

**ANNUAL REPORT**  
**FOR THE**  
**YEAR ENDING JUNE 30, 2003**  
**AND**  
**PROPOSED BUDGET**  
**JULY, 2004 – JUNE, 2005**

**ANNUAL REPORTS**  
**SCHOOL DISTRICT OF MERRIMACK, NH**  
**for the**  
**Year Ending June 30, 2003**  
**- DISTRICT OFFICERS -**

**MODERATOR**

Carolyn Whitlock ..... 2002-2004

**CLERK**

Patricia Heinrich ..... 2004

**TREASURER**

Shirley Lemay ..... 2004

**SCHOOL BOARD OFFICERS AND TRUSTEES**

Kenneth Coleman, Chair ..... 2006

David Denton, Vice Chair ..... 2005

Patrick McGrath ..... 2004

William Davis Powell ..... 2004

Rosemarie Rung ..... 2006

Samantha Tyler, Student Representative ..... 2002-2003

Samantha Tyler, Student Representative ..... 2003-2004

**PLANNING AND BUILDING COMMITTEE**

Wayne Morrison, Chair ..... 2005

Stanley Heinrich, Vice Chair ..... 2004

Thomas Koenig ..... 2005

Carol Morrison ..... 2006

Karen Powell ..... 2004

Finlay Rothhaus ..... 2006

- NOTICE -

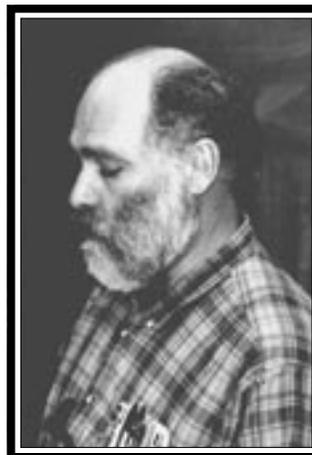
A complete copy of the Merrimack School District  
Policy Manual is available for review at the  
Office of the Superintendent of Schools.

## *In Memorium*

### **Kenneth Robbins-Monteith (1951-2003)**

Kenneth Monteith, Physics teacher, retired from Merrimack High School in June of 2003. He had spent his entire 30 year teaching career in Merrimack.

Mr. Monteith was a dedicated and well-respected teacher who had a reputation for fairness and student responsibility. He would stay late every day to work with students or prepare a lab for the next day. Students often returned to Merrimack High School in praise of how the rigor of his class prepared them for college. In 2001, Mr. Monteith won the *No Bell Award* for excellence in teaching. He was chosen by the Merrimack High School National Honor Society. He also received a Teacher Award from the New England Science Teachers in association with the Massachusetts Institute of Technology. In addition to his dedication as a science teacher, Ken was a proud and committed officer in the Merrimack Teachers Association for many years. He was known for his tireless work on behalf of the teachers and children of Merrimack.



### **Eugene F. Whittemore (1930-2003)**



Eugene F. Whittemore began his career as a member of the Industrial Arts department at Merrimack High School in September of 1966. Throughout his tenure he taught Mechanical Drawing and Electronics as well as Metals, Welding and Woodworking courses. He also started and taught the first driver training classes ever held at Merrimack High School. Mr. Whittemore taught in Merrimack for 25 years; retiring from Merrimack High School in June of 1991.

Mr. Whittemore was respected by his students and fellow teachers. For many years he was active in extra-curricular activities such as chaperoning school dances and operating the scoreboard and keeping stats for the basketball team. Every year he participated in the Halloween dress-up day, most notably as "Whimpy" the hamburger man. You could always spot Gene Whittemore because of his trademark suspenders.

## TABLE OF CONTENTS

	Page
Merrimack School Board .....	1
Report of the Merrimack School Board .....	1
Merrimack School Board Goals & Objectives .....	2
Annual Reports	
Superintendent of Schools .....	3
Director of Special Services .....	4
Director of Library Services .....	5
Principal, Masticola Elementary School .....	6
Principal, Reeds Ferry Elementary School .....	7
Principal, Thorntons Ferry Elementary School .....	8
Principal, Masticola Middle School .....	9
Principal, Merrimack High School .....	10
Merrimack High School Graduates - June, 2003 .....	11
Colleges Accepting MHS Graduates - June, 2003 .....	13
Report of the Planning and Building Committee .....	14
Auditor's Report .....	20
Comparative Enrollments .....	26
2004-2005 Proposed Budget	
Budget Committee .....	28
Distribution of Our Education Dollar .....	29
Business Warrant .....	30
MS-27 State Budget Form .....	32
Proposed 2004–2005 Budget .....	38
Special Education Programs and Services Expenditures and Revenues .....	42

## MERRIMACK SCHOOL BOARD



(L-R) Samantha Tyler (Student Representative), William Davis Powell, Patrick McGrath, Kenneth Coleman, David Denton, Rosemarie Rung

### ANNUAL REPORT FROM THE CHAIR

To the Citizens of Merrimack:

2003 was another very successful year for the Merrimack School District. Once again Merrimack students demonstrated their ongoing accomplishments. We continue to have above average test scores, high graduation rates, and low drop-out percentages. These outcomes are a direct result of the efforts of our teachers, staff, parents and community members. There can be no doubt that what our students gain in their educational experience is due to the dedication of all of these individuals.

The town of Merrimack saw fit to approve several measures which will allow the Merrimack School District to make tremendous strides in the education we can provide our youth. The citizens approved the first new school to be built in Merrimack in over three decades. We have begun construction of a new middle school to be built on the Buker site. This school will accommodate eight hundred seventy-five students and when completed will serve grades seven and eight. We will take the existing middle school and turn it into an upper elementary school serving grades five and six. This will allow us to relieve the overcrowding at the elementary schools and also permit us to ready

those buildings for public kindergarten, the other initiative passed by the citizens.

The Merrimack School District has been in violation of the state's Minimum Standards because of our overcrowding for the past fifteen years. We were also one of the few districts in the country without public kindergarten. Because of the generosity of our citizens, we will have no overcrowding at any grade level for the 2004-2005 school year. In the fall of 2005 we will implement kindergarten and thus will be able to further improve the educational achievement of our students.

Every year we continue to face challenges in our efforts to continue to improve and raise the bar for all our children. Thanks to the citizens of Merrimack, we have been given two great gifts that will aid us in this effort. On behalf of the school district and the children we serve, we thank all the citizens of Merrimack for this support.

Sincerely,

Kenneth R. Coleman Jr.

**MERRIMACK SCHOOL DISTRICT**

**Goals and Objectives**

**2000-2004**

**A. GOAL: CURRICULUM, INSTRUCTION, AND ASSESSMENT**

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

Objectives

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

**B. GOAL: LEARNING ENVIRONMENTS & STUDENT WELL-BEING**

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

Objectives

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

**C. GOAL: PROGRAM/FACILITY DEVELOPMENT**

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

Objectives

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

\* indicates focus areas for 2003-2004.



## REPORT OF THE SUPERINTENDENT OF SCHOOLS TO THE CITIZENS OF MERRIMACK

Some significant personnel changes occurred as the 2002-2003 school year unfolded. Dorothy Gould, the principal of Merrimack High School, resigned her position after four years of service to the community. Kenneth Johnson who had been an assistant principal during Mrs. Gould's tenure was appointed the new high school principal. Debbie Woelflein who had also been an assistant principal at Merrimack High School became the district's first Instructional Supervisor. That position was created to oversee the district's mentoring program for first year teachers, to observe probationary teachers in their classrooms, and to provide training of staff. It was hoped that the Instructional Supervisor would help to retain teachers in the district and to alleviate isolation in the classroom for new teachers. Two new assistant principals also became a part of the leadership team. Cheryl Smith and John House-Myers filled the positions that had been vacated by Ken Johnson and Debbie Woelflein.

The faculty and administration worked on curriculum development, a new professional development plan, and on becoming knowledgeable about the No Child Left Behind (NCLB) Act. Assistant Superintendent Tracy, in conjunction with world language teachers, spearheaded the development of the world language curriculum in French, Spanish, and Latin for students at the middle and high school levels. Mrs. Tracy also assembled teachers throughout the district to begin work on the formulation of a new math curriculum. One of the most rewarding projects that was completed was the creation of the five-year professional development plan for certified staff and support staff. As the new plan is implemented, it will have a positive impact on instructional practices in the classroom. Last year the administration took the opportunity to highlight the best instructional practices of teachers from five schools at Merrimack School Board meetings. Those presentations provided the public with a sample of the kinds of instruction that is being offered in Merrimack's classrooms. The educational community also became aware of the NCLB Act which will have far reaching implications for the school district as the regulations are implemented.

A large portion of the year was spent on making decisions and preparing for the Deliberative Session. Alleviating overcrowding at James Masticola Middle School was the number one priority. A continual reminder of the need for space was the two portable

classrooms that had to be placed on the Baboosic Lake Road side of the middle school. Many people contributed to the formulation of the bond proposal which was to build a new middle school on the Buker site for seventh and eighth grade students. It was gratifying when the voters approved the bond by 69.8% on April 8, 2003. The date will be etched in Merrimack's history not only because of building a new school but also because the voters elected to implement public kindergarten in the district in 2005-2006. A Kindergarten Construction Grant Committee had worked diligently on a million plus dollar grant from the state to help with the construction and original equipping of public kindergarten at the three elementary schools. Given that Merrimack was only one of twenty school districts in the United States that did not have public kindergarten, it was imperative to get grant approval to demonstrate the district's commitment to the project. The voters' approval of these two articles will have great significance for Merrimack's children.

In addition to the aforementioned articles, the voters also approved the second two years of a four-year collective bargaining agreement with the Merrimack Teachers Association for increases in salaries and benefits. Likewise, the voters approved an engineering study plan for the connection of Thorntons Ferry School to the municipal sewer system. In preparing for the next year's budget, it became apparent that there might be a shortfall in federal funding for Title I programming. To alleviate that possibility the voters approved the Remedial Reading and Math Fund to ensure that students who needed specialized instruction in reading and math would receive the services.

As the school year came to a close, a number of retirement celebrations were held to honor seven teachers who made significant contributions to the Merrimack School District. The honorees were: Judy Bayliss and Doris Nolan from Thorntons Ferry School; Neil Geary, Lynda Tomasian, and Bill Volante from James Masticola Middle School; and Bob Clinton and Mary Healey from Merrimack High School.

Respectfully submitted,

  
Marjorie C. Chiaferi



## REPORT OF THE DIRECTOR OF SPECIAL SERVICES

During the 2002-2003 school year, the Department of Special Services provided special education services to approximately 715 students. Fifteen (15) students were diagnosed with Mental Retardation; seven (7) with Hearing Impairments; four (4) with Deafness; one hundred sixteen (116) with Speech Impairments; two (2) with Visual Impairments; seventy one (71) with Emotional Disturbances; two (2) with Orthopedic Impairments; ninety six (96) with Other Health Impairments; three hundred twenty nine (329) with Learning Disabilities; six (6) with Multiple Disabilities; twenty (20) with Autism; and forty seven (47) with Developmental Delays.

The high school special education department implemented a grant from the N.H. Department of Education that enabled the department to purchase 6 laptop computers, 6 desktop computers, 2 classroom presentation systems, 3 laser printers and an extensive amount of state of the art software. This technology was integrated into the Linguistic and Success in School Programs to improve student performance in the areas of language arts and study skills.

Mastricola Elementary School and Thorntons Ferry School were selected to receive services through the New Hampshire Center for Effective Behavioral Interventions and Supports. Mastricola Elementary School was additionally honored by being selected as a demonstration site. The Positive Behavioral Interventions and Supports (PBIS) project provides information and technical assistance for identifying, adopting and sustaining effective school-wide disciplinary practices based on databased management. In addition, services are targeted toward students who have behavioral/social-emotional difficulties in order to improve their performance in school. Schools in the project receive intensive training and consultation at no cost to the district. A full time psychologist was hired for Reeds Ferry School as part of a multiyear district plan to embed a school psychologist in each elementary school building in order to improve the federally required evaluation process for students with disabilities and provide comprehensive psychological services to students in need of support. The special education department at Mastricola Middle School, through grant funding, was able to provide after school services to students with emotional disabilities to improve their social and study skills.

Training continued to be a priority of the Department of Special Services. Dr. Howard Muscott, Professor of Education at Riviere College, led training sessions for all special education teachers on working effectively with paraeducators. Two professional staff members were trained as instructors in non-violent crisis intervention by the Crisis Prevention Institute. They, in turn, will train staff in safe, respectful, noninvasive methods for preventing and managing disruptive behavior in our schools.

The innovative Paraeducator Training Program continued with five paraeducators receiving certificates from the New Hampshire Technical Institute signifying completion of the two year program. Certificate recipients included Andrea Conway (MMS), Nancy Dugan (MMS), Heather Esbjorn (MHS), Kimberly Kapise (RFS), and Bridget Roy (TFS). Barbara Garant, paraeducator at Mastricola Middle School, was honored by the New Hampshire Chapter of the National Education Association with their Education Support Personnel of the Year Award.

In closing, I would like to pay tribute to a colleague and former Director of Special Services, Ross Lurgio, who passed away on July 11, 2003. Ross served the Merrimack School District as the Director of Special Services from 1975 to 1989 when we were in a cooperative School Administrative Unit (SAU) with Bedford. With the split of the school districts into two distinct SAU's, he went to Bedford and served with distinction as the Director of Special Services and Assistant Superintendent. Ross worked in Merrimack at the beginning of the special education movement in our country. The Education for All Handicapped Children Act was passed on November 29, 1975 shortly after he started working in Merrimack. Ross set the tone for the future of special education in Merrimack. His warm and caring personality was instilled into the culture of the Merrimack School District Special Education Department. Many of our successes can be attributed to the strong child-centered base he created and nurtured during his 14 years of service to the children of Merrimack.

