

ANNUAL REPORT
FOR THE
YEAR ENDING JUNE 30, 2011
AND
PROPOSED BUDGET
JULY 2012 – JUNE 2013

ANNUAL REPORTS
SCHOOL DISTRICT OF MERRIMACK, NH
for the
Year Ending June 30, 2011
- DISTRICT OFFICERS -

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

2011-2012 MERRIMACK SCHOOL BOARD



Standing (L-R): Joel Yates (Student Rep), George Markwell, Shannon Barnes, Christopher Ortega (Vice-Chair)
Sitting (L-R): Jennifer Thornton, Jody Vaillancourt (Chair)

ANNUAL REPORT FROM THE CHAIR

To the Citizens of Merrimack:

It has been the goal of the School Board this year to continue supporting the Merrimack School District Logic Model through our policy making and budget decisions. The Logic Model serves as both a short term and long term guide for growth in our district. Desired goals and objectives of this Model are students' continued progress in reading and math achievement, the acquisition of technology skills and a safe learning environment for staff and students. You will find a copy of our Logic Model on the school district website at the following link:

<http://www.merrimack.k12.nh.us/Plans/Logic%20Model.htm>.

The School Board continues to support the professional development efforts of district staff. During the 2010-11 year teachers were introduced to Response to Intervention, a state approved and researched model of tiered instruction. Understanding by Design (UbD) continues to support educators as they employ a repertoire of strategies to actively and purposefully engage all students. We strive to provide teachers with time and support to work on collaborative teams. This is invaluable to their work on formative assessments as well as training in anti-bullying prevention in accordance with requirements by new state law.

The Merrimack Safeguard Committee continues to work to maintain a federal drug free community grant. This grant funds the position of a School Resource Officer/Juvenile Officer for Merrimack Middle School and the town of Merrimack as a whole. Officer Thomas Prentice serves the Town and School District in this important role. The grant also provides funding of other initiatives to help prevent underage drinking, tobacco and other drug use by our town's youth. Merrimack Safeguard is a community based group that seeks to help local youth and families make positive choices. Merrimack Safeguard members represent a diverse cross-section of our community, and new members are always welcome. If you are interested in getting involved or are looking for more information you may contact Officer Prentice at tprentice@merrimack.k12.nh.us or

Merrimack Safeguard Chair, Chrissy Barbera, at cbarbera@comcast.net.

The School Board is committed to maintaining the infrastructure that is so valuable to the Merrimack Community. The voters approved an article to repair a 52,000 square foot section of roof at Reeds Ferry Elementary School. The Capital Improvement Plan will contain many years of planned projects into the foreseeable future as the eleven acres of school district roofing continues to age and fall out of warranty. The fourth year of an energy management plan has continued to realize cost savings as well as responsible energy consumption for the District.

This year the School Planning and Building Committee (SPBC) presented its final report to the Board regarding the feasibility of consolidating the Superintendent's Office and the Special Services Office. The report highlighted the investigation which considered building a new facility, purchasing a facility, leasing space or renovating existing space within a school that the district already owns. You may find the report and the SPBC's recommendation to the Board, that a new consolidated SAU/Special Education office building be built on the one-acre parcel of land adjacent to the High School parking lot and Masticola Elementary School Athletic Field, at the following website:

<http://www.merrimack.k12.nh.us/files/filesystem/SAU-SpEd%20report%20final.pdf>

The School Board will continue to monitor any legislative activities pertaining to the New Hampshire State Retirement system and the potential for cost shifting to the local town and school district levels.

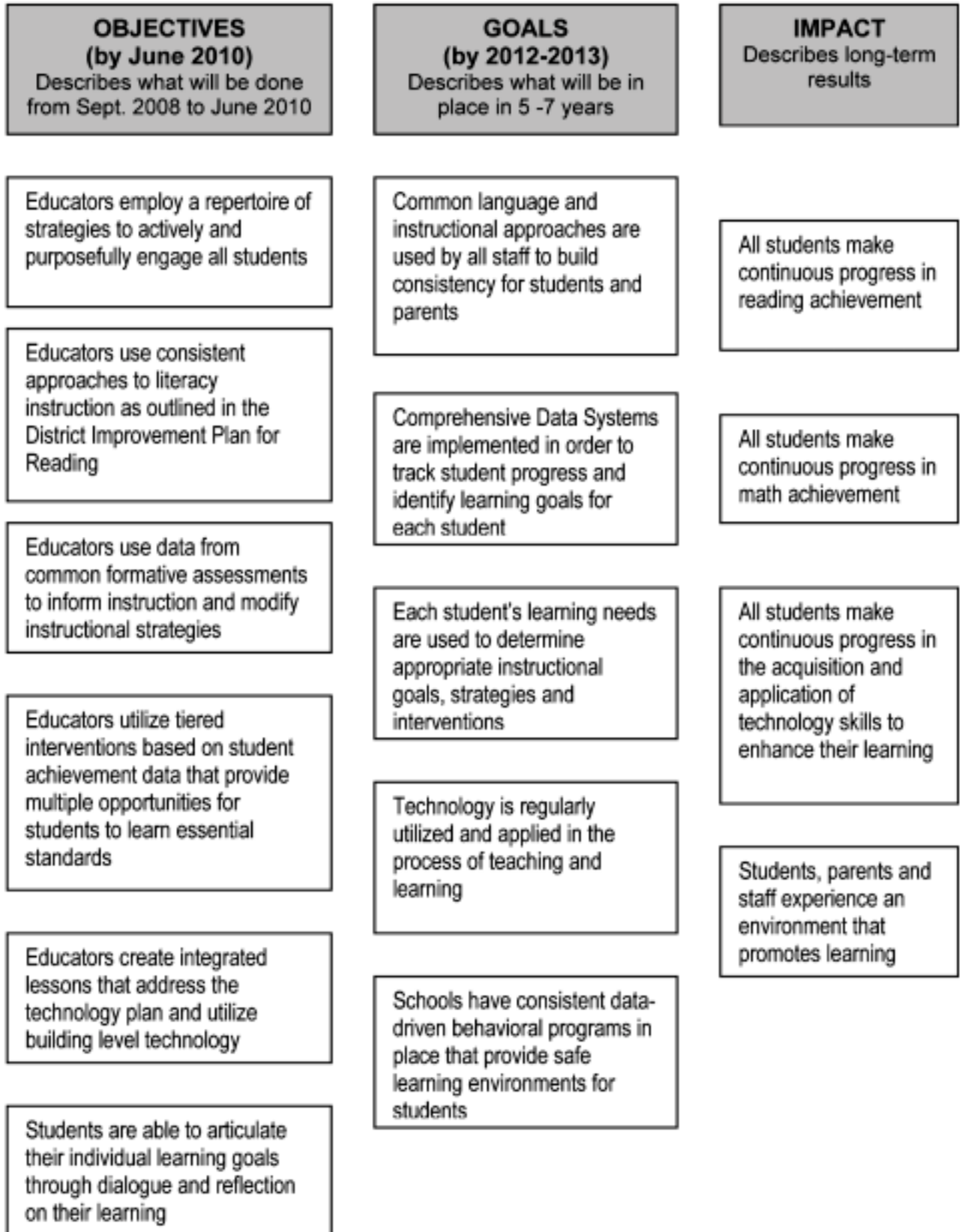
Respectfully submitted

Jody Vaillancourt, Chair
Merrimack School Board

Merrimack School District

INPUTS Describes state/district plans/resources currently in place	STRATEGIES (2008-2010) Describes ongoing activities to meet district goals
Improvement Plans: District in Need of Improvement (DINI) – Reading School in Need of Improvement (SINI) – Reading and Math	Provide consistent and sustainable professional development to support district initiatives
School Board Policies and Administrative procedures	Support internal and external communication regarding ongoing instructional practices and student performance
Program and Curriculum Revision and Implementation Process - Essential Standards and Formative Assessments - Core Competencies and Competency-Based Assessments	Implement the district instructional framework
State and Federal Accountability: - Standards for Public School Approval - Curriculum Frameworks - Grade Level Expectations (GLEs) - Grade Span Expectations (GSEs) - Highly Qualified Teachers (HQT) - Special Education Regulations - Integrating Technology in the Classroom Standards (ITCs)	Provide teachers with time and support to work on collaborative teams
Teacher Support Models/Plans - Teacher Evaluation Model - Individual Professional Development Plan (IPDP) - Torchbearer Program - Pay for Performance Plan	Provide teachers with training, scheduled time and support to analyze data that informs instruction
District Plans (Technology Plan, Professional Development Master Plan)	Train educators in the development and use of tiered interventions
Operating Budget/Grant Support	Utilize technology integration mentors to facilitate technology applications
	Foster two-way communication with parents and community about teaching and learning.

Logic Model — A Roadmap for Success



Approved by the School Board on 12-22-08



REPORT OF THE SUPERINTENDENT OF SCHOOLS TO THE CITIZENS OF MERRIMACK

Five years ago school board members and administrators developed a tool call a Logic Model (see pages 2 and 3) to outline the district's goals, objectives and strategies to meet desired outcomes. District and school leaders use the Logic Model to frame what will be accomplished for the respective school year. The district's intent is to ensure that students make continuous progress in reading achievement, in math achievement, and in the acquisition and application of technology skills. It is also the leaders' desire to create environments in six schools that promote learning and are welcoming to parents and the general public.

Utilizing data-driven systems to monitor progress is a significant aspect of the Logic Model. The four elementary schools introduced a data driven protocol called Teach 4 Success which assesses an individual school's strengths and areas needing improvement. This effort supports school and district goals, allows for the development of consistent goals across the elementary schools and provides a clear description of curriculum and delivery of instruction that are successful and those that require improvement.

Elementary educators completed a two year pilot program to determine a more effective means to enhance math fact automaticity. All schools implemented a flash card based model to be used consistently in a fifteen minute block of time daily to improve students' knowledge of math facts.

At both middle and high school, teachers have worked diligently on the identification, development and implementation of mathematics standards/competencies correlated to state standards. Faculty at both levels have begun extensive work on developing kinds of assessments that not only more closely align to expectations, but that also allow for the demonstration of understanding in multiple ways.

Another area that received time and effort was the revision and implementation of the district's technology plan. The document was highlighted by the NH Department of Education (NHDOE) as a model for other school districts. The organizing theme of the plan is "anywhere; anytime learning." The intent of the plan is to vision a model of learning that supports student engagement in traditional settings, like the classroom, and non-traditional settings, and like anywhere else. The plan visions an opportunity for students to learn the skills, and to be inspired by the curiosity that

encourages knowledge, research, and greater understanding both within and outside the schools' boundaries.

The district was not only required to have plans approved by the NHDOE, but it was also expected to provide training to fulfill a new law's requirements. Dr. Mark McLaughlin, the assistant superintendent offered anti-bullying training to all staff and volunteers as mandated by the new law. He offered training sessions to over 800 people, all of whom do, or may come into contact with children as part of their professional or volunteer responsibilities.

In addition to modifications to district plans and new training specifications, there were changes in personnel. Timothy O'Connell who had served as assistant principal at Reeds Ferry Elementary School (RFES) for two years returned to the elementary school in Winchendon, MA where he had previously been to become its principal. W. Nichols Coler, Jr., a special education teacher from Parkside Middle School in Manchester, NH was elected to fill that role at RFES.

Five of six schools held events to honor staff who had elected to retire. These professional staff members spent a major portion if not all of their careers in Merrimack. The retired educators were Bruce Bonin and Sheila Haven from James Masticola Elementary School; Catherine Jerszyk, Steven McGettigan, Debra Packard and Catherine Searles from Reeds Ferry Elementary School; Kathleen Goetz and Susan Robinson from Thorntons Ferry Elementary School; Deborah Hodge, Patricia Perkins-Wiley, Stephen Rand and Deborah Woodhull from Merrimack Middle School; and Diane Dufour and Gary Filiault from Merrimack High School.

Respectfully submitted,

Marjorie C. Chiafery



REPORT OF THE DIRECTOR OF SPECIAL SERVICES

The Merrimack School District Department of Special Services received its Annual Performance Report (APR) for the 2010-2011 academic year. This was based on 2009-2010 data. A review of the Special Services Department's performance follows, and suggests that district efforts to meet the needs of identified learners continue to produce positive results.

Indicator 1 measured the percent of youth with Individual Education Plans (IEPs) graduating from high school with a regular diploma. Ninety-seven percent (97%) of our students with disabilities graduated with a regular diploma compared with ninety-one percent (91%) statewide.

Indicator 2 measured the percent of youth with IEPs dropping out of school. Less than one percent (.75%) of our students with disabilities dropped out compared to approximately two percent (2%) statewide.

Indicator 3 measured participation and performance of students with disabilities on statewide assessments. Ninety-nine percent (99%) of our students participated in math and reading assessments compared with approximately ninety-eight percent (98%) statewide. Forty-three percent (43%) of our students with disabilities were proficient on statewide reading assessments compared to approximately thirty-eight percent (38%) statewide. Thirty-five percent (35%) of our students with disabilities were proficient on statewide math assessments compared to approximately thirty-four percent (34%) statewide.

Indicator 4 determined that the Merrimack School District did not have a significant discrepancy in the rates of suspensions and expulsions of children with disabilities compared to all students.

Indicator 5 measured the percent of students with disabilities aged six (6) through twenty-one (21) placed in different educational environments. Approximately thirty-seven percent (37%) of our students were inside the regular class eighty percent (80%) or more of the day compared to approximately forty-nine percent (49%) statewide. Fifteen percent (15%) of our students were inside the regular class less than forty percent (40%) of the day compared to approximately nineteen percent (19%) statewide. Approximately three percent (3%) of our students with disabilities were served in public or private separate schools, residential placements, or homebound or hospital placements compared to approximately three percent (3%) statewide.

