snack, lunch time and at parties. Our physical education teacher, Jean Mazzaella, continued to provide co-curricular activities to help establish healthy, active life styles for MES students. Student walkers and joggers earned recognition as members of the Milers Club. Others signed up for morning exercise club and started the day moving through stations in six week sessions. There was an opportunity to practice and perfect jump roping skills in the MES Jump Rope Club and the Jump Rope for Heart marathon which was dedicated to Mr. Bob Kohler, a highly regarded custodian who recently passed away.

Finally, with celebration and sadness we said goodbye to our Principal Kathi Custer; first grade teacher, Carol Lavallee; and third grade teacher, Linda Robinson. Upon retirement, these educators combined have given over 100 years of instruction to students in the Merrimack School District.

Respectfully submitted,

John F. Fabrizio



REPORT OF THE PRINCIPAL REEDS FERRY ELEMENTARY SCHOOL

The 2006-2007 school year marked the second year for public Kindergarten at Reeds Ferry School. Our first graders paved the way for the successful implementation of the program and now serve as mentors to their successors. The curriculum has been refined and many indicators of success are evident, primarily, the advanced social, emotional and academic skills that students now bring to their first grade year.

Reeds Ferry School for years has housed a preschool program for children ages three and four that was a joint partnership between Kids Inn and the Merrimack School District. This year the school district chose to undertake this educational experience on its own and is providing inclusion classrooms for young children. These half day sessions provide early learning experiences as well as speech, occupational and physical therapy to all children in need.

The staff at Reeds Ferry School has continued to be dedicated to their Professional Development. The thrust for staff development has been in the area of literacy instruction. Many district and school wide initiatives have helped to support the teachers to this end. They have participated in a wide range of training in the area of reading instruction and best practices. Teachers went on visitations to other districts to view instructional models, participated in workshops, and worked as mentors to one another. In order to allow time for teachers to collaborate, a forum was established whereby teachers were released from their classrooms twice monthly to work with the reading specialist. The release time allows for teachers to share reading practices, review Grade Level Expectations, establish benchmarks and assessments, and analyze student data. During this time, specialists work with the teacher's students on literacy activities relating to their area of specialties. The program is referred to as: CIA (curriculum integration activities). From this model, many instructional practices have been refined and reflect the district initiatives in the area of improving students' reading performance.

At Reeds Ferry School, social responsibility is a theme that continues to be emphasized and practiced. A school wide climate initiative is well established and embraced by staff, encouraging the promotion of respect, responsibility, caring, honesty, self-discipline, giving and perseverance. The 'Monday Morning Message' by the principal, special assemblies, administrative contact with students, and weekly projects by classroom teachers helps to reinforce these themes. Most of the staff at Reeds Ferry School have

been trained in Responsive Classroom, furthering the message of responsibility to students. The school counselors have set up a school safety patrol and school store that put students in leadership roles, and allows them to put into practice our key themes.

Our parent population continues to be an integral part of the school. Once again, Reeds Ferry School received the Blue Ribbon Award, acknowledging the extensive number of hours of parent volunteer time in the school. The parent group organized many fun events for the students and families. Our annual Art Show brought hundreds of families together to browse the hallways and admire many forms of art that were created throughout the year. The parent organization provided ice cream during the event, nicely complementing the spirit of a relaxed family gathering. A Family Fun Night was another occasion for families to gather at the school.

The theme for the event was health and fitness. Local establishments, such as dance and karate schools, offered presentations and interactive activities. Local grocery stores served healthy snacks, while farmers and garden centers shared their products. Families picnicked out on the grounds, after taking a mile long walk to celebrate fitness. Classroom events included an astronomy night, math night, pumpkin night, bedtime story hour, music concerts, folk dancing, and much more. Reeds Ferry School continues to be dedicated to our community of parents, staff and students.

At the end of the school year, the Reeds Ferry community said good-bye to our retiring staff members who have worked for years making our school a quality, enjoyable place to learn. We wish Ms. Debbie Patterson, Mrs. Denise Hood, Mrs. Linda Mansperger and Mrs. Barbara DeVore the best of luck in retirement. We will miss all of these fine staff members.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Frank W. Hoell".

Frank W. Hoell



REPORT OF THE PRINCIPAL THORNTONS FERRY ELEMENTARY SCHOOL

The 2006-07 school year was filled with excitement, challenge, and accomplishment at Thornton's Ferry Elementary School. Our kindergarten program began its second year of implementation and welcomed over one hundred bright and enthusiastic children in September. The first few days were filled with laughter and delightful anticipation of the many experiences that lay ahead. The children adapted quickly to our school environment and thrived throughout the year as new members of our school community. They mastered their letters, numbers, and sight words. They began writing sentences and reading books. They rode the bus! What more could you ask for in two and one half hours each day.

Our staff worked diligently to become more knowledgeable of the New Hampshire State Standards in Reading, with particular emphasis on identifying essential Grade Level Expectations (GLEs). This work was complemented by extensive in-servicing training in student assessment. Such terms as DIBELS (Dynamic Indicators of Basic Early Literacy Skills) and Running Records became quite familiar to our entire staff. Teachers met twice monthly in collaborative sessions to discuss standards, assessment, and diagnostic/prescriptive "best practices" in Reading.

Having been recognized for outstanding achievement the previous year, our Positive Behavioral Interventions and Supports (PBIS) program continued to advance student initiatives in Respectful, Responsible, and Safe behavior. Our School-Community Council planned many activities to enhance school spirit and cooperation. As a culminating project at the end of the year, the council planned and filmed a video of responsible, respectful, and safe behavior when using playground equipment. The video will be used each year with all grade levels as an introduction to play at recess.

The year started out in October with a wonderful night of reading at Barnes & Noble and concluded in May with the entire school enjoying a "Variety Show" produced and performed by students, staff, and parents. It was quite a show of talent from all members of the school-community family.

Students also participated in programs such as "National Young Readers Day"; "Jump Rope for Heart"; "Read Across America"; "Granite State Fit Kids"; and "Pennies for Patients." As in previous years, these worthwhile ventures resulted in money being raised for charity as well as just plain good fun for all.

Not to be outdone, our staff and parents made their fair share of contributions to our school year by organizing and participating in our annual "Craft Fair", "Walk Against Breast Cancer", "Visiting Author" program, and recognition of military veterans. We also conducted a breakfast for our school bus drivers to thank them for their daily service to our children.

As in any year, there are some specific accomplishments by individuals that deserve to be highlighted. Sydney Herring (Grade 4) and Brianna Shelley (Grade 2) had their art work exhibited by the New Hampshire Art Educators Association in February. Lauren Donahoe (Kindergarten), Trevor Kurdek (Grade 1), Jonathon Clark (Grade 2), and Alexa DeMember (Grade 3) won awards at the state invention competition in Tilton, New Hampshire. Special recognition was also given to Logan Nozell (Grade 4) for presenting on behalf of his older brother who could not attend. Some of these children and many other Thornton's Ferry students participated in the regional "Destination Imagination" program. Although there were no specific awards bestowed, the children represented the school with distinction.

Finally, the Parents and Teachers of Thornton's Ferry (PTTF) deserve our grateful appreciation for supporting a variety of school programs. Whether organizing school volunteers or planning craft and book fairs, they are always there for the children and staff. This was quite evident by their financial support in acquiring a new piece of playground equipment ("Play Web") for the upper playground. The PTTF continues to be an active participant in playground development for the school.

Respectfully submitted,

Leslie N. Carter



REPORT OF THE PRINCIPAL MASTRICOLA UPPER ELEMENTARY SCHOOL

James Mastricola Upper Elementary School, a partnership among students, parents, staff, and the Merrimack Community, promotes a positive learning environment that fosters respect, responsibility and safety. Together, we challenge all to be independent, critical thinkers while becoming educated citizens and lifelong learners. Every day is a fine day for learning at the upper elementary school.

The JMUES faculty has demonstrated a commitment to student improvement in the areas of literacy and mathematics through the development of common professional growth objectives. Focus areas of the objectives include analysis of student assessment data to inform instruction, alignment of the Grade Level Expectations to our curriculum, frequent participation in professional dialogue opportunities, and implementation of a daily 60 minute math block and a 90 minute literacy block. Fulfillment of these objectives is evidenced in daily lessons. In addition, these professional growth objectives for faculty were also set as building goals.

The integration of technology into the content areas is another area of focus at JMUES. Several new programs were installed and training sessions provided for all staff. One program, United Streaming, enables teachers to quickly pull up varied resources on a desired topic to capitalize on a teachable moment. Another program, Inspiration, provides teachers and students with a means to organize and categorize information that can later be expanded through writing activities. Timeliner is yet another program that displays information chronologically which can be utilized to expand knowledge in all content areas.

The upper elementary school continues to implement the Positive Behavioral Interventions and Supports (PBIS) program. Our Universal Team is made up of representatives from all school constituencies including administration, teachers, support staff and parents. This team coordinates the school wide implementation of PBIS and its expectations of Respect, Responsibility and Safety. Creating teacher lesson plans called “cool tools” and presenting “roll outs” of targeted behaviors to students and staff are the major responsibilities of the Universal Team. Our focus this past year has been on refining the roles of the PBIS Targeted Team members at JMUES through monthly meetings and trainings. This team addresses patterns of behavior requiring more support than the school wide interventions put in place by the Universal Team.

The JMUES Student Council is a valuable component of our school culture. The members are

skillfully guided by their advisors Mrs. Jen Monroe and Ms. Catherine Rousseau. The classroom representatives are very involved in community outreach and serve as peer role models by promoting the school wide expectations of Respect, Responsibility, and Safety. They were extremely busy this past year fundraising and contributing to the community. In the fall, they sponsored a food drive that donated non-perishable items to local food pantries. Working in conjunction with the JMUES Parent Faculty Association, our school was able to collect over 50 boxes of food to donate. When winter set in, the student council aided the community by coordinating a winter clothing drive. Again, with the support of our JMUES staff and students, 32 bags of hats, mittens, coats, scarves, and other outdoor apparel were donated to shelters in need of these items.

In the past, the JMUES Student Council hosted a “Reading Day” which served as a spirit day, but this past year’s representatives thought it would be a great idea to turn it into a fundraiser to benefit the community. A “Read-A-Thon” was sponsored and supported in all 28 classrooms. Students and teachers brought in donations for one hour of reading, and at the end of the day, the student council collected over \$3,300. Due to recent flooding in Alstead, New Hampshire, it was decided that a school in that area would benefit from our donation. Each class chose a favorite book to present to the Vilas Middle School and affixed a plaque on the inside cover identifying JMUES as the donor. Student council representatives presented the books and the monetary donation during a spring field trip to Alstead.

Finally, in the spring, our student council sponsored a Saturday work session to begin improvements in our outdoor classroom. Our Parent Faculty Association assisted through the replacement of Plexiglas on the greenhouse and enclosing planting beds with brick border stones. Additionally, Miss Gina DeFrancisco chose the JMUES courtyard as her Girl Scout Gold Award project. An extensive plan was developed, shared with school administration, and implemented over the summer. We appreciate the hours of hard work donated to benefit our school.

Respectfully submitted,

Marsh McGill



REPORT OF THE PRINCIPAL MERRIMACK MIDDLE SCHOOL

The 2006-2007 school year at MMS can be best described as a year of refinement and change. The promotion of student literacy and reading proficiency continued to be a top priority. Middle School teachers were provided focused professional development in the area of literacy instruction. Teacher's efforts in this regard were facilitated through resources provided through participation in the New Hampshire READS grant. The emphasis for the 2006-2007 school year was the implementation and integration of literacy strategies across all content areas. Teachers in the primary content areas worked closely with literacy coaches to practice, share, refine, and further develop their instructional repertoires.

Another major component of our literacy initiative included the development of classroom libraries. We believe this effort enhanced comprehension in the various subject areas by exposing students to a print rich environment with a diversity of trade books, current news articles, general interest and educational magazines, and content related websites.

Numeracy was also a significant area addressed during the 2006-2007 school year. Our efforts to improve student achievement in mathematics focused on three areas: analysis of state testing data, implementation of creative professional development opportunities and improving transitions between grade levels. Mathematics teachers worked collaboratively to explore new methods for analyzing student work in order to target improvement areas, shared instructional strategies through lesson study groups and participated on paired partner transition teams to enhance communication between teachers from the Upper Elementary and Middle schools. One area of particular importance was the refinement of the algebra placement criteria for our eighth grade students in order to better align and coordinate performance standards between the High School and Middle School algebra programs and to help ensure success in algebra and subsequent math courses in high school and college.

Another major initiative realized during the 2006-2007 was the integration of technology within the various content area subjects. Content area teachers worked closely with computer specialists to utilize computer technology as an instructional tool to enhance learning and comprehension within each content area. Previous to this change computer education was offered to students as a separate course of study. This new approach was substantiated by state standards that now focus on the integration and application of information technology and communication tools within all curriculum areas including reading, mathematics, English language arts, science, social studies, the arts and world languages. The change is also predicated on the recognition that students need

specific competencies that are more compatible with 21st century global skills that are more closely aligned with career pursuits that exist now and will be available in the future. Additionally students' technical proficiency in software applications and elements of digital technology were enhanced. Consistent with this new paradigm was the development and application of a new assessment model. Eighth grade students' technological skills, knowledge and proficiencies were assessed employing the students' development of a digital portfolio. The 2006-2007 school year also marked the full implementation of parental access to the PowerSchool student information system. Parents were able to secure accounts and access specific online information regarding their child's academic progress, homework and class assignments, test and quiz grades as well as attendance information.