Respectfully submitted,

David St. Jean



## REPORT OF THE DIRECTOR LIBRARY SERVICES

Even before the close of the 2001-2002 school year, it was already apparent that 2002-2003 would be another year of challenges and change. In early September, the District Library team laid out a very ambitious timeline geared to one goal: having our new automation system up and running and all of the remaining books bar-coded so that we could do our first ever automated inventory. The fall and winter months were spent putting on bar-codes, replacing book jackets and re-shelving several thousand books. The spring meant hours of training and preparing our database to migrate to the new system. At last on March 12, 2003, with the teamwork of the District Library personnel, the understanding of the District administration, and the technical expertise of our Systems Administrator, John Tsoukalas and High School Computer Specialist Mark Merrifield, we launched our new Horizon Library Automation System. It was a day to celebrate but we still had much work to do if we hoped to reach our goal. Over the next three months, we focused on learning how to automate our circulation, book requests, and periodicals as well as streamline our cataloging processes. We had achieved a dream in having a web-based catalog which is accessible from every computer in the School District through the District Intranet or outside the District via the Library Services link on the School District's web page. Finally, in June, we achieved our goal and performed our first automated inventory.

Even with this major undertaking, District librarians continued to be technology innovators and leaders, taking advantage of training and practicing the integration of technology in their teaching. Thorntons Ferry Librarian Susan Weghorst and Reeds Ferry Librarian Debra McLaughlin joined Director Pamela Tinker in becoming trainers in the use of Marco Polo, a web-based portal to lesson plans and juried web-sites for teachers. As trainers they, in turn, trained the other librarians and then, along with Mastricola Middle School Librarian Laurel Sumner, presented workshops for teachers. Mastricola Elementary School Librarian Tracy Wyman created a website for use by the fourth graders studying NH government in preparation for their field trip to the State House. High School Librarians Cynthia Baker and Lydia Davies continued to add web-site bibliographies to the library folder on the school server to assist students in getting to quality Internet information efficiently.

They also provided continual training to students and teachers in the use of both the School District and Public Library online databases. All librarians gave training to both students and staff in search strategies to use with the new District iPac.

Librarians also made time to take part in reading initiatives throughout the year. Elementary librarians participated in building programs such as Principal's Read-Aloud Night at Barnes and Noble, Read Across America, author visits, and summer reading programs. The Thorntons Ferry Librarian also began a reading club for students. All librarians stayed current in literature trends through workshops and kept staff and students informed about new and interesting materials through memos and booktalks.

During the 2002-2003 school year Reeds Ferry Librarian Debra McLaughlin was honored for her leadership potential by being chosen by Superintendent Chiafery to be her partner in a New Hampshire School Administrators Association Leadership Institute in North Conway.

As the year came to a close, the library team was called together one more time, this time to pack up all the books in the Middle School Library in preparation for a new carpet and overall refurbishing of the facility. For this and all other efforts throughout the year, the District Library Staff is to be commended for their teamwork and their unselfish dedication. They are also to be commended for never losing sight of our mission, "to ensure that all students are effective users of information," even as we looked ahead to new challenges on our horizon.

Respectfully submitted,

Pamela J. Tinker



## REPORT OF THE PRINCIPAL MASTRICOLA ELEMENTARY SCHOOL

Our year began with a school wide observance of the one year anniversary of the events of September 11, 2001. Fifth graders stepped up to the plate to perform several patriotic songs. We were joined by a color guard from the Merrimack Police and Fire Departments. Students were updated as to the relocation of our partner school PS 89 in Lower Manhattan. We welcomed 101 new readiness and first grade students. Our Bus Buddies Program rolled into its third year with fifth graders assisting readiness and first graders with busses.

We attended a NH Special Education Summit in the fall to learn about Positive Behavior Interventions and Support (PBIS). Building on our school wide behavior skills program, JMES was designated a demonstration site for the project for the south central region of NH. Our universal team collected data to target specific behaviors and designed Cool Tools to ensure greater consistency with expectations and consequences in more unstructured areas like the playground, lunch room and hallways. Through incentives throughout the year, staff and students demonstrate their commitment to the Big Three involving safety, respect and responsibility.

A comprehensive primary team participated in a focus group to explore Phonemic Awareness. Their collective portfolio was submitted to the Pay for Performance Committee, which made awards for the first time. The notebook serves as a resource file for activities and assessment of important readiness to read skills. Other PFP projects were: Project Safety 2003-"Raising Kids Who Can" Counselors, Jane Hoover and Pat Tyler, Math Resource Guide, Special Educator, Cheryl Jameson White, Heart Rate Monitor Grant Writing, Jean Mazzarella and Famous Artists Come to School (FACTS) art teacher, Sue Hebert.

In response to the Teens and Parents (TAP) survey, the elementary counselors presented a forum on Child and Parent Communication targeting third graders and their families. Dr. Amy Lew spoke to parents and students in a series of three workshops. The PATT sponsored poet/author Brod Bagert to kick off the Young Authors writing program. Students enjoyed meeting with the writer in large and small groups. Gateway students hosted Mr. Bagert at lunch time. The Title I Math Lab went online; this before school program supports students via software designed to reinforce specific math skills and concepts.

For the nineteenth year, the volunteer program at

JMES was recognized as a Blue Ribbon School by the NH Partners in Education (NHPIE). Our school volunteers continue to support students and staff daily in library, lunchroom and classrooms. Parent volunteers contribute time to the Wee Deliver post office, Math Superstars, Third and Fourth Grade Chorus, the Masticola News and a variety of special classroom projects and assemblies. This year, James Masticola Elementary was recognized with a Gold Circle Award for its Bicycle Safety Program. This is a collaborative effort involving the third grade teachers, students and parents as well as the Merrimack Police Department. The project was designed by Physical Education teacher, Jean Mazzarella, and is now a signature program for third graders.

Gateway teacher, Dennis Pymm, in partnership with a parent volunteer from BAE Systems, Bob Zinsmeister, launched a FIRST Lego League team at JMES. Our rookie team performed well in the regional competition. Back at home, the team sponsored a school wide assembly to share what they had learned about robotics. Our first FIRST team included: Dan Zinsmeister, Annie Steeves, Nick Deraney, Alex Fandozzi, Steven Harshman, Allison Kuhn, Bethany Bucciarelli, Ken Higaonna, James Harris and John Zona.

District wide, we participated in three important initiatives. Asst. Principal, John Fabrizio, worked with elementary administrators, the MPD and the Merrimack Youth Association (MYA) to craft the Statement of Common Purpose, in support of a common standard of behavior in school and in the community. We revised our Transportation Policy to increase collaboration between Laidlaw Bus Company and the school district. Principal Kathi Custer and reading specialist, Trish Beaulieu, represented JMES in the Writing Focus group. This committee surveyed general practice R-12, researched the National Writing Project, Collins Writing and Writing with Six Traits. A large group of teachers from the five schools attended a spring conference to become familiar with Write Traits. Each of these efforts furthers our commitment to R-12 programming and district wide standards.

Respectfully submitted,

Kathleen Custer  
Principal



## REPORT OF THE PRINCIPAL REEDS FERRY ELEMENTARY SCHOOL

The staff, students and parents of Reeds Ferry School had a productive 2002-2003 school year. We have continued to focus on the building themes of respect, responsibility, caring, honesty, self discipline, giving and perseverance. Each school quarter, all adults spent time reinforcing several of these important themes. The building principal begins each week with a morning message explaining how each and every student needs to work towards implementing these themes. During the course of the school year students are awarded special stickers for good deeds. A School Safety Patrol has been established made up of third, fourth and fifth grade students who assist staff in reinforcing these themes during recess, lunch and bus time.

Many interactive day and evening activities are part of the programs at Reeds Ferry that contribute to children's learning. These activities focus on specific grade level themes or offer celebrations for all grade levels and their families. Besides the traditional events such as Bed Time Story Hour, Astronomy night and N.H. Nature Day, an Artist-in-Residence joined our fifth grade for a week and culminated with a wonderful evening dance performance that was enjoyed by all. Young Authors celebrations, Holiday Concert and Barnes and Noble Night were also on the calendar and well attended by families and staff.

The professional and support staff at Reeds Ferry focused objectives and training around several school district and building objectives. Teachers received training in technology, special education and analyzing the yearly results from the spring NHEIAP assessment. Staff members spent time on their own and during professional workshop days learning how to implement teaching strategies from programs such as Four Blocks and the Constructivist approach to teaching.

Student safety is paramount to the administration and staff. A regularly reviewed and practiced security plan is in place to safeguard everyone, while maintaining a warm and welcoming climate. Regularly practiced safety drills are run that address a number of different emergencies. On May 28, 2003,

Reeds Ferry students and staff participated in a joint evacuation drill with Thorntons Ferry School, the Merrimack Fire and Police Departments and Town officials. This experience gave all involved a wealth of information that will aid us if this type of emergency took place.

Our school continues to send several teams to participate in the regional competition for Destination Imagination Program. Special Olympians attended bowling competition, area games and the summer events held at the University of New Hampshire. The students throughout the building showed their community spirit by participating in food and book drives that went back to community organizations. Valentines were made and sent out to many of those individuals who take part in Meals on Wheels.

The Reeds Ferry School would like to congratulate Barbara DeVore for receiving the EDDIE in May for the New Hampshire Gifted and Talented Teacher. Her many years of hard work for the children of Reeds Ferry was rewarded by receiving the State award.

Reeds Ferry School is honored to have a wonderful parent/faculty organization and volunteer program. Each year countless hours are worked by many in the community to benefit the children of our school. We truly appreciate and commend all their effort.

Respectfully submitted,

Frank W. Hoell



## REPORT OF THE PRINCIPAL THORNTONS FERRY ELEMENTARY SCHOOL

During the 2002-03 school year, the students and staff at Thornton's Ferry Elementary School demonstrated that they were prepared to deal with any crisis that might arise. The Merrimack Police, Fire Department, and Laidlaw Transportation Co. joined with us and Reeds Ferry Elementary School in conducting a comprehensive emergency preparedness drill. The entire student body and staff successfully evacuated the Thornton's Ferry site and safety traveled to Reeds Ferry Elementary, where they were fully integrated into the school facility. This extraordinary accomplishment showcased the maturity of our students and the professionalism of our staff. As important as the safe evacuation of our students was, the drill also demonstrated the ability of police, fire, and school officials to work closely together to protect the welfare of our children and staff. The New Hampshire Office of Emergency Management lauded the exercise as one of the most successful drills yet conducted in the state. The Merrimack Board of Selectmen also issued a Proclamation recognizing the accomplishment of all who participated in the exercise.

Our professional and support staff members continued their dedicated performance of duty not only with emergency training but with many other critical school programs. We adopted a positive behavior initiative entitled, "Positive Behavioral Interventions and Support" (PBIS). This is an approach to discipline in a positive and productive manner that encourages a school environment of respect, responsibility, and safety. The PBIS initiative was implemented in coordination with the Southeastern Regional Education Service Center and Rivier College. It was also supported by the N H Department of Education and U.S. Department of Education.

Several of our teachers (Vera Vigneault, Barbara Goebel, and Kerry Smelser) were recognized by the Merrimack School Board for implementing "Promising Educational Practices" in the classroom. Barbara DeFrancisco, third grade teacher, was honored by the School Board for achieving National Board Certification as an elementary teacher. This prestigious award was bestowed on Mrs. DeFrancisco after she completed an arduous series of qualifying activities.

The list of accomplishments continues with fifth grader, Gavin King and first grader, Alex Speir winning awards at the Young Inventors' Celebration in Penacook, NH. First grader, Michael Demers and fourth graders, Lauren Rismiller and Evan Desrochers represented Thornton's Ferry at the N H Art Educators' Association Youth Art Month Exhibit. Fifth grader, Matt Stevens was the 1st place winner of the 5th grade Spelling Bee and represented the school at the regional spelling bee. Fifth grader, Ross Johnson was our National Geographic Society's Geography Bee winner. Fourth grader, Elise St. Laurent was recognized by the School Board and the Kids Voting NH program for her poster based on the theme "Our Future Our Freedom." Many more students participated in musical concerts, Veterans' Day projects, the Destination Imagination program, and the Salvation Army Toy Drive.

Finally, we were very proud of all the students and staff who worked together to begin our first "Community Council" at Thornton's Ferry. This organization is comprised of student representatives for all grade levels and enthusiastic staff members who have organized to more fully incorporate student ideas in the development and implementation of school programs and activities. One of their first accomplishments was to conduct a "Pennies for Patients" fund drive that raised over 2,600 dollars for the Leukemia & Lymphoma Society of New Hampshire, Massachusetts, and Maine.

As I'm sure you'll agree, there are a lot of incredible children and adults at Thornton's Ferry, who accomplished some remarkable things during the 2002-2003 school year. As for the future, there's more to come!

Respectfully submitted,

Leslie N. Carter



## REPORT OF THE PRINCIPAL MASTRICOLA MIDDLE SCHOOL

The 2002-2003 school year marked the first year of a formal after school program at JMMS. The Middle School received a \$25,000 grant from the New Hampshire Department of Health and Human Services in partnership with the Hillsborough County Incentive Fund. The JMMS After School Program consisted of three 6-week sessions featuring a diversity of enrichment activities, informal recreation, intramurals and academic support. Approximately one hundred students participated in each session, totaling three hundred students. After school programs have the potential to make more positive connections and to provide adolescents with extra time to better equip themselves to handle independence and responsibility while also improving their achievement and performance. Recent research has clearly demonstrated that participation in after school programs is linked directly to lower involvement in violence and drug use and higher incidence of high school graduation.

The Middle School Mentorship Program expanded its efforts to provide adult mentors to children through an expanded partnership with the Big Brothers and Big Sisters organization. The goal for the 2003-2004 school year is to match 40 students with mentors from local businesses and various service organizations. The Middle School developed a school based mentoring program in 1999 through a school/community partnership with Fidelity Investments of Merrimack.

The Middle School Academic Assistance Program initiated during the 2000-2001 school year continues to successfully provide academic support for students. During the 2002-2003 school year, 75 percent of the one hundred students who were enrolled in the program demonstrated improved grades during the course of the school year. MMS students and staff appreciate the efforts of the high school student tutors who volunteered their time after school to assist these children.