Indicator 6 was not reported.

Indicator 7 measured the progress of preschoolers

with disabilities who entered the preschool performing below age expectations and showed significant progress when they exited the program in the areas of social and emotional skills (66% Merrimack; 66% Statewide), early literacy/language (87% Merrimack; 67% Statewide) and use of appropriate behaviors to meet needs (72% Merrimack; 68% Statewide)

Indicator 8 measured the percent of parents with a child receiving special education services who reported that schools facilitated parent involvement as a means of improving services. Forty-one percent (41%) reported that our schools facilitated parent involvement compared to forty-seven percent (47%) statewide.

Indicator 9 determined that the Merrimack School District did not have disproportionate representation of racial and ethnic groups in our special education program.

Indicator 10 determined that the Merrimack School District did not have disproportionate representation of racial and ethnic groups in specific disability categories that are the result of inappropriate identification.

Indicator 11 measured the percent of children who were evaluated and eligibility determined within sixty (60) days: One hundred percent (100%) of our students compared with eighty-nine percent (89%) statewide.

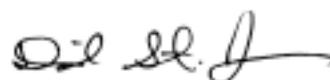
Indicator 12 measured the percent of children referred by early intervention services prior to age three (3) who have an IEP developed and implemented by their third birthdays: One hundred percent (100%) of our preschool students compared to ninety-seven percent (97%) statewide.

Indicator 13, successful transition plans, was evaluated by the Department of Education through an on-site review on transition plans in IEPs for students over 16. Merrimack was one hundred percent (100%) in compliance and was commended for the high quality of transition plans developed for our students.

Indicator 14 was not reported.

The Department of Special Services continues to work diligently to increase its performance on these indicators, which are designed to improve outcomes for children with disabilities in our district.

Respectfully submitted,



David St. Jean



REPORT OF THE DIRECTOR LIBRARY SERVICES

The 2010 – 2011 school year was the first year the school district began building a Technology Program under the direction of the Director of Library Media and Technology and in close alignment with the Library Program. First initiatives included staff reorganization, review of roles, and training for technology staff throughout the district to better leverage the limited human resources available in support of technology. The district Technology Plan was revised and updated and will provide a roadmap for future technology developments. Two long term technology educators retired at the end of 2011; Steve McGettigan of Reeds Ferry School and Bruce Bonin of James Mastricola Elementary School. They were both integral in teaching technology skills to hundreds of Merrimack elementary students and teachers over the course of their careers. Denise McLaughlin transitioned from being a fourth grade teacher to being the new computer technology educator at Thorntons Ferry School.

The main focus of the year for the Library Program at the K-6 schools was to continue to review the benchmarks for information literacy as provided by the American Association of School Librarians (AASL) and to begin aligning them to the literacy standards and other subject curricula. The librarians at the middle and high school levels were directly involved in school initiatives, aligning curriculum to standards in all subject areas, and helping to develop a competency-based grading system.

A select number of exciting events of the 2010-2011 school year are highlighted below.

Linda Hudson, CEO of BAE Systems, was invited by students in the Women's Studies class at Merrimack High School to share her experience climbing the corporate ladder in a highly competitive field.

Jake Halpern, author of *Dormia* and co-author of *World's End*, visited Merrimack Middle School where he spoke with students and shared his experiences as a writer.

Sharon Silva, librarian at Mastricola Upper Elementary School (MUES), was awarded the Excellence in Education Award for school library media. She was selected by the New Hampshire School Library Media Association (NHSLMA) in recognition of her work as an active member of NHSLMA, her service as an instructor at Plymouth State University in the school library media certification program, and for her

excellent work as an educator/technologist and collaborator with literacy and classroom educators. In addition to this recognition of her personal efforts, the upper elementary school library was selected as the top school library in New Hampshire, and was the final stop on AASL President Nancy Everhart's Vision Tour. Ms. Everhart visited excellent library programs in 33 states as a way to promote the importance of school libraries as the foundation of excellent schools. We were joined at this event by Sue Ballard, the 2011 AASL president-elect and Londonderry School Library Director; Dr. Virginia Barry, NH Commissioner of Education; Dr. Cathy Higgins, then Director of Education Technology and Libraries for the State of NH; and a number of district administrators, school board members and community members. This was an exciting event for the school, the district, and New Hampshire school libraries.

Last, but not least, the district library assistants ended their school year by packing up the contents of the James Mastricola Elementary School library in preparation for a significant renovation. This effort was made possible through coordination of the district budgeting process and the Trustees of the Trust Funds. This newly designed learning space is an exciting hub of teaching and learning.

Respectfully submitted,

Nancy L. Rose



REPORT OF THE PRINCIPAL MASTRICOLA ELEMENTARY SCHOOL

It was an amazing year at James Mastricola Elementary School (JMES). Our school was the recipient of the 2011 Elementary School of Excellence award. The New Hampshire Excellence in Education Awards Program recognizes New Hampshire schools and individuals who meet high standards of excellence. The awards for the outstanding elementary, middle, and secondary schools are determined by criteria developed by the New Hampshire Excellence in Education Awards Board of Directors and applied by selection committees composed of experienced New Hampshire educators and community leaders. The committees review the school applications and assess schools through on-site visitations. Only one school at each of the three levels is recognized each year; the selection committees determine if schools deserve recognition as schools of excellence, and the winners are announced at the annual New Hampshire Excellence in Education Awards Celebration.

For twenty-nine consecutive years, JMES has received the New Hampshire Partners in Education Blue Ribbon Award recognizing extraordinary volunteerism. JMES were also awarded ten Gold Circle School Partnership awards for exemplary partnerships with local businesses and organizational leaders. JMES congratulated the following partners: DW Diner, Granite State Fit Kids, Merrimack Police Department, Merrimack Fire Department, Rivier College, Public Service of NH, Sal's Pizza, Tech NH Inc., The Youth Council, and Merrimack-U.S. Post Office. Kat Knauer, our parent group president, and Nicole Williams and Nancy Phillips, our volunteer coordinators, were present at the reception to accept the awards with us.

JMES efforts as a school continue to teach students about the greater community and giving. Our third graders sent food and a generous cash donation to the Merrimack Food Pantry, as well as many, many hats and mittens. The fourth grade student council also collected and donated over 100 coats to a local homeless shelter. Also, the JMES fourth grade team donated toys and a cash donation to the Toys for Tots program, which is sponsored by the U.S. Marine Corps. The spirit of giving lives on at JMES.

JMES Wellness committee continues to meet and develop programs for staff and students. As a school, we are committed to the 5-2-1-0 Healthy NH program that effectively teaches our young learners how to live a healthy life style. The component of this statewide public education campaign teaches awareness using daily guidelines for nutrition and physical activity. Its message is simple and clear and represents some of the

most important steps families can take to prevent childhood obesity, like eating more fruits and vegetables, limiting screen time, engaging in daily physical activity, and restricting soda and sugar sweetened drinks.

In literacy, the students have actively learned the "guaranteed literacy standards". Educators are aware that children come in all shapes and sizes and that they learn in a variety of ways. After instruction has taken place, teachers gather information to determine if some students may need extra practice to help increase their understanding of the standard(s). "Power Half Hours" are under way and were designed to help students get an extra dose of instruction so that they will be able to meet and apply the given standards in reading. Teachers continue to meet in professional teams to look closely at how students progressed on each standard/skill. Educators used this data to group students based on their achievement on that standard, developed lessons, and met with students three to five times the following week.

The faculty is also in its seventh year of fully implementing the Everyday Mathematics program in grades K-4. Staff continued to utilize the lesson templates that include the components of the morning message, mini-lessons, home links, independent practice and games for skill and drill. Students also took part in 15 minutes a day of math facts skill building to strengthen basic mathematics literacy.

JMES continued its efforts to create a model environment for learning through the use of the Positive Behavior Interventions and Support program (PBIS) and our Response to Intervention (RtI) structure called the JMES Diamond Model. This model assists educators in meeting each individual's academic and social needs by looking at data and monitoring progress. The parents have continued to be informed about these programs through the Mastricola Newsletter, the Website, weekly parent group emails, and through a yearly parent survey. At JMES we continue to work together toward our vision that ensures an active and engaging environment of responsible learners with an emphasis on high levels of achievement for each child across all disciplines. We strive toward this goal each day at JMES.

Respectfully submitted,

A handwritten signature in cursive script that reads "John F. Fabrizio".

John F. Fabrizio



REPORT OF THE PRINCIPAL REEDS FERRY ELEMENTARY SCHOOL

The staff and students at Reeds Ferry School had a very busy 2010-2011 school year, full of many exceptional academic accomplishments, celebrations, and community and family events. While exciting traditional Reeds Ferry events occurred, new traditions were spawned. Our school is fortunate to have such dedicated staff and families who are committed to maintaining the tenets of a school that is rich in history, while also exploring ways to expand upon what we offer to our students.

An example of such innovation is the designing and painting of a very large and impressive mural in the cafeteria. Inspired by some of the students' art work, RFS counselor, Georgeianna Tebbetts, and special education teacher, Theresa Taylor, designed a prototype for a coral reef mural. Throughout the summer, staff members, parents and students painted the coral reef mural along the wall. It is a remarkable piece of art that we encourage you to visit.

Over the summer, a portion of the roof was resurfaced. It was wonderful to see families drop by the school to enjoy the new Nature Trail, designed and managed by a former student, Matthew Beck. The project helped Matthew to earn his Eagle Scout badge! We congratulate him, as well as thank him for his major contribution to the school.

We always enjoy meeting our new preschool and kindergarten students as they arrive in the fall. Throughout the year, they charm us with their smiles, creativity and eagerness to learn. Following tradition, the fourth grade students enjoyed small group lunches with the principal, reflecting on their time at Reeds Ferry School, sharing memories and talking about the new journey to come as they graduate to fifth grade. This is a precious time that is greatly valued as we foster the importance of making personal connections with all students.

As part of a fourth grade writing project, the students submitted story ideas for the national 2011 Casey & Bella Writing Contest. Anna Stover won this contest and, as a result, her book, Casey & Bella Face Their First Bully co-authored by Jane Lovascio, was published. We are so proud of all of the students' submissions, and the seriousness with which they took on this challenge. Going above and beyond expectations is a common theme among our classrooms. The students take pride in their work and set high standards.

The educators at Reeds Ferry School continued to work on their individual and collective professional development throughout the year. They refined their techniques for overall effective instruction across all

curriculum. While some met with Everyday Mathematics consultants, others worked with Literacy Coaches. The grade level teams met weekly throughout the year to share student work, analyze data on student performance and determine necessary next steps to ensure mastery of essential skills. The work that they accomplish during the Professional Learning Teams (PLTs) with Dianne Macon, our reading specialist, results in many hands helping many students to be successful! We continue to devote our attention to the Merrimack School District Logic Model, and dedicate time to the goals established around numeracy, literacy, technology and positive school environment.

It is impossible to reflect upon a wonderful year without recognizing our Parent Faculty Association. The members of the Executive Board, along with a large group of volunteers, gave countless hours to the school. Once again, Reeds Ferry School was recognized at both the Gold Ribbon and NHPIE Blue Ribbon awards for the amount of volunteer hours contributed to the school, and the business relationships that are developed and maintained. Among the businesses recognized are the Merrimack Fire and Police Departments for volunteer hours working with students. These relationships are highly valued.

Parents, grandparents, staff and relatives were delighted by many fine student performances throughout the year. The 2nd-4th graders performed wonderful musicals. Our first graders participated in our Annual Bedtime Story Hour—always a favorite and much anticipated event! Our Annual Art show and our Family Fun Night were huge successes. As with recent past years, we ended the year saying good-bye to several retiring teachers: Catherine Jerszyk, Steve McGettigan, Debra Shorey Packard, and Catherine Searles. Last year, long time custodian, Nathan Warren, retired as well as Leanne Ball, our administrative assistant of twenty-two (22) years. Mrs. Ball retired earlier in the year, and in her honor, the teachers and Parent Faculty Association planted a maple tree on the south playground.

After two years as the assistant principal at Reeds Ferry School, Mr. O'Connell accepted a principal position in Winchendon, MA. We wish Mr. O'Connell and all of the former staff and students the best of luck in their futures!

Respectfully Submitted,

A handwritten signature in cursive script that reads "Kimberly Yarlott".

Kimberly Yarlott



REPORT OF THE PRINCIPAL THORNTONS FERRY ELEMENTARY SCHOOL

The 2010-2011 school year at Thorntons Ferry School (TFS) was a memorable one for many reasons, but especially in the areas of technology, climate, math and literacy.

On-going collaboration with consultants made for rich embedded professional development opportunities as work with grade-level teams involved the areas of conferring with students, writing in Math, and the development of math standards written in student-friendly language. In addition to those efforts, TFS specialists attended Professional Learning Team meetings for the first time and as a result taught Intervention and Extension Lessons designed to address literacy standards integrated into their area of expertise. In the math domain, a team of educators at TFS organized a Family Math Night. This included an informational PowerPoint and posters explaining the district's math program and break-out sessions in which parents and their children participated in hands-on activities related to the math strands taught at each grade level. Also, the elementary schools in the district participated in the Teach 4 Success Program in which Thorntons Ferry School staff members learned about the components of student engagement through the data sweeps and the building-wide profile that followed.

The TFS annual Positive Behavioral Interventions and Supports (PBIS)-sponsored Bus Driver Breakfast was held in November and honored not only the bus drivers but special guest Roy Ingerson, a retiring crossing guard. Members of the police department were in attendance, as well as retired TFS Principal Les Carter, to thank Roy for his years of dedication to the safety of TFS students.