The Merrimack Middle School faculty and students continued its work to promote a positive learning environment. A new behavioral intervention rubric was designed to provide for more consistency in addressing student behavior. Employing data bases available in the PowerSchool student information system, the rubric was designed to effectively collect and analyze data in order to more effectively target improvement efforts and initiatives. One area specifically improved as a result of this work was the number of incidences in the school related to bullying and harassment. Middle School students also participated in a survey entitled My Voice. This survey sponsored and supported by the New Hampshire Department of Education was designed to measure perceptions of how students felt that their school environment supported their learning and growth as individuals. A student Action Team comprised of seventh and eighth grade students was formed to assist faculty in the analysis of the data. This first year baseline data will be utilized by staff and students to modify the school environment in order to ultimately improve a students experience at the middle school and to facilitate student learning.

Middle school science teachers Ann Lacroix and Christine Nawrocki continued their dream to design create and fund a recreational trail system on the school site and linking it with the existing town owned trail system. The teachers working in collaboration with Andy Powell of the Merrimack Conservation Commission submitted a \$25,000 grant proposal to be considered by the State of New Hampshire's Department of Resources and Economic Development Trails Bureau.

Respectfully submitted,

Thomas C. Levesque



REPORT OF THE PRINCIPAL MERRIMACK HIGH SCHOOL

The High School administration continued to take steps to affect the school's climate positively in an effort to improve student learning. A new initiative, a formal cultural exchange program with the Tanggu Foreign Language School in Tianjin, China, was established to increase the cultural understanding of our school community through exposure to China. In October, students, teachers, and administrators hosted representatives from China; in April 2008, the Chinese from Tanggu will reciprocate by hosting a team of 12 students and teachers from MHS.

Students at Merrimack High School continue to strive for academic success. Three students, Kaitlin Coss, Jocelyn Gray, and Rebecca Thibault were honored as Commended Scholars, and Emily Batt was declared a winner in National Merit Scholarship Program. The daily average attendance rate increased to 96.3%, and the number of students who dropped out of school was 34, seven fewer than last year. Of the 369 seniors who graduated, 83% of the class continued their education after high school. Sixty-percent (60%) entered a four-year college, and twenty-three (23%) 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 and the All-State Jazz Festival, while other music students were selected to perform with the All-State Chorus, Orchestra & Symphonic Band.

The MHS Theatre Program produced "Godspell", the musical, as their fall production. The play was directed by Tim L'Ecuier and produced by JoAnn Wegman. Math teacher Florence Soucy was the technical director. It was well received. MHS also hosted the New Hampshire Educational Theatre Guild Festival of plays in the spring. Several high schools from around the state gathered to perform short plays. Merrimack's contribution was "The Insanity of Mary Girard." Student directed one-act plays were also performed in the spring.

The National Honor Society (NHS) included 49 members and continued its tradition of excellence by promoting several community service functions. Among these were the Teddy Bear Picnic for first grade students and the Thanksgiving Dinner for Senior Citizens. The NHS also promoted new activities for Senior Citizens, including several community service projects including a blood drive, a winter clothing drive, and yard raking.

Several interscholastic athletic teams were successful in post season competition. Led by John Snell, the Boys

Cross Country team earned the title of State Champions. Coach Snell also led both the Boys Indoor Track team and the Outdoor Track team to Class L State championships. The Baseball team won its first ever state championship, and the Girls Soccer team was the state runner up. Several individual student-athletes won track honors: Gabe Dano (indoor 55, 300, outdoor 100 and 200), Ben Casey (indoor 55 hurdles and outdoor 110 hurdles and long jump), Jeff Trethaway (indoor 1000), Billy Godfrey (indoor 600) and the Boys Outdoor 4x800 relay team all won state championships. In all, 18 student-athletes were recognized as Scholar Athletes at the state level by the New Hampshire Commission on the Status of Women and the New Hampshire Athletic Directors' Association.

This year's Artist in Residence Program (AIRP) featured MHS Art teacher and glass artist Carolyn Rordam's stained glass project. Students worked with Ms. Rordam to create a stained glass window that combines cast glass tiles created by students. The stained glass window will be located on the second floor in the hallway leading to the library. Gateway students also participated in traditional activities including the Youth Day of Caring, "Students Helping Students Tutoring Program," Destination Imagination, the Rivier Challenge Program, Academic Decathlon, Granite State Challenge, the Mock Trial Program, the Debate team, multiple cultural events, and International Week. Students Against Destructive Decisions (SADD) continued their work by helping to present an anti-drinking and driving program with the State Liquor Commissioner's Office, the Mock DUI Event, and the Red Ribbon week to discourage drug use by teens. Once again, Merrimack High School was chosen as a Blue Ribbon School; this marked the 17th consecutive year the honor was bestowed upon MHS.

Teachers also received special recognition. Jeff Petersen, teacher of Social Studies, was the recipient of the No Bell Outstanding Teacher Award, Harry Hewitt was selected as the NH VFW Citizenship Education Teacher of the Year, and videography teacher, Jeff Capone received regional and national acclaim for his educational videos.

The year ended with an impressive graduation ceremony honoring the Class of 2007. Senior Emily Batt who served as both Class Valedictorian and Class President chose "Embrace Life" as the class theme.

Respectfully submitted,

Kenneth W. Johnson

MERRIMACK HIGH SCHOOL 2007 GRADUATES

Robert Abagis	Ashley M. Clark	*† April E. Geyer
James J. Ackerman	Tyler K. Clarke	Rachael D. Geyer
*† Lauren Ashley Adams	Holly N. Coleman	Shannyn R. Gladstone
*† Morgan H. Adams	Matthew P. Coleman	Brittani L. Gleason
Michelle M. Alfonso	Michelle Colvin	Zachary J. Gleason
Robert K. Allan, Jr.	Brian M. Commins	Mason W. Glover
Amanda L. Allen	* Theresa H. Connelly	Evan L. Gomes
*† Desiree D. Amadeo	Dennis Michael Roger Corey	Chelsea Grant
Lia A. Amante	Elliot T. Corneau	* Jocelyn Gray
Brittany P. Amigo	Kaitlin R. Coss	Courtney C. Green
Cody R. Arnold	Brent A. Cote	Ashley Griffin
Eric M. Arsenault	*† Andrew J. Cousineau	* Patrick J. Griffin
Nicole Marie Arsenault	Michelle Christina Coutoumas	Lindsey J. Hagmeier
Shane D. Arsenault	Matthew T. Cray	Wesley Hall
Katherine Auber	Cameron A. Croteau	Patrick M. Halverson
Rowanne A. Bafageeh	Kayli M. Cunningham	Kelsey M. Hamlot
Brittany M. Baker	Michael P. Cunningham	Isabella S. Hamnqvist
James A. Barbour	Catherine P. Cyr	John Hardwick
Michael Charles Barmashi	Gabreal A. Dano	* Matthew S. Harrison
Kyle C. Barnard	* Meagan A. Davidson	Dennis F. Hart
John W. Barrett	Aaron M. Davis	*† Ryan H. Hartmann
*† Nicole Marie Barry	Chadwick R. Dean	Benjamin T. Hastie
* Madeleine A. Basso	Michael J. DeBeradinis	Meaghan L. Healey
Daniel J. Bateson	Antoinette Lynne DeGrandpre	Victoria K. Heinrich
*† Emily R. Batt	Philip F. DeLisle	Christina Lauren Hendricks
Daniel R. Becker	Whitney Amanda Deloge	† Scott D. Hepburn
* Kristin R. Bellamy-Crawford	Jonathan Louis Delude	Tara R. Herman
Thomas M. Bemis	Ryan D. Demers	John C. Herrick
Kevin M. Bennett	Jessica Desclos	John Patrick Higgins
Christopher M. Bernard	Chelsee V. Dilger	Kelly L. Hinch
Toni Estelle Bernard	Corina A. DiPalma	Michael E. Hinckley
* Krystal L. Betses	* Stephanie M. Ditman	Kelly E. Hogan
Lindsey K. Betz	Caitlin P. Donnelly	Kyle A. Holohan
Joseph A. Bevilacqua	Allyson C. Doyle	Amanda Ashley Holt
Amanda Jayne Bevell	Samantha A. Drapeau	Bryan Hoy
George M. Bigwood	Jeffrey A. Drew	Eric T. Huffman
* Darien L. Bird	Alison E. Duda	Stephanie K. Ives
Christopher W. Bishop	Laura M. Duggan	Ashley E. Jensen
Rachael Blehm	Amber N. Dupont	Heather L. Jensen
Nicole Rae Boisvert	Janos Dupont	Ashley A. Jette
* Zachary E. Bonin	Travis L. Dupont	Courtney R. Johnson
Lena Booth	* Michele K. Duspiva	Thomas J. Johnson
Ryan Briand	Thomas V. Duspiva	Chelsea Nicole Kalika
Amanda M. Brown	Matthew S. Dziki	Michael J. Kearns
* Jared Thomas Brown	Ryan M. Dziki	*† Jami L. Kelley
Zachery M. Brown	Joshua Emond	* Brenda G. Kelly
† Abigail A. Brunelle	Mitchell R. Epstein	* Megan E. Kenney
Nina A. Bueno	Wesley C. Falk	Megan Jeanne Kerrigan
Cameron W. Buker	Siobhan Nicole Fields	Kayla L. Kimball
Katherine E. Burke	*† Katherine B. Finlay	* Abigail R. Klinge
Jessica M. Burton	Brandyn R. Fitzgerald	*† Priya M. Knudsen
*† Jenna E. Calvino	Kelly P. Flanagan	Patrick Koenig
Matthew J. Cameron	Jacob L. Flynn	Justin S. Kofman
* Michael A. Cappuccio	Ethan R. Fogg	Daniel Robert Koontz
Gabrielle V. Carberry	Joshua Forkey	*† Marena L. Kosko
Gerri L. Carlton	Stephanie Nichole Forslund	Justin D. Krammes
Zachary R. Caron	William J. Fox	Christina Kuchera
Christopher M. Carpinelli	Rebecca I. Fredette	Samantha Kulingoski
Mackenzie J. Carroll	*† Kellyn P. Freed	Ryan F. Labbe
Benjamin J. Casey	Robert E. Frost, II	Adam M. Labrie
Caileigh Caswell	Anna E. Fulton	Kaitlin Y. Lafreniere
Theresa M. Caulkins	Joseph Gagne	Michael P. Lambert
William R. Chaussee	Christine M. Gagnon	Joshua P. Latulippe
* Katelyn S. Chisholm	Cassandra E. Gardenour	Joseph Alan Macuen Laudone
Chad Clancy	Carly Jo Geer	Keith T. Laurie

Jordan R. Lawrence
 Alexandra R. Leach
 Alyson C. Lear
 Jessica L. Leblanc
 Brittany Joyce LeClair
 Shaun M. LeClaire
 Rebecca D. Lee
 Jonathon Legere
 Jarrett T. Lehman
 Becky L. Leitner
 Kimberly E. Lemire
 *† Laura Anne Leonard
 * Stephanie A. LeRette
 Joshua J. Lessard
 Matthew Libby
 Matthew Libby
 *† Ashley Taylor Lindsay
 Tiffany M. Livingston
 * Joseph S. Loretto
 Matthew R. Lorette-Anaya
 Randall W. Lott
 Kendra J. Lowther
 Stephen G. Q. Lowther
 Heather M. Luhrs
 Keri A. Lydon
 Andrew C. Maccabe
 Briana L. MacInnis
 Ashley L. MacLeod-Cook
 Brittany A. MacPhee
 Jeffrey M. MacPherson
 Patricia A. Mann
 Emily E. Manning
 Shea E. Marquardt
 Samuel T. Martin
 Gregory A. Mason
 Steven P. Massua
 Martha A. Mattei
 Lauren J. Matthews
 Christopher N. Mayo
 Jonathan Bernard Mayo
 *† Laura E. Mayo
 David Mazerall
 Kyle R. E. McCabe
 * Brittany E. McClintick
 Brian M. McClung
 Jack McDonough
 * Meaghan C. McGonagle
 William M. McGowan
 Meghan A. McGrath
 * Kimberly A. McHugh
 * John D. McIntyre
 *† Erica Lynn McLaughlin
 Bethany E. McNaught
 Joshua Philip McNaught
 Amanda L. McRoberts
 * Ashley C. McRoberts
 Chelsi McRoberts
 Jacob A. Meier
 Kaitlyn M. Mello
 Odanie Mesadieu
 Adam J. Miller
 Maria S. Milton
 Trent A. Mithoefer
 Joseph H. Modugno
 Lauren E. Mohr
 Zachary T. Moore
 *† Julie B. Morrissey
 Timothy A. Moss crop