Consistent with our goal to increase student achievement in mathematics, the whole school NHEIAP scores over the last three years have demonstrated a consistent increase in the number of children who are scoring in the higher proficiency levels of advanced, proficient and basic and a decrease in the number of children who have scored in the novice category.

Several Middle School teachers were recognized for their academic knowledge and instructional skills. Ann

LaCroix, a seventh grade science teacher, received the first Gary N. Lauten Award for demonstrating exceptional leadership and commitment to environmental research and study. The award also recognized Ann's efforts to provide learning opportunities for students in this domain. Middle School teachers Pam Collins, Linda Garstang and Amy Lariviere were lauded for their technology expertise and their willingness to share their knowledge with other teachers through presentations at major conferences, including the Christa McAuliffe Technology Conference, the New England League of Middle Schools Conference and the Southeastern Regional Education Service Center Program.

James Masticola Middle School students continued to demonstrate their academic and problem-solving skills through participation in a number of local and state competitions including the State Mock Trials, the annual Math Counts competition, the National Geography Bee, the Young Authors program, the Watkins Speech and Spelling contests, the Granite State Junior Debate League Championship, the First Robotics Competition and the Destination Imagination Program. During the 2002-2003 school year the Middle School placed two DI teams in the World Finals.

Forty-five Masticola Middle School students participated in Groundhog Job Shadow Day on February 6, 2003. This wonderful opportunity enabled the students to spend time in the workplace, experiencing first-hand a wide variety of career options and begin to consider the types of skills that are needed for various professions.

The arts continued to flourish at JMMS during the 2002-2003 school year. Students, parents, administrators and the community-at-large enjoyed a major theatrical presentation entitled *The Wiz*, a contemporary interpretation of *The Wizard of Oz*. The Middle School Jazz Band Blue was recognized for an outstanding performance at the New England Leagues of Middle Schools Unified Arts Conference. Our musicians entertained participants at a special luncheon and during conference sessions.

Respectfully submitted,

Thomas C. Levesque



## REPORT OF THE PRINCIPAL MERRIMACK HIGH SCHOOL

In the academic year, 2002-2003, I became the new principal of Merrimack High School. The vision of my administration was to build a 'connected learning community' and to change the school's climate to improve student learning. In this respect, several initiatives were launched including the "Take-A-Kid- To-Lunch-Bunch Program," "Music in the Hallways," and the "Respect Initiative." Each of the initiatives has been the product of collaboration among students, teachers, administrators and community members. In an effort to build a consensus based decision-making process, the Core Initiative Program was developed: this program was inspired by results taken from a survey of the faculty's primary concerns. "Believe, go forward, and inspire" became the high school's new motto.

Students at Merrimack High School continue to strive for academic success. The daily average attendance rate was 95.5%, and the dropout rate remained a low 4.6% despite a change in the state's formula. Of the 304 seniors who graduated, 83% of the class continued their education after high school; 65% entered a four-year college and 18% enrolled into a two-year college or sought other post secondary education.

Our student body to excelled on the state level and beyond in co-curricular and extra-curricular activities. Merrimack's US FIRST team earned honors in both regional and national competition and competed at the Verizon Center in state competition. In addition, 11 students were selected for the All-State Chamber Music Festival; 3 students represented MHS in the All-State Jazz Festival, and 3 chorus students sang the National Anthem at the State House in Concord. In April, nineteen (19) students were selected to perform with the All-State Chorus, Orchestra and Symphonic Band. In interscholastic athletic competition, 10 teams proceeded to post season competition: 4 teams, the Freshman Football team, Boy's Basketball team, the Winter Coed Spirit team and Boy's Spring Track won State Championships. Individual accomplishments included James Myles who won the 300m indoor State Championship and the 110m high hurdle New England Championship; Mitch Gladstone became the 100m dash Class L Champion in the spring. Over 30 student-athletes were recognized at the state level by the New Hampshire Commission on the Status of Men & Women and as All-State athletes.

This same spirit was evident in student-initiated school and community service projects; 200 members of the Class of 2003 volunteered 1000 hours on Community Service Day by assisting 7 town agencies, 11 non-profit organizations, 17 private homes, and by servicing each of the five schools in the district. The National Honor Society inducted 25 new members and promoted several community service functions: the Teddy Bear Picnic for readiness and first grade students and the Thanksgiving Dinner for senior citizens. The NHS also promoted activities for senior citizens including a Bowl-A-Thon and a candle making day. Students from our Gateway Program participated in the Youth Day of Caring. Other Gateway students contributed to our "Students Helping Students

Tutoring Program." Gateway sponsored an International Week that included a special International Night; 32 nations were represented. The night featured food, entertainment and customs from the respective nations. Gateway also sponsored Artist-in-Residence, Len Cabral, a storyteller. Mr. Cabral delivered the traditional Thanksgiving Address and later captivated student audiences with his wit and insight. In other activities, a Destination Imagination (DI) team competed in the Global DI finals in Tennessee. MHS took home several gold, silver and bronze medals in the Academic Decathlon competition. And, in 2003, our chapter of SADD (Students against Destructive Decisions) was recognized by the state for its efforts. Merrimack High School was chosen as a Blue Ribbon School for the 12th consecutive year by having recorded over 10,000 volunteer hours. Community members including booster clubs and other support groups account for many of these hours, faculty, staff, and students are responsible for a significant percentage of the hours spent on task.

Faculty advisors to the Class of 2003, Judy Brown and Samantha Squires, helped the class raise funds for a first time trip to Disney World for Disney's Grad Night 2003 celebration. The Class of 2003, working in conjunction with representatives from the classes of 2002 and 2001 also donated funds for the class gift: the new, illuminated Merrimack High School sign located directly in front of the new addition.

The District continued to review, revise and implement new curricula initiatives, especially in the area of Math and World Language. New Advanced Placement courses were introduced across the core disciplines. The Social Studies Department successfully unveiled the ambitious "Living History Museum Project." Social studies classrooms were transformed into specific decades with students dressed in period costumes and acting as tour guides. Students and the public toured the "museum" over a two day period.

Teachers also received special recognition. Tray Sleeper, science teacher, was selected to present at a national conference. Fellow department member, Sean Muller, received a \$7,000 research grant for a two week workshop with Dr. Leeb at MIT studying Schlieren Photography. Rebecca Ravgiala was awarded a \$2000 research grant at MIT, and Leslie McGourty was awarded an NSF grant to study physics at UMASS, Amherst. In addition, Merrimack High School teacher, Peter Petrigno, Social Studies Department Chair, was the recipient of the most prestigious No Bell Outstanding Teacher Award.

A spectacular graduation ceremony became the year's signature moment and was indicative of the success of the respect initiative, the hard work of the class advisors, and the unity displayed of the class of 2003.

Respectfully submitted,

Kenneth W. Johnson

## MERRIMACK HIGH SCHOOL 2003 GRADUATES

* Kristen Albert	Stephanie Marie Coelho	Tyler Goodbout
Brandy Jayn Allan	†* Jennifer Kristen Cohen	†* John Goodridge
Andrei Alupului	Colin Coleman	Douglas Goodwin
Max Anderson	* Michelle Patrice Collins	Angela Gorman
Robert M. Anderson	Steven D. Conrad	Savanna Graham
Michael Annan	Marchelle L. Corbett	Kenneth P. Grasso
Kristen M. Arsenault	†* Kara D. Coss	†* Samuel Gray
Gregory S. Auer	Michael R. Cote	* Benjamin Griffith
Shannon Bangs	Phillip A. Cote	Samantha L. Grimes
Meghan Bannan	Trevor A. Count	Sheena Guerrero
Tiffany Barden	Justin Michael Croteau	Patrick Guimond
Brianne L. Barnes	Matthew Crouthamel	* Robert W. Hagmeier
Brian Beach	Rebecca Crouthamel	Hanna K. Haegg
Kristine Bechard	Meagan M. Cummings	Abbey Hall
* Arica Beisaw	Amanda J. Cunningham	* Katelyn Harrington
Alan Bell	Benjamin Ronald Cushing	Jesse Harris
Troy C. Bellavance	Jonathan C. Davis	Amanda J. Harrison
Crystal A. Bernier	Jonathan R. Davis	Nathan R. Harter
Jeff Blodgett	* Ashley M. Del Greco	Ryan Harvey
Kenneth D. Boczar	Allison De Luca	Justin Hassan
Bentley L. Boisvert	Shana Demers	Jennifer Marie Hatfield
Kaitlyn Bolduc	Clayton M. Denton	Todd C. Hausmann
†* Laura N. Bonaccorsi	* Meghan Desrosiers	Jeffery A. Hayden
Mikhail Borichevsky	Dominic Dibenedetto	William R. Heinrich
Benjamin James Bouchard	Jonathan Dine	Jessica Hewitt
John Michael Boulanger	Shannon Dorman	Alethea Hill
Christopher P. Bourque	* Katie Doyle	Cheryl A. Holbrook
Douglas A. Boutilier	Jessica J. Drew	Stephanie A. Holbrook
Kelly L. Brackett	Seamus Duffy	Daniel Hudson
Erin M. Bradbury	Sean P. Duhaime	†* Kristen J. Hudson
Jessica Breen	David Edmonds	Erin Leigh Hugger
Cody Briand	Andrew C. Elwarner	Nathan P. Hughes
Todd Brigham	Claire M. Ernst	Shana R. Hybsch
William R. Brown	Kristin Joy Esbjorn	Amy Lauren Jacobs
Rebecca E. Brunelle	Nathan Eskeland	Laura Anne Jacques
Ashley M. Burgess	Ryan J. Fallon	Krystal Jalbert
Lindsay M. Burgess	Morgan C. Farrington	Jayme Johnson
Ricky Burgess	Christopher J. Fee	Jennifer Johnson
Christopher P. Burke	* Joseph R. Felice	* Daniel Christopher Joseph
Daniel Burke	†* Kaitlin Jeanne Feloney	* Jaclyn Kabat
Shane Burke	Heather M. Fitts	Matthew Elias Kahler
Shawn Burke	* Mary E. Fleming	* Leeanne Marie Kane
Timothy P. Burke	Richard F. Flerra	Kristopher Andrew Keane
Nicole L. Camarata	Jennifer M. Flis	Jonathan W. Kennedy
Matthew S. Carney	†* Elizabeth Foltz	David J. Kilroy
Haley Caron	Christina L. Forbes	* Kori Kindya
Amanda L. Carter	†* Amy M. Forster	Michelle Lee Kirouac
Stephen Carter	Kai Fortney	†* Laura Shorey Klein
* Erin Rose Cashman	Corey A. Furlong	Erica Knight
Crystal L. Cassidy	Zachary M. Furlong	Amber L. Koskela
Kali A. Castranova	Scott R. Ganley	Christopher R. Kurdek
Thomas J. Cataldi	Kevin F. Gaudet	Eric M. L'Ecuyer
Dana L. Catanzano	Bethany J. Geer	Jacqueline Theresa Lantagne
†* Peter J. Chaloner	Valerie George	* Sara A. Laquerre
Jessie M. Charles	Peter W. Geyer	Rashid Laroussi
Deanna Cheli	Nicole Giddings	Kimberly Lavoie
Eric Cheyne	Jonathan Giguere	Jeselyn Lawrence
Jeffrey M. Chouiniere	Karen E. Gilmore	* Nicole Marie LeClaire
John Clifford	* Adam Giroux	Christine L. Leduc
Dean Cobb	Joshua K. Golden	* Amanda Leo

Kristen A. Leo  
 Rebecca Ling  
 Jocelyn Lint  
 Andrew Locke  
 Frank P. Lombardi, III  
 Christopher D. Long  
 Michael Loughran  
 Norman Macdonald  
 John Macdougall  
 James D. Macduff  
 James P. Machinchick  
 Kristin M. Madden  
 Ryan M. Magnin  
 \* Kathleen Regina Mahoney  
 Eric R. Mandela  
 Kristina Mann  
 Amy L. Marchenonis  
 Erica Jane Marcus  
 Kyle Marini  
 John Marshall  
 Jennifer L. Martin  
 \* Nina Louisa Martin  
 \* Christina Maslen  
 Craig M. Massua  
 Cort Harold Maughan  
 Kassie L. Mayhew  
 \* Allison Mazerall  
 Jennifer McCalvey  
 Kimberly Erin McCarthy  
 Rebecca J. McCormack  
 Ryan P. McGonagle  
 Daniel McGregor  
 Andrew S. McInnis  
 †\* Sarah McKenna  
 Caitlin E. McKinney  
 Danielle Marie McLaughlin  
 \* Carolyn A. McMenemy  
 John M. McNamara  
 \* Jordan McNerney  
 Laura McPhee  
 Caitlin A. Merrill  
 Joseph R. Meyers  
 Jonathan Miller  
 Kevin J. Miller  
 Laura Millett  
 Michelle Moore  
 Grace Marie Morey  
 Carolyn Morrison  
 Heather Marie Mortenson  
 Logan Mower  
 Bryan E. Mulcahy  
 Lindsey Ann Murphy  
 Cristen Nichols  
 Daniel J. Nichols  
 \* Whitney M. Nichols  
 Lindsey Norton  
 Katalin Novak  
 Gary Oinonen  
 Valerie Olson  
 William Ortega  
 Carolyn Nicole Ortiz