Thorntons Ferry School received a special honor when it was awarded the NH HEAL (Healthy Eating, Active Living) Award, a first time "Edie" in the State of New Hampshire. Members of the Wellness Team were recognized for their initiatives throughout the school community in support of wellness. It was a pleasure to see retiring Physical Education teacher and Chair of the Wellness Team, Sue Robinson, accept this award on behalf of the school.

As part of its focus on literacy, Thorntons Ferry School and the Parents and Teachers of Thorntons Ferry (PTTF) hosted a visit by Steve Swinburne, children's author and speaker. As a life-long naturalist, Mr. Swinburne shared his passion for writing about nature with our students.

The Gateway Program sponsored the annual Artist in Residence initiative for grade 3 students. The Perry Ally Theatre artists worked with students on an interdisciplinary project involving the study of Chinese folklore. Three Chinese folktales were chosen and students performed either the traditional version of the tale or a more modern version for students. The PTTF provided the financial support for this event.

A major highlight of the year addressed climate as well as technology as Thorntons Ferry School became part of an Exchange Program with an elementary school in Tanggu, China. A team of educators from China visited TFS in the fall and were welcomed with student performances as they enjoyed the tea and gifts that were presented to them. In the months leading up to April, prior to Ms. Bellemare's departure to visit the sister-school in China, the students became involved in the preparation for the trip by learning about China and sharing facts with their fellow students over the intercom. During the time that Ms. Bellemare was in China, staff and students were able to communicate frequently through SKYPING, which allowed students and staff members to speak with her and ask questions in real time about her experiences in China. These students went back and shared the information with their fellow classmates. Following the Exchange, a video was created from photos and video taken by Ms. Bellemare describing the trip, both the week in Tanggu with the Chinese students and staff and the week that included a tour of China. This iMovie was shared with the entire school at an assembly.

Throughout the 2010-2011 school year, the staff at TFS exemplified what it means to be a Professional Learning Community through their collaboration, passion for teaching and commitment to continuous improvement and learning.

Respectfully Submitted,

Bridget Bellemare



REPORT OF THE PRINCIPAL MASTRICOLA UPPER ELEMENTARY SCHOOL

James Mastricola Upper Elementary School (JMUES), 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.

During the 2010-2011 school year, JMUES students, staff and parents were honored with several awards, including the NH Partners in Education Gold Circle Award for partnerships with local businesses to enrich students' educational experiences, as well as the organization's Blue Ribbon Award for volunteerism in our school sponsored by the Parent Faculty Association. Two upper elementary school stock market teams, under the supervision of our Gateway teacher, Mr. Dennis Pymm, were recognized for their investment prowess. The Union Leader and Fidelity Investments awarded a group of ten grade six students first place in the Newspapers in Education Stock Market Game. In another competition sponsored by the Securities Industry and Financial Markets Association (SIFMA), a different group of grade six students were awarded first place for their participation in the on-line Stock Market Game. A Destination Imagination team comprised of upper elementary and middle school students won at the state level and traveled to Tennessee for the Global Finals. Additionally, Mrs. Sharon Silva, the 2011 New Hampshire School Librarian of the Year, was awarded an Excellence in Education Award. Under Mrs. Silva's direction, the JMUES Library was recognized by the American Association of School Librarians as New Hampshire's outstanding school library for 2011.

The upper elementary school administration and staff continued to focus on the Impacts listed on the District's Logic Model during the 2010-2011 school year. Student achievement in literacy and mathematics, as well as the development of technology integration skills and the maintenance of a positive learning environment were key areas emphasized. Building and staff goals addressed these areas and professional development opportunities were planned and implemented throughout the year to attain mastery. Professional learning team meetings were held weekly by teachers to analyze student data from common formative assessments and to plan instruction. Intervention and extension lessons were also provided for students to ensure proficiency of the essential standards needed to move to the next grade level.

Students at the upper elementary school continued to

expand their knowledge in the area of technology. They have learned to use Flip Video cameras, blogs, Windows Movie Maker and Microsoft Photo Story as a means to integrate technology into all of the content areas. The students also had the opportunity to Skype with Mrs. McGill when she was in China last spring as a member of the Merrimack High School Exchange Program. They were able to communicate with her daily and learn about education in China, as well as the Chinese culture. Digital portfolios were developed at the upper elementary school with examples of integrated projects showing mastery of the state level Information Communication Technology (ICT) standards. As students move to the seventh grade, these portfolios are transferred to the middle school where additional technology learning is documented.

School-wide expectations of respect, responsibility and safety continue to be the cornerstones of maintaining a positive learning environment at the upper elementary school. As a Positive Behavioral Interventions and Supports (PBIS) school, students are taught behavioral expectations and reinforced for displaying these targeted behaviors throughout the school. Teachers integrated school-wide expectations into their classroom activities as a means to support and promote a positive school culture.

JMUES fostered collaboration among students, staff, parents and the Merrimack community through a variety of activities, including the Veterans Day celebration, the upper elementary school staff versus the Merrimack Police Department basketball and softball games, the partnership with the Merrimack Public Library promoting summer reading and the Parent Faculty Association sponsored Family Fun Night. Members of the student body participated in the New Hampshire Fisher Cats' Reading Challenge and the JMUES Summer Reading Program. The student council initiated several service projects to support the Merrimack community. They held two food drives during the school year and donated multiple boxes of food to the local food pantries. Additionally, the student council sponsored a clothing drive and collected hats, gloves, scarves and coats to support families in need. Finally, a new or slightly used book drive was held by the student council to offer every interested student a book to read over the summer vacation.

Respectfully submitted,

Marsha McGill



REPORT OF THE PRINCIPAL MERRIMACK MIDDLE SCHOOL

This year all educators at Merrimack Middle School (MMS) actively engaged in the school's standards-based approach to teaching, learning, and student support. Working in content teams, they identified essential curriculum standards for all areas. Consultants provided ongoing coaching to enhance staff's use of instructional strategies as well as common behavioral intervention practices. A Core Behavior Team met regularly to examine building-wide data on behavior issues, to report back at faculty meetings, and to share approaches that would create an environment more conducive to learning. Instructional and curriculum leaders met monthly with Merrimack Middle School administrators and consultants to share resources and model best practices with their designated teams.

Merrimack Middle School made adjustments to its structure in 2010-11 to accommodate having one fewer teaching team, while meeting state and federal requirements and school approval standards. All seventh grade teams enjoyed the support of a special educator with at least one paraeducator and a classroom designated for supplementary instruction, tutoring, enrichment, and small group projects. Certified staff provided extra supervision in the cafeteria during lunches, and the Gateway (Gifted and Talented Program) teacher, a certified science educator, regularly team-taught with seventh grade science educators for lab instruction. Extra instructional time within the school day was provided for all students, and educators were able to collaborate more regularly with their colleagues, while lessening the impact on student learning.

Merrimack Middle School parents, staff and students were honored with several awards this year, including the NH Partners in Education Blue Ribbon Award for the dedicated efforts of MMS volunteers as well as their Gold Circle Award for partnerships with local businesses to enrich students' educational experiences. Key to these awards was the Merrimack Middle School Parent Teacher Group, who provided support in many ways, including the purchase of wireless microphones, field trip scholarships, and a day of assemblies with Dormia author, Jake Halpern. Mrs. Barbara DeNutte received a VFW National Citizenship Education Teacher Award. The Tri-County League awarded Merrimack Middle School's athletic programs its Sportsmanship Award, an honor voted on by all member schools and referees.

Students at Merrimack Middle School had many opportunities to get involved in academic, extra-curricular and co-curricular activities. The percentage of students taking world language at Merrimack Middle School increased by 4.8% over the previous year. The MMS Student Council sponsored a community service fair to introduce the student body to a wide variety of local non-profit agencies that could use their help. Under the direction of Mr. Jeff Caron, 45 students put on a full musical production, *Once on This Island*. Eighth graders chose between two major interdisciplinary experiences highlighting American history: a trip to Washington, D.C. or a series of activities and trips to explore local history and government.

Merrimack Middle School benefited greatly from a substantial grant awarded to the Merrimack community by the Federal Drug Free Communities Program in 2009. MMS students completed a research-based, nationally approved survey as part of the grant requirements, providing information on:

- 1) students' use of alcohol within the past 30 days
- 2) students' binge drinking and
- 3) students' perception of risk of using alcohol as underage drinkers.

This grant, overseen by Merrimack Safeguard, provides funding for a middle school School Resource Officer/Juvenile Officer, in addition to several other initiatives aimed at reducing underage drinking and helping youth and families make positive choices.

Respectfully submitted,

Deborah Woelflein



REPORT OF THE PRINCIPAL MERRIMACK HIGH SCHOOL

As the school year opened, Merrimack High School (MHS) received the news that it received full accreditation from New England Association of Schools and Colleges (NEASC). Additionally, the new strategy employed to improve NECAP scores succeeded as MHS was the only Class L school to score in the top three in all three categories: reading, writing, and math. Finally, MHS hosted its first Challenge Day series—a nationwide program that addresses bullying and harassment and focuses on good decision-making and positive culture building.

Notably, the daily attendance rate hovered at about 96% and, of the 368 seniors who graduated, 87% continued their education after high school with 60% attending a four year college and 27% enrolled in a two-year college or sought other post-secondary education. 9% of our students went directly to careers, and 2% joined the military. The dropout rate remained low, at 0.80%.

MHS students excelled academically. The following 13 students received the President's Award for Educational Excellence: Anjuvarshini Belaji, Allison Belliveau, Rachael Beville, Cody Clarke, Samantha Donovan, Sahyna Garkofsky, Kara Jolly, Rebecca Noyovitz, Caitlin Ortega, Nicholas Plante, Joseph Platko, Travis Pozetta and Elise St. Laurent. Ninety-five scholarships were awarded to students on Awards Night, including the newest scholarship from the Red Sox Foundation. The National Honor Society, led by advisors Bill Maniotis and Jan Moynihan-Cooney, inducted 42 students who continued the tradition of volunteerism by engaging in several community service functions: the Teddy Bear Picnic for first graders, the senior citizens Holiday Dinner, a blood d

The Science Olympiad team won its third consecutive State title and competed in the nationals; the FIRST robotics team competed at the Verizon Center and earned the Chairman's Award at regional competition giving them a ticket to the national competition in Las Vegas where they won the Quality Award.

Students also earned honors in the performing arts. Zachary Hickman was one of two bass vocalists to represent New Hampshire in the All Eastern Chorus. Musicians were selected for the All-State Chamber Music and Jazz Festivals, as well as the All-State Chorus, Orchestra & Symphonic Band. They also entertained the community by performing at the traditional Winter Concert, Celebration of Song, Cavalcade of Bands, Spring Concert and Graduation. Additionally, the Marching Band performed for thousands of people at various events.

The MHS Theatre Department took students to the New Hampshire Educational Theatre Guild (NHETG)

Theatre Workshops in October, performed *Metamorphoses* in December, the musical *Urinetown* in April, and *Night at the Improv* in the late spring. They were also asked to perform at the NH state festival, and then were chosen to be one of only two schools to represent New Hampshire at the New England festival in Maine. Timothy L'Ecuyer served as the Director of Theatre and Carol Smith as the Production Manager. The Artist in Residence for 2010–2011 was Marcy Pope, who served as Technical Director for *Urinetown*.

Gateway students launched the Winter Olympics Festival and engaged in traditional activities including the Students Helping Students Tutoring program, Destination Imagination, the Rivier Challenge program, Academic Decathlon, Granite State Challenge, the Mock Trial program, the Debate team, the Rotary Speech & Voice of Democracy contests, and International Week. Bryce Fischer won 1st place in the local Rotary contest while fellow senior, Cody Gladstone took 2nd regionally. Scholar/writer Samantha Theriault scored a second place finish in NH for her research and went on to national competition in D.C. Moreover, SADD presented an anti-drinking and driving program with the cooperation of the State Liquor Commission's Office, and sponsored Red Ribbon week discouraging teen drug use.

The China Exchange program continued to grow as the Trustees of the Trust Funds supplied the funds that provided for a half-time Mandarin language teacher.

In New Hampshire Interscholastic Athletic Association (NHIAA) competition, 507 boys and 476 girls participated on one of MHS' 60 teams. The Boys Ice Hockey and Girls Lacrosse teams finished as state runners-up and Girls Basketball star Rachael Carter scored her 100th point. Seventeen student-athletes were recognized as scholar-athletes at the state level by the NHIAA. Erik Glendye and Dmitri Floras received all-state honors on hockey and basketball respectively, while wrestler Ty Baulier and indoor track runner Lauren Calvino took state champion honors.

MHS was chosen as a Blue Ribbon School for its volunteerism and a Gold Circle School for its business partnerships. MHS science teacher Sean Muller received special honor as well. He was awarded the No Bell Prize, which included a gift of \$6000. The year ended with an impressive and respectful commencement ceremony; valedictorian Kara Jolly, salutatorian Shayna Garkofsky, and Class President Mike Murgo chose *Be the Change* as the class theme.