Andrew J. Mulvey
 Ryan M. Murphy
 * Amy K. Nadeau
 * Kiley S. Naro
 Kristen E. Newhall
 * Sarah A. Newton
 Timothy D. Nickerson
 James Nolet
 *† Sarah Noyovitz
 Torey C. O'Brien
 Catherine G. Owen
 Nicole M. Pacheco
 Kimberly A. Page
 William L. Paige, III
 Stacey M. Palaskas
 *† Gregory Michael Palm
 * Sonia R. Parrott
 Andrew Phillip Patnaude
 *† Tanner A. Pearson
 Danielle Marie Pelletier
 Shawn D. Pelletier
 Matthew J. Pelrine
 Trevor Peltak
 Christopher S. Perez
 * Elias J. Perkins
 Jessica L. Peters
 *† Cassandra L. Peterson
 Michael A. Phillips
 Eric B. Powell
 Lucas Ryan Pozzetta
 Janelle L. Prevost
 Amanda L. Prisco
 Joseph T. Prive
 Rebecca L. Prouty
 Jeffrey M. Provencher
 Daniel J. Pucel
 Philip J. Quinno
 Katlyn E. Raymond
 Michelle L. Raymond
 Samantha J. Reidy
 Matthew T. Riley
 * Timothy J. Rines
 Matthew Jacob Ritter
 Laura A. Roark
 * Suzanne Robarge
 Danielle M. Robbins
 James R. Robinson
 Amouranda Roskelley
 Larissa E. Rossetti
 Ryan F. Rothhaus
 Jaclyn E. Rowe
 Jessica M. Royes
 Andrew J. Ryan
 Jacob P. Ryan
 Daniel W. Saia
 Lindsay Jo. Sasser
 Timothy Michael Scadova
 Zacharie S. Schippiani
 Michael G. Schmidt
 *† Jason A. Schneider
 Andrew Schneiderman
 Lauren Schneiderman
 Brittney Lynn Schofield
 Nicholas P. Scott
 Marco Andrea Servello
 Jeremy W. Shack
 Nyree Sharkey
 Samantha G. Shaw

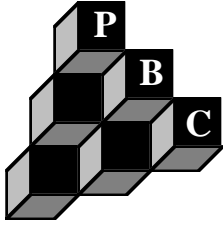
Ian Sherman
 Scott W. Shidlovsky
 Cara Marie Shields
 Brandon G. Silva
 Justin R. Silva
 Kendra A. Silva
 Joseph D. Silvia, Jr.
 Kara R. Skarda
 Amanda L. Skonetski
 Carly R. Slez
 Sarah L. Sloan
 Alexa M. Smith
 *† Jennifer L. Smith
 Matthew D. Smith
 Rory Smith
 Alyssa R. Smokler
 Lyndsey Snow
 Shahanna M. Snyder
 Brittney L. Sousa
 Hollie M. St. Jean
 Kari A. Stancombe
 Alexandra G. Stapf
 William D. Steeves
 Stacia Stickney
 Craig Robert Stillman
 Cheryl A. Stover
 Katherine M. Strube
 Ashley M. Stultz
 Melodie K. Sullivan
 Ashley T. Surette
 Shane A. Tancill
 Joseph R. Tanguay
 Darius Tavallai
 Kevin O. Taylor
 Megan L. Tenhave
 Shane W. Terry
 Michelle E. Therrien
 *† Rebecca P. Thibault
 Ryan M. Thomas
 Jeffrey M. Thompson
 Jeffrey P. Trethewey
 Jonathan M. Trimble
 Gregory R. Tucker
 † Andrea White Underhill
 Nicholas R. Veale
 Kurt J. Viljanen
 Yvonne Michelle Voigt
 * Jenna L. Wallace
 Katrina M. Waller
 Eileen K. Walsh
 * Kimberly L. Weihrauch
 *† Melissa Wetzel
 Jessica Maria White
 Jason A. Wilkins
 Samantha L. Wolfsohn
 Elizabeth J. Wood
 Michael S. Yorek
 * Erin Sabine Yugas
 Michael J. Ywoskus
 David M. Zaharee

† National Honor Society

* Top 15%

Members of the Merrimack High School Class of 2007 were accepted at the following institutions of higher learning:

Academy of Dramatic Arts	Hobart & William Smith Colleges	Skidmore College
Allbright College	Hofstra University	Southern Maine Community College
American University	International School of Design Technology	Southern New Hampshire University
Arizona State University	Ithaca College	Southern Virginia University
Assumption College	Jacksonville University	Springfield College
Bay State College	Johnson & Wales University	St. Anselm College
Bentley College	Keene State College	St. John's University
Boston College	L.N.A. Health Careers	St. Joseph's University
Boston University	Lafayette College	St. Mary's College of Maryland
Brandeis University	LaGrange College	St. Michael's College
Brenau University	Lasell College	State University of New York - Albany
Brigham Young University - Idaho	Lipscomb University	State University of New York - Oswego
Brigham Young University - Utah	Long Island University: C.W. Post Campus	Stockbridge School, University of MA
Bunker Hill Community College	MA College of Pharmacy & Health Sciences	Stonehill College
Burlington College	Maine College of Art	Suffolk University
Cazenovia College	Maine Maritime Academy	Susquehanna University
Champlain College	Massachusetts College of Art	Syracuse University
Clemson University	Massachusetts College of Pharmacy and Health Sciences	Temple University
Cleveland State University	Massachusetts Institute of Technology	UNH - Manchester
Coastal Carolina University	McIntosh College	University of Advancing Technology
Coker College	Merrimack College	University of Arizona
Colby Sawyer College	Miami University of Ohio	University of Central Florida
Colgate University	Michigan State University	University of Connecticut
College of Charleston	Middlesex Community College	University of Delaware
College of Saint Rose	Nazereth College of Rochester	University of Florida
College of the Holy Cross	New England College	University of Hartford
College of William & Mary	New England Institute of Art	University of Hawaii - Manoa
Columbia College Chicago	New England School of Communications	University of MA - Amherst
Continental Academic of Hair Design	New England School of Photography	University of MA - Boston
Culinary Institute of America	New Hampshire Institute of Art	University of MA - Dartmouth
Curry College	New Hampshire Technical Institute	University of MA - Lowell
Daniel Webster College	NHCTC - Laconia	University of Maine - Farmington
Dean College	NHCTC - Manchester	University of Maine - Orono
Dickinson College	NHCTC - Nashua	University of Maryland
Drexel University	Northeastern University	University of Maryland, Baltimore County
Elmira College	Norwich University	University of New England
Emerson College	Oberlin College	University of New Hampshire
Emmanuel College	Ohio State University	University of Rhode Island
Endicott College	Pennsylvania State University	University of Rochester
Fairfield University	Plymouth State University	University of Vermont
Fairleigh Dickinson University	Potomac State College of West Virginia University	Utica College
Fisher College	Purdue University	Villanova University
Fitchburg State College	Quinnipiac University	Wagner College
Florida State University	Rensselaer Polytechnic Institute	Wentworth Institute of Technology
Fordham University	Rhode Island College	Wesleyan College
Framingham State College	Rhodes College	Western Kentucky University
Franklin Pierce College	Rivier College	Western Michigan University
Full Sail College	Roanoke College	Western New England College
Furman University	Rochester Institute of Technology	Westfield State College
George Washington University	Rutgers, The State University of NJ	Wheaton College
Gettysburg College	Sacred Heart University	Worcester Polytechnic Institute
Gordon College	Salem State College	Worcester State College
Goucher College	Salve Regina University	Word of Life Bible Institute
Harding University	Sarah Lawrence College	
Hartwick College	Savannah College of Art & Design	
Hawaii Pacific University	Scottsdale Community College	
Hesser College	Seton Hall	
High Point University	Sierra Nevada College	



PLANNING & BUILDING COMMITTEE

Merrimack School District

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

Report to the Citizens of Merrimack

March 2008

The Planning and Building Committee is chartered with providing long term strategic planning for the Merrimack School District. It is the only such committee in the state whose members are elected.

The Committee welcomed new member Gage Perry last spring.

Much of the past year has been spent continuing work on on-going projects such of renovations needed for bring the upper elementary school up to code and parking at the high school. As part of its annual review of the District's Capital Improvement Plan, the Committee learned about upcoming roofing reconstruction and asbestos removal projects. In addition, the Committee began work on several future projects such as air quality renovations at all schools and the space needs of a combined SAU/SpEd office.

As the year ended, the Committee set the following as priorities for the upcoming year:

1. Security at all schools.
2. Parking and Traffic at Merrimack High, Merrimack Middle and the Masticola complex.
3. Combined SAU and Special Education offices.
4. District Athletic Fields
5. District-wide Technology.

The Planning and Building Committee appreciates your continued support and participation. We welcome your comments and suggestions.

Sincerely,

Stan Heinrich, Chair
Shannon Barnes, Vice Chair
Richard Hendricks
Gage Perry
Finlay Rothhaus
Laurie Rothhaus

Merrimack School District
ANNUAL SCHOOL DISTRICT MEETING
Session 1: Deliberation
March 7, 2007

Present – School Board members: Emily Coburn, George Markwell, Rose Robertson-Smith, Jennifer Thornton and Jody Vaillancourt; Business Administrator Matthew Shevenell; Assistant Superintendent Deborah Woelflein; and Legal Counsel Kathy Peahle.

At 7:05 PM, Moderator Carolyn Whitlock called the meeting to order and led the body in the Pledge of Allegiance. Mrs. Whitlock welcomed those present and thanked them for attending. She announced that School Superintendent Marge Chiafery was not present due to a family medical emergency. Mrs. Whitlock asked Mrs. Coburn, Chair of the School Board, to introduce the School Board and officials seated on stage. She asked Stan Heinrich, Chair of both the School District Budget Committee and the School District Planning and Building Committee, to introduce the members of each committee. Mrs. Whitlock acknowledged the Assistant Moderators, the Supervisors of the Checklist, the Ballot Inspectors, and the School District staff for their efforts in preparation for the meeting. Mrs. Whitlock recognized Mr. Heinrich.

Mr. Heinrich made a MOTION that Article 9, the operating budget, be discussed at this time. Second: Pat McGrath (Peter Ave.) Mr. Heinrich spoke to his motion by stating the operating budget article was the largest cost item on the warrant and he thought it should be discussed first. Mrs. Whitlock called for a vote on the motion and declared the MOTION PASSED.

Mrs. Whitlock recognized Mr. Heinrich who moved Article 9 as printed. Second: Dick Hinch (Ichabod Lane).

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 Nine Million One Hundred Five Thousand Two Hundred Sixty Nine Dollars (\$59,105,269)? (Should this article be defeated, the operating budget shall be Fifty Nine Million Nine Hundred Eighty Five Thousand Two Hundred Eight Dollars (\$59,985,208) 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 9-0-0).

At this point, Mrs. Whitlock apologized to the body and stated she had neglected to explain the rules under which the meeting would be conducted. She stated, as in the past, the rules of the Moderator would prevail. She requested that all speakers be courteous, and speak only to the Moderator. She told the body that there would be only one amendment allowed on the floor at any one time.

Mr. Heinrich spoke to his motion by stating the Budget Committee recommended the proposed budget on a 9 – 0 – 0 vote. He indicated the proposed budget was \$1,492,749 over the current budget, but that the net additional tax impact was only \$32,479 – which amounted to less than 1¢ on the tax rate. He said the budget proposed cutting a total of 15 positions and the main cause for increases in the operating budget were increases in costs for Health Insurance and the NH Retirement System, which the School District must pay. He said the Administration has indicated that they will be negotiating to require staff to contribute more toward both. He said the only change made by the Budget Committee to the budget proposed by the School Board was to cut \$109,944 – which was the net savings gained by replacing 10 retiring teachers with 10 new hires and that this figure was determined after consultation with the School District Business Administrator. He indicated that all other motions made by Committee members to somehow change the budget had failed. He ended his remarks by stating that the School Board sets the Default Budget, and the Budget Committee had no authority over it.

Mrs. Whitlock called for discussion on the article and explained that all speakers should show their voter cards and give their name and address before speaking. She requested that speakers limit their remarks to 5 minutes.

Dave Nichols (Woodland Drive) made a MOTION to amend the bottom line of the budget in such a manner as to instate all cut staff and personnel positions. Second: Evan Fulmer (Shelburne Road).

Mrs. Whitlock asked for the amendment in writing and stated “providing amendments in writing” was another rule of procedure that would be enforced throughout the meeting.

Mr. Nichols spoke to his motion by stating that Merrimack has always run its school system at a discount rate and he felt the proposed budget fell below even that. He said people’s property values were going to fall, as there is already the perception that Merrimack’s school system is sub-standard.

Mr. Heinrich asked for a dollar amount before any vote was taken. He suggested there should be some discussion from the School Board members relative to the positions cut as he believed that some of the positions cut were due to decreases in enrollment. He stated that this was a bottom line addition, with no specific guidance or direction, and that the School Board would have the ultimate decision whether any, some, or all of the positions would be reinstated.

Mrs. Whitlock announced that the amendment added \$701,054 to the budget, which represented a new operating budget figure of \$59,805,318.

Shannon Barnes (Lawrence Road) asked for a POINT of ORDER. She wanted to know if adding the amount to the amendment meant there were two motions on the floor. Mrs. Whitlock ruled that stating the amount did not add to or amend the amendment and thus, there was only one amendment on the floor.