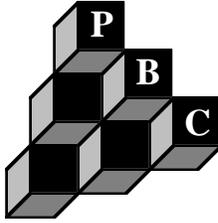
Iris Ortiz  
 Christian C. Ouellette  
 George A. Overton, III  
 Bryce Sterling Packer  
 Alexandra Parente  
 Jaqlyn B. Parlin  
 †\* Richard Pearson  
 Elizabeth Perez  
 Jennifer Perkins  
 Matthew Petrovic  
 Joseph Piccolo  
 Denisa J. Pizano  
 Megan B. Pizano  
 Christine Poirier  
 Michael J. Poliquin  
 \* Michael A. Pombrio  
 Jennifer C. Prince  
 \* Craig M. Provencher  
 Shannon D. Purple  
 Megan Ashley Quinn  
 Nicholas Ralph  
 Andrew P. Reagan  
 Katharine Retelle  
 Danielle Riley  
 Meryl Roark  
 Brittany S. Rodgers  
 Keith Rogers  
 Rodrigo Rosa  
 Donna Roy  
 James Russell  
 \* Stephanie Sampson  
 Jonathan Samson  
 Jeffrey Santoro  
 Jillian M. Santoro  
 Caroline Satomi  
 Stephanie Saucier  
 William Schmidt  
 Joshua Michael Schofield  
 Ashley L. Schoonmaker  
 †\* Mathew L. Scott  
 Gino Michael Servello  
 Nicole Sgroi  
 \* Nathan L. Shower  
 Erin M. Silva  
 Justin Sleeper  
 Amanda Smith  
 \* Janessa Smith  
 Marc H. Smith  
 Erin M. Smith-Weiss  
 \* Monica Lynn Squires  
 Candice M. St. Andre  
 Ashley Steele  
 Nicole E. Stewart  
 Matthew Studley  
 Thomas Surette  
 Lilian Sutton  
 Melissa Sweet  
 Luke Tenhave  
 Melanie Tenhave  
 Stephen R. Theberge  
 Timothy Daniel Thebodeau

Nicole Theriault  
 Bethany K. Thomas  
 Heather M. Thomas  
 Nicole A. Thomas  
 †\* Joseph Salvatore Tiano  
 Joseph Tingley  
 Kelly E. Totton  
 Nicole Trippett  
 \* Jessica Michelle Truskowski  
 Courtney Turner  
 Nicole Valcourt  
 Megan Van Dole  
 Cade Walker  
 Marianne Walker  
 Christopher Alan Ward  
 Lynn D. Warnesky  
 \* Sallie E. Werst  
 Matthew Whelan  
 Ashley M. White  
 Joanna Maureen Wilde  
 Thomas Wilder  
 Nicholas D. Wilson  
 Ian Wiroll  
 Brock A. Wiscott  
 \* Andrew Wong  
 Justin Stephen Woodard  
 Eric Wright  
 \* Bryn Leonard Yeomans  
 †\* Amber Giselle Zajas

† National Honor Society  
 \* Top 15%

## Members of the Merrimack High School Class of 2003 were accepted at the following institutions of higher learning:

Alfred State College (NY)  
American University (DC)  
Arcadia University (PA)  
Arizona State University (AZ)  
Art Institute of Colorado (C)  
Babson College (MA)  
Bates College (ME)  
Becker College (MA)  
Bentley College (MA)  
Berklee College of Music (MA)  
Boston Architectural Center (MA)  
Boston College (MA)  
Boston University (MA)  
Bowdoin College (ME)  
Brandeis University (MA)  
Brigham Young University (ID) (UT)  
Brock University (Canada)  
Bryant College (RI)  
Cabrini College (PA)  
Castleton State College (VT)  
Chester College of New England (NH)  
Clemson University (SC)  
Coastal Carolina University (SC)  
Colby-Sawyer College (NH)  
College of Charleston (SC)  
Concordia University (Canada)  
Connecticut College (CT)  
Continental School of Hair Design (NH)  
Curry College (MA)  
Daniel Webster College (NH)  
David Lipscomb University (TN)  
Dean College (MA)  
Drexel University (PA)  
Eastern Connecticut State University (CT)  
Elmira College (NY)  
Emerson College (MA)  
Emmanuel College (MA)  
Emory University (GA)  
Endicott College (MA)  
Fisher College (MA)  
Florida Atlantic University (FL)  
Florida Culinary Institute (FL)  
Framingham State College (MA)  
Franklin Pierce College (NH)  
George Washington University (DC)  
Gordon College (MA)  
Guilford College (NC)  
Harding University (AK)  
Hesser College (NH)  
High Point University (NC)  
Hobart & William Smith College (NY)  
Hofstra University (NY)  
Indiana University of Pennsylvania (PA)  
Iona College (NY)  
Irvine Valley College (CA)  
Ithaca College (NY)  
Johnson & Wales University (RI)  
Keene State College (NH)  
LaSalle University (PA)  
Liberty University (VA)  
Louisiana Technical University (LA)  
Marist College (NY)  
Massachusetts College of Liberal Arts (MA)  
Massachusetts College of Pharmacy (MA)  
McIntosh College (NH)  
Merrimack College (MA)  
Messiah College (PA)  
Michael's School of Hair Design (NH)  
Middlesex Community College (MA)  
Milligan College (TN)  
Monclair State University (NJ)  
Montana State University (MT)  
Monterey Bay State University (CA)  
Mount Ida College (MA)  
New England College (NH)  
New England Culinary Institute (VT)  
New England Fuel Institute (MA)  
New Hampshire Community Technical College – Manchester (NH)  
New Hampshire Community Technical College– Nashua (NH)  
New Hampshire Technical Institute (NH)  
New York Film Academy (NY)  
New York University (NY)  
Newbury College (MA)  
Nicholls State University (LA)  
North Park University (IL)  
Northeastern Institute of Whole Health (NH)  
Northeastern University (MA)  
Ohio State University (OH)  
Oxford College of Emory University (GA)  
Paul Smiths College (NY)  
Pennsylvania State University (PA)  
Philadelphia Biblical University (PA)  
Pine Manor College (MA)  
Plymouth State College (NH)  
Pratt Institute (NY)  
Providence College (RI)  
Purdue University (IN)  
Quinnipiac University (RI)  
Rensselaer Polytechnic Institute (NY)  
Rivier College (NH)  
Rochester Institute of Technology (NY)  
Roger Williams University (RI)  
Rutgers, The State University of New Jersey (NJ)  
Sacred Heart University (CT)  
Salve Regina University (RI)  
San Francisco State University (CA)  
San Jose State University (CA)  
Sante Fe Community College (FL)  
Savannah College of Art and Design (GA)  
Seton Hall University (NJ)  
Simmons College (MA)  
Southern New Hampshire University (NH)  
St. Anselm College (NH)  
St. John's University (NY)  
St. Joseph's College of Maine (ME)  
St. Michael's College (VT)  
State University of New York – Albany (NY)  
State University of New York – Potsdam (NY)  
State University of New York @ Binghamton (NY)  
State University of New York @ Buffalo (NY)  
State University of New York @ Stonybrook (NY)  
State University of New York –Environmental Science & Forestry (NY)  
Stonehill College (MA)  
Suffolk University (MA)  
Syracuse University (NY)  
Teikyo Post University (CT)  
Temple University (PA)  
U.S. Merchant Marine Academy (NY)  
University of Connecticut (CT)  
University of Delaware (DE)  
University of Hartford (CT)  
University of Maine – Farmington (ME)  
University of Maine – Orono (ME)  
University of Massachusetts – Amherst (MA)  
University of Massachusetts – Lowell (MA)  
University of Michigan (MI)  
University of New England (ME)  
University of New Hampshire – Durham (NH)  
University of New Hampshire – Manchester (NH)  
University of Pittsburgh (PA)  
University of Rhode Island (RI)  
University of Rochester (NY)  
University of Scranton (PA)  
University of South Florida (FL)  
University of Southern Maine (ME)  
University of Utah (UT)  
University of Vermont (VT)  
Utica College (NY)  
Virginia Wesleyan College (VA)  
Wagner College (NY)  
Washington State University (WA)  
West Chester University (PA)  
Western Connecticut State University (CT)  
Western New England College (MA)  
Westfield State College (MA)  
Williams College (MA)  
Worcester Polytechnic Institute (MA)



PLANNING & BUILDING COMMITTEE  
Merrimack School District  
<http://www.isone.com/~merrpbc>

Report to the Citizens of Merrimack  
March 2004

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

In May of 2003, the committee was charged by the School Board with specifying needed renovations at what will become James Masticola Upper Elementary School, and with proposing a new traffic pattern for the Masticola Complex. Due to time constraints, the committee was forced to split their recommendations into two separate reports. The first report, a prioritized list of the James Masticola Upper Elementary School renovations, was delivered to the School Board in December. The second report, on the Masticola Complex traffic patterns, will be delivered later this year.

In addition to the report to the School Board, this past year the committee reviewed the final plans for the new Merrimack Middle School being built on the Buker property, and began work on suggested changes for traffic and parking at the Masticola complex.

In other work, the Planning and Building Committee reviewed the Capital Improvement Plan, and continues to meet with the Technology Committee to assist in planning for the technological needs of the district. We will also continue with our efforts to develop a detailed long-range plan for the school district, with special emphasis on the infrastructure necessary when the town reaches build-out.

The opening this fall of the district's first new school in over thirty years is the culmination of many years worth of effort. The committee would once again like to thank the residents, school administrators, town planners, architects and others who provided invaluable input helping put forth a proposal which solves the middle school overcrowding and implements kindergarten, plus enables the district to prepare for future growth.

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

Sincerely,

Wayne Morrison, Chair

**Merrimack School District**  
**ANNUAL SCHOOL DISTRICT MEETING**  
**Session 1: Deliberation**  
**March 4, 2003**

Present: School Board members: Ken Coleman, David Denton, Patrick McGrath, Davis Powell, and Rosemarie Rung; Student Representative to the Board Samantha Tyler; Superintendent Marjorie Chiafery; Assistant Superintendent Sharlene Tracy; Business Administrator Matthew Shevenell; and Legal Counsel Gene Van Loan.

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

Mrs. Whitlock told the body that Article 1 was election of officers, which would take place by official ballot on April 8 and read Article 2.

**ARTICLE 2 (Special Warrant Article) Shall the District raise and appropriate the sum of 17,664,000 for the construction and original equipping of a new grade 7 and 8 middle school; \$17,664,000 of such sum to be raised through the issuance of bonds and notes under and in compliance with the Municipal Finance Act, RSA 33:1, et. seq., as amended; and further raise and appropriate by general taxation \$505,529 for the purpose of interest payments on said bonds or notes during the fiscal year 2003-2004; and further authorize the School Board to issue, negotiate, sell and deliver said bonds and notes and determine the rate of interest thereon and the maturity and other terms thereof; and finally authorize the School Board to apply for, obtain, and accept Federal, State, or other aid, if any, which may be available for said project?**

Mrs. Whitlock recognized Mr. Coleman who moved Article 2 as read. Second: Mrs. Rung. Mr. Coleman gave a short presentation. Mrs. Whitlock called for discussion on the article. Chip Underhill (Mallard Point Road) noted that while the state has the ability to withhold

\$2.5 million dollars in state aid if the middle school is declared non-approved, is it a certainty that they will? Mr. Coleman clarified the total amount of state aid Merrimack receives and that \$2.5 million of it could be considered as

Commissioner of Education had met with the School Board and, when asked about consequences, indicated that the state will now be required to take substantial action against any schools that are non-approved. Mr. Coleman indicated that the Commissioner noted some of these actions could be withholding aid, or require the district to "tuition out" (send) Merrimack middle school students to other towns for middle school.

Norman Phillips (Edward Lane) asked when the new school would be ready. Mr. Coleman replied the school would be ready for the 2004-2005 school year. Further, he indicated that the Commissioner of Education indicated that should the new school pass, the state would be unlikely to take action against Merrimack as the town has taken the necessary steps to come into compliance.

Tina DeMember (Craig Drive) thanked the School Board for again bringing a new school forward and for separating kindergarten from the middle school proposal. She noted that according to the information provided, in the most expensive year, the tax impact on an average home for the new school would be \$121 annually and that should the state decide to withhold \$2.5 million in aid, the annual tax impact would be \$218. She asked if that amount could increase should the middle school continue to stay non-compliant. Mr. Coleman replied that amount could vary depending on the amount of state aid receives.

Chuck Mower (Depot Street) asked for a positive vote on this article.

Jonathan O'Keefe (Cabot Road) asked for a definition of "working on a solution." He felt that putting articles for building on the warrant or having meetings to address the problem is "working on a solution." Mr. Coleman replied that the definition would be up to the Commissioner of Education; however, he noted that the Commissioner had indicated that the only definition of "working on a solution." he would accept would be a passage of new space for Merrimack students. Mr. O'Keefe asked if this problem could be addressed by other means. Mr. Coleman replied that there were no other viable options to address the non-compliant issues. Mr. O'Keefe noted that he felt there were other means and, that possibly by waiting until next year, an even less expensive solution would be proposed.

Dick Hinch (Ichabod Drive) thanked Mrs. Whitlock for her preparation for the meeting and noted his support for the article. He felt the warrant article addresses overcrowding, brings the middle school into compliance, was an acceptable

and appropriate plan and the School Board had made necessary adjustments to the plan to minimize the financial impact to the taxpayer.

Dennis King (Derry Street) noted that he agreed with Mr. Mower. He asked if the school could be finished for September 2003. Mr. Coleman replied that a project of this size would take at least a year to build. Mr. King asked about using some of the town owned Greens Pond land. Mr. Coleman noted that Greens Pond land has several other issues, including being town owned and dedicated to other uses, and was not considered. Mr. King noted that Mr. Koenig was on the building committee that researched the proposal and he felt that this proposal was scaled down to reduce cost and that the need to meet compliance issues made passage of this article imperative.

Carol Lang (Greenwood Road) stated that most people in town realize that the middle school is over-crowded and that she felt the question all along has been "Can we afford a new school?" She felt the proposal was whittled as low as it can go, interest rates are at historic lows and with the possibility of losing state aid, it may cost more not to build a new school than to build a new school.

Mark Parker (Lawrence Road) told the body he has been the schools and seen the overcrowding first-hand. He felt the problem was that a new school was really needed regardless of the cost and the problem was not going to go away. He requested that everyone get together and support this article.

Mr. Morrison spoke about the work the Planning and Building Committee did in reviewing this plan and considering other possible solutions to the middle school overcrowding. He told the body that all options had been considered and there were no other possible solutions. He also said that this school is part of a long-term space plan for the school district.