Respectfully submitted,

Kenneth W. Johnson

MERRIMACK HIGH SCHOOL 2011 GRADUATES

<p>Nicholas M. Adams Alison Amante Tyler S. Amigo Paul A. Anzalone Joseph M. Atamian ◇ Emily D. Atkinson Melissa A. Aubin Kristopher Philip Auger ◇ Shannon L. Avery Frida Axelsen ★◇*† Anjuvarshini Balaji Kirstin L. Bardroff Kyle A Barka McKenzie Kathryn Barrett Michael Robert Barry Michael Kevin Bates Tyler M. Baulier Tess E. Beaulieu Aaron Michael Becker ◇ Leeya E. Beeten Brittany D. Beland ★*† Allison M. Belliveau ◇ Katherine A. Berberian ◇ Angela Beth Berube ◇*† Rachael Christine Bevell James Bigwood ◇ Mitchell Roland Blais ◇ Jeffrey J. Bogle Jeffrey T. Boland Kelcy L. Bosteels Hayley G. Bott Casey R. Bourque Russell Bovill Alexandra Nicole Bowe ◇† Mary Lorraine Boyer Abigail Q. Bradish Kiona Kim Bright Kyle James Bristol Krystal L. Broome *† Courtney Marie Brown Bethany A. Bucciarelli Christopher K. Burt ◇† Jessica K. Butterfield ◇ Lauren Calvino Kellie A. Cameron ◇ Chelsey M. Canto Kyle Jordon Caron Tyler Joseph Caron Andrew Adams Carr Anastasia N. Carroll ◇ Rachael A. Carter *† Kaitlyn E. Cashell Tinashe K. Chabvonga Tinashe K. Chabvonga Britney L. Chapman Aimee Chasse *† Cody D. Clarke Zachary D. Clough Jarad Victorin Cloutier Kaitlyn Marie Cook Mitchell Scott Cook ◇† Paige Alexanora Armstrong Corbett</p>	<p>Brandon J. Corbo *† Kristen Elizabeth Correia Thomas Rego Costa Samantha J. Cote Melissa Couturier ◇ Kaleigh Elizabeth Craig Cindilu D. Crebase Jessica R. Crespo ◇*† Brian C. Cunningham Nicole A. Curdo Brandon M. Currier Caleb Currier Ian J. Currier * Christopher B. Curtis ◇* Megan E. Dalton ◇ Kevin M. Damery Spencer Damon ◇*† Chloe Elizabeth Davis Christopher D. DeBeradinis ◇*† Brianna Kelsey Demers Nathan Demers ◇* Nicholas F. Deraney Evan N. Desrochers *† Samantha M. Devine ◇ Jennifer Sara Monica Devost Ryan A. DeVries Andrew Gordon Dickson Alexandros Demetrios Dikos Ashley N. Dionne ◇ Andrew DiOrio Matthew DiOrio ◇ Francesca Marie DiPalermo Michael Chase DiStasio Joseph M. Dobrowolski † Danielle A. Donahue ★◇*† Samantha J. Donovan ◇ Caitlyn M. Doolittle Lauren L. Douglas Victoria M. Dow Kyle D. Doyon ◇ Morgan E. Drouin ◇ Jennifer Louise Duggan Kiel Norris Duggar * Jacob G. Dunham Ryan Michael Dupont ◇ William J. Dwyer ◇ Isabella M. Echavez † Melissa Taylor Edmonds Sarah Elliott *† Sara Beth Engelsman ◇* Katherinanne Escario Thomas Scott Evans Matthew T. Everitt Murilo Pereira Farina * Jacob A. Faucher Nicholas M. Fernandes Amberle Ferretti ◇ Katie L. Finken Ian G. Finver * Donald Peter Bryce Fischer Jeremy T. Fitzmeyer Kimberly Ann Fontaine</p>	<p>Michael Ford Nicholas D. Frappier Joshua D. Frumkin Jon P. Gagne ★◇* Kayla Elizabeth Gagnon ◇*† Andrew Patrick Gallagher ◇* Shayna J. Stern Garkofsky ◇† Veronica A. Gasper Marshall A. Gelette Colin R. Gelinas Phillip Allan Gerard Rebecca Silveira Giacapuzzi Michael Edward Giampietro † Devin James Gillogly Tyler C. Girouard ◇* Cody Jacob Gladstone * Erik J. Glendye ◇◇* Matthew Donald Graef * Patrick A. Greene Benjamin R. Greenier Kevin M. Grosso ◇*† Ciara Grubbs Victoria L. Hagan Lindsay E. Hall Mark A. Haney Eric Hann ◇ Alina Harris Zachary Harris Precia Harthcock John Patrick Hayden Dylan Patric Hayes- Hunsicker ◇* Todd Haynes Janna Hayward Amy Lee Henderson Jessica June Hewson Dakota James Heyman Jacquai L. Heyward Gregory M. Hilston Devan Marie Hilton Danh K. Ho ★◇*† Erik A. Hobbs Katherine Lindsey Holder ◇ Molly J. Howe Junyi Huangyan Dylan Joseph Hudon ◇ Regina C. Ianni Douglas P. Illsley ◇ Peter Salim Issa Lizeth Jaime ◇ Adam Rafael Jimenez ◇ Jonathan Jimenez Matthew Scott Johansen ◇*† Charles M. Johnson Nicholas T. Johnson ★◇*† Kara Michele Jolly Alexander Daniel Jones ◇ Emily D. Jones Samantha Jowders Justin T. Kasynak Amanda S. Kay ◇ Lauren Elizabeth Kazazian</p>
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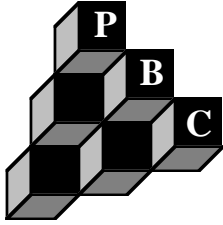
◇ Sung H. Kim
 ◇ Christopher E. Kinney
 Nathan J. Klaver
 Gregory P. Kolb
 Rebecca Lee Krysiak
 ◇ Allison Kuhn
 William E. LaFlower
 Ashley R. Lafontaine
 Stephen Lagana
 Joseph R. Lagasse
 Gabrielle M. LaHue
 ◇ Ashley A. Lam
 Andrew Larvia
 Julie Lavoie
 *† James M. Lawson
 Lauren Lee LeBlanc
 Brandon M. Lehman
 Rachel Lewis
 Brett M. Lightfoot
 Nicholas Lortie
 Jared Paul Lovejoy
 Joshua D. Lovett
 Emrys J. Lowe
 Jack Luk
 ◇† Jack Lawrence Lynch
 Kristine Anne Macdonald
 Erin E. MacLean
 Kyle MacPhee
 Kyle MacPhee
 ◇† Rebecca Ashley Maille
 Luis E. Maldonado
 Britney N. Maloney
 ◇ Jessica R. Maniglia
 Kaitlyn D. Manuele
 Hazel Marder
 ◇ Zachariah J. Marino
 Stefanie H. Martel
 Daniel S. Martens
 ◇* Alison M. Martin
 ◇ Austin J. Martin
 Tyler K. Martinage
 Jennifer R. Maskiewicz
 Trevor John Mattor
 Nicole A. McCarthy
 ◇ Ethan Ochoa McGarry
 Matthew Brandon McGinley
 Megan McIntyre
 Jack E. McNeill Jr
 Colby J. Mear
 ◇ Alyssa Josephine Medico
 ◇ James H. Meier
 Taylor Leigh Miles
 Coreen E. Miller
 Tyler James Monahan
 Jessica L. Moreau
 ◇ Christopher C. Morrison
 Bryan E. Morse
 Bryan E. Morse
 ◇ Jillian R. Mulholland
 ★◇*† Michael Murgo
 ◇ BreAna A. Mutz
 Jennifer R. Naber
 Isabel C. Nanez
 Rand C. Nichols
 Megan Elizabeth Niesen
 ◇*† Rebecca Noyovitz
 Griffin Thomas Nozell
 Brandon J. O'Grady
 Sophia N. Olsen
 ★◇*† Caitlin Margaret Ortega
 Ryan S. Page
 Dave B. Parker
 ◇ Patrick Mitchell Parker
 Joshua L. Parsons
 ◇*† Laura E. Patnaude
 Patrick Paulson
 Casey B. Peacock
 Nicole C. Pelletier
 Timothy S. Perez
 Roland L. Perkins
 Nathan Brooker Perry
 Andrew J. Pineau
 Tabatha L. Pinet
 Ryan J. Pinkall
 ◇* Nicholas A. Plante
 * Joseph E. Platko
 ◇ Katherine Michelle Pombrio
 Marcus D. Poudrette
 Brandon M. Poulin
 * Melanie L. Powell
 * Travis Pozzetta
 Natasha Brianna Prater
 Kelsey L. Price
 Emily E. Provencher
 ◇ Megan S. Provencher
 Dylan Provost
 Jason M. Quintal
 Seth F. Randall
 Ryan M. Reagan
 Jacob J. Reczko
 Nicholas R. Rezendes
 ◇ Ryan James Riviere
 Michael William Robidoux
 *† Peter S. Robinson
 Gerald Christopher Rosati III
 *† Lea A. Rossi
 James W. Rothenberg
 Hannah E. Russell
 Luke O. Ryan
 Matthew J. Ryan
 Dylan Arthur Norman Sanford
 Matthew J. Sawers-Brule
 Amber Scales
 David Patrick Schoonmaker
 Corey A. Schueler
 Timothy A. Schultz
 Steven Schwabe
 * Erica Sebastyan
 Loren R. Seidl
 Jacob Aaron Sena
 Jacob Aaron Sena
 Adam M. Senechal
 Jacob Andrew Serrentino
 George Vincent Shack
 Jessica L. Shanahan
 Thomas M. Silva
 Christopher Ryan Smith
 Demitria K. Smith
 Katherine Anna Smith
 ◇ Madison Smith
 Nicholas Smith
 Tyler J. Smith
 Michael Soifert
 Emily C. Sommers
 ★ Matthew A. Soucy
 Jennifer L. Soukup
 ◇*† Emily M. Spencer
 ★◇* Elise M. St. Laurent
 Eric W. Starr
 Gregg A. Stetson
 Matthew R. Stockhausen
 * Joella Ruth Stossel
 Brianna L. Sullivan
 Cailey Anne Sween
 Natasha Fay Theberge
 Rebecca M. Theriault
 ◇ Samantha M. Theriault
 Michael J. Tiano
 Nathan R. Titus
 Felicia Tomolonis
 Lauren Tracey
 ◇* Jennifer Trimble
 Victoria Marie Trowbridge
 Olivia K. Trythall
 Alex Turcotte
 Kara P. Turmel
 Alexander James Twardosky
 ◇ Ian P. Urquhart
 *† Kyle V. Wallace
 Melanie D. Valley
 ★◇* Swarna Veeramani
 Devon Elizabeth Venne
 Katelyn Alyssa Ventre
 ◇ Alek Viljanen
 ◇◇ Larson Viljanen
 * Steven E. Vinasco
 Samantha Jane Treadway Wagner
 Sean Patrick Walker
 † Christina Walser
 Brandon M. Watkins
 ◇* Susan M. Watkins
 Louis V. Watt
 Erick M. Wayman-Baxter
 † Ariel Grace Weithman
 Candace G. Wells
 ◇*† Kacie Wells
 Brent M. Whitney
 ◇ Megan C. Whitney
 ◇ Brody E. Williams
 ◇*† Dylan Joseph Worthy
 ◇* Jaclyn Anne Yeaton
 Daniel Jacob Zinsmeister
 John A. Zona
 ◇ New Hampshire Scholar
 † National Honor Society
 * Top 15%
 ◇ National Art Honor Society
 (2 multicolored cords)
 ★ Science Olympiad Team (pink cords)

Members of the Merrimack High School Class of 2011 were accepted at the following institutions of higher learning:

Alfred University (NY)
American University (DC)
Art Institute of Boston (MA)
Assumption College (MA)
Bates College (ME)
Becker College (MA)
Bentley University (MA)
Boston College (MA)
Boston University (MA)
Brigham Young University (UT)
Bryant University (RI)
Campbell University (NC)
Catholic University of America (DC)
Champlain College (VT)
Chester College of New England
Clarkson University (NY)
Clemson University (SC)
Coastal Carolina University (SC)
Colby-Sawyer College (NH)
College of New Jersey (NJ)
Columbia College (IL)
Connecticut College (CT)
Culinary Institute of America (CA)
Culinary Institute of America (NY)
Curry College (MA)
Daniel Webster College (NH)
Dartmouth College (NH)
Denver University
DePaul University (IL)
Drexel University (PA)
Duquesne University (PA)
East Carolina University (NC)
Edison State College (FL)
Elon University (NC)
Embry-Riddle Aeronautical University (FL)
Embry-Riddle Aeronautical University - Prescott (AZ)
Endicott College (MA)
Finger Lakes Community College (NY)
Fitchburg State University (MA)
Florida State University (FL)
Fordham University (NV)
Franklin Pierce University (NH)
Georgetown University (DC)
Georgia Institute of Technology
Georgia Technical Institute
Green Mountain College (VT)
Greensboro College (NC)
Harding University
Hartwick College (NY)
Hesser College (NH)
High Point University (NC)
Hofstra University (NY)
Iona College (NY)
Ithaca College (NY)
James Madison University (VA)
Johns Hopkins University (MD)
Johnson & Wales University (CO)
Johnson & Wales University (RI)
Keene State College (NH)
Lakes Region Community College (NH)
Loyola University Chicago (IL)
Lyndon State College (VT)
Lynn University (FL)
Maine Maritime Academy (ME)
Manchester Community College (NH)
Marshall University (WV)
Maryland Institute College of Art (MD)
Massachusetts College of Pharmacy & Health Science (MA)
Merrimack College (MA)
Michigan State University (MI)
Middle Tennessee State University (TN)
Montserrat College of Art (MA)
Mount Ida College (MA)
Nashua Community College (NH)
New England College (NH)
New England Culinary Institute (VT)
New Hampshire Technical Institute (NH)
New York University (NY)
Newbury College (MA)
Niagara County Community College (NY)
North Carolina State University (NC)
North Country Community College
Northeastern University (MA)
Norwich University (VT)
Pennsylvania State University (PA)
Plymouth State University (NH)
Pratt Institute (NY)
Purdue University (IN)
Quinnipiac University (CT)
Rensselaer Polytechnic Institute (NY)
Rhode Island School of Design (RI)
Rider University (NJ)
Rivier College (NH)
Rochester Institute of Technology (NY)
Roger Williams University (RI)
Rutgers, State University of New Jersey
Saint Anselm College (NH)
Saint Joseph College (CT)
Saint Joseph's College (ME)
Saint Michael's College (VT)
Salem State University (MA)
Salve Regina University (RI)

Sam Houston State University (TX)
School of Visual Arts (NY)
Seattle University (WA)
Seton Hall University ((NJ)
Simmons College (MA)
Southern New Hampshire University (NH)
Springfield College (MA)
State University of New York Maritime College
State University of New York Plattsburgh
Stonehill College (MA)
Suffolk University (MA)
Syracuse University (NY)
Thomas College (ME)
Towson University (MD)
University of Bridgeport (CT)
University of California - Berkeley
University of Connecticut
University of Dayton (OH)
University of Delaware
University of Guelph (Canada)
University of Illinois
University of MA - Amherst
University of MA - Boston
University of MA - Dartmouth
University of MA - Lowell
University of Maine
University of Maine - Farmington
University of Maine - Machias
University of Maine - Presque Isle
University of Maryland
University of Michigan
University of New England (ME)
University of New Hampshire - Durham
University of New Hampshire - Manchester
University of New Haven (CT)
University of North Carolina at Charlotte
University of Oregon
University of Pennsylvania
University of Rhode Island
University of South Carolina
University of Southern California
University of Southern Maine
University of Tampa (FL)
University of the Sciences (PA)
University of Vermont
University of Wisconsin - Madison
Utah Valley University (UT)
Vassar College (NY)
Villanova University (PA)
Virginia Tech
Wentworth Institute of Technology (MA)
Western New England College (MA)

Westfield State University (MA)
Wheaton College (IL)
Worcester Polytechnic Institute (MA)



PLANNING & BUILDING COMMITTEE
Merrimack School District
<http://www.merrimack.k12.nh.us/PBC/>

Report to the Citizens of Merrimack
March 2012

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.