Mrs. Coburn stated that declining enrollment had been a factor the proposed staff cuts. She stated the School Board believes that all cuts were made with sound judgment. She stated the budget as proposed will allow the School District to adequately educate all students.

Mrs. Whitlock offered Mrs. Twardosky an opportunity to speak next as she had been the next when in line when Mrs. Barnes asked for a Point of Order. Mrs. Twardosky yielded to Mrs. Barnes.

Mrs. Barnes stated the School Board had put a lot of time and thought into the proposed budget. She said the Budget Committee had then reviewed the budget. She said she felt that, with the declining reenrollment, this was a responsible budget.

Jennifer Twardosky (Gail Road) asked for the projected enrollments and why positions had been cut. Mrs. Whitlock ruled her question out of order because it did not pertain to the motion on the floor. Mrs. Twardosky said she had a question for the School Board regarding enrollments and she wanted the School Board to explain why seven teachers were no longer needed. Mrs. Whitlock asked if any member of the School Board wanted to answer this question. Mrs. Coburn stated that Mrs. Twardosky was a member of the Budget Committee and had the projected enrollments in her budget book. Mrs. Twardosky agreed she had the projections, but she wanted Mrs. Coburn to state how many less students were expected next year. Mrs. Whitlock ruled Mrs. Twardosky had her answer and read RSA 40:8 which explains the consequences of being disorderly at the meeting and offered Mrs. Twardosky a choice. Mrs. Twardosky sat down.

Dennis King (Derry Street) stated he opposed the amendment. He said he thought what Mrs. Twardosky was trying to get at was that enrollments are going down. He said that someone has to speak for the taxpayers. He said that the budget as originally proposed by the Administration was much more draconian, that the students had risen up to complain, and that the budget as currently proposed was a compromise.

Carol Morrison (Maidstone Drive) stated she supported the amendment. She said she understood that enrollments were going down and the School Board is not obligated to spend all the money, but she felt that some positions that were cut were not related to enrollments and should be reinstated, for example the high school library assistant.

Carol Lang (Wilson Hill Road) stated she felt the change in enrollment was relevant to the discussion and quoted from her Budget Book that the District is projected to have 104 less students next year.

Andrew Sylvia (Merrymeeting Drive) asked to make a POINT of ORDER. He asked if he could address the School Board. Mrs. Whitlock told him that all comments were to be addressed to the Moderator. Mr. Sylvia asked if the School Board could explain why positions were cut. Mrs. Coburn stated that the School Board asked the Administration to present a level service budget and a level funded budget. She noted that the Administration had not been able to present a level funded budget. She stated the original Administration budget had cut 39 positions. She said the School Board believes that all the positions cut can be absorbed due to the enrollment decrease and attrition, and that there will be a minimal impact on class sizes.

Mr. Heinrich stated that there had been no move at the Budget Committee to reinstate all positions, but that the

Committee had only made one move to reinstate staff (a Library Assistant at the High School), and that motion failed. He stated that there had been several moves to cut other staffing positions, all of which had failed. He said that he didn't think a wholesale addition to the bottom line was a wise move. He said he thought some positions were cut due to declining enrollment, but others were cut to cut the budget.

James Roy (Belmont Drive) stated he was the President of Merrimack Teachers Association. He said he wanted to clarify prior speakers' remarks. He said that the Administration had been directed to put forth a level funded budget, but that did not mean the Administration supported the budget that was presented. He said that some of the positions cut were related to decreased enrollments, but not all. He said some cuts had been made to put forth a leaner budget and these cuts could have a negative impact on existing programs. He stated, as an example, that cutting the Middle School Choral Teacher could potentially wipe out the Middle School Choral Program.

Stan Whitlock (Baboosic Lake Road) called the question on the amendment. Mrs. Whitlock ruled that those in line could speak.

Bob Best (Marty Drive) said he supported the amendment. He said he was always in favor of careful budgeting – eliminating what was not needed, and setting as priorities what was needed; in other words, cutting the fat. He stated he believed that more than fat had been cut. He said he wanted the School District to provide service next year that was as good or better than what was provided this year. He said a frugal budget should not be a budget that hurts the district. He said, even in a level funded budget, there are areas like fuel, lighting and food, where costs will increase and that that other areas of the budget will have to be reduced to absorb these increases, but he didn't think that teachers should be expected to bear the burden of these increases. He further noted that inflation occurs to the School District as well as the voters.

Mr. Nichols that he did not have the insight to determine which positions to suggest putting back. He said the Superintendent was put under a lot of pressure to present a level budget and he didn't want to be here until two in the morning discussing each position that would potentially added. He suggested that the School Board could have such discussion. It was his intention to provide the School Board with the funds to do so.

Mrs. Whitlock announced that discussion was closed and reread the amendment. She stated that the body would be voting to add \$701,054 to the bottom line of the budget for a new total operating budget of \$59,806,318. She said the total budget amount she had announced earlier was incorrect.

Mr. King asked for a POINT of ORDER. He wanted to know the procedure to request a secret ballot. Mrs. Whitlock explained that five registered voters, present in the room, could petition a secret ballot and allowed Mr. King time to garner such signatures.

After receipt of such petition, Mrs. Whitlock told the body that Dennis King, Jennifer Twardosky, Carol Lang, Richard Barnes (Lawrence Road) and Fran L'Heureux (Back River Road) had petitioned a secret ballot. She explained to the body what this petition meant.

Mr. Whitlock asked for a POINT of ORDER. He wanted to know if this petition for a secret ballot was for the amendment only or for all votes taken during the meeting. Mrs. Whitlock stated it was just for this one vote.

Lon Woods (Arbor Street) asked for a POINT of ORDER. He wanted to know what the time limit would be for the ballot voting. Mrs. Whitlock stated the polls would be open until everyone in the room had voted or for one hour, whichever was longer.

After an outcry from the body, Mrs. Whitlock explained that the body could overrule the Moderator.

Mr. Hinch made a MOTION to overrule the Moderator and have the polls open for one hour or less. Second: Mr. Whitlock.

Mrs. Whitlock explained the procedures that would be followed during the secret ballot.

Mr. Hinch asked for a POINT of ORDER. He asked for a vote on his motion. Mrs. Whitlock called for a vote on the motion to keep the polls open one hour or less and declared the MOTION PASSED.

Robert Camberlain asked for a POINT of ORDER. He wanted to know if there was a limit as to the amount of time someone could remain in the voting booth. Mrs. Whitlock told him that there was no requirement that anyone enter the voting booth in order to vote. Voters could simply mark their ballots and cast them.

Mrs. Whitlock asked if anyone else had any questions on the procedures to be followed during the meeting.

Mr. King asked to have the amendment read, and an explanation of what a "Yes" vote and a "No" vote meant.

Cheryl Lieberman (Tomahawk Drive) asked for a POINT of ORDER. She wanted to know how the body would know that people had only received one ballot. Mrs. Whitlock asked all voters to sign their voting cards and said that the Assistant Moderators would be putting a line through the signature on the card to ensure that each person only got one ballot.

Mrs. Whitlock opened the polls at 7:55 PM and recessed the meeting.

At 8:05 PM, Mrs. Whitlock announced that a problem had arisen. She told the body that some people in the room had apparently started a move to have voters sign both sides of their voter cards and go to two Assistant Moderators in order to get a second ballot. She asked all Assistant Moderators to check both sides of voter cards.

At 8:15 PM, Mrs. Whitlock asked for the attention of the body and stated that she had spoken with legal counsel and members of the School Board regarding concerns people had about the rumor that some people had voted more than once.

Mr. Hinch asked for a POINT of ORDER. He wanted to know if the polls were being closed. Mrs. Whitlock stated the polls had not been closed and asked if there was anyone in the room who had not voted. She told the body that there were still people waiting to vote and that it was legal for those in the room to call and ask others to come and vote as long as the polls were open. She also said that the body could not continue deliberation on Article 9 until the votes were tallied and the result known.

Ken Coleman (Gail Road) asked for a POINT of ORDER. He suggested that the body table Article 9 and continue deliberations on other warrant articles. Mrs. Whitlock requested he put his suggestion on the form of a motion. Mr. Coleman made a MOTION to table Article 9, until such time as the votes were tallied and the result known, and move on to Article 2. Second: Mr. King. Mrs. Whitlock said there could be no discussion on a motion to table and called for a vote. She

declared the MOTION PASSED.

Roy Swonger (Klara Drive) asked for a POINT of ORDER. He wanted to know what time the polls would be closed. Mrs. Whitlock said the polls would close at 9 PM.

Mrs. Barnes asked for a POINT of ORDER. She wanted to know if she could request that Article 7 be discussed at this time instead of Article 2. Mrs. Whitlock clarified that Mr. Coleman's motion had specifically stated "Article 2" and suggested that Mrs. Barnes make a motion to request Article 7 be discussed now.

Mrs. Barnes made a MOTION to move discussion on Article 7 next. Second: Mrs. Lang. Mrs. Barnes spoke to her motion by stating that the School District had requested that representatives from Honeywell be present at the meeting and she felt it was a courtesy to them to discuss this article sooner, rather than later.

Mrs. Whitlock called for discussion on the motion. There was none. Mrs. Whitlock called for a vote and declared the MOTION PASSED. Mrs. Whitlock read Article 7.

Article 7 (Special Warrant Article): Shall the District vote to authorize the school board to enter into a 12-year lease agreement for the purpose of energy efficiency and building infrastructure upgrades to district facilities, and to raise and appropriate the sum of \$214,096 for the first year's payment for that purpose? This lease agreement contains an "escape" clause. (Majority vote required). (Recommended by the School Board. Vote: 5-0-0). (Recommended by the Budget Committee Vote: 9-0-0).

Mrs. Whitlock recognized Mr. Markwell who moved Article 7 as printed. Second: Mrs. Vaillancourt. Mr. Markwell spoke to his motion and stated that in an effort to save money, and control costs, the School Board had asked Honeywell to do an energy audit. Honeywell went through all District buildings and prepared a plan that would include heating and ventilation improvements and some building upgrades. He said this plan would be funded through energy savings, energy rebates and state building aid. He said the program is guaranteed by Honeywell to have a zero cost increase on the amount that the District is currently paying for energy. At this point, Mr. Markwell yielded to Jim Lucy and Wally Howe from Honeywell, who gave a brief power point presentation on the project.

Mrs. Whitlock called for discussion on the article.

Mr. King spoke in favor of the article. He stated that the Town had used PSNH for an energy audit and had a five-year payback period, but he noted that the School District anticipates over \$119,000 in additional revenue during the ten-year payback period.

Mrs. Barnes stated she was a member of the Planning and Building Committee and had been on the sub-committee that had reviewed this proposal. She stated she was fully in favor of it. She said the Planning and Building Committee not only looks at how many students are in a school, but how the school buildings are maintained. She said this plan actually covers now, at no cost to the taxpayers, some building issues that are slated for future years in the C.I.P., and will allow other things in the C.I.P. to be moved forward. She also said that Honeywell guarantees the savings indicated in the plan. If the District does not realize the expected savings, Honeywell will pay the difference to the District. She felt that

using Honeywell was a better idea than doing a PSNH audit because this was a total package. For example, she noted it included such things as sealing building envelopes.

Laurie Rothhaus (Kittredge Road) stated she was also on the sub-committee that reviewed this proposal and she wanted to commend the School Board and the Superintendent's Office for their efforts in bringing forth this proposal.

Norman Phillips (Edward Lane) asked if Honeywell makes a profit on this project. Mrs. Coburn deferred to Mr. Shevenell who stated that a normal amount of profit has been built into the proposal.

Mr. Sylvia spoke in favor of the article.

Walter Ericson (Bowman Court) stated he had reviewed the plan with Mr. Shevenell and the representatives from Honeywell. He said this was a solid plan and represented a good way to address a lot of problems, get a lot of needed fixes done and a lot of things corrected. He also stated the reason the payback period was so long was that some of the things the plan addresses are related to health issues.

Mrs. Vaillancourt told the body that she had been on the sub-committee that had reviewed the proposal. She said the sub-committee had consisted of Mr. Markwell, Mrs. Rothhaus, Mrs. Barnes, Mr. Shevenell, Mrs. Chiafery and representatives from Honeywell. She said each member of the School Board and Administration has a notebook full of data, which the public could review. She felt the proposal would result in a better and healthier learning environment and that the proposal represented a plan for responsible energy consumption.

David Frothingham (Craig Drive) stated he was in favor of the proposal but was concerned that the warrant article does not explain the offsetting savings. Mr. Shevenell stated that the language was almost verbatim what the Department of Revenue Administration recommended for lease/purchase warrant articles. He said he would be sure to clearly delineate the savings and offsetting revenues in the voter's guide that the District would be providing to the voters.

Mr. Whitlock called the question. Mrs. Whitlock ruled the person in line could speak.

Finlay Rothhaus (Kittredge Lane) asked what assurance the District has that the state will provide the anticipated \$94,000 in building aid. Mr. Shevenell replied that the statute says the state shall provide 30% aid and the state has paid for past building projects. However, there is no guarantee that statute will remain the same. Mr. Rothhaus asked for an explanation of the "escape clause." Mr. Shevenell explained that the escape clause language is necessary for lease purchase agreements. It allows the District to back out of the agreement if funds are not appropriated in any given year and it also means that this article only needs a simple majority to pass, rather than a 3/5 majority.