Stan Whitlock (Baboosic Lake Road) called the question.

As there were no other speakers, Mrs. Whitlock declared Article 2 moved to the ballot as written and read Article 3.

**ARTICLE 3 (Special Warrant Article) If Article 2 passes, shall the District implement Public Kindergarten beginning in the 2005-2006 school year; and shall the District accept \$1,299,375 from the State of New Hampshire Kindergarten Construction Grant for such purposes; and shall the District use \$833,625 of the State Grant to reduce the amount of the bond in Article 2; and shall the District raise and appropriate the sum of \$621,000 for the construction, renovation, and original equipping of public kindergarten facilities at the three elementary schools, of which \$465,750 would come from the State Grant and of which the balance of \$155,250 would be raised by general taxation? (The passage of this article is contingent on passage of Article 2.)**

Mrs. Whitlock recognized Mr. McGrath who moved Article 3 as read. Second: Mr. Coleman. Mr. McGrath gave a short presentation. Mrs. Whitlock called for discussion on the article.

Mr. Parker told the body this was something that was really needed. He noted that some families cannot afford private kindergarten and first grade teachers have to spend a lot of time ensuring that all students are at the same educational level. He felt the amount of money requested was not a lot considering the potential benefits to the students.

Charles Hall (Wire Road) told the body that many senior citizens agree with the importance of implementing kindergarten for young children. He noted that after this year, kindergarten aid from the state might not be available and this was a good time to support the implementation of kindergarten.

Evan Fulmer (Shelburne Road) reminded the body that only nineteen communities in the country don't provide kindergarten and that money offered to help pay for this is the best that it has been.

Rosemary Robertson-Smith (Abbey Road) felt that this was a prudent time to implement kindergarten. She also noted that the federal legislation requires towns and states to look at education in grades kindergarten through three. She urged support for this article.

Jim O'Neil (Sunnydale Drive) also urged support for this article. He noted that the kindergarten grant funding totals 75% of the building cost and will come in one lump sum as opposed to state building aid, which comes in increments over the life of the bond. He told the body that annual Foundation Aid will pay for books, materials and staffing required to implement the program.

Mr. McGrath explained \$833,625 of the kindergarten grant will be used to reduce the new middle school bond which will actually reduce the tax impact of Article 2.

Mr. Phillips told the body that he was a senior citizen also in support of this article.

Roland Roberge (Amherst Street) asked for clarification of the amount listed in Article 3: Mr. McGrath explained that the district will receive \$1,299,375 from the state in kindergarten aid and will use \$833,625 to reduce the amount of the bond for the middle school (which is Article 2) and that the district will only have to raise \$155,250 from taxes. Mr. Roberge wanted to know why the district couldn't use some of the \$833,625 instead of raising \$155,250. Mr. Coleman explained where the money goes is due to the state formula requirements.

Mr. Parker called the question. Mrs. Whitlock noted there was only one speaker remaining and allowed that person to be the last speaker.

Mr. Koenig told the body he supported the proposal but wanted to clarify that by accepting the grant funds, the district must continue to use those thirteen classrooms

designated for kindergarten for a specific period of time. Mr. Coleman replied that the period of time was twenty years, but what was important was that a kindergarten program must be maintained according to the state standards for this time span regardless of whether kindergarten enrollments rose or fell.

Mrs. Whitlock declared Article 3 moved to the ballot as written and read Article 4.

**ARTICLE 4 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?**

Mrs. Whitlock recognized Mr. Powell who moved the article as read. Second: Mr. Coleman. Mr. Powell spoke to his motion. Mrs. Whitlock called for discussion on the article.

There was none.

Mrs. Whitlock declared Article 4 moved to the ballot as written and read Article 5.

**ARTICLE 5 Shall the District approve the cost items included in the collective bargaining agreement reached between the Merrimack School Board and the Merrimack Teachers Association, which calls for the following increases in salaries and benefits:**

<u>Year</u>	<u>Estimated Increase</u>
2003-2004	\$1,190,962
2004-2005	\$1,253,282

**and further raise and appropriate the sum of \$1,190,962 for the 2003-2004 fiscal year, such sum representing the additional costs attributed to the increase in salaries and benefits over those of the 2002-2003 fiscal year?**

Mrs. Whitlock recognized Mr. Denton who moved Article 5 as written. Second: Mr. Powell. Mr. Denton spoke to his motion. Mrs. Whitlock called for discussion on the article.

Stanley Heinrich (Kearsarge Lane) spoke in favor of the motion. He asked for clarification regarding how much teachers pay toward health care coverage. Mr. Coleman replied that the amount each teacher pays towards health insurance depends on which plan each teacher chooses, but that all teachers pay something.

Sally Kinney (Hartwood Drive) requested a clarification on the way the article is written. She wanted to know whether approval of the article meant that both years would be funded as funding for only one year was the amount to be raised and appropriated. Mr. Coleman replied that approval of the article binds the school district for both amounts, though only money for 2003 - 2004 will be raised this year. He noted that passage of this article makes funding for the next year part of the default budget.

As there were no other speakers, Mrs. Whitlock declared Article 5 moved to the ballot as written and read Article 6.

**ARTICLE 6 Shall the District, if Article 5 is defeated, authorize the School Board to call one special meeting, at its option, to address Article 5 cost items only?**

Mrs. Whitlock recognized Mr. Denton who moved Article 6 as read. Second: Mr. Powell. Mr. Denton spoke to his motion. Mrs. Whitlock called for discussion on the article. There was none.

Mrs. Whitlock declared Article 6 moved to the ballot as written and read Article 7

**ARTICLE 7 (Special Warrant Article) Shall the district raise and appropriate the sum of \$30,000 for the purpose of conducting an engineering study that will plan for the connection of Thorntons Ferry School to the municipal sewer system and authorize the withdrawal of that amount from the Thorntons Ferry Sewer Capital Reserve Fund created for that purpose?**

Mrs. Whitlock recognized Mrs. Rung who moved Article 7 as read. Second: Mr. Denton. Mrs. Rung spoke to her motion. Mrs. Whitlock called for discussion on the article.

James Rossi (Craig Drive) asked when the school would be connected to sewer. Mrs. Rung stated that the School Board had not yet determined that. Mr. Rossi asked about the cost of the sewer connection. Mrs. Rung replied the purpose of the article was a study to determine path, size, and cost of the line to connect the school to sewer; the study would cost \$30,000; and monies remaining in the Capital Reserve Fund would be used to pay the eventual cost of connecting the school to sewer.

As there were no other speakers, Mrs. Whitlock declared Article 7 moved to the ballot as written and read Article 8.

**ARTICLE 8 (Special Warrant Article) Shall the District establish a capital reserve fund under the provisions of RSA 35:1, to be known as the Remedial Reading and Math Fund, for the purpose of providing specialized instruction for students in those subjects and raise and appropriate an amount up to \$75,000 or 40% of the unencumbered surplus funds remaining at the end of the fiscal year 2002-2003, whichever amount is less, and transfer that amount to the said fund, and name the school board as agents to expend from this fund?**

Mrs. Whitlock recognized Mrs. Rung who moved the article as read. Second: Mr. McGrath. Mrs. Rung spoke to her motion. Mrs. Whitlock called for discussion on the article.

Mr. Phillips asked for clarification about a capital reserve account being used for an operational cost. Mrs. Rung replied that this fund would be used to offset any shortfalls in the anticipated revenue from the federal government for

operational costs are being paid out of capital reserve funds. Mrs. Rung and Mr. Coleman replied that the anticipated costs and revenue for this program are part of the budget; however, the actual amount of federal funds is not known until late summer and this fund will make up for funding shortfalls that become known after the budget is passed.

Carol Morrison (Maidstone Drive) suggested that the federal government be asked how no child can be left behind, if only poor children are provided remediation.

As there were no other speakers, Mrs. Whitlock declared Article 8 moved to the ballot as written and read Article 9.

**ARTICLE 9 (Special Warrant Article) Shall the District raise and appropriate an amount up to \$150,000 or 60% of the unencumbered surplus funds remaining at the end of the fiscal year 2002-2003, whichever amount is less, and transfer that amount to the Educationally Disabled Children Capital Reserve Fund?**

Mrs. Whitlock recognized Mr. Powell who moved Article 9 as read. Second: Mr. McGrath. Mr. Powell spoke to his motion. Mrs. Whitlock called for discussion on the article.

Mr. Fulmer supported the article and asked why the Roof and Pavement Capital Reserve Funds were not on the warrant this year. Mr. Powell replied that no roof or pavement projects are anticipated over the next few years and, since both funds have significant balances, the School Board had decided not to include them on the ballot this year.

Tina DeMember (Craig Drive) asked if any money had been expended from this fund. Mr. Coleman noted that no money has been expended thus far but that could change if students with significant special needs enroll in the district. Mrs. DeMember asked if there was a planned "cap" amount for this fund. Mr. Coleman replied there wasn't.

As there were no other speakers, Mrs. Whitlock declared Article 9 moved to the ballot as written and read Article 10.

**ARTICLE 10 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 \$46,581,776? (Should this article be defeated, the operating budget shall be \$46,397,457 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)?**

Mrs. Whitlock recognized Mr. Koenig who moved the article as read. Second: Mr. Hinch. Mr. Koenig spoke to his motion. Mrs. Whitlock called for discussion on the article.

Mr. Hinch spoke in favor of the article.

As there were no other speakers, Mrs. Whitlock declared Article 10 moved to the ballot as written.

Mrs. Whitlock reminded the body of voting dates, locations and times as well as absentee ballot procedures. She noted that 117 people had passed through the checklist. She thanked the body for their cooperation and patience.

Mr. Heinrich made a motion to adjourn. Sufficiently seconded. Mrs. Whitlock called for a vote on the motion and declared deliberative session adjourned at 9 PM.

## **Session 2: Ballot Voting April 8, 2003**

The polls opened at 7:00 AM. At 8:00 PM, those present were allowed to vote and the polls were closed. At 9:45 PM after all ballots were tallied, Carolyn Whitlock, School District Moderator, announced there were a total of 7,599 ballots cast - nearly 50% of all eligible voters - with the following results:

### **School Board - three years, two positions**

Kenneth Coleman - 4,752 votes  
Rosemarie Rung - 4,820 votes  
Miscellaneous - 198 votes

The Moderator declared Kenneth Coleman and Rosemarie Rung elected.

### **Planning & Building Committee - three years, two positions**

Carol Morrison - 4,737 votes  
Finlay Rothhaus - 4,712 votes  
Miscellaneous - 55 votes

The Moderator declared Carol Morrison and Finlay Rothhaus elected.

The Moderator announced that 7,485 votes had been cast on Article 2 and that 60% or 4,491 votes was needed to pass article.

**Article 2:** Yes - 5,227 votes No - 2,258 votes.

The Moderator declared Article 2 passed.

**Article 3:** Yes - 4,814 votes No - 2,631 votes

The Moderator declared Article 3 passed.

**Article 4:** Yes - 6,054 votes No - 1,291 votes

The Moderator declared Article 4 passed.

**Article 5:** Yes - 5,089 votes No - 2,290 votes

The Moderator declared Article 5 passed.

**Article 6:** Yes - 4,984 votes No - 2,218 votes

The Moderator declared Article 6 passed.

**Article 7:** Yes - 5,766 votes No - 1,527 votes

The Moderator declared Article 7 passed.

**Article 8:** Yes - 5,338 votes No - 1,967 votes

The Moderator declared Article 8 passed.

**Article 9:** Yes - 5,268 votes No - 1,972 votes

The Moderator declared Article 9 passed.

**Article 10:** Yes - 4,656 votes No - 2,538 votes

The Moderator declared Article 10 passed.

## **Petition for Recount**

On April 14, 2003, the School District Clerk received a petition signed by more than ten registered voters requesting a recount of Article 2. On April 21, 2003, the Board of Recount conducted a recount. After all ballots were tallied and accounted for, the Moderator announced the following result:

A total of 7,495 ballots were cast on Article 2. Sixty percent (or 4,497 votes) was needed to pass the article.

Yes - 5,325 votes No - 2,260 votes.

On recount, Article 2 still passes.