This past year the Committee has focused its efforts in three areas:

- **Traffic and parking issues at Reeds Ferry School.** The Committee worked with Administration to review problems, develop solutions and finally to create a revised traffic and parking plan to alleviate the problems at Reeds Ferry. We are pleased to recommend the warrant article on this year's ballot to cover the costs for that plan.
- **High School Track and Field Facility.** The School Board charged the Planning and Building Committee with looking at the current conditions of the high school football/track facility and reviewing conditions at other such school facilities in order to make some recommendations about future development. The Committee expects to present its report to the School Board before the April elections.
- **New Superintendent's Office.** The Committee has been reviewing options to refine its proposal for a new Superintendent's office.

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

Sincerely,

Richard Hendricks, Chair

Gage Perry, Vice Chair

Stan Heinrich

Davis Powell

Finlay Rothhaus

Laurie Rothhaus

Merrimack School District
ANNUAL SCHOOL DISTRICT MEETING
Session 1: Deliberation
March 7, 2011

Present: School Board members: Jody Vaillancourt, Roy Swonger, Jennifer Thornton, Shannon Barnes and Christopher Ortega. Superintendent Marjorie Chiafery; Assistant Superintendent Dr. Mark McLaughlin; Business Administrator Matthew Shevenell; and Legal Counsel Kathy Peahl.

At 7:03 PM, Moderator Lynn Christensen called the meeting to order and led those present in the Pledge of Allegiance. Mrs. Christensen asked Mrs. Vaillancourt, Chair of the School Board, to introduce the School Board and officials seated on stage. She asked Andy Schneider, Chair of the School District Budget Committee to introduce the members of the Budget Committee. Mr. Schneider asked the audience to recognize Stan Heinrich who had been Chair of the Budget Committee for many years. Mrs. Christensen made several announcements regarding voting on April 12th and the procedures that would be followed during the meeting.

Mrs. Christensen stated Article 1 was election of officers, which would take place by official ballot on April 12th and read Article 2:

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

Mrs. Christensen recognized Mrs. Barnes who moved Article 2 as printed. Second: Mrs. Thornton. Mrs. Barnes spoke to her motion by stating this article allows the School Board to accept personal or real property, i.e. non-cash, donations that might be given to the District and has no tax impact. She said this was an annual housekeeping article.

Mrs. Christensen called for discussion on the article. There was none.

Mrs. Christensen declared Article 2 moved to the ballot and recognized Mr. Swonger who moved Article 3 as printed.

Article 3: (Special Warrant Article) 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:

Year	Estimated Increase
2011-2012	\$630,656
2012-2013	\$647,041

and raise and appropriate the sum of One Hundred Eighty Thousand Six Hundred Fifty Six Dollars (\$180,656) for the 2011-2012 fiscal year, such sum

representing the 2011-2012 net costs attributable to (1) the increase in salaries and benefits described above over those of the 2010-2011 fiscal year and (2) a savings of Four Hundred Fifty Thousand Dollars (\$ 450,000) to be realized by the District due to an increase in the negotiated contribution level by the Merrimack Teachers Association towards the cost of their health insurance and other changes in the health plan design? (Majority Vote Required). (Recommended by the School Board Vote: 5-0-0).

(Recommended by the Budget Committee Vote: 10-1-0).

Note: Pursuant to RSA 273-A:12, if approved, the terms of this collective bargaining agreement, including the pay plan, but excluding cost of living increases, will continue in force and effect after it expires in June 30 2013 unless and until a new agreement is executed.

Second: Mrs. Vaillancourt. Mr. Swonger asked the Moderator to allow Attorney Peahl to speak about the note at the end of the article. Mrs. Christensen called on Attorney Peahl.

Attorney Peahl read the note at the end of the article and explained that the note had been placed at the end of the article on the recommendation of the Department of Administration, but that since the warrant had been posted, legislation was passed that repealed RSA 273-A:12; thus the note would not appear on the ballot.

Mr. Swonger spoke to his motion by giving a power point presentation about the proposed teachers' contract.

Mrs. Christensen called for discussion on Article 3.

Stan Heinrich (Edgewood Avenue) commended the School Board negotiating team and the Teachers Association for their work on the contract and spoke in favor of the article.

There was no further discussion.

Mrs. Christensen declared Article 3 moved to the ballot, without the note at the end, and read Article 4.

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).

Mrs. Christensen recognized Mr. Ortega who moved Article 4. Second: Mrs. Barnes. Mr. Ortega spoke to his motion by stating that, should Article 3 fail, this article is basically a housekeeping article and gives the School Board the option to call one special meeting for cost items only without the need to petition the court to hold such a meeting.

Mrs. Christensen called for discussion on the article. There was none.

Mrs. Christensen declared Article 4 moved to the ballot as printed and recognized Mrs. Thornton who moved Article 5.

Article 5: (Special Warrant Article) Shall the District establish a capital reserve fund under the provisions of RSA 35:1, to be known as the Special Services and Central Office Consolidation Fund, for the purpose of construction and original equipping of a new Central Office and to raise and appropriate an amount up to Two Hundred Thousand Dollars (\$200,000) or Twenty percent (20%) of the unencumbered surplus funds remaining at the end of the fiscal year 2010-2011, whichever amount is less, and to transfer that amount to the said fund? (Majority vote required) (Recommended by the School Board Vote: 5-0-0). (Recommended by the Budget Committee Vote: 8-2-1).

Second: Mr. Ortega. Mrs. Thornton read the article and explained that this article establishes a fund to save for a future building. She said the project has been in the School District's Capital Improvement Plan for over a decade and that any spending from the fund would have to be approved by the voters. She said the School Planning and Building Committee (PBC) had done an extensive report on the proposed project and asked the Moderator to allow, Rich Hendricks, Chair of the Planning and Building Committee to give a presentation to the body. Mrs. Christensen called on Mr. Hendricks.

Mr. Hendricks introduced the members of the Committee and gave a power point presentation explaining the research the Committee had done on the proposed project.

Mrs. Christensen called for discussion on the article.

Richard Barry (Kyle Road) asked for a clarification about the cost of renovations listed in the PBC report. Mr. Swonger stated that the renovation cost listed in the report was to renovate space at the upper Elementary school to accommodate the Special Service offices only and did not include any funds to upgrade, renovate or address the remaining SAU offices. He stated the cost per square foot to include the Special Services offices in a new SAU office was less expensive than the cost to renovate space for them in the upper elementary school.

Dave McCray (Trowbridge Drive) asked for the cost of a new SAU building without including the Special Services offices. Mr. Swonger stated that the PBC had looked at the cost to renovate the upper elementary (\$750,000) as well as analyzed the impact to the upper elementary school of having the Special Services offices located there and found it was more efficient to build one new building which included all the SAU offices. He said providing new space for the Special Services offices would not solve all the existing problems.

Chris Christensen (Greatstone Drive) asked when the new office would be built. Mr. Swonger told him the new office is in the Capital Improvement Plan for two years hence. He said the idea of the Capital Reserve Fund was to save for a down-payment on the bond.

Mr. Heinrich said that when the PBC looked at whole

situation, the only school in the district with any amount of underutilized space was the upper elementary but, even then it did not have sufficient available space to accommodate all the SAU needs. He said when the Committee looked at the renovation cost plus the disruption to the upper elementary school that would result from having a wing taken over by Special Services, it decided that renovations were not a viable option.

Mr. Hendricks stated that current SAU office buildings were had been in use for nearly 40 years.

Tim Tenhave (Amherst Road) said he had no issue with the need for the new building, but that he felt an appropriate way to fund a capital item was with a bond and was against a building capital reserve fund.

Rich Barnes (Lawrence Road) reminded everyone that copies of the SPBC report were available at the meeting and on-line.

There was no further discussion. Mrs. Christensen moved Article 5 to the ballot as printed and recognized Mr. Schneider who moved Article 6 as printed.

Article 6: 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 \$65,340,419? (Should this article be defeated, the operating budget shall be \$65,721,640 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: 9-2-0).

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

Second: Bill Cummings (Huckleberry Lane)

Mr. Schneider noted that he had neglected to mention that Budget Committee member Todd Beard was absent and then spoke to his motion by noting that the Committee had done things a little differently by meeting in the summer this past year and deciding to follow the Administration and the School Board every step of the way through the budget preparation process. He indicated that the proposed budget was \$65,340,419 and that this amount was \$381,000 less than the default budget; however, the proposed budget was still \$1.1 million dollars greater than last year's budget. He said the vast majority of the increase was due to increases in health care and retirement costs and noted that there were reductions of 6.5 teaching positions and 1 support staff position. He also said that capital improvement items were included in the budget rather than presented as separate warrant articles and noted that the budget included the final

payments for the 1997 school bond. Mr. Schneider said that there had been many motions to add or remove funds from the budget during the Committee's work session and that all had failed.

Mrs. Christensen called for discussion on the article.

Mrs. Vaillancourt made a MOTION to amend the article, reducing the operating budget by \$501,000 which would result in a budget totaling \$64,839,419. Second: Mrs. Barnes.

Mrs. Vaillancourt spoke to her motion by stating that when the Governor's proposed budget for catastrophic and building aid contains \$1.3 million dollars less revenue for the District than expected. She indicated that School Board had meet with our legislators to discuss options but no one knows what the final state budget will be.

Mrs. Vaillancourt said that the School Board held an emergency meeting last week to ask the Administration for possible budget reductions to offset some of the projected loss of revenue. She said the Administration was asked to look for cuts that could not increase class size and would have little effect on academic programs. Some of the proposed reductions are in the areas of athletic supplies, co-curricular supplies, non-student furniture, field trips, substitutes, maintenance overtime and there are some staffing cuts as well. The proposed staff reductions include one para-professional at each school, a library assistant and the Administrative Assistant to the athletic director at the high school, a .5 kindergarten teacher and .5 kindergarten support staff and the elementary school psychologist. She stated the Board could use a contracted psychologist to meet Special Service needs. She also said that the District needs to notify teachers by April 15th whether they will be hired for the following year and that no one will know until some time in June what the final state budget will contain. She said the District cannot overspend its appropriation and also indicated that the Board reached consensus, but did not take an official vote.

Bill Boyd (Joppa Road) asked what the School Board's intention was if the District should receive a greater cut in revenue from the state. Mr. Swonger stated the Board would then have to decide whether to make more cuts or pass the increase along as taxes. He said the proposed reduction was not draconian but equated to 10 _ positions. He said that the School Board will address whatever revenue happens.

Evan Fulmer (Wren Court) stated that should the operating budget fail, the default budget takes affect which would make this reduction moot. He spoke the proposed reduction adversely affects the students and he opposed the amendment. He asked about the funds for the proposed SAU office.

Kathleen Regan (Rocky Ledge Road) said she was concerned with how the proposed cuts were going to affect students with Special Needs. Mrs. Vaillancourt said she didn't think that needed services would be lost, but that there would be a reconfiguration of how needed services were provided.

Carolyn Morgan Bellfower (Royal Court) said she felt the elementary psychologist was an important and integral part of the Special Services program and that not having a full-time psychologist would negatively affect the students.

Mr. Heinrich said that he felt this proposed reduction was premature since the state budget has not been finalized. He felt that more time and information was needed to draft a plan and opposed the amendment.

Mr. Swonger stated, in reply to an earlier question, that the \$200,000 being requested for a Capital Reserve Fund would come from surplus from the current year's budget. He also noted that 70% of the operating budget is for staff and that 1/3 of the cuts proposed in the amendment were in non-staffing areas.

Mr. Barry spoke in favor of the amendment and said the Board was proposing cutting fringes, not current cutting services.

Norman Phillips (Edward Lane) stated he was puzzled because he didn't see how everyone who reviewed the budget and determined it was prudent for meeting the needs of the District could have missed \$500,000 in cuts. Mrs. Vaillancourt stated that she was not saying the proposed cuts were for services that weren't needed or that the cuts weren't going to affect the students, but that the School Board felt is was appropriate to take a look what might have to be cut if there is a revenue shortfall. Mr. Phillips said the amendment does not take into consideration the complete extent of what is expected and does not solve any problems until the District knows what the final state budget is.