Mrs. Whitlock asked if there was anyone in the room who had not voted on the amendment to Article 9. Seeing no one, Mrs. Whitlock closed the polls at 9 PM and directed the Assistant Moderators and the Clerk to count the ballots while deliberations continued.

Mrs. Whitlock explained that the purpose of Deliberative Session was to discuss all articles on the warrant and move then to the ballot. She said that voters could vote to amend articles, but that no final votes would be taken on any article. Voters would be going to the polls on April 10th for the final

vote on all articles. Mrs. Whitlock declared Article 7 moved to the ballot.

Mr. Heinrich made a MOTION to restrict reconsideration of Article 7. Second: Mr. Sylvia. Mrs. Whitlock explained that passage of this motion would mean that Article 7 could not be brought up for discussion again during the evening. Mrs. Whitlock called for a vote on the motion and declared the MOTION PASSED. Mrs. Whitlock declared discussion on Article 7 restricted.

Mr. King made a MOTION to discuss Article 8 at this time. Second: Joe Vliet (Hartwood Drive). Mrs. Whitlock called for a vote on the motion.

Mr. Heinrich asked for a POINT of ORDER. He suggested that some people would like to speak to the motion. Mrs. Whitlock called for discussion on the motion.

Patricia Korianski (Jessica Drive) requested that Article 8 be tabled until the results of the vote on the amendment to Article 9 were known. Mrs. Whitlock told her that there was a motion on the floor, which had not been voted on and asked if she was speaking against the motion. Mrs. Korianski said she was.

Mr. Heinrich spoke in opposition to the motion. He stated that should the amendment to Article 9 pass, Article 8 would likely be drastically amended.

Mr. King and Mr. Vliet WITHDREW the MOTION and the second.

Mrs. Whitlock reread the amendment to Article 9 and announced that she had the results of voting.

Yes – 231

No – 87

Mrs. Whitlock declared the AMENDMENT PASSED.

Mr. Hinch made a MOTION to call the question on Article 9. Second. Mr. Woods. Mrs. Whitlock clarified that this action would end discussion on the operating budget, as amended, and move the amended budget article to the ballot. Mrs. Whitlock called for a vote on the MOTION and declared MOTION PASSED. Mrs. Whitlock declared Article 9 moved to the ballot.

Mr. Hinch made a MOTION to restrict reconsideration of Article 9. Second: Mr. Heinrich.

Mrs. Whitlock called for discussion on the motion.

Mrs. Twardosky asked for a POINT of ORDER. She wanted to know how many people had checked in to vote and suggested that a re-vote was in order. Mrs. Whitlock told her the budget article had already been moved to the ballot. Mrs. Twardosky stated a concern that people may have voted twice. Mrs. Whitlock consulted with legal counsel and advised that those, who doubted the validity of the 231-87 vote on the amendment, should vote against the motion to restrict reconsideration.

Mrs. Whitlock called for a vote on the motion and declared the MOTION PASSED and reconsideration of Article 9 restricted.

Mrs. Lang asked for a POINT of ORDER. She suggested that the Moderator have the Assistant Moderators go around the room checking voter cards and if they found someone with two signatures on the card, they could issue new voter cards or request that voter leave.

After an outcry from the body, Mrs. Whitlock ruled that the consensus in the room was that the body was satisfied with

the result and desired no further action.

Mr. King asked to be heard. He stated that he didn't think there had been any voter fraud, and that his intention for requesting a secret ballot was to allow the taxpayers to speak freely.

Mrs. Whitlock reminded the body that voting on all warrant articles and the election of officers will take place on April 10th. Mrs. Whitlock stated the meeting would move to Article 2, which she read.

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. Robertson-Smith who moved Article 2 as printed. Second: Mr. Markwell. Mrs. Robertson-Smith spoke to her motion by stating this was a standard housekeeping article, which would allow the School District to accept gifts, legacies and donations of personal or real property that might become available during the next year. She said this article has no budget impact.

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

Article 3 (Special Warrant Article): Shall the District raise and appropriate an amount up to \$50,000 or 20% of the unencumbered surplus funds remaining at the end of the fiscal year 2006-2007, whichever amount is less, and transfer that amount to the Roof Reconstruction Capital Reserve Fund? (Majority vote required). (Recommended by the School Board Vote: 4-1-0). (Recommended by the Budget Committee Vote: 12-1-0).

Mrs. Whitlock recognized Mrs. Vaillancourt who moved Article 3 as read. Second: Mrs. Robertson-Smith. Mrs. Vaillancourt spoke to her motion by stating this fund was established in 1992 for the repair, maintenance, and replacement of school roofs. She said that there are two roofing projects identified in the CIP: a portion of Masticola Elementary School in 2008-2009 at an estimated cost of \$150,000 and a portion of Reeds Ferry School in 2011-2012 at an estimated cost of \$250,000. She said this article only asks for \$50,000 from surplus to be put into the account to save toward these projects and noted that the voters have to approve the projects before monies can be expended from this account. Mrs. Vaillancourt stated the current balance in this account was \$250,000.

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

Article 4 (Special Warrant Article): Shall the District raise and appropriate an amount up to \$50,000 or 20% of the unencumbered surplus funds remaining at the end of the fiscal year 2006-2007, whichever amount is less, and transfer that amount to the Pavement Reconstruction Capital Reserve Fund? (Majority vote required). (Recommended by the School Board Vote: 4-1-0). (Not Recommended by the Budget Committee Vote: 3-10-0).

Mrs. Whitlock recognized Mrs. Coburn who moved Article 4 as read. Second: Mrs. Vaillancourt. Mrs. Coburn spoke to her motion by stating this account had also been established in 1992 and the funds for this article would come from surplus. She stated there are no projects identified in the C.I.P. because projects must cost over \$100,000 for inclusion in the C.I.P. However, she said the School Board is looking at a \$50,000 project for the upper parking lot at Thorntons Ferry School and a \$75,000 project at the entrance to Masticola Elementary School. She stated these projects would need approval of the voters before funds could be expended and that the fund currently had \$8,000 in it.

Mrs. Whitlock recognized Mrs. Heinrich who explained that the vote of the Budget Committee was listed incorrectly on the warrant. She said the motion to recommend this article at the Budget Committee had failed by a vote of 3 – 10 – 0. She said Merrimack is the only community in New Hampshire that lists the "recommend" or "not recommend" votes on the warrant and the ballot. She said past practice of both the Town Clerk and herself, when motions to recommend articles fail, was to reverse the motion and the vote when indicating the recommendation on an article. Thus, this article should have been printed as "not recommended by the Budget Committee Vote: 10 – 3 – 0" and would appear that way on the ballot unless the article was amended by the body.

Mrs. Whitlock called for discussion on the article.

Mr. Heinrich explained that the "not recommended" vote by the Budget Committee was in response to members concerns that there were no projects identified in the C.I.P. for these funds. However, he stated that the Planning and Building Committee is currently reviewing several potential paving projects for inclusion in the C.I.P. Mrs. Whitlock asked Mr. Heinrich to explain "C.I.P." Mr. Heinrich stated C.I.P. meant Capital Improvement Plan. This plan includes a 10 year overview of anticipated Town, School District and Water District capital projects.

There was no further discussion. Mrs. Whitlock declared Article 4 moved to the ballot.

Mr. Heinrich made a MOTION to restrict reconsideration of Articles 2, 3 and 4. Second: Mr. Hinch. Mrs. Whitlock called for a vote on the motion and declared MOTION PASSED. Mrs. Whitlock declared reconsideration of Articles 2, 3 and 4 restricted and read Article 5.

Article 5 (Special Warrant Article): Shall the District raise and appropriate the sum of \$150,000 for the purpose of executing the first phase of asbestos abatement and flooring replacement at Merrimack High School? (Majority vote required). (Recommended by the School Board Vote: 5-0-0). (Recommended by the Budget Committee Vote: 13-0-0).

Mrs. Whitlock recognized Mrs. Robertson-Smith who moved Article 5 as printed. Second: Mrs. Thornton. Mrs. Robertson-Smith spoke to her motion by stating that the article asks to replace 23,000 square feet of asbestos tiles in the high school that are wearing down to the point that the District can no longer assure that the efforts to monitor and seal the tiles will prevent asbestos from becoming airborne and a potential health risk. She said the intention was to replace these tiles during summer 2007. She noted that every fall a letter goes home to parents detailing the District efforts to monitor asbestos tiles in the schools. She said the tiles were evaluated and sealed every six months, and as such presented

no health risk. She also said the District monitoring efforts were audited every three years.

Mrs. Whitlock called for discussion on the article. There was none. Mrs. Whitlock declared Article 5 moved to the ballot 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 Asbestos Abatement Capital Reserve Fund, for the purpose of eradicating all school district facilities of asbestos and raise and appropriate an amount up to \$50,000 or 20% of the unencumbered surplus funds remaining at the end of the fiscal year 2006-2007, whichever amount is less, and 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: 11-2-0).

Mrs. Whitlock recognized Mrs. Thornton who moved Article 6 as printed. Second: Mrs. Robertson-Smith. Mrs. Thornton spoke to her motion by stating that this article establishes a capital reserve fund to remove the rest of the asbestos tiles. She said, excluding those covered in Article 6, this was approximately 200,000 square feet of tiles as follows: Merrimack High – 80,000 sq. ft., Masticola Elementary – 33,000 sq ft., Reeds Ferry – 19,000 sq. ft., Thorntons Ferry – 23,000 sq ft., and Masticola Upper Elementary – 47,000 sq. ft. Mrs. Thornton stated this article represents a long-term commitment that will result in a safer learning environment for the children. She stated, if passed, the School Board would come up with a plan and timeframe for inclusion of the removal projects at each school in the C.I.P.

Mrs. Whitlock called for discussion on the article. There was none. Mrs. Whitlock declared Article 6 moved to the ballot.

Mr. Heinrich made a MOTION to restrict reconsideration of Articles 5 and 6. Second: Mr. Woods.

Mrs. Whitlock called for discussion on the motion. There was none. Mrs. Whitlock called for a vote on the motion and declared the MOTION PASSED. Mrs. Whitlock declared discussion on Articles 5 and 6 was restricted.

Mrs. Whitlock stated that she had been informed that the petitioners of Article 8 were going to move language different from what was on the warrant and that the new language would override what was on the warrant. She recognized Dayna Bergin (Holly Lane) who asked for a POINT of ORDER. Mrs. Bergin wanted to know whether passage of the amendment to Article 9 meant that all the positions cut were going to be restored. Mr. Shevenell told her that, while the money was there to restore the positions, restoring some or all of the positions would be the decision of the next School Board. Mrs. Bergin asked if the positions cut were in the default budget. Mr. Shevenell stated the positions were in the default budget, but that any decision about how to spend the default budget would be made by the School Board and there was no guarantee that some or any of the positions cut would be restored. Mrs. Whitlock stated that the legislative body (the voters) can make recommendations on how to spend the budget, but it is the governing body (the School Board) how makes the final spending decisions. She said the voters approve a bottom line and the School Board decides how and where to distribute the funds. Mrs. Bergin stated it was her understanding that if Article 8, as written, fails, the School

Board cannot reinstate the Assistant Principal position, even it has the necessary funds. Mrs. Whitlock agreed and suggested that she make her motion so that it would be discussed.

Mrs. Bergin moved Article 8 as follows:

Article 8 (By Petition): Shall the District ask the School Board to re-instate the position of Assistant Principal at James Masticola Elementary School?

Second: Mr. Heinrich. Mrs. Bergin spoke to her motion by saying she was grateful to those who had come out tonight and restored funds for the positions that had been cut. Mrs. Whitlock called for discussion on the article.

Mrs. Korianski spoke in favor of the article.

Mr. Heinrich spoke in favor of the article but stated that the article was advisory only.

Mr. Phillips asked if the article as it is now proposed fails, can the School Board still reinstate the position. He referenced state law that failed articles cannot be funded through the operating budget. Mrs. Peahle stated that, since the article contained no appropriation, the School Board could reinstate the position.

Mrs. Lang asked if a recommendation by the School Board or the Budget Committee was required since the article did not contain funds. Mr. Shevenell stated that a recommendation was not required. Mrs. Lang stated her continued support for this article.

Mr. Hinch asked for a clarification of whether or not the funds for this position had been included in the monies added to the operating budget in the amendment to Article 9. Mr. Shevenell stated that they had been.

Mr. Whitlock called the question.

Tim Tenhave (Amherst Street) asked if this article was still a "special warrant article." Mrs. Whitlock told him that by virtue of being petitioned, it was considered a special warrant article. Mr. Tenhave stated he thought an appropriation was required for the "special warrant article" designation. Mr. Shevenell stated that all petitioned warrant articles are considered special warrant articles.

Mrs. Whitlock stated at this point, those who had been in line when the question was called had spoken, but since she had not given the rules at the beginning of the meeting, she was going to allow the people presently in line to speak.

Linda Matts (Greenwood Drive) spoke in favor of the article.