Respectfully submitted,

Patricia Heinrich  
School District Clerk

*EXHIBIT A*  
**MERRIMACK SCHOOL DISTRICT**  
*Combined Balance Sheet*  
*All Fund Types and Account Group*  
*June 30, 2003*

<u>ASSETS AND OTHER DEBITS</u>	<u>Governmental Fund Types</u>			<u>Fiduciary Fund Types</u>	<u>Account Group</u>	<u>Total (Memorandum Only)</u>
	<u>General</u>	<u>Special Revenue</u>	<u>Capital Projects</u>	<u>Trust and Agency</u>	<u>General Long-Term Debt</u>	
<u>Assets</u>						
Cash and Equivalents	\$ 17,037	\$ 25,918	\$ 158,581	\$ 76,703	\$	\$ 278,239
Investments	1,192,411			23,422		1,215,833
<u>Receivables</u>						
Accounts	24,183	5,395				29,578
Intergovernmental	41,795	339,491		1,123,707		1,504,993
Interfund Receivable	382,078					382,078
<u>Other Debits</u>						
Amount to be Provided for Retirement of General Long-Term Debt					9,645,038	9,645,038
<b>TOTAL ASSETS AND OTHER DEBITS</b>	<b><u>\$ 1,657,504</u></b>	<b><u>\$ 370,804</u></b>	<b><u>\$ 158,581</u></b>	<b><u>\$ 1,223,832</u></b>	<b><u>\$ 9,645,038</u></b>	<b><u>\$ 13,055,759</u></b>
<u>LIABILITIES AND EQUITY</u>						
<u>Liabilities</u>						
Accounts Payable	\$ 158,810	\$ 14,280	\$	\$	\$	\$ 173,090
Contracts Payable			659,099			659,099
Retainage Payable			16,501			16,501
Intergovernmental Payable		3,520				3,520
Interfund Payable		307,971	74,107			382,078
Due to Student Groups				76,703		76,703
Deferred Revenue		3,894				3,894
General Obligation Bonds Payable					8,150,000	8,150,000
Compensated Absences Payable					1,495,038	1,495,038
Total Liabilities	<u>158,810</u>	<u>329,665</u>	<u>749,707</u>	<u>76,703</u>	<u>9,645,038</u>	<u>10,959,923</u>
<u>Equity</u>						
<u>Fund Balances</u>						
Reserved For Encumbrances	165,888		15,067,950			15,233,838
Reserved For Special Purposes	225,000		123,324	1,147,129		1,495,453
<u>Unreserved</u>						
Designated For Special Purposes		41,139				41,139
Undesignated (Deficit)	<u>1,107,806</u>		<u>(15,782,400)</u>			<u>(14,674,594)</u>
Total Equity	<u>1,498,694</u>	<u>41,139</u>	<u>(591,126)</u>	<u>1,147,129</u>		<u>2,095,836</u>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b><u>\$ 1,657,504</u></b>	<b><u>\$ 370,804</u></b>	<b><u>\$ 158,581</u></b>	<b><u>\$ 1,223,832</u></b>	<b><u>\$ 9,645,038</u></b>	<b><u>\$ 13,055,759</u></b>

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

*EXHIBIT B*  
**MERRIMACK SCHOOL DISTRICT**  
*Combined Statement of Revenues, Expenditures and Changes in Fund Balances*  
*All Governmental Fund Types and Expendable Trust Funds*  
*For the Fiscal Year Ended June 30, 2003*

	<u>Governmental Fund Types</u>			<u>Fiduciary</u> <u>Fund Type</u>	<u>Total</u> <u>(Memorandum</u> <u>Only)</u>
	<u>General</u>	<u>Special</u> <u>Revenue</u>	<u>Capital</u> <u>Projects</u>	<u>Expendable</u> <u>Trust</u>	
<u>Revenues</u>					
School District Assessment	\$ 20,359,086	\$	\$	\$	\$ 20,359,086
Other Local	621,242	888,823	4,798	13,913	1,528,776
State	21,264,720	32,717			21,297,437
Federal	<u>387,737</u>	<u>1,274,916</u>			<u>1,662,653</u>
<u>Total Revenues</u>	<u>42,632,785</u>	<u>2,196,456</u>	<u>4,798</u>	<u>13,913</u>	<u>44,847,952</u>
<u>Expenditures</u>					
<u>Current</u>					
Instruction	22,128,686	1,125,152			23,253,838
<u>Support Services</u>					
Student	2,348,405			279	2,348,684
Instructional Staff	993,428	3,671			997,099
General Administration	180,840				180,840
Executive Administration	752,249				752,249
School Administration	1,633,974				1,633,974
Business	228,844				228,844
Operation and Maintenance of Plant	2,155,825				2,155,825
Student Transportation	2,152,830				2,152,830
Other	7,665,603				7,665,603
Non-Instructional Services	27,255	1,104,362			1,131,617
Facilities Acquisition and Construction	673,688		825,220		1,498,908
Debt Service	<u>1,071,145</u>				<u>1,071,145</u>
<u>Total Expenditures</u>	<u>42,012,772</u>	<u>2,233,185</u>	<u>825,220</u>	<u>279</u>	<u>45,071,456</u>
<u>Excess (Deficiency) of Revenues</u> <u>Over (Under) Expenditures</u>	<u>620,013</u>	<u>(36,729)</u>	<u>(820,422)</u>	<u>13,634</u>	<u>(223,504)</u>
<u>Other Financing Sources (Uses)</u>					
Interfund Transfers In	157,006	1		300,000	457,007
Interfund Transfers Out	<u>(300,001)</u>			<u>(157,006)</u>	<u>(457,007)</u>
<u>Total Other Financing Sources and Uses</u>	<u>(142,995)</u>	<u>1</u>		<u>142,994</u>	<u>-0-</u>
<u>Net Change in Fund Balances</u>	477,018	(36,728)	(820,422)	156,628	(223,504)
<u>Fund Balances - July 1</u>	<u>1,021,676</u>	<u>77,867</u>	<u>229,296</u>	<u>990,501</u>	<u>2,319,340</u>
<u>Fund Balances (Deficit) - June 30</u>	<u>\$ 1,498,694</u>	<u>\$ 41,139</u>	<u>\$ (591,126)</u>	<u>\$ 1,147,129</u>	<u>\$ 2,095,836</u>

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

*EXHIBIT C*  
*MERRIMACK SCHOOL DISTRICT*  
*Combined Statement of Revenues, Expenditures and Changes in Fund Balances*  
*Budget and Actual (Budgetary Basis)*  
*General and Special Revenue Funds*  
*For the Fiscal Year Ended June 30, 2003*

	<u>General Fund</u>		Variance Favorable (Unfavorable)
	<u>Budget</u>	<u>Actual</u>	
<u>Revenues</u>			
School District Assessment	\$ 20,359,086	\$ 20,359,086	\$
Other Local	296,000	621,242	325,242
State	20,940,289	21,012,698	72,409
Federal	200,000	387,737	187,737
<u>Other Financing Sources</u>			
Operating Transfers In	<u>200,000</u>	<u>157,006</u>	<u>(42,994)</u>
<u>Total Revenues and Other Financing Sources</u>	<u>41,995,375</u>	<u>42,537,769</u>	<u>542,394</u>
<u>Expenditures</u>			
<u>Current</u>			
Instruction	22,237,645	21,903,321	334,324
<u>Support Services</u>			
Student	2,487,807	2,348,405	139,402
Instructional Staff	950,435	971,628	(21,193)
General Administration	143,800	167,531	(23,731)
Executive Administration	722,571	755,714	(33,143)
School Administration	1,571,510	1,637,284	(65,774)
Business	184,865	228,844	(43,979)
Operation and Maintenance of Plant	2,251,604	2,124,515	127,089
Student Transportation	2,103,545	2,152,830	(49,285)
Other	8,001,169	7,612,910	388,259
Non-Instructional Services	24,792	27,255	(2,463)
Facilities Acquisition and Construction	714,593	673,688	40,905
Debt Service	1,071,145	1,071,145	
<u>Other Financing Uses</u>			
Operating Transfers Out	<u>300,001</u>	<u>300,001</u>	
<u>Total Expenditures and Other Financing Uses</u>	<u>42,765,482</u>	<u>41,975,071</u>	<u>790,411</u>
<u>Excess (Deficiency) of Revenues and</u>			
<u>Other Financing Sources Over (Under)</u>			
<u>Expenditures and Other Financing Uses</u>	<u>\$ (770,107)</u>	562,698	<u>\$ 1,332,805</u>
<u>Decrease in Fund Balance</u>			
Reserved for Special Purposes		75,000	
<u>Unreserved Fund Balances - July 1</u>		<u>470,108</u>	
<u>Unreserved Fund Balances - June 30</u>		<u>\$ 1,107,806</u>	

Annually Budgeted Special Revenue Funds			Total (Memorandum Only)		
Budget	Actual	Variance Favorable (Unfavorable)	Budget	Actual	Variance Favorable (Unfavorable)
\$	\$	\$	\$ 20,359,086	\$ 20,359,086	\$
938,707	885,167	(53,540)	1,234,707	1,506,409	271,702
50,000	32,717	(17,283)	20,990,289	21,045,415	55,126
302,864	1,274,916	972,052	502,864	1,662,653	1,159,789
<u>1</u>	<u>1</u>		<u>200,001</u>	<u>157,007</u>	<u>(42,994)</u>
<u>1,291,572</u>	<u>2,192,801</u>	<u>901,229</u>	<u>43,286,947</u>	<u>44,730,570</u>	<u>1,443,623</u>
252,864	1,125,152	(872,288)	22,490,509	23,028,473	(537,964)
			2,487,807	2,348,405	139,402
			950,435	971,628	(21,193)
			143,800	167,531	(23,731)
			722,571	755,714	(33,143)
			1,571,510	1,637,284	(65,774)
			184,865	228,844	(43,979)
			2,251,604	2,124,515	127,089
			2,103,545	2,152,830	(49,285)
1,038,708	1,104,362	(65,654)	8,001,169	7,612,910	388,259
			1,063,500	1,131,617	(68,117)
			714,593	673,688	40,905
			1,071,145	1,071,145	
			<u>300,001</u>	<u>300,001</u>	
<u>1,291,572</u>	<u>2,229,514</u>	<u>(937,942)</u>	<u>44,057,054</u>	<u>44,204,585</u>	<u>(147,531)</u>
<u>\$ -0-</u>	(36,713)	<u>\$ (36,713)</u>	<u>\$ (770,107)</u>	525,985	<u>\$ 1,296,092</u>
				75,000	
	<u>77,835</u>			<u>547,943</u>	
	<u>\$ 41,122</u>			<u>\$ 1,148,928</u>	

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



## PLODZIK & SANDERSON

*Professional Association/Accountants & Auditors*

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

### *INDEPENDENT AUDITOR'S REPORT*

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

We have audited the accompanying financial statements of the Merrimack School District, as of and for the year ended June 30, 2003 as shown on pages 3 through 5. These financial statements are the responsibility of the Merrimack School District's management. Our responsibility is to express opinions 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. 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.

Management has chosen not to implement Governmental Accounting Standards Board (GASB) Statement No. 34, *Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments*. Therefore these financial statements are presented following the principles that were in effect prior to GASB Statement No. 34. Management has not presented government-wide financial statements to display the financial position and changes in financial position of its governmental activities and business-type activities. The financial statements presented do not contain separate statements for governmental, proprietary, if applicable and fiduciary fund types, nor are major and non-major funds separately identified and classified. The financial statements presented report expendable trust funds which should be reported as special revenue funds under the new reporting model. The financial statements also present a general long-term debt account group which should not be reported as such, but the information contained therein should be included in the government-wide financial statements were they presented. Also, the financial statements do not contain any information on capital assets because the government has not maintained historical cost records of such assets. Management has not presented a management's discussion and analysis as required. The amounts that would be reported in the missing statements and required supplementary information; and the effects of reclassifying and properly reporting the information presented are not reasonably determined.

In our opinion, because of the effects of the matters discussed in the preceding paragraph, the financial statements referred to above do not present fairly, in conformity with accounting principles generally accepted in the United States of America, the financial position of the Merrimack School District as of June 30, 2003, or the changes in its financial position or its cash flows, where applicable, for the year then ended.

In accordance with *Government Auditing Standards*, we have also issued our report dated August 5, 2003 on our consideration of the Merrimack School District's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

*Merrimack School District  
Independent Auditor's Report*

Our audit was conducted for the purpose of forming opinions on the basic financial statements of the Merrimack School District taken as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is not a required part of the basic financial statements. For reasons stated in the third paragraph of this report, we expressed an opinion that the financial statements of the Merrimack School District do not fairly present financial position, results of operations, and cash flows, if applicable in conformity with accounting principles generally accepted in the United States of America. Therefore, we do not express an opinion on the accompanying schedule of expenditures of federal awards.

*Gregory A. Colby, CPA*

August 5, 2003

PLODZIK & SANDERSON  
Professional Association

*New Reporting Standard*

During June of 1999, the Governmental Accounting Standards Board (GASB) issued Statement No. 34, *Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments*. This statement drastically changes the way in which financial statements are prepared and requires additional information to be reported in order for the financial statements to be in compliance with accounting principles generally accepted in the United States of America. Statement No. 34 took effect for the Merrimack School District for the fiscal year ended June 30, 2003.

The School District has not implemented GASB Statement No. 34, but has presented the financial statements following the format that was in effect prior to GASB Statement No. 34. While we have conducted our audit following generally accepted auditing standards as we have in prior years, we have issued an adverse opinion this year because the financial statements are not presented following the model established by Statement No. 34. As described more fully in our audit opinion, the financial statements are missing several required statements and supplementary information, and the format presented does not follow Statement No. 34. The opinion is not meant to imply that the figures presented are not correct, but that they are not presented in accordance with generally accepted accounting principles.

We recommend that the School District take action to implement GASB Statement No. 34 as required by accounting principles generally accepted in the United States of America.