Cindy Thomas (Baboosic Lake Road) offered a clarification that only _ of the cuts proposed in the amendment were actually not staffing areas.

Wendy Martin (Bean Road) said, if the amendment passes, she will lose her job as a para-professional at the upper elementary school. She said she understood that there is a tough economy, but she wanted the voters to understand that this cut will be at the expense of the children.

Chris Christensen (Greatstone Drive) said that the Governor's proposed budget is not necessarily the final budget. He asked whether funds in the Special Education Capital Reserve Fund (SpEd CRF) could be used to make up for some of the lost revenue.

Mr. Shevenell stated that the SpEd CRF was specifically established for dealing with emergency or unanticipated Special Education needs. He said the fund could not be used for known expenses.

Jean Wagner (Cohen Road) expressed a concern that services directly impacting students would be cut if the amendment passed. She said that every year, students with greater needs are attending our schools and the psychologist is an integral part of the services needed by these children.

David Rodgers (Klara Drive) spoke against the amendment by saying there is an element of risk and a whole lot of unknown, but what happens, happens.

Chris Sherman (Wintergreen Drive) said he felt that it was ill advised that the School Board was proposing a significant cut that put together in only 48 hours. He suggested that more time was needed to do the right thing.

Mrs. Vaillancourt stated that the Board felt it had to make an

adjustment to the operating budget because of the uncertainty of revenue and in time for presentation at this meeting. She said that whatever amount of money is on the ballot will have to be raised by taxes whether the School Board chooses to spend it or not.

Mrs. Barnes said that the body was only voting on a bottom line amount, not the actual lines that would be affected if the amendment passed. She said the School Board wanted to suggest where the cuts would be made, but that the cuts suggested may not be the cuts taken.

Ms. Regan asked how the School Board could make decisions about cutting positions, such as the school psychologist when they didn't realize that the psychologist does more than testing. Mrs. Vaillancourt said the School Board relies on Administration to make recommendations. She said that some services like testing and evaluations are required, but others, while valuable, are not required. Ms. Regan also asked what percentage of Special Services staff does the amendment cut. Mrs. Vaillancourt replied the amendment will cut 6 of 169 Special Services staff and 2 of the 4 school psychologists.

Mike Malzone (E. Chamberlain Road) spoke in support of the amendment by saying in tough times, tough decisions have to be made.

Mrs. Thomas stated that as a voter she was hearing people say that we know tax bills might be higher but that people wanted the Board to stick with the budget in the original warrant article.

Mr. Swonger reiterated that if the amendment fails and the District does receive a revenue shortfall, it will have to raise the bottom line amount – which will mean increased taxes.

Mrs. Morgan-Belfiore asked what the tax impact of the proposed reduction and the tax impact if the District realized a revenue shortfall of \$2.3 million dollars. Mrs. Barnes stated it was - with \$501K what is tax amount: 2.3 mil – tax impact is \$.68 per thousand 300K house - \$204.

Eric Peterson (Elizabeth Drive) spoke in favor of the amendment.

Mr. Fulmer stated that he thought the majority of people present were willing to pay the taxes to leave the budget as it was originally presented.

Mr. Heinrich said that the tax impact of \$501,000 is 15¢ on the tax rate.

Mrs. Thornton stated that the School Board was not proposing the amendment blindly. She said the Board had gotten advice from the town's State Representatives and Senator and she felt the amendment was a pro-active step.

Patrick McGrath (Peter Road) called the question.

The Moderator ruled that the one person standing in line could speak.

David McCray (Trowbridge Drive) clarified that the amendment amounted to 3¢ per hundred thousand dollars of expense and spoke in favor of the amendment.

Mrs. Christensen called for a vote on the amendment and announced that the AMENDMENT FAILED.

Mrs. Christensen asked if there was any further discussion on the original article. There was none.

Mrs. Christensen declared Article 6 moved to the ballot as printed.

Mr. Swonger made a MOTION to adjourn. Second: Mr. Heinrich.

The Moderator called for a vote and declared the MOTION PASSED and the meeting adjourned at 9 PM.

Session 2: Ballot Voting April 12, 2011

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 8:45 PM after results were tallied, School District Moderator Lynn Christensen announced 3140 voters had cast ballots with the following results:

School Board – three years, one seat

Roy F. Swonger – 1,268 votes

George Markwell – 1,344 votes

Miscellaneous – 20 votes

The Moderator declared George Markwell elected.

Planning & Building Committee – three years, two seats

Laurie Rothhaus – 1,967 votes

Finlay Rothhaus – 2,051 votes

Miscellaneous – 61 votes

The Moderator declared Laurie Rothhaus and Finlay Rothhaus elected.

Budget Committee – three years, four seats

Gary G. Krupp – 1,631 votes

Todd Beard – 1,736 votes

Jennifer Burk – 1,671 votes

Cinda Guagliumi – 1,566 votes

Miscellaneous – 85 votes

The Moderator declared Gary G. Krupp, Todd Beard, Jennifer Burk and Cinda Guagliumi elected.

Budget Committee – two years, one seat

Christina Barbera – 1,890 votes

Miscellaneous – 26 votes

The Moderator declared Christina Barbera elected.

Budget Committee – one year, one seat

Rodney Buckley – 1,966 votes

Miscellaneous – 29 votes

The Moderator declared Rodney Buckley elected.

Article 2: Yes – 2,552 votes No – 502 votes.

The Moderator declared Article 2 passed.

Article 3: Yes – 1,812 votes No – 1,246 votes.

The Moderator declared Article 3 passed.

Article 4: Yes – 1,863 votes No – 1,137 votes.

The Moderator declared Article 4 passed.

Article 5: Yes – 1,145 votes No – 1,858 votes.

The Moderator declared Article 5 failed

Article 6: Yes – 2,124 votes No – 867 votes.

The Moderator declared Article 6 passed.

Petition for Recount

On April 15, 2011, the School District Clerk received a request for a recount of the School Board race from candidate Roy Swonger.

A recount was held on April 21, 2011.

After the School District ballots boxes were opened and the ballots tallied by the Board of Recount, the Moderator announced the following result:

Roy Swonger – 1,251 votes

George Markwell – 1,346 votes

The Moderator declared George Markwell elected.

Respectfully submitted,

Patricia Heinrich

School District Clerk



MELANSON HEATH & COMPANY, PC

CERTIFIED PUBLIC ACCOUNTANTS
MANAGEMENT ADVISORS

102 Perimeter Road
Nashua, NH 03063-1301
Tel (603) 882-1111 • Fax (603) 882-9456
www.melansonheath.com

INDEPENDENT AUDITORS' REPORT

To the School Board
Merrimack School District
Merrimack, New Hampshire

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Merrimack School District, as of and for the year ended June 30, 2011, which collectively comprise the District's basic financial statements as listed in the Table of Contents. These financial statements are the responsibility of the Merrimack School District's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the Merrimack School District, as of June 30, 2011, and the respective changes in financial position thereof, for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis, appearing on the following pages and the supplementary information appearing on pages 32, 33, 34 and 35, are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally

Additional Offices:

Andover, MA • Greenfield, MA • Ellsworth, ME • Manchester, NH

of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

In accordance with *Government Auditing Standards*, we have also issued a report dated January 18, 2012 on our consideration of the District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Melanson, Heath + Company P.C.
Nashua, New Hampshire
January 18, 2012

MERRIMACK SCHOOL DISTRICT

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2011

	<u>General</u>	<u>Grants Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS				
Cash and short-term investments	\$ 1,041,027	\$ -	\$ -	\$ 1,041,027
Receivables	1,335,736	609,176	48,678	1,993,590
Due from other funds	731,032	-	44,431	775,463
Inventory	-	-	35,342	35,342
TOTAL ASSETS	\$ 3,107,795	\$ 609,176	\$ 128,451	\$ 3,845,422
LIABILITIES AND FUND BALANCES				
Liabilities:				
Accounts payable	\$ 172,645	\$ 1,766	\$ -	\$ 174,411
Due to other funds	-	775,463	-	775,463
Unearned revenue	-	-	14,965	14,965
Other liabilities	6,997	-	-	6,997
TOTAL LIABILITIES	179,642	777,229	14,965	971,836
Fund Balances:				
Nonspendable	-	-	35,342	35,342
Restricted	-	176	78,144	78,320
Committed	835,451	-	-	835,451
Assigned	3,039	-	-	3,039
Unassigned	2,089,663	(168,229)	-	1,921,434
TOTAL FUND BALANCES (DEFICIT)	2,928,153	(168,053)	113,486	2,873,586
TOTAL LIABILITIES AND FUND BALANCES	\$ 3,107,795	\$ 609,176	\$ 128,451	\$ 3,845,422

See notes to the financial statements.

MERRIMACK SCHOOL DISTRICT
GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED JUNE 30, 2011

	General	Grants Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:				
School district assessment	\$ 38,943,384	\$ -	\$ -	\$ 38,943,384
Intergovernmental	20,144,793	1,897,723	290,329	22,332,845
Charges for services	341,366	-	1,148,016	1,489,382
Investment income	15,630	-	1,356	16,986
Miscellaneous	52,683	-	-	52,683
Total Revenues	<u>59,497,856</u>	<u>1,897,723</u>	<u>1,439,701</u>	<u>62,835,280</u>
Expenditures:				
Instruction:				
Regular programs	16,262,023	-	-	16,262,023
Special programs	10,864,373	1,025,371	-	11,889,744
Vocational programs	42,377	-	-	42,377
Other instructional programs	518,298	918	-	519,216
Adult and community programs	8,349	-	-	8,349
Support services:				
Student services	3,198,315	601,733	-	3,800,048
Instructional staff	1,253,234	197,982	-	1,451,216
General administration	1,023,313	-	-	1,023,313
School administration	2,104,406	-	-	2,104,406
Business	295,044	-	-	295,044
Operation and maintenance of plant	3,406,900	110,364	-	3,517,264
Student transportation	2,874,573	-	-	2,874,573
Centralized services	85,891	-	-	85,891
Other support services	16,101,990	-	-	16,101,990
Food service operations	-	-	1,361,557	1,361,557
Debt service:				
Principal	1,586,904	-	-	1,586,904
Interest	817,993	-	-	817,993
Facility acquisition and construction	775,736	-	-	775,736
Other	7,376	40,051	-	47,427
Total Expenditures	<u>61,227,095</u>	<u>1,976,419</u>	<u>1,361,557</u>	<u>64,565,071</u>
Change in fund balances	(1,729,239)	(78,696)	78,144	(1,729,791)
Fund Balances (Deficit), at Beginning of Year, as restated	<u>4,657,392</u>	<u>(89,357)</u>	<u>35,342</u>	<u>4,603,377</u>
Fund Balances (Deficit), at End of Year	<u>\$ 2,928,153</u>	<u>\$ (168,053)</u>	<u>\$ 113,486</u>	<u>\$ 2,873,586</u>

See notes to the financial statements.

MERRIMACK SCHOOL DISTRICT
GENERAL FUND
STATEMENT OF REVENUES AND OTHER SOURCES,
AND EXPENDITURES AND OTHER USES - BUDGET AND ACTUAL
FOR THE YEAR ENDED JUNE 30, 2011

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget		
Revenues and Other Sources:				
School district assessment	\$ 38,943,384	\$ 38,943,384	\$ 38,943,384	\$ -
Intergovernmental	18,985,890	18,985,890	19,553,582	567,692
Charges for services	301,500	301,500	341,366	39,866
Investment income	30,000	30,000	12,203	(17,797)
Miscellaneous	17,000	17,000	59,094	42,094
Other financing sources	260,000	260,000	260,000	-
Use of fund balance	<u>3,517,659</u>	<u>3,517,659</u>	<u>3,517,659</u>	<u>-</u>
Total Revenues and Other Sources	62,055,433	62,055,433	62,687,288	631,855
Expenditures and Other Uses:				
Regular programs	16,107,000	16,346,132	16,262,018	84,114
Special programs	11,313,173	11,172,851	10,864,373	308,478
Vocational programs	20,000	20,000	42,377	(22,377)
Other instructional programs	561,938	561,938	518,298	43,640
Adult and community programs	6,110	6,110	8,349	(2,239)
Student services	3,252,370	3,153,580	3,195,608	(42,048)
Instructional staff	1,270,462	1,270,462	1,251,908	18,554
General administration	1,055,759	1,055,759	1,021,623	34,136
School administration	2,115,292	2,115,292	2,103,098	12,194
Business	287,283	287,283	295,044	(7,761)
Operation and maintenance of plant	3,570,404	3,570,404	3,374,260	196,144
Student transportation	2,852,381	2,852,381	2,874,573	(22,192)
Centralized services	85,891	85,891	85,891	-
Other support services	16,316,839	16,316,839	15,510,780	806,059
Debt service - principal	1,385,000	1,586,904	1,586,904	-
Debt service - interest	676,894	817,993	817,993	-
Facility acquisition and construction	1,170,373	827,370	775,736	51,634
Other	<u>8,264</u>	<u>8,264</u>	<u>7,376</u>	<u>888</u>
Total Expenditures and Other Uses	62,055,433	62,055,433	60,596,209	1,459,224
Excess of revenues and other sources over expenditures and other uses	\$ <u>-</u>	\$ <u>-</u>	\$ <u>2,091,079</u>	\$ <u>2,091,079</u>

See Independent Auditors' Report.