Louise Casseres (Windsor Drive) spoke in favor of this article.

Mr. Camberlain spoke in favor of this article.

Debbie Fournier (Jessica Drive) spoke in favor of this article.

Mrs. Whitlock declared that discussion on Article 8 was ended. She told the body that even though the motion made on Article 8 was different than what was printed on the warrant on the warrant, the motion that was made was not an amendment and as such, did not have to be voted on by the body to move forward. Mrs. Whitlock declared Article 8 moved to the ballot and asked if there was any other business to come before the body.

Mr. Heinrich reminded those present that the Budget Committee would be meeting immediately after this meeting had adjourned and thanked Mrs. Whitlock conducting the meeting. Mr. Heinrich made a MOTION to adjourn. Second: Davis Powell (Greatstone Drive.)

Mrs. Whitlock thanked those present for their patience, tolerance and cooperation in following the rules. She called for a vote on the motion and declared the MOTION PASSED and the meeting adjourned at 9:56 PM.

Session 2: Ballot Voting

April 10, 2007

The Town Moderator and Assistant Town Moderators opened the polls at 7:00 AM. At 8:00 PM, the Moderator and the Assistant Moderators closed the polls and allowed those present to finish voting.

At 9:30 PM after results were tallied, School District Moderator Carolyn Whitlock announced 3,896 voters had cast ballots with the following results:

School Board – three years, two seats

Emily Coburn – 2,283 votes
Daniel Dwyer – 1,462 votes
Rosemary Robertson-Smith – 2,080 votes
Jennifer Twardosky – 1,589 votes
Miscellaneous – 6 votes

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

Budget Committee – three years, four seats

“Bill” Chaussee – 1,237 votes
Stanley R. Heinrich – 1,973 votes
Carol Lang – 2,008 votes
Christopher Ortega – 1,946 votes
Michael V. Pelletier – 1,509 votes
Andrew Sylvia – 1,643 votes
Miscellaneous – 27 votes

The Moderator declared Stanley Heinrich, Carol Lang, Christopher Ortega and Andrew Sylvia elected.

Budget Committee – two years, four seats

Richard Barnes – 1,604 votes
William “Bill” Cummings – 2,223 votes
“Andy” Schneider – 1,893 votes
“Chip” Underhill – 1,974 votes
“Joe” Vliet – 1,504 votes
Miscellaneous – 23 votes

The Moderator declared Richard Barnes, William “Bill” Cummings, “Andy” Schneider and “Chip” Underhill elected.

Budget Committee – one year, four seats

Norman Phillips – 2,220 votes
Matthew Publicover – 1,928 votes
Bradford Stull – 1,807 votes
Roy Swonger – 1,897 votes
Miscellaneous – 35 votes

The Moderator declared Norman Phillips, Matthew Publicover, Bradford Stull and Roy Swonger elected.

Planning & Building Committee – three years, two seats

“Kyle” Annutto – 1,400 votes
Stanley R. Heinrich – 1,879 votes
“Gage” Perry – 1,834 votes
Miscellaneous – 8 votes

The Moderator declared Stanley Heinrich and “Gage” Perry elected.

Moderator – three years, one position

Carolyn Whitlock – 2,676 votes
Miscellaneous – 58 votes

The Moderator declared Carolyn Whitlock elected.

Clerk – three years, one position

Patricia Heinrich – 2,658 votes
Miscellaneous – 27 votes

The Moderator declared Patricia Heinrich elected.

Treasurer – three years, one position

Nicole Ponti – 2,199 votes
Miscellaneous – 18 votes

The Moderator declared Nicole Ponti elected.

Article 2: Yes – 3,207 votes No – 547 votes.

The Moderator declared Article 2 passed.

Article 3: Yes – 2,942 votes No – 790 votes

The Moderator declared Article 3 passed.

Article 4: Yes – 2,297 votes No – 1,451 votes

The Moderator declared Article 4 passed.

Article 5: Yes – 2,840 votes No – 949 votes

The Moderator declared Article 5 passed.

Article 6: Yes – 2,786 votes No – 985 votes

The Moderator declared Article 6 passed.

Article 7: Yes – 2,735 votes No – 1,013 votes

The Moderator declared Article 7 passed.

Article 8: Yes – 1,879 votes No – 1,799 votes

The Moderator declared Article 8 passed.

Article 9: Yes – 2,517 votes No – 1,198 votes

The Moderator declared Article 9 passed.

Respectfully submitted,

Patricia Heinrich
School District Clerk



PLODZIK & SANDERSON

Professional Association/Accountants & Auditors

121 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX 224-1388

REPORT ON COMPLIANCE WITH REQUIREMENTS APPLICABLE TO EACH MAJOR PROGRAM AND INTERNAL CONTROL OVER COMPLIANCE IN ACCORDANCE WITH OMB CIRCULAR A-133

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

Compliance

We have audited the compliance of the Merrimack School District with the types of compliance requirements described in the U.S. Office of Management and Budget (OMB) Circular A-133 *Compliance Supplement* that are applicable to each of its major federal programs for the year ended June 30, 2007. The Merrimack School District's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts and grants applicable to each of its major federal programs is the responsibility of the Merrimack School District's management. Our responsibility is to express an opinion on the Merrimack School District's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Merrimack School District's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination on the Merrimack School District's compliance with those requirements.

In our opinion, the Merrimack School District complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the year ended June 30, 2007.

Internal Control Over Compliance

The management of the Merrimack School District is responsible for establishing and maintaining effective internal control over compliance with requirements of laws, regulations, contracts and grants applicable to federal programs. In planning and performing our audit, we considered the Merrimack School District's internal control over compliance with requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Merrimack School District's internal control over compliance.

A control deficiency in an entity's internal control over compliance exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect noncompliance with a type of compliance requirement of a federal program on a timely basis. A significant deficiency is a control deficiency, or combination of control deficiencies, that adversely affects the entity's ability to administer a federal program such that there is more than a remote likelihood that noncompliance with a type of compliance requirement of a federal program that is more than inconsequential will not be prevented or detected by the entity's internal control.

A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that material noncompliance with a type of compliance requirement of a federal program will not be prevented or detected by the entity's internal control.

Our consideration of the internal control over compliance was for the limited purpose described in the first paragraph of this section and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above.

This report is intended solely for the information of management, the school board, officers within the organization, 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.

Shirley A. Colby, CPA

March 24, 2008

PLODZIK & SANDERSON
Professional Association

MERRIMACK SCHOOL DISTRICT
Balance Sheet
Governmental Funds
June 30, 2007

	General	Expendable Trust	Grants	Middle School Construction	Other Governmental Funds	Total Governmental Funds
ASSETS						
Cash and cash equivalents	\$ 4,017,441	\$ -	\$ -	\$ 233,594	\$ 105,367	\$ 4,356,402
Investments	660,790	-	-	-	25,021	685,811
Receivables:						
Accounts	2,441	-	-	-	15,479	17,920
Intergovernmental	181,310	1,472,783	355,301	-	-	2,009,394
Interfund receivable	533,285	-	-	-	-	533,285
Total assets	<u>\$ 5,395,267</u>	<u>\$ 1,472,783</u>	<u>\$ 355,301</u>	<u>\$ 233,594</u>	<u>\$ 145,867</u>	<u>\$ 7,602,812</u>
LIABILITIES AND FUND BALANCES						
Liabilities:						
Accounts payable	\$ 76,294	\$ -	\$ 217,570	\$ -	\$ 1,447	\$ 295,311
Contracts payable	-	-	-	233,594	-	233,594
Interfund payable	-	400,000	133,285	-	-	533,285
Deferred revenue	-	-	4,446	-	7,748	12,194
Total liabilities	<u>76,294</u>	<u>400,000</u>	<u>355,301</u>	<u>233,594</u>	<u>9,195</u>	<u>1,074,384</u>
Fund balances:						
Reserved for encumbrances	348,699	-	-	-	-	348,699
Reserved for special purposes	150,000	1,072,783	-	-	-	1,222,783
Unreserved, undesignated, reported in:						
General fund	4,820,274	-	-	-	-	4,820,274
Special revenue funds	-	-	-	-	136,672	136,672
Total fund balances	<u>5,318,973</u>	<u>1,072,783</u>	<u>-</u>	<u>-</u>	<u>136,672</u>	<u>6,528,428</u>
Total liabilities and fund balances	<u>\$ 5,395,267</u>	<u>\$ 1,472,783</u>	<u>\$ 355,301</u>	<u>\$ 233,594</u>	<u>\$ 145,867</u>	<u>\$ 7,602,812</u>

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

EXHIBIT C-3
MERRIMACK SCHOOL DISTRICT
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For the Fiscal Year Ended June 30, 2007

	General	Expendable Trust	Grants	Middle School Construction	Other Governmental Funds	Total Governmental Funds
Revenues:						
School district assessment	\$ 36,006,556	\$ -	\$ -	\$ -	\$ -	\$ 36,006,556
Other local	1,043,884	69,668	-	-	1,244,920	2,358,472
State	17,341,494	-	-	-	19,161	17,360,655
Federal	606,562	-	1,937,883	-	230,496	2,774,941
Total revenues	54,998,496	69,668	1,937,883	-	1,494,577	58,500,624
Expenditures:						
Current:						
Instruction	25,600,926	-	1,937,883	-	203	27,539,012
Support services:						
Student	2,774,975	-	-	-	-	2,774,975
Instructional staff	1,022,551	-	-	-	5,122	1,027,673
General administration	112,431	-	-	-	-	112,431
Executive administration	872,682	-	-	-	-	872,682
School administration	2,028,006	-	-	-	-	2,028,006
Business	221,742	-	-	-	-	221,742
Operation and maintenance of plant	3,265,247	-	-	-	-	3,265,247
Student transportation	2,535,222	-	-	-	-	2,535,222
Other	12,661,276	-	-	-	-	12,661,276
Non-instructional services	-	-	-	-	1,518,657	1,518,657
Debt service:						
Principal	1,390,000	-	-	-	-	1,390,000
Interest	944,910	-	-	-	-	944,910
Facilities acquisition and construction	407,612	-	-	-	-	407,612
Total expenditures	53,837,580	-	1,937,883	-	1,523,982	57,299,445
Excess (deficiency) of revenues over (under) expenditures	1,160,916	69,668	-	-	(29,405)	1,201,179
Other financing sources (uses):						
Transfers in	400,000	-	-	-	1	400,001
Transfers out	(1)	(400,000)	-	-	-	(400,001)
Total other financing sources and uses	399,999	(400,000)	-	-	1	-
Net change in fund balances	1,560,915	(330,332)	-	-	(29,404)	1,201,179
Fund balances, beginning	3,758,058	1,403,115	-	-	166,076	5,327,249
Fund balances, ending	\$ 5,318,973	\$ 1,072,783	\$ -	\$ -	\$ 136,672	\$ 6,528,428

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

Merrimack School District Comparative Enrollments

Grade	Enrolled 9/2007	Enrolled 1/2008	Estimated 9/2008
K	255	256	250
1	292	292	300
2	339	338	294
3	271	271	341
4	340	340	279
Sub Total	1497	1497	1464
5	352	352	346
6	361	360	360
Sub Total	713	712	706
7	383	386	365
8	378	383	379
Sub Total	761	769	744
9	377	376	376
10	388	381	369
11	401	397	384
12	402	387	396
Sub Total	1568	1541	1525
Spec. Ed. (Out-of-District Place- ments and Students Ages 3 & 4)	86	100	95
GRAND TOTAL	4625	4619	4534

MERRIMACK SCHOOL DISTRICT

Merrimack, New Hampshire

2008-2009

PROPOSED BUDGET

MERRIMACK MUNICIPAL BUDGET COMMITTEE

2007-2008

Stanley Heinrich, Chair	2010
Richard Barnes	2009
William Cummings	2009
Carol Lang	2010
Chris Ortega	2010
Norman Phillips	2008
Matthew Publicover	2008
Andrew Schneider	2009
Brad Stull	2008
Roy Swonger	2008
Andrew Sylvia	2010
Chip Underhill	2009