*Gregory A. Colby, CPA*

August 5, 2003

PLODZIK & SANDERSON  
Professional Association

## Merrimack School District Comparative Enrollments

Grade	Enrolled 9/2003	Enrolled 1/2004	Estimated 9/2004
R	21	23	20
1	341	344	346
2	354	349	349
3	377	376	356
4	391	386	379
5	389	385	392
<b>Sub Total</b>	<b>1873</b>	<b>1863</b>	<b>1842</b>
6	387	385	384
7	411	422	385
8	409	405	410
<b>Sub Total</b>	<b>1207</b>	<b>1212</b>	<b>1179</b>
9	439	434	408
10	441	441	430
11	414	411	431
12	375	362	422
<b>Sub Total</b>	<b>1669</b>	<b>1648</b>	<b>1691</b>
Spec. Ed. (Out-of-School Place- ments and Students Ages 3-5)	121	114	101
<b>GRAND TOTAL</b>	<b>4870</b>	<b>4837</b>	<b>4813</b>

MERRIMACK SCHOOL DISTRICT

Merrimack, New Hampshire

**2004-2005**

**PROPOSED BUDGET**

**MERRIMACK MUNICIPAL BUDGET COMMITTEE**

**2003-2004**

Thomas Koenig, Chair .....	2005
Stanley Heinrich, Vice Chair .....	2005
Nancy Gagnon .....	2006
Carol Lang .....	2006
Chuck Mower .....	2006
Rosemary Robertson-Smith .....	2005
Finlay Rothhaus .....	2005
Robert Kelley .....	2004
Mark Mercier .....	2004
Norman Phillips .....	2004
Joe Vilet .....	2004

**Ex-Officio Members**

**Selectmen**

Carolyn Whitlock  
David McCray (alternate)

**School Board**

David Denton  
William Davis Powell (alternate)

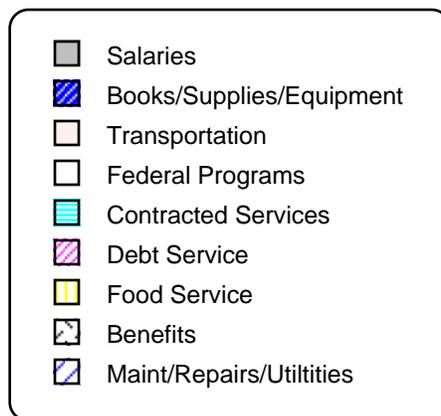
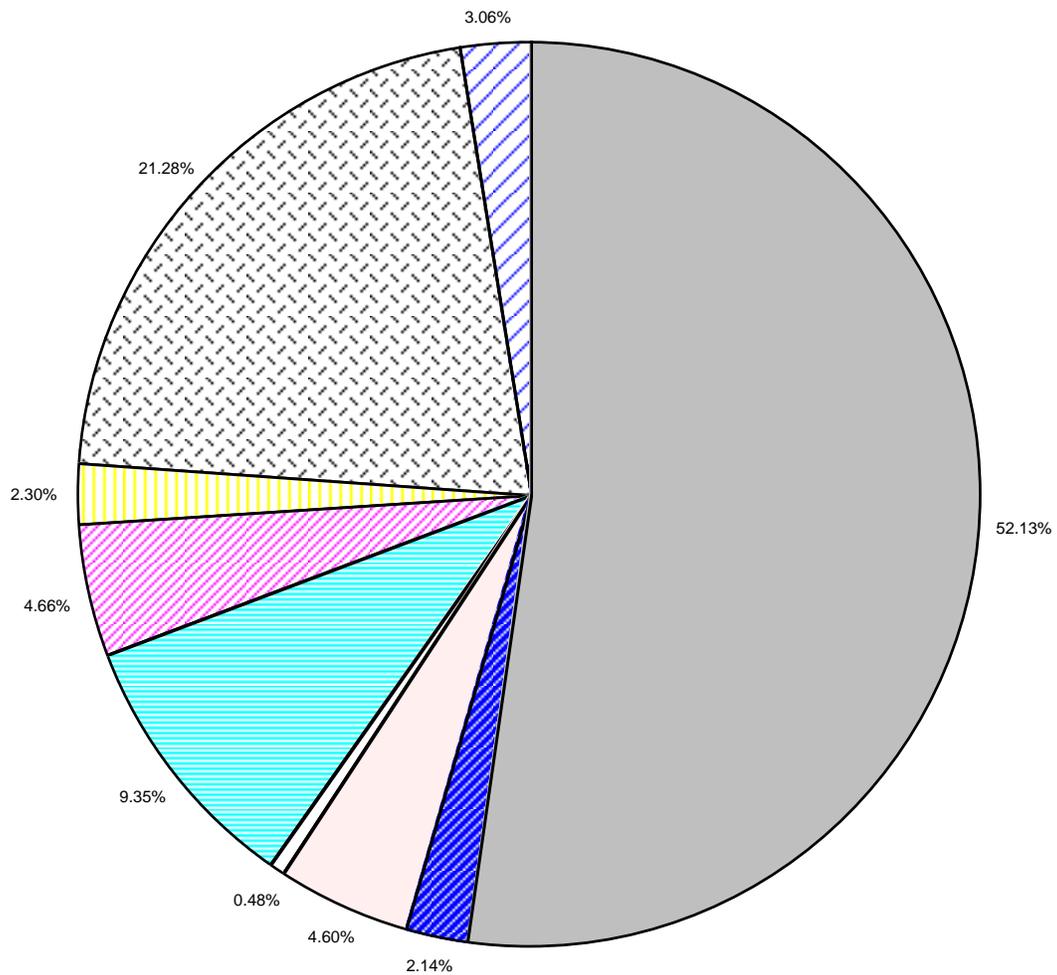
**Merrimack Village District**

Thomas Nutting  
William Pockl (alternate)

Rita Carlton, Secretary

# DISTRIBUTION OF YOUR EDUCATION DOLLAR

## Proposed Budget 2004-2005



**Merrimack School District**  
**School District Warrant**  
**March 4, 2004 (Deliberation)**  
**and April 13, 2004 (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 Mastricola Middle School in said District on Thursday, March 4, 2004, 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 Mastricola Middle School, St. John Neumann Church or St. James United Methodist Church, depending upon your place of residence, on Tuesday, April 13, 2004, Session 2 (Voting) for the choice of School District officers elected by ballot and any other action required to be inserted on said official ballot. The polls for the election of school district officers and other action required to be inserted on said ballot will open on said date at 7:00 a.m. and will not close earlier than 8:00 p.m. to act upon the following subjects:

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

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

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

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

**ARTICLE 5** (Special Warrant Article) Shall the District establish a capital reserve fund under the provisions of RSA 35:1, to be known as the James Mastricola Upper Elementary School and James Mastricola Elementary School Renovation Fund, for the purpose of providing major renovations to these facilities and property and to raise and appropriate an amount up to Two Hundred Thousand Dollars (\$200,000) or Forty percent (40%) of the unencumbered surplus funds remaining at the end of the fiscal year 2003-2004, whichever amount is less, and to transfer that amount to the said fund? (Majority vote required) (Recommended by the School Board. Vote 5-0-0) (Recommended by the Budget Committee. Vote 11-0-0).

**ARTICLE 6** (Special Warrant Article) Shall the District establish a capital reserve fund under the provisions of RSA 35:1, to be known as the School District Repair Fund, for the purpose of providing unanticipated and/or emergency repairs to all school district facilities and property and to raise and

appropriate an amount up to Fifty Thousand Dollars (\$50,000) or Ten percent (10%) of the unencumbered surplus funds remaining at the end of the fiscal year 2003-2004, whichever amount is less, and to transfer that amount to the said fund, and name the School Board as agents to expend from this fund? (Majority vote required) (Recommended by the School Board. Vote 5-0-0) (Recommended by the Budget Committee. Vote 11-0-0).

**ARTICLE 7** Shall the District raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by vote of the first session, for the purposes set forth therein, totaling Fifty Three Million Forty Three Thousand Nine Hundred Forty Two Dollars (\$53,043,942)? (Should this article be defeated, the operating budget shall be Fifty Three Million Sixty Nine Thousand Three Hundred Five Dollars (\$53,069,305) which is the same as last year, with certain adjustments required by previous action of the District or by law, or the governing body may hold one special meeting, in accordance with RSA 40:13, X and XVI, to take up the issue of a revised operating budget only)? (Majority vote required) (Recommended by the School Board. Vote 5-0-0) (Recommended by the Budget Committee. Vote 11-0-0).

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

Given under our hands at said Merrimack this 16<sup>th</sup> day of February, 2004.

Kenneth Coleman  
David Denton  
Patrick McGrath  
William Davis Powell  
Rosemarie Rung

SCHOOL BOARD

A true copy of warrant - attest:

Kenneth Coleman  
David Denton  
Patrick McGrath  
William Davis Powell  
Rosemarie Rung

SCHOOL BOARD

# SCHOOL BUDGET FORM

BUDGET FORM FOR SCHOOL DISTRICTS WHICH HAVE ADOPTED  
THE PROVISIONS OF RSA 32:14 THROUGH 32:24  
OF: Merrimack School District, Merrimack NH 03054

Appropriations and Estimates of Revenue for the Fiscal Year From July 1,2004 to June 30, 2005

## IMPORTANT:

Please read RSA 32:5 applicable to all municipalities.

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

We Certify This Form Was Posted on (Date): February 17, 2004

**BUDGET COMMITTEE**  
*Please sign in ink.*

Robert D. Kelley  
Mary McLean  
J. J. T.  
Carol J. Long  
Debra A. Verna  
Rosemary Robertson Smith

Thomas P. Kenny  
Steph...  
...  
Norman P. Phillips  
...  
Kerry...

**THIS BUDGET SHALL BE POSTED WITH THE SCHOOL WARRANT**

FOR DRA USE ONLY

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

1 2 3 4 5 6 7 8 9

Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32:3.V)	WARR. ART.#	Expenditures		Appropriations		School Board's Appropriations		Budget Committee's Approp.	
			for Year 7/1/02 to 6/30/03	XXXXXXXXXX	Current Year as Approved by DRA	XXXXXXXXXX	Ensuing Fiscal Year RECOMMENDED	NOT RECOMMENDED	Ensuing Fiscal Year RECOMMENDED	NOT RECOMMENDED
<b>INSTRUCTION (1000-1999)</b>										
1100-1199	Regular Programs		13,838,769	XXXXXXXXXX	15,539,262	XXXXXXXXXX	15,411,216	XXXXXXXXXX	15,411,216	XXXXXXXXXX
1200-1299	Special Programs		7,246,638	XXXXXXXXXX	8,596,542	XXXXXXXXXX	9,300,105	XXXXXXXXXX	9,300,105	XXXXXXXXXX
1300-1399	Vocational Programs		8,092	XXXXXXXXXX	20,000	XXXXXXXXXX	20,000	XXXXXXXXXX	20,000	XXXXXXXXXX
1400-1499	Other Programs		598,853	XXXXXXXXXX	559,127	XXXXXXXXXX	568,708	XXXXXXXXXX	568,708	XXXXXXXXXX
1500-1599	Non-Public Programs			XXXXXXXXXX		XXXXXXXXXX		XXXXXXXXXX		XXXXXXXXXX
1600-1899	Adult & Community Programs		7,286	XXXXXXXXXX	6,110	XXXXXXXXXX	6,110	XXXXXXXXXX	6,110	XXXXXXXXXX
<b>SUPPORT SERVICES (2000-2999)</b>										
2000-2199	Student Support Services		2,459,305	XXXXXXXXXX	2,621,317	XXXXXXXXXX	2,794,349	XXXXXXXXXX	2,794,349	XXXXXXXXXX
2200-2299	Instructional Staff Services		973,627	XXXXXXXXXX	963,103	XXXXXXXXXX	979,851	XXXXXXXXXX	979,851	XXXXXXXXXX
General Administration										
2310 840	School Board Contingency			XXXXXXXXXX		XXXXXXXXXX		XXXXXXXXXX		XXXXXXXXXX
2310-2319	Other School Board		162,968	XXXXXXXXXX	162,400	XXXXXXXXXX	155,000	XXXXXXXXXX	155,000	XXXXXXXXXX
Executive Administration										
2320-310	SAU Management Services		490,774	XXXXXXXXXX	523,688	XXXXXXXXXX	451,967	XXXXXXXXXX	451,967	XXXXXXXXXX
2320-2399	All Other Administration		242,216	XXXXXXXXXX	307,917	XXXXXXXXXX	325,230	XXXXXXXXXX	325,230	XXXXXXXXXX
2400-2499	School Administration Service		1,645,385	XXXXXXXXXX	1,727,502	XXXXXXXXXX	1,956,937	XXXXXXXXXX	1,956,937	XXXXXXXXXX
2500-2599	Business		185,844	XXXXXXXXXX	195,934	XXXXXXXXXX	202,737	XXXXXXXXXX	202,737	XXXXXXXXXX
2600-2699	Operation & Maintenance of Plant		2,135,845	XXXXXXXXXX	2,586,793	XXXXXXXXXX	2,860,934	XXXXXXXXXX	2,860,934	XXXXXXXXXX
2700-2799	Student Transportation		2,176,293	XXXXXXXXXX	2,158,139	XXXXXXXXXX	2,483,741	XXXXXXXXXX	2,483,741	XXXXXXXXXX
2800-2999	Support Service Central & Other		7,719,858	XXXXXXXXXX	9,332,286	XXXXXXXXXX	11,530,155	XXXXXXXXXX	11,530,155	XXXXXXXXXX
3000-3999	NON-INSTRUCTIONAL SERVICES		27,635	XXXXXXXXXX	27,762	XXXXXXXXXX	30,336	XXXXXXXXXX	30,336	XXXXXXXXXX
4000-4999	FACILITIES ACQUISITIONS & CONSTRUCTION		684,538	XXXXXXXXXX	47,000	XXXXXXXXXX	23,501	XXXXXXXXXX	23,501	XXXXXXXXXX
<b>OTHER OUTLAYS (5000-5999)</b>										
5110	Debt Service - Principal		615,000	XXXXXXXXXX	615,000	XXXXXXXXXX	1,390,000	XXXXXXXXXX	1,390,000	XXXXXXXXXX
5120	Debt Service - Interest		456,145	XXXXXXXXXX	928,580	XXXXXXXXXX	1,080,786	XXXXXXXXXX	1,080,786	XXXXXXXXXX

1 2 3 4 5 6 7 8 9

Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)		Expenditures for Year 7/1/02 to 6/30/03		Appropriations Current Year As Approved by DRA		School Board's Appropriations Ensuing Fiscal Year		Budget Committee's Approp. Ensuing Fiscal Year	
	WARR. ART.#	FUND TRANSFERS	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	RECOMMENDED	NOT RECOMMENDED	RECOMMENDED	NOT RECOMMENDED
5220-5221		To Food Service	1,057,724	1,106,921	1,219,415	1,219,415	XXXXXXXXXX	XXXXXXXXXX	1,219,415	XXXXXXXXXX
5222-5229		To Other Special Revenue	252,864	252,864	252,864	252,864	XXXXXXXXXX	XXXXXXXXXX	252,864	XXXXXXXXXX
5230-5239		To Capital Projects					XXXXXXXXXX	XXXXXXXXXX		XXXXXXXXXX
5251		To Capital Reserves	300,000	225,000			XXXXXXXXXX	XXXXXXXXXX		XXXXXXXXXX
5252		To Expendable Trust (*see below)					XXXXXXXXXX	XXXXXXXXXX		XXXXXXXXXX
5253		To Non-Expendable Trusts					XXXXXXXXXX	XXXXXXXXXX		XXXXXXXXXX
5254		To Agency Funds					XXXXXXXXXX	XXXXXXXXXX		XXXXXXXXXX
5300-5399		Intergovernmental Agency Alloc.					XXXXXXXXXX	XXXXXXXXXX		XXXXXXXXXX
		SUPPLEMENTAL								
		DEFICIT								
		SUBTOTAL 1	43,285,659	48,503,267	53,043,942	53,043,942			53,043,942	