Merrimack School District Comparative Enrollments

Grade	Enrolled 9/2011	Enrolled 1/2012	Estimated 9/2012
K	208	207	200
1	279	277	270
2	315	312	278
3	294	290	314
4	327	321	297
Sub Total	1423	1407	1359
5	299	297	329
6	344	342	301
Sub Total	643	639	630
7	286	286	335
8	326	320	289
Sub Total	612	606	624
9	344	345	322
10	331	330	341
11	384	382	325
12	392	382	410
Sub Total	1451	1439	1398
Spec. Ed. (Out-of-District Place- ments and Students Ages 3 & 4)	120	124	116
GRAND TOTAL	4249	4215	4127

MERRIMACK SCHOOL DISTRICT

Merrimack, New Hampshire

2012-2013

PROPOSED BUDGET

**MERRIMACK SCHOOL DISTRICT
BUDGET COMMITTEE
2011-2012**

Andy Schneider, Chair	2012
Christina Barbera	2013
Richard Barnes	2012
Todd Beard	2014
Michael Beck	2012
Rodney Buckley	2012
Jennifer Burk	2014
William Cummings	2012
Cinda Guagliumi	2014
Stan Heinrich	2013
Gary Krupp	2014
Roy Swonger	2012

Ex-Officio School Board

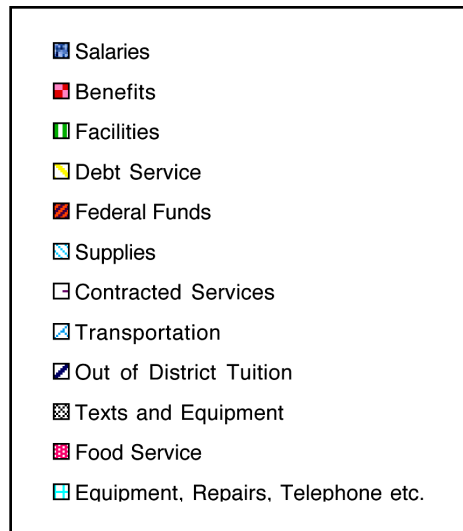
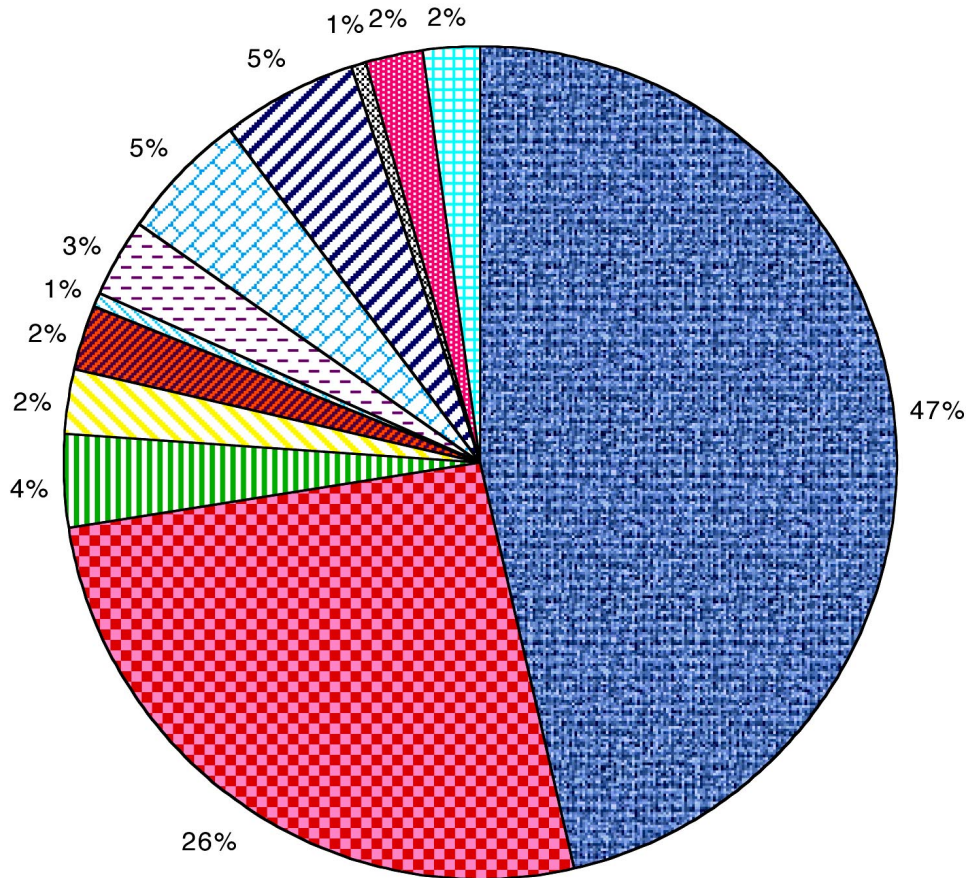
Christopher Ortega

Jennifer Thornton (alternative)

Pat Heinrich, Secretary

DISTRIBUTION OF YOUR EDUCATION DOLLAR

Proposed Budget 2012-2013



Merrimack School District School District Warrant

March 6, 2012 (Deliberation)
and April 10, 2012 (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 6, 2012, 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 or St. John Neumann Church, depending upon your place of residence, on Tuesday, April 10, 2012, 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 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 7:00 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: 4-0-0).

ARTICLE 3 Shall the District approve the cost items (resulting in savings) included in the collective bargaining agreement reached between the School Board and the Merrimack Educational Support Staff Association which calls for the following net changes in salaries and benefits at the current staffing levels:

Fiscal Year 2012-13

FY 2013 Salaries and Benefits Without Proposed Agreement		FY 2013 Salaries and Benefits With Proposed Agreement		Net Increase/(Decrease)	
Wages	\$6,335,136	Wages	\$6,538,011	Wages	\$202,875
Health Insurance	\$4,680,192	Health Insurance	\$4,288,916	Health Insurance	(\$391,276)
Total Cost	\$11,015,328	Total Cost	\$10,826,826	Total Decrease	(\$188,401)

Fiscal Year 2013-14

FY 2014 Salaries and Benefits Without Proposed Agreement		FY 2014 Salaries and Benefits With Proposed Agreement		Net Increase/(Decrease)	
Wages	\$6,335,136	Wages	\$6,747,382	Wages	\$412,426
Health Insurance	\$5,003,125	Health Insurance	\$4,430,495	Health Insurance	(\$572,630)
Total Cost	\$11,338,261	Total Cost	\$11,177,877	Total Decrease	(\$160,384)

Fiscal Year 2014-15

FY 2015 Salaries and Benefits Without Proposed Agreement		FY 2015 Salaries and Benefits With Proposed Agreement		Net Increase/(Decrease)	
Wages	\$6,335,136	Wages	\$6,963,459	Wages	\$628,323
Health Insurance	\$5,269,952	Health Insurance	\$4,625,437	Health Insurance	(\$644,516)
Total Cost	\$11,605,088	Total Cost	\$11,588,895	Total Decrease	(\$16,193)

and reduce the Operating Budget for the 2012-13 fiscal year, as appropriated, by the sum of One Hundred Eighty-eight Thousand Four Hundred and One Dollars (\$188,401)?

This Article is not included in Article 7 - Operating Budget.

(Majority vote required). (Recommended by the School Board Vote: 5-0-0).

(Recommended by the Budget Committee Vote: 10-0-1).

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

ARTICLE 5 (Special Warrant Article) Shall the District raise and appropriate the sum of One Hundred Ten Thousand Dollars (\$110,000) for the purpose of parking lot reconstruction and expansion at Reeds Ferry Elementary School and fund said appropriation by withdrawing Sixty Five Thousand Dollars (\$65,000) from the Merrimack School District Pavement Reconstruction Capital Reserve Fund created for that purpose with the balance of Forty Five Thousand Dollars (\$45,000) coming from general taxation? (Majority vote required). (Recommended by the School Board. Vote 3-1-0). (Recommended by the Budget Committee Vote: 10-1-0).

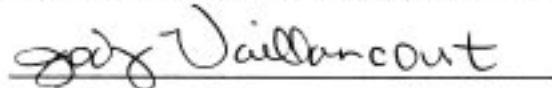
ARTICLE 6 (By Petition) Shall the District, pursuant to RSA 32:14,V, rescind the adoption of Article 7 of the 2006 School District Warrant that established a school district budget committee?

ARTICLE 7 Shall the District raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by vote of the first session, for the purposes set forth therein, totaling \$65,505,395? (Should this article be defeated, the operating budget shall be \$65,676,553 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).

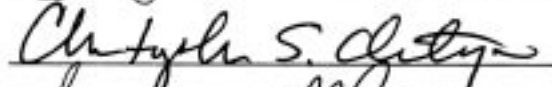
The amount appropriated by this Article will be reduced by One Hundred Eighty-eight Thousand Four Hundred One Dollars (\$188,401) if Article 3, the collective bargaining agreement for the Merrimack Educational Support Staff Association, is approved.

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

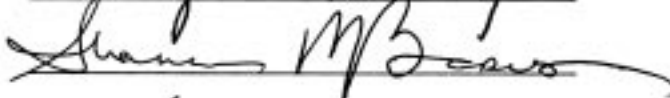
Given under our hands at said Merrimack this 23rd day of February, 2012



Jody Vaillancourt



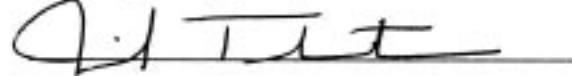
Christopher Ortega



Shannon Barnes



George Markwell



Jennifer Thornton

SCHOOL BOARD

A true copy of warrant - attest:

Jody Vaillancourt
Christopher S. Ortega
Shannon Barnes
George Markwell
Jennifer Thornton

Jody Vaillancourt
Christopher Ortega
Shannon Barnes
George Markwell
Jennifer Thornton
SCHOOL BOARD

I certify that on the 23rd day of February 2012, I posted a copy of the Annual School District Warrant at the place of meeting within named and a like copy at the Merrimack Town Hall being a public place in said pre-existing.

Marjorie C. Chiafery
Marjorie C. Chiafery

February 23, 2012
(date)

Personally appeared the said Marjorie C. Chiafery and made oath the above certificate by her signed is true.

Mary J. Frazzetta
Notary Public

MARY J. FRAZZETTA, Notary Public
My Commission Expires August 13, 2013

SCHOOL BUDGET FORM

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

OF: MERRIMACK NH

Appropriations and Estimates of Revenue for the Fiscal Year From July 1, 2012 to June 30, 2013

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 within 20 days after the meeting.

This form was posted with the warrant on (Date): Feb 23, 2012

BUDGET COMMITTEE

Please sign in ink.

Under penalties of perjury, I declare that I have examined the information contained in this form and to the best of my belief it is true, correct and complete

[Signature]

[Signature]

[Signature]

[Signature]

[Signature]

[Signature]

[Signature]

Christina S. City

Christina Barbara

THIS BUDGET SHALL BE POSTED WITH THE SCHOOL WARRANT

FOR DRA USE ONLY

NH DEPARTMENT OF REVENUE ADMINISTRATION
MUNICIPAL SERVICES DIVISION
P.O. BOX 487, CONCORD, NH 03302-0487
(603)230-5090

1	2	3	4	5	6	7	8	9
Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32:3.V)	OP Bud. WARP. ART.#	Expenditures for Year 7/1/10, to 6/30/11	Appropriations Current Year as Approved by DRA	School Board's Appropriations Ensuing Fiscal Year (Recommended)	School Board's Appropriations Ensuing Fiscal Year (Not Recommended)	Budget Committee's Approp. Ensuing Fiscal Year (Recommended)	Budget Committee's Approp. Ensuing Fiscal Year (Not Recommended)
INSTRUCTION								
1100-1199	Regular Programs		16,244,773	16,036,140	16,038,704		16,038,704	
1200-1299	Special Programs		10,865,333	11,221,763	11,217,720		11,217,720	
1300-1399	Vocational Programs		42,377	20,000	20,000		20,000	
1400-1499	Other Programs		522,269	551,384	549,596		549,596	
1500-1599	Non-Public Programs							
1600-1699	Adult/Continuing Ed. Programs		7,389	6,110	6,110		6,110	
1700-1799	Community/Jr.College Ed. Programs							
1800-1899	Community Service Programs							
SUPPORT SERVICES								
2000-2199	Student Support Services		3,195,468	3,255,034	3,295,001		3,295,001	
2200-2299	Instructional Staff Services		1,255,264	1,268,568	1,290,526		1,290,526	
GENERAL ADMINISTRATION								
2310 840	School Board Contingency							
2310-2319	Other School Board		96,981	128,836	118,536		118,536	
EXECUTIVE ADMINISTRATION								
2320-310	SAU Management Services		532,026	538,056	543,176		543,176	
2320-2399	All Other Administration		381,905	382,948	383,363		383,363	
2400-2499	School Administration Service		2,103,598	2,160,992	2,064,778		2,064,778	
2500-2599	Business		294,191	295,176	296,639		296,639	
2600-2699	Operation & Maintenance of Plant		3,374,260	3,624,561	3,731,185		3,731,185	
2700-2799	Student Transportation		2,874,573	2,960,825	3,253,921		3,253,921	
2800-2899	Support Service Central & Other		15,625,170	17,414,424	16,978,036		16,978,036	
NON-INSTRUCTIONAL SERVICES								
3100	Food Service Operations		1,312,011	1,386,557	1,381,658		1,381,658	
3200	Enterprise Operations							