Ex-Officio School Board

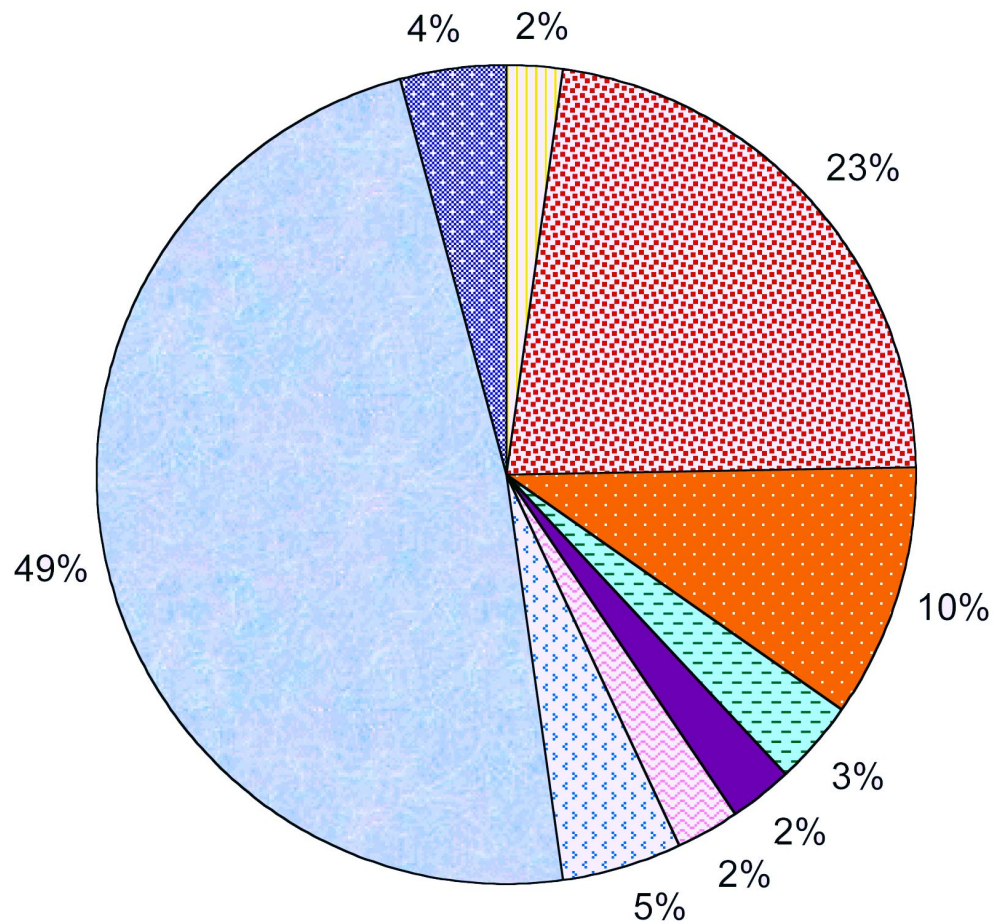
George Markwell

Jody Vaillancourt (alternate)

Pat Heinrich, Secretary

DISTRIBUTION OF YOUR EDUCATION DOLLAR

Proposed Budget 2008-2009



Merrimack School District School District Warrant

March 4, 2008 (Deliberation)

and April 8, 2008 (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 Mastricola Upper Elementary School in said District on Tuesday, March 4, 2008, 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 Mastricola Upper Elementary School, St. John Neumann Church or St. James United Methodist Church, depending upon your place of residence, on Tuesday, April 8, 2008, 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>
2008-2009	\$891,647
2009-2010	\$760,787
2010-2011	\$733,469

and raise and appropriate the sum of Eight Hundred Ninety One Thousand Six Hundred Forty Seven Dollars (\$891,647) for the 2008-2009 fiscal year, such sum representing the 2008-2009 costs attributable to the increase in salaries and benefits described above over those of the 2007-2008 fiscal year? (Majority vote required). (Recommended by the School Board Vote: 4-1-0). (Recommended by the Budget Committee. Vote 12-0-0).

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 Forty Thousand Dollars (\$240,000) for the purpose of roof replacement at Masticola Elementary School and fund said appropriation by withdrawing Two Hundred Forty Thousand Dollars (\$240,000) from the Merrimack School District Roof Reconstruction Fund created for that purpose? (Majority vote required). (Recommended by the School Board Vote: 5-0-0). (Recommended by the Budget Committee. Vote 12-0-0).

ARTICLE 6 (Special Warrant Article) Shall the District raise and appropriate the sum of One Hundred Forty Thousand Dollars (\$140,000) for the purpose of asbestos abatement and flooring replacement at Reeds Ferry Elementary School and fund said appropriation by withdrawing Fifty Thousand (\$50,000) from the Asbestos Abatement Capital Reserve Fund created for that purpose with the balance of Ninety Thousand (\$90,000) coming from general taxation? (Majority vote required). (Recommended by the School Board Vote: 5-0-0). (Recommended by the Budget Committee. Vote 12-0-0).

ARTICLE 7 (Special Warrant Article) Shall the District create a non-lapsing revolving fund under the provisions of RSA 194:3-c, to be known as the School District Environmental Education and Forest Management Fund, for the purpose of providing environmental learning opportunities for students, to maintain/manage district outdoor learning environments, and to sustain a healthy forest and wildlife habitat, which shall be funded by receipts from the proceeds of the execution of the forest management plan developed by the District and by privately-donated gifts, legacies and devises; and shall the District raise and appropriate the sum of up to Fifteen Thousand Dollars (\$15,000) toward this purpose, said amount to be withdrawn from the fund during the 2008-2009 fiscal year and disbursed monthly as needed? (Majority vote required). (Recommended by the School Board Vote: 4-1-0). (Recommended by the Budget Committee. Vote 12-0-0).

ARTICLE 8 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 \$61,829,244? (Should this article be defeated, the operating budget shall be \$61,857,767 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 12-0-0).

Note: *This warrant article (operating budget) does not include appropriations in ANY other warrant articles.*

Given under our hands at said Merrimack this 19th day of February, 2008.

Emily Coburn
Rose Robertson-Smith
George Markwell
J. J. T. T.
Jody Vaillancourt

Emily Coburn
Rose Robertson-Smith
George Markwell
Jennifer Thornton
Jody Vaillancourt
SCHOOL BOARD

A true copy of warrant - attest:

Emily Coburn
Rose Robertson-Smith
George Markwell
J. J. T. T.
Jody Vaillancourt

Emily Coburn
Rose Robertson-Smith
George Markwell
Jennifer Thornton
Jody Vaillancourt
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, 2008 to June 30, 2009

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 21, 2008

BUDGET COMMITTEE

Please sign in ink.

[Signature]
[Signature]
[Signature]
[Signature]
[Signature]

[Signature]
[Signature]
[Signature]
[Signature]
[Signature]

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 for Year 7/1/06 to 6/30/07	Appropriations Current Year as Approved by DRA	School Board's Appropriations		Budget Committee's Approp.		
					RECOMMENDED	NOT RECOMMENDED	RECOMMENDED	NOT RECOMMENDED	
INSTRUCTION (1000-1999)									
1100-1199	Regular Programs		15,228,087	16,049,081	16,112,352	51240	16,112,352	XXXXXXXXXX	XXXXXXXXXX
1200-1299	Special Programs		9,215,804	10,515,343	10,899,695	0	10,899,695		
1300-1399	Vocational Programs		16,485	20,000	20,000	0	20,000		
1400-1499	Other Programs		621,996	610,164	662,555	0	662,555		
1600-1599	Non-Public Programs								
1600-1899	Adult & Community Programs		7,996	6,110	6,110	0	6,110		
SUPPORT SERVICES (2000-2999)									
2000-2199	Student Support Services		2,864,868	3,091,580	3,005,493	29000	3,005,493	XXXXXXXXXX	XXXXXXXXXX
2200-2299	Instructional Staff Services		1,022,551	1,104,868	1,127,872	0	1,127,872		
General Administration									
2310-840	School Board Contingency							XXXXXXXXXX	XXXXXXXXXX
2310-2319	Other School Board		119,981	135,401	137,336	0	137,336		
Executive Administration									
2320-310	SAU Management Services		484,816	484,622	506,681	0	506,681	XXXXXXXXXX	XXXXXXXXXX
2320-2399	All Other Administration		425,453	360,422	368,265	0	368,265		
2400-2499	School Administration Service		2,028,006	2,100,820	2,109,720	0	2,109,720		500
2500-2599	Business		221,742	224,359	229,618	0	229,618		0
2600-2699	Operation & Maintenance of Plant		3,274,662	3,620,632	3,870,253	-10300	3,870,253		-
2700-2799	Student Transportation		2,535,222	2,718,894	2,716,636	110976	2,716,636		0
2800-2999	Support Service Central & Other		12,793,422	14,816,804	14,472,281	10282	14,472,281		0
3000-3999	NON-INSTRUCTIONAL SERVICES		8242.79	8500	8463	1337	8463		0
4000-4999	FACILITIES ACQUISITIONS & CONSTRUCTION		511467	214096	316657	0	316657		0
OTHER OUTLAYS (5000-5999)									
5110	Debt Service - Principal		1,390,000	1,390,000	1,390,000	0	1,390,000	XXXXXXXXXX	XXXXXXXXXX
5120	Debt Service - Interest		944,910	880,873	816,835	0	816,835		0

1	2	3	4	5	6	7	8	9
PURPOSE OF APPROPRIATIONS								
Acct. #	(RSA 33:3, V)	WARR. ART. #	Expenditures for Year 7/1/06 to 6/30/07	Appropriations Current Year As Approved by DRA	School Board's Appropriations Ensuing Fiscal Year RECOMMENDED	NOT RECOMMENDED	Budget Committee's Approp. Ensuing Fiscal Year RECOMMENDED	NOT RECOMMENDED
FUND TRANSFERS								
5220-5221	To Food Service		1,459,964	1,414,081	1,552,922	-	1,552,922	0
5222-5229	To Other Special Revenue		1,937,883	252,864	1,590,500	-	1,590,000	0
5230-5239	To Capital Projects							
5251	To Capital Reserves			300,000	0	0	0	0
5252	To Expendable Trust (*see below)							
5253	To Non-Expendable Trusts							
5254	To Agency Funds							
5300-5399	Intergovernmental Agency Alloc.							
	SUPPLEMENTAL							
	DEFICIT							
	SUBTOTAL 1		57,113,460	60,320,414	61,829,744	192,535	61,829,244	500

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

"SPECIAL WARRANT ARTICLES"

Special warrant articles are defined in RSA 32:3.VI, as appropriations: 1) in petitioned warrant articles; 2) appropriations raised by bonds or notes; 3) appropriations to a separate fund created pursuant to law, such as capital reserve funds or trust funds; 4) an appropriation designated on the warrant as a special article or as a nonlapsing or nontransferable article.

1	2	3	4	5	School Board's Appropriations Ensuing Fiscal Year		Budget Committee's Approp. Ensuing Fiscal Year	
Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32-3,V)	Expenditures for Year 7/1/06 to 6/30/07	Appropriations Current Year As Approved by DRA	WARR, ART.#	RECOMMENDED	NOT RECOMMENDED	RECOMMENDED	NOT RECOMMENDED
	Masticola Sprinkler	511,457						
	Roof Capital Reserve		50,000					
	Pavement Capital Reserve		50,000					
	Asbestos Capital Reserve		50,000					
	Asbestos Removal - High School		150,000					
	Teacher Association Contract			3	891,647	-	891,647	0
	Roof - Masticola Elementary			5	240,000	-	240,000	0
	Asbestos Removal - Reeds Ferry			6	140,000	-	140,000	0
	Environmental Education			7	15,000	-	15,000	0
	SUBTOTAL 2 RECOMMENDED	XXXXXXXXXX	XXXXXXXXXX	XXXX	1,286,647	XXXXXXXXXX	1,286,647	XXXXXXXXXX

“INDIVIDUAL WARRANT ARTICLES”

"Individual" warrant articles are not necessarily the same as "special warrant articles". Examples of individual warrant articles might be: 1) Negotiated cost items for labor agreements; 2) Leases; 3) Supplemental appropriations for the current year for which funding is already available; or 4) Deficit appropriations for the current year which must be funded through taxation.

1 Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32-3.V)	3		4		5			
		Expenditures for Year 7/1/06 to 6/30/07	Appropriations Prior Year Aa Approved by DRA	WARRL ART.#	School Board's Appropriations Ensuing Fiscal Year RECOMMENDED	NOT RECOMMENDED	Budget Committee's Approp. Ensuing Fiscal Year RECOMMENDED	NOT RECOMMENDED	

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		522,193	223,500	223,500
1400-1449	Transportation Fees				
1500-1599	Earnings on Investments		406,890	100,000	150,000
1600-1699	Food Service Sales		1,246,239	1,314,080	1,452,921
1700-1799	Student Activities		35,122	18,000	18,000
1800-1899	Community Services Activities				
1900-1999	Other Local Sources	7	41,920	30,000	30,000
REVENUE FROM STATE SOURCES			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
3210	School Building Aid		464,297	535,549	502,279
3220	Kindergarten Aid		266,400	265,000	265,000
3230	Catastrophic Aid		1,685,940	850,000	1,350,000
3240-3249	Vocational Aid		4,774	3,000	3,000
3250	Adult Education				
3260	Child Nutrition		19,053	20,000	20,000
3270	Driver Education				
3290-3299	Other State Sources				
REVENUE FROM FEDERAL SOURCES			XXXXXXXXXX		
4100-4539	Federal Program Grants		1,937,883	252,864	1,500,000
4540	Vocational Education				
4550	Adult Education				
4560	Child Nutrition		171,908	80,000	80,000
4570	Disabilities Programs				
4580	Medicaid Distribution		569,809	225,000	300,000
4590-4999	Other Federal Sources (except 4810)		36,753		
4810	Federal Forest Reserve				
OTHER FINANCING SOURCES			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
5110-5139	Sale of Bonds or Notes				
5221	Transfer from Food Service-Spec.Rev.Fund				
5222	Transfer from Other Special Revenue Funds				
5230	Transfer from Capital Project Funds			214,096	
5251	Transfer from Capital Reserve Funds	5,6	400,000		290,000

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		37,746	15,000	30,000
5253	Transfer from Non-Expendable Trust Funds				
5300-5699	Other Financing Sources				
	Energy Savings				
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			150,000	
	Fund Balance to Reduce Taxes		3,708,057	4,820,274	2,500,000
	Total Estimated Revenue & Credits		11,554,984	9,116,363	8,714,700

****BUDGET SUMMARY****

	Current Year Adopted Budget	School Board's Recommended Budget	Budget Committee's Recommended Budget
SUBTOTAL 1 Appropriations Recommended (from page 3)	60,320,414	61,829,744	61,829,244
SUBTOTAL 2 Special Warrant Articles Recommended (from page 4)	-	1,286,647	1,286,647
SUBTOTAL 3 "Individual" Warrant Articles Recommended (from page 4)	-	-	-
TOTAL Appropriations Recommended	60,320,414	63,116,391	63,115,891
Less: Amount of Estimated Revenues & Credits (from above)	9,116,363	8,714,700	8,714,700
Less: Amount of Cost of Adequate Education (State Tax/Grant)*			
Estimated Amount of Local Taxes to be Raised For Education	51,204,051	54,401,691	54,401,191

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

6,059,240

*Note: You will also be required to pay a State Education Tax RSA 75:3 and you may be required to pay an additional
excess education tax in the amount of \$_____.