1	2	3	4	5	6	7	8	9
Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	OP Bud WARR. ART.#	Expenditures for Year 7/1/10 to 6/30/11	Appropriations Current Year As Approved by DRA	School Board's Appropriations Ensuing Fiscal Year (Recommended)	School Board's Appropriations Ensuing Fiscal Year (Not Recommended)	Budget Committee's Approp. Ensuing Fiscal Year (Recommended)	Budget Committee's Approp. Ensuing Fiscal Year (Not Recommended)
FACILITIES ACQUISITION AND CONSTRUCTION								
4100	Site Acquisition							
4200	Site Improvement							
4300	Architectural/Engineering							
4400	Educational Specification Develop.							
4500	Building Acquisition/Construction							
4600	Building Improvement Services		1,062,092	780,011	1,224,906		1,224,906	
4900	Other Facilities Acquisition and Construction Services							
OTHER OUTLAYS								
5110	Debt Service - Principal		1,385,000	1,385,000	1,070,000		1,070,000	
5120	Debt Service - Interest		676,891	604,690	541,541		541,541	
FUND TRANSFERS								
5220-5221	To Food Service		-	1	1		1	
5222-5228	To Other Special Revenue		1,500,000	1,500,000	1,500,000		1,500,000	
5230-5239	To Capital Projects							
5254	To Agency Funds							
5300-5399	Intergovernmental Agency Alloc.							
SUPPLEMENTAL								
DEFICIT								
Operating Budget Total			63,351,572	65,521,075	65,505,395	-	65,505,395	-

****SPECIAL WARRANT ARTICLES****

Special warrant articles are defined in RSA 32:3, VI, as: 1) appropriations 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	6	7	8	9
Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	Expenditures for Year 7/1/10 to 6/30/11	Appropriations Current Year As Approved by DRA	WARR. ART.#	School Board's Appropriations		Budget Committee's Approp.	
					Ensuing Fiscal Year (Recommended)	(Not Recommended)	Ensuing Fiscal Year (Recommended)	(Not Recommended)
5251	To Capital Reserves							
5252	To Expendable Trust							
5253	To Non-Expendable Trusts							
SPECIAL ARTICLES RECOMMENDED								

****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	2	3	4	5	6	7	8	9
Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	Expenditures for Year 7/1/10 to 6/30/11	Appropriations Prior Year As Approved by DRA	WARR. ART.#	School Board's Appropriations		Budget Committee's Approp.	
					Ensuing Fiscal Year (Recommended)	(Not Recommended)	Ensuing Fiscal Year (Recommended)	(Not Recommended)
5	Reeds Ferry Parking and Paving				110,000		110,000	
3	Support Staff Labor Agreement				(188,401)		(188,401)	
INDIVIDUAL ARTICLES RECOMMENDED								

1	2	3	4	5	6
Acct.#	SOURCE OF REVENUE	WARR. ART.#	Revised Revenues Current Year	School Board's Estimated Revenues	Budget Committee's Est. Revenues
REVENUE FROM LOCAL SOURCES					
1300-1349	Tuition		195,400	195,400	195,400
1400-1449	Transportation Fees				
1500-1599	Earnings on Investments		5,000	5,000	5,000
1600-1699	Food Service Sales		1,286,558	1,281,658	1,281,658
1700-1799	Student Activities		18,000	18,000	18,000
1800-1899	Community Services Activities				
1900-1999	Other Local Sources		80,000	80,000	80,000
REVENUE FROM STATE SOURCES					
3210	School Building Aid		468,771	374,271	374,271
3220	Kindergarten Aid				
3215	Kindergarten Building Aid				
3230	Catastrophic Aid		1,092,337	1,092,337	1,092,337
3240-3249	Vocational Aid		6,000	6,000	6,000
3250	Adult Education				
3260	Child Nutrition		20,000	20,000	20,000
3270	Driver Education				
3290-3299	Other State Sources - ED JOBS		374,377	-	-
REVENUE FROM FEDERAL SOURCES					
4100-4539	Federal Program Grants		1,500,000	1,500,000	1,500,000
4540	Vocational Education				
4550	Adult Education				
4560	Child Nutrition		80,000	80,000	80,000
4570	Disabilities Programs				
4580	Medicaid Distribution		350,000	350,000	350,000
4590-4999	Other Federal Sources (except 4810)		46,741	46,741	46,741
4810	Federal Forest Reserve				
OTHER FINANCING SOURCES					
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			65,000	65,000
5251	Transfer from Capital Reserve Funds				

1	2	3	4	5	6
Acct.#	SOURCE OF REVENUE	WARR. ART.#	Revised Revenues Current Year	School Board's Estimated Revenues	Budget Committee's Est. Revenues
OTHER FINANCING SOURCES (Cont.)					
5252	Transfer from Expendable Trust Funds				
5253	Transfer from Non-Expendable Trust Funds				
5300-5699	Other Financing Sources				
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				
	Fund Balance to Reduce Taxes		2,092,700	1,800,000	1,800,000
	Total Estimated Revenue & Credits		7,615,884	6,914,407	6,914,407

BUDGET SUMMARY

	Current Year Adopted Budget	School Board's Recommended Budget	Budget Committee's Recommended Budget
Operating Budget Appropriations Recommended (from page 3)	65,521,075	65,505,395	65,505,395
Special Warrant Articles Recommended (from page 4)		(78,401)	(78,401)
Individual Warrant Articles Recommended (from page 4)			
TOTAL Appropriations Recommended	65,521,075	65,426,994	65,426,994
Less: Amount of Estimated Revenues & Credits (from above)	7,615,884	6,914,407	6,914,407
Less: Amount of State Education Tax/Grant	10,445,382	10,445,382	10,445,382
Estimated Amount of Local Taxes to be Raised For Education	47,459,809	48,067,205	48,067,205

Maximum Allowable Increase to Budget Committee's Recommended Budget per RSA 32:18: **\$6,381,545**
(See Supplemental Schedule With 10% Calculation)

BUDGET COMMITTEE SUPPLEMENTAL SCHEDULE

(For Calculating 10% Maximum Allowable Increase)
(RSA 32:18, 32:19, & 32:21)

Use VERSION #2 if budget includes Collective Bargaining Cost Items or RSA 32:18-a Bond Override

LOCAL GOVERNMENTAL UNIT: Merrimack School District
FISCAL YEAR END 2012-2013

Col. A

	RECOMMENDED AMOUNT		
1. Total RECOMMENDED by Budget Committee (see budget MS-7, 27, or 37)	65,426,994		
LESS EXCLUSIONS:			
2. Principal: Long-Term Bonds & Notes	1,070,000		
3. Interest: Long-Term Bonds & Notes	541,541		
4. Capital Outlays Funded From Long-Term Bonds & Notes per RSA 33:8 & 33:7-b			
5. Mandatory Assessments			
6. TOTAL EXCLUSIONS (Sum of rows 2-5)	< 1,611,541 >		
7. Amount recommended less recommended exclusion amounts (Line 1 less Line 6)	63,815,453		
8. Line 7 times 10%	6,381,545		
9. Maximum allowable appropriation prior to vote (Line 1 + 8)		Column B	Column C (Column B-A)
10. Collective Bargaining Cost Items, RSA 32:19 & 273-A:1, IV, (Complete Column A prior to meeting & Column B and Column C at meeting)	Cost items recommended (Also included in line 1) -188,401	Cost items voted -188,401	Amount voted over recommended amount -188,401
11. Bond Override RSA 32:18-a	XXXXXXXXXX	XXXXXXXXXX	Amount voted

MAXIMUM ALLOWABLE APPROPRIATIONS VOTED

At meeting, add Line 9 + amounts in Column C. \$ 71,620,138

Line 8 plus any amounts in Column C (amounts voted above recommended amount) is the allowable increase to budget committee's recommended budget.

Attach a copy of this completed supplemental schedule to the back of the budget form.

Merrimack School District Proposed Budget 2012-2013

Function	Purpose of Appropriation	Expended 2010-2011	Approved Budget 2011-2012	Admin. Proposed Budget 2012-2013	School Board Proposed Budget 2012-2013	Bud. Comm. Proposed Budget 2012-2013	2012-2013 Proposed vs. 2011-2012 Approved
1100-1199	Regular Education	16,244,773	16,036,140	16,100,929	16,038,704	16,038,704	2,565
1200-1299	Special Education	10,865,333	11,221,763	11,272,854	11,217,720	11,217,720	-4,043
1300-1399	Vocational Programs	42,377	20,000	20,000	20,000	20,000	0
1400-1499	Other Programs	522,269	551,384	549,596	549,596	549,596	-1,788
1600-1899	Adult & Community Programs	7,389	6,110	6,110	6,110	6,110	0
2000-2199	Student Support Services	3,195,468	3,255,034	3,309,001	3,295,001	3,295,001	39,967
2200-2299	Instructional Staff Services	1,255,264	1,268,568	1,337,103	1,290,526	1,290,526	21,958
2310-2319	Other School Board	96,981	128,836	118,536	118,536	118,536	-10,300
2320-310	SAU Management Services	532,026	538,056	543,176	543,176	543,176	5,120
2320-2399	Other Executive Administration	381,905	382,948	393,363	383,363	383,363	415
2400-2499	School Administration Service	2,103,598	2,160,992	2,089,829	2,064,778	2,064,778	-96,214
2500-2599	Business	294,191	295,176	296,639	296,639	296,639	1,463
2600-2699	Operation & Maintenance of Plant	3,374,260	3,624,561	3,777,535	3,731,185	3,731,185	106,624
2700-2799	Student Transportation	2,874,573	2,960,825	3,253,921	3,253,921	3,253,921	293,096
2800-2999	Support Service, Central/Other	15,617,794	17,406,061	17,040,268	16,970,036	16,970,036	-436,025
3000-3999	Non-Instructional Services	7,376	8,363	8,000	8,000	8,000	-363
4000-4999	Facilities Acquisition and Construction	1,062,092	780,011	609,437	1,224,906	1,224,906	444,895
5110	Debt Service Principal	1,385,000	1,385,000	1,070,000	1,070,000	1,070,000	-315,000
5120	Debt Service - Interest	676,891	604,690	541,541	541,541	541,541	-63,149
5221	Fund Transfer	0	1	1	1	1	0
5251	Capital Reserve						0
	Sub-total : General Fund	60,539,561	62,634,518	62,337,837	62,623,737	62,623,737	-10,781
5220-5221	Food Service	1,312,011	1,386,557	1,381,658	1,381,658	1,381,658	-4,899
5222-5229	Federal Funds	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	0
	Sub-total : Budget Article	63,351,572	65,521,075	65,219,495	65,505,395	65,505,395	-15,680
	Warrant Articles 2012-2013						
	Support Staff Contract		TBD	TBD	-188,401	-188,401	-188,401
	Reeds Ferry Parking		TBD	TBD	110,000	110,000	110,000
	Total Appropriation	63,351,572	65,521,075	65,219,495	65,426,994	65,426,994	-94,081

BUDGET AND REVENUE SUMMARY 2012-2013

3/8/2012

Description	Approved Budget	School Board Proposed Budget	Bud Comm Proposed Budget	Dollar Variance	Percent Variance
	2011-2012	2012-2013	2012-2013	2011-2012 vs. 2012-2013	2011-2012 vs. 2012-2013
General Fund Operating Budget	62,634,517	62,623,737	62,623,737	(10,780)	-0.02%
Food Service	1,386,558	1,381,658	1,381,658	(4,900)	-0.35%
Federal Funds	1,500,000	1,500,000	1,500,000	-	0.00%
Total Budget	65,521,075	65,505,395	65,505,395	(15,680)	-0.02%
Warrant Articles					
Support Staff Contract- TBD	-	(188,401)	(188,401)	(188,401)	
Reeds Ferry Paving	-	110,000	110,000	110,000	
				-	
				-	
Total Appropriations	65,521,075	65,426,994	65,426,994	(94,081)	-0.14%
Less: Revenue					
Tuition	195,400	195,400	195,400	-	
Interest	5,000	5,000	5,000	-	
Food Service Sales	1,286,558	1,281,658	1,281,658	(4,900)	-0.38%
Student Activities	18,000	18,000	18,000	-	
Other Local	80,000	80,000	80,000	-	
Building Aid	468,771	374,271	374,271	(94,500)	-20.16%
Catastrophic Aid	1,092,337	1,092,337	1,092,337	-	
Vocational Aid	6,000	6,000	6,000	-	
Food Service - State	20,000	20,000	20,000	-	
Federal Funds	1,500,000	1,500,000	1,500,000	-	
Child Nutrition -Federal	80,000	80,000	80,000	-	
Medicaid	350,000	350,000	350,000	-	
Other Financing Services	46,741	46,741	46,741	-	
Education Jobs Fund	374,377	-	-	(374,377)	
Capital Reserve		65,000	65,000	65,000	
Fund Balance	2,092,700	1,800,000	1,800,000	(292,700)	-13.99%
Total Revenues	7,615,884	6,914,407	6,914,407	(94,081)	-1.24%
District Assessment	57,905,191	58,512,587	58,512,587	607,396	1.05%
(Total Appropriations - Total Revenues)					
Less: State Education Grant (Current Law)	10,445,382	10,445,382	10,445,382	-	0.00%
Less: State Education Tax Assessment	6,882,362	6,756,913	6,756,913	(125,449)	-1.82%
Local School Tax Assessment	40,577,447	41,310,292	41,310,292	732,845	1.81%
Total Local Tax Effort					
(Local School + State Education Tax)	47,459,809	48,067,205	48,067,205	607,396	1.28%

Merrimack School District

Special Education Programs and Services Expenditures and Revenues

Fiscal Year 2009-2010 and 2010-2011 per RSA 32:11-a

Expenditures

Function	Purpose of Appropriation	Expended 2009-2010	Expended 2010-2011
1200-1299	Special Education	9,992,950	10,267,827
2000-2199	Student Support Services	1,954,473	2,027,308
2200-2299	Instructional Staff Services	5,576	4,695
2320-2399	Other Executive Administration	207,643	210,753
2700-2799	Student Transportation	967,200	953,507
TOTAL		13,127,842	13,464,090

Revenues

Account Description	2009-2010	2010-2011
State Aid	1,338,065	1,319,059
Tuition	150,740	134,336
Catastrophic Aid	1,364,746	1,251,191
Medicaid Reimbursement	758,864	564,610
TOTAL	3,612,414	3,269,195