BUDGET COMMITTEE SUPPLEMENTAL SCHEDULE
(For Calculating 10% Maximum Increase)
(RSA 32:18, 19, & 32:21)
LOCAL GOVERNMENTAL UNIT: Merrimack School District FISCAL YEAR: 2008-2009

Version 2 With Collective Bargaining Cost Items

<u>Line</u>		<u>Recommended Amount</u>	
1	<u>Total recommended by budget committee</u> (pg 6 MS 7, pg 6 MS 27)	63,115,891	
	Less exclusions		
2	<u>Principal: long-term bonds & notes</u> (#4711 MS 7, #5110 MS 27)	1,390,000	
3	<u>Interest: long-term bonds & notes</u> (#4721 MS 7, #5120 MS 27)	816,835	
4	<u>Capital outlays funded by bonds & notes</u> (only bonded amount)	316,657	
5	<u>Mandatory assessments</u> (usually zero)	0	
6	<u>Total exclusions</u>	2,523,492	
7	<u>Line 1 minus exclusions</u>	60,592,399	
8	<u>Multiply by 10%</u>	6,059,240	
9	<u>Maximum allowable appropriations prior to vote</u> (line 1 plus 10% calculation)	<u>69,175,131</u>	
10	<u>Collective bargaining cost items</u> "A" prior to meeting, "B" at meeting, "C" calculation	<u>"A" cost items recommended</u> 891,647	<u>"B" cost items voted</u> 891,647
11	<u>Maximum allowable appropriations voted</u> (line 9 plus "C")	<u>69,175,131</u>	<u>"C" amount above recommendation</u> 0

Merrimack School District Proposed Budget for FY 2008-2009

Account Description	Expend 06-07	Budget 07-08	Board 08-09	Bud Comm 08-09
ELEMENTARY EDUCATION				
Salaries	7,975,746	8,238,137	7,975,599	7,975,599
Assemblies & Testing	13,377	9,140	9,240	9,240
Equipment Repairs	87,791	90,837	89,210	89,210
Travel/Printing/Telephone	48,215	47,207	46,427	45,927
Field Trips	24,074	26,926	28,918	28,918
Text Books	161,113	184,527	183,642	183,642
Supplies	139,797	141,202	138,447	138,447
New & Replacement Equipment	9,233	5,750	183,051	183,051
Prof & School Improvement	11,061	10,480	11,620	11,620
TOTAL	8,470,407	8,754,206	8,666,154	8,665,654
MIDDLE SCHOOL EDUCATION				
Salaries	3,025,959	3,157,501	3,041,301	3,041,301
Assemblies & Testing	15,629	19,630	18,580	18,580
Equipment Repairs	23,305	27,289	24,574	24,574
Travel/Printing/Telephone	18,314	18,289	18,637	18,637
Field Trips	19,964	17,878	19,818	19,818
Text Books	11,558	21,639	40,702	40,702
Supplies	70,877	70,803	70,729	70,729
New & Replacement Equipment	16,809	14,780	17,636	17,636
Prof & School Improvement	10,240	7,392	8,158	8,158
TOTAL	3,212,655	3,355,001	3,260,135	3,260,135
HIGH SCHOOL EDUCATION				
Salaries	6,570,241	6,789,565	6,813,637	6,813,637
Contracted Services	131,735	132,600	132,600	132,600
Assemblies & Testing	41,086	33,500	36,637	36,637
Equipment Repairs	47,421	56,907	55,654	55,654
Travel/Printing/Telephone	36,835	35,573	36,538	36,538
Field Trips	69,798	80,231	72,465	72,465
Text Books	118,375	67,376	127,700	127,700
Supplies	249,519	237,459	238,157	238,157
New & Replacement Equipment	168,995	28,242	38,658	38,658
Prof & School Improvement	15,912	20,749	29,241	29,241
TOTAL	7,449,917	7,482,202	7,581,287	7,581,287
LIBRARY SERVICES				
Salaries	625,448	652,288	658,278	658,278
Equipment Repairs	18,008	15,500	16,000	16,000
Travel/Postage/Binding	7,649	8,463	8,401	8,401
Books, Instruct Media, Supplies	123,013	125,524	127,800	127,800
New & Replacement Equipment	3,608	3,750	7,050	7,050
Prof & School Improvement	778	868	868	868
TOTAL	778,502	806,393	818,397	818,397
SPECIAL SERVICES				
Salaries	6,947,100	7,388,700	7,500,804	7,500,804
Contracted Services	864,965	929,089	946,132	946,132
Tuition	2,700,027	3,659,702	3,885,417	3,885,417
Transportation	901,515	1,035,038	1,035,038	1,035,038
Supplies	24,849	17,309	17,309	17,309
New & Replacement Equipment	96,163	23,100	23,100	23,100
Prof & School Improvement	6,177	6,200	6,200	6,200
Travel/Printing/Telephone	14,393	14,092	14,383	14,383
TOTAL	11,555,189	13,073,230	13,428,383	13,428,383

Merrimack School District Proposed Budget for FY 2008-2009

Account Description	Expend 06-07	Budget 07-08	Board 08-09	Bud Comm 08-09
SUPERINTENDENT'S OFFICE				
Salaries	751,903	773,412	795,962	795,962
Contracted Services/Repairs	122,920	111,000	123,000	123,000
Travel/Printing/Telephone	19,133	20,411	20,442	20,442
Supplies	7,332	7,000	7,000	7,000
Capital Improvement/Outlay		-	-	-
Prof & School Improvement	9,468	9,500	9,500	9,500
TOTAL	910,756	921,323	955,904	955,904
DISTRICT WIDE EDUCATIONAL SUPPORT				
Salaries	747,267	1,094,012	1,131,454	1,131,454
Benefits	12,390,358	14,531,872	14,189,655	14,189,655
Contracted Services	81,532	96,625	216,625	216,625
Insurance/Ads/Printing	208,103	247,492	237,210	237,210
Supplies	17,000	18,100	18,100	18,100
Capital Improvement/Outlay	-			
Prof & School Improvement	254,466	309,401	321,336	321,336
TOTAL	13,698,726	16,297,502	16,114,380	16,114,380
MAINTENANCE & CUSTODIAL SERVICES				
Salaries	1,513,406	1,592,390	1,617,875	1,617,875
Water & Sewer/Oil/Gas/Electricity	1,084,113	1,356,523	1,270,972	1,270,972
Equipment and Repair	497,603	477,963	751,715	751,715
Travel/Printing/Telephone	7,036	6,668	6,703	6,703
Supplies	172,404	186,988	186,988	186,988
Capital Improvement/Outlay	511,470	214,096	352,657	352,657
TOTAL	3,786,032	3,834,628	4,186,910	4,186,910
TRANSPORTATION DISTRICT WIDE				
Salaries	41,558	43,221	44,733	44,733
Transportation	1,476,964	1,514,890	1,513,704	1,513,704
TOTAL	1,518,522	1,558,111	1,558,437	1,558,437
DEBT SERVICE				
Principal and Interest	2,334,910	2,270,873	2,206,835	2,206,835
TOTAL	2,334,910	2,270,873	2,206,835	2,206,835
INTERFUND TRANSFERS				
	1	1	1	1
TOTAL	1	1	1	1
SUB - GEN FUND	53,715,617	58,353,470	58,776,823	58,776,323
FEDERALLY FUNDED PROJECTS				
Chapter I & II/Special Education	1,937,883	252,864	1,500,000	1,500,000
TOTAL	1,937,883	252,864	1,500,000	1,500,000

Merrimack School District Proposed Budget for FY 2008-2009

Account Description	Expend 06-07	Budget 07-08	Board 08-09	Bud Comm 08-09
FOOD SERVICE				
Salaries	543,719	568,258	579,110	579,110
Benefits	41,148	43,472	44,411	44,411
Equipment Repairs	11,615	10,800	11,000	11,000
Travel/Linens	5,153	5,500	5,500	5,500
Food & Supplies	828,576	788,250	844,100	844,100
New & Replacement Equipment	29,754	17,800	68,800	68,800
TOTAL	1,459,963	1,414,080	1,552,921	1,552,921
SUB - TOTAL	57,113,463	60,020,414	61,829,744	61,829,244
WARRANT ARTICLES				
Roof Reconstruction Capital Reserve		50,000		
Pavement Reconstruction Capital Reserve		50,000		
Asbestos Abatement Capital Reserve		50,000		
Asbestos Abatement at Merrimack High School		150,000		
Teachers Association Contract			891,647	891,647
Roofing - Masticola Elementary School			240,000	240,000
Asbestos Removal - Reeds Ferry School			140,000	140,000
Environmental Education Fund			15,000	15,000
TOTAL	-	300,000	1,286,647	1,286,647
GRAND TOTAL	57,113,463	60,320,414	63,116,391	63,115,891

Budget and Revenue Summary 2008-2009			
Description	Approved Budget	Budget Committee Proposed Budget	2007-2008 Approved vs 2008-2009 Proposed
	2007-2008	2008-2009	
General Fund Operating Budget	58,353,470	58,776,323	422,853
Food Service	1,414,080	1,552,921	138,841
Federal Funds	252,864	1,500,000	1,247,136
Total Budget	60,020,414	61,829,244	1,808,830
Warrant Articles			
Roof Reconstruction Capital Reserve	50,000		
Pavement Reconstruction Capital Reserve	50,000		
Asbestos Abatement Capital Reserve	50,000		
Asbestos Abatement at Merrimack High School	150,000		
Teachers Association Contract		891,647	
Roofing - Masticola Elementary School		240,000	
Asbestos Removal - Reeds Ferry School		140,000	
Environmental Education Fund		15,000	
Total Appropriations	60,320,414	63,115,891	2,795,477
Less: Revenue			
Tuition	223,500	223,500	-
Interest	100,000	150,000	50,000
Food Service Sales	1,314,080	1,452,921	138,841
Student Activities	18,000	18,000	-
Other Local	30,000	30,000	-
Building Aid	535,549	502,279	(33,270)
Kindergarten Aid	265,000	265,000	-
Catastrophic Aid	850,000	1,350,000	500,000
Vocational Aid	3,000	3,000	-
Food Service - State	20,000	20,000	-
Federal Funds	252,864	1,500,000	1,247,136
Child Nutrition -Federal	80,000	80,000	-
Medicaid	225,000	300,000	75,000
Energy Management Savings - District Wide	214,096		(214,096)
Environmental Education Fund		15,000	
Transfer From Capital Reserve		290,000	290,000
Other Financing Services	15,000	15,000	-
Articles From Surplus	150,000		(150,000)
Fund Balance	4,820,274	2,500,000	(2,320,274)
Total Revenues	9,116,363	8,714,700	
District Assessment	51,204,051	54,401,191	3,197,140
(Total Appropriations - Total Revenues)			
Less: State Education Grant (Current Law)	9,373,309	9,373,309	-
Less: State Education Tax Assessment	7,180,701	7,180,701	-
			-
Local School Tax Assessment	34,650,041	37,847,181	3,197,140
			-
Total Local Tax Effort			-
(Local School + State Education Tax Assessment)	41,830,742	45,027,882	3,197,140

Merrimack School District
Special Education Programs and Services Expenditures and Revenues

Fiscal Year 2005-2006 and 2006-2007 per RSA 32:11-a

Expenditures

Account Description	Expended 2005-2006	Expended 2006-2007
Salaries	6,582,188	6,947,100
Contracted Services	877,472	864,965
Tuition	3,002,194	2,700,027
Transportation	992,342	901,515
Supplies	27,559	24,849
New & Replacement Equipment	20,450	96,163
Prof & School Improvement	6,084	6,177
Travel/Printing/Telephone	12,413	14,393
TOTAL	11,520,702	11,555,189

Revenues

Account Description	Expended 2005-2006	2006-2007
State Aid	2,634,574	2,732,133
Tuition	191,016	280,488
Catastrophic Aid	1,101,899	1,685,940
Medicaid Reimbursement	450,678	569,809
TOTAL	4,378,167	5,268,370