PLEASE PROVIDE FURTHER DETAIL:

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

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

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



1	2	3	4	5	6
Acct.#	SOURCE OF REVENUE	WARR. ART.#	Actual Revenues Prior Year	Revised Revenues Current Year	Estimated Revenues ENSUING FISCAL YEAR
<b>REVENUE FROM LOCAL SOURCES</b>			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
1300-1349	Tuition		401,452	223,500	223,500
1400-1449	Transportation Fees				
1500-1599	Earnings on Investments		56,045	75,000	75,000
1600-1699	Food Service Sales		885,167	1,006,920	1,119,415
1700-1799	Student Activities		10,410	12,500	12,500
1800-1899	Community Services Activities				
1900-1999	Other Local Sources		120,436	15,000	15,000
<b>REVENUE FROM STATE SOURCES</b>			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
3210	School Building Aid		241,650	241,650	466,650
3220	Kindergarten Construction Grant	3		1,299,375	
3230	Catastrophic Aid		608,069	550,000	550,000
3240-3249	Vocational Aid		742	3,000	3,000
3250	Adult Education				
3260	Child Nutrition		17,237	20,000	20,000
3270	Driver Education				
3290-3299	Other State Sources				
<b>REVENUE FROM FEDERAL SOURCES</b>			XXXXXXXXXX	XXXXXXXXXX	
4100-4539	Federal Program Grants		252,864	252,864	252,864
4540	Vocational Education				
4550	Adult Education				
4560	Child Nutrition		118,867	80,000	80,000
4570	Disabilities Programs				
4580	Medicaid Distribution		387,737	200,000	200,000
4590-4999	Other Federal Sources (except 4810)				
4810	Federal Forest Reserve				
<b>OTHER FINANCING SOURCES</b>			XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
5110-5139	Sale of Bonds or Notes			16,830,375	
5221	Transfer from Food Service-Spec.Rev.Fund				
5222	Transfer from Other Special Revenue Funds				
5230	Transfer from Capital Project Funds				
5251	Transfer from Capital Reserve Funds		157,006	30,000	250,000

1	2	3	4	5	6
Acct.#	SOURCE OF REVENUE	WARR. ART.#	Actual Revenues Prior Year	Revised Revenues Current Year	Estimated Revenues ENSUING FISCAL YEAR
<b>OTHER FINANCING SOURCES CONT.</b>			<b>XXXXXXXXXX</b>	<b>XXXXXXXXXX</b>	<b>XXXXXXXXXX</b>
5252	Transfer from Expendable Trust Funds				
5253	Transfer from Non-Expendable Trust Funds				
5300-5699	Other Financing Sources		32,897	15,000	15,000
5140	This Section for Calculation of RAN's (Reimbursement Anticipation Notes) Per RSA 198:20-D for Catastrophic Aid Borrowing RAN, Revenue This FY _____ less RAN, Revenue Last FY _____ =NET RAN				
	Supplemental Appropriation (Contra)				
	Voted From Fund Balance		300,000	225,000	250,000
	Fund Balance to Reduce Taxes		470,107	1,107,806	1,107,806
	<b>Total Estimated Revenue &amp; Credits</b>		<b>4,060,686</b>	<b>22,187,990</b>	<b>4,640,735</b>

**\*\*BUDGET SUMMARY\*\***

	Current Year Adopted Budget	School Board's Recommended Budget	Budget Committee's Recommended Budget
SUBTOTAL 1 Appropriations Recommended (from page 3)	48,503,267	53,043,942	53,043,942
SUBTOTAL 2 Special Warrant Articles Recommended (from page 4)	18,315,000	750,000	750,000
SUBTOTAL 3 "Individual" Warrant Articles Recommended (from page 4)			
TOTAL Appropriations Recommended	66,818,267	53,793,942	53,793,942
Less: Amount of Estimated Revenues & Credits (from above)	22,187,990	4,640,735	4,640,735
Less: Amount of Cost of Adequate Education (State Tax/Grant)*	9,478,803	6,811,530	6,811,530
Estimated Amount of Local Taxes to be Raised For Education	35,151,474	42,341,677	42,341,677

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

56,456,471

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

## MERRIMACK SCHOOL DISTRICT PROPOSED BUDGET 2004-2005

Description	Expended 20002-03	Budgeted 2003-04	School Board 2004-05	Budget Committee 2004-05
<b>ELEMENTARY EDUCATION</b>				
Salaries	5,745,929	6,245,451	6,879,244	6,879,244
Assemblies & Testing	10,864	11,550	14,540	14,540
Equipment Repairs	64,398	62,357	89,490	89,490
Travel/Printing/Telephone	36,119	42,717	54,107	54,107
Field Trips	15,947	20,880	21,210	21,210
Text Books	144,399	195,878	222,190	222,190
Supplies	104,588	105,130	140,500	140,500
New & Replacement Equipment	73,104	17,612	35,371	35,371
Prof & School Improvement	4,916	4,950	10,850	10,850
TOTAL	6,200,263	6,706,525	7,467,502	7,467,502
<b>MIDDLE SCHOOL EDUCATION</b>				
Salaries	3,881,268	4,334,452	3,902,812	3,902,812
Assemblies & Testing	23,202	26,960	22,580	22,580
Equipment Repairs	18,753	20,966	20,259	20,259
Travel/Printing/Telephone	16,444	20,163	17,345	17,345
Field Trips	29,518	32,459	30,032	30,032
Text Books	27,975	47,283	13,502	13,502
Supplies	91,168	89,977	75,447	75,447
New & Replacement Equipment	67,005	39,107	56,740	56,740
Prof & School Improvement	44,446	11,934	7,684	7,684
TOTAL	4,199,779	4,623,301	4,146,401	4,146,401
<b>HIGH SCHOOL EDUCATION</b>				
Salaries	5,699,261	6,286,330	6,413,177	6,413,177
Contracted Services	146,650	123,500	123,500	123,500
Assemblies & Testing	36,259	37,582	40,045	40,045
Equipment Repairs	42,243	60,492	53,560	53,560
Travel/Printing/Telephone	33,214	35,188	34,037	34,037
Field Trips	62,366	87,569	82,994	82,994
Text Books	147,037	160,399	96,822	96,822
Supplies	256,527	278,021	256,571	256,571
New & Replacement Equipment	108,836	78,110	27,105	27,105
Prof & School Improvement	19,610	22,313	24,067	24,067
TOTAL	6,552,003	7,169,504	7,151,878	7,151,878
<b>LIBRARY SERVICES</b>				
Salaries	530,973	571,334	596,171	596,171
Equipment Repairs	12,779	16,000	16,000	16,000
Travel/Postage/Binding	13,252	8,000	10,036	10,036
Books, Instruct Media, Supplies	109,905	116,980	126,400	126,400
New & Replacement Equipment	139,749	41,485	12,440	12,440
Prof & School Improvement	494	829	829	829
TOTAL	807,152	754,628	761,876	761,876
<b>SPECIAL SERVICES</b>				
Salaries	5,232,429	5,908,056	6,401,523	6,401,523
Contracted Services	869,621	824,774	838,028	838,028
Tuition	2,411,876	3,089,621	3,397,688	3,397,688
Transportation	788,201	749,312	861,659	861,659

Description	Expended 20002-03	Budgeted 2003-04	School Board 2004-05	Budget Committee 2004-05
Supplies	28,200	22,593	28,538	28,538
New & Replacement Equipment	42,103	18,000	18,000	18,000
Prof & School Improvement	950	5,875	5,950	5,950
Travel/Printing/Telephone	14,906	14,323	15,387	15,387
TOTAL	9,388,285	10,632,554	11,566,773	11,566,773
<b>SUPERINTENDENT'S OFFICE</b>				
Salaries	623,218	749,097	693,724	693,724
Contracted Services/Repairs	106,827	111,154	111,154	111,154
Travel/Printing/Telephone	19,728	21,609	21,825	21,825
Supplies	7,844	7,000	7,000	7,000
Capital Improvement/Outlay				
Prof & School Improvement	9,230	7,500	8,800	8,800
TOTAL	766,847	896,360	842,503	842,503
<b>DISTRICT WIDE EDUCATIONAL SUPPORT</b>				
Salaries	570,434	1,035,945	941,629	941,629
Benefits	7,512,570	9,108,610	11,286,850	11,286,850
Contracted Services	108,161	86,425	85,175	85,175
Insurance/Ads/Printing	219,447	236,039	246,034	246,034
Supplies	13,009	21,099	20,125	20,125
Capital Improvement/Outlay	300,000	-	-	-
Prof & School Improvement	166,151	203,100	214,450	214,450
TOTAL	8,889,773	10,691,218	12,794,263	12,794,263
<b>MAINTENANCE &amp; CUSTODIAL SERVICES</b>				
Salaries	1,106,465	1,227,855	1,432,721	1,432,721
Water & Sewer/Oil/Gas/Electricity	576,420	643,190	894,455	894,455
Equipment Repair	315,844	545,294	356,843	356,843
Travel/Printing/Telephone	6,470	6,414	6,671	6,671
Supplies	130,642	137,040	170,244	170,244
Capital Improvement/Outlay	684,538	74,000	23,500	23,500
TOTAL	2,820,380	2,633,793	2,884,434	2,884,434
<b>TRANSPORTATION DISTRICT WIDE</b>				
Salaries	36,225	38,067	39,558	39,558
Transportation	1,243,220	1,228,952	1,445,688	1,445,688
TOTAL	1,279,445	1,267,019	1,485,246	1,485,246
<b>DEBT SERVICE</b>				
Principal and Interest	1,071,144	1,543,580	2,470,786	2,470,786
TOTAL	1,071,144	1,543,580	2,470,786	2,470,786
<b>INTERFUND TRANSFERS</b>				
-	1	1	1	1
TOTAL	-	1	1	1

Description	Expended 20002-03	Budgeted 2003-04	School Board 2004-05	Budget Committee 2004-05
SUB TOTAL - GEN FUND	38,888,351	42,765,482	45,221,992	45,221,992
FEDERALLY FUNDED PROJECTS				
Chapter I & II/Special Education	252,864	252,864	252,864	252,864
TOTAL	252,864	252,864	252,864	252,864
FOOD SERVICE				
Salaries	380,961	408,937	509,210	509,210
Benefits	29,052	31,133	38,955	38,955
Equipment Repairs	5,652	8,500	8,500	8,500
Travel/Linens	3,721	3,800	5,400	5,400
Food & Supplies	636,823	643,800	646,450	646,450
New & Replacement Equipment	1,515	10,750	10,900	10,900
TOTAL	1,057,723	1,106,920	1,219,415	1,219,415
SUB - TOTAL	43,285,658	48,278,267	53,043,942	53,043,942
WARRANT ARTICLES 2003-2004				
Article 2-New Middle School		17,664,000		
Article 3-Kindergarten Construction		621,000		
Article 7-TFS Sewer Engineering Study		30,000		
Article 8-Remedial Reading/Math Cap.Reserve Fund		75,000		
Article 9-Educationally Disabled Children Cap. Reserve		150,000		
WARRANT ARTICLES 2004-2005				
Article 3 - Thorntons Ferry Sewer Connection Withdrawal Capital Reserve			250,000	250,000
Article 4 - Masticola Upper Elementary School Renovations			250,000	250,000
Article 5 - Masticola Renovation Capital Reserve Fund			200,000	200,000
Article 6 - School District Emergency Repair Capital Reserve Fund			50,000	50,000
TOTAL		18,540,000	750,000	750,000
<b>GRAND TOTAL</b>	43,285,658	66,818,267	53,793,942	53,793,942

**Revenue and Credit Worksheet  
Merrimack School District  
2004-2005**

Account Number	Description	Estimated 2003-2004	School Board Proposed 2004-2005	Budget Committee Proposed 2004-2005
770	Unreserved Fund Balance	1,107,806	1,107,806	1,107,806
<b>3000</b>	<b>Revenues From State Sources</b>			
3210	School Building Aid	241,650	466,650	466,650
3230	Catastrophic Aid	550,000	550,000	550,000
3240	Voc. Education Transportation	3,000	3,000	3,000
3270	Child Nutrition	20,000	20,000	20,000
	Kindergarten Construction Grant	1,299,375		
<b>4000</b>	<b>Revenues From Federal Sources</b>			
4410	ECIA Title I and II	127,864	127,864	127,864
4460	Child Nutrition Program	80,000	80,000	80,000
4470	Handicapped Program P.L. 94:142	110,000	110,000	110,000
4471	Handicapped Program P.L. 94:457	15,000	15,000	15,000
4580	Medicaid Reimbursement	200,000	200,000	200,000
<b>5000</b>	<b>Other Sources (Transfers)</b>			
5100	Sale of Bonds and Notes	16,830,375		
5251	Transfer from Capital Reserve Fund	30,000	250,000	250,000
5252	Transfer from Expend. Trust Fund			
	Supplemental Appropriation			
	Transfer to Capital Reserve	225,000	250,00	250,000
<b>1000</b>	<b>Local Revenue Other Than Taxes</b>			
1300	Tuition			
1320	Summer School	10,000	10,000	10,000
1332	Other LEA's	81,000	81,000	81,000
1351	Driver Education	123,500	123,500	123,500
1361	Adult Education	9,000	9,000	9,000
<b>1500</b>	<b>Earnings on Investments</b>			
1510	Interest	75,000	75,000	75,000
<b>1700</b>	<b>Pupil Activities</b>			
1711	Admissions	12,500	12,500	12,500
<b>1900</b>	<b>Other</b>			
1910	Rental of Facilities/Parking Fees	15,000	15,000	15,000
1920	Trust Fund	15,000	15,000	15,000
1600	Milk & Lunch Program	1,006,920	1,119,415	1,119,415
	<b>School Revenues &amp; Credits</b>	22,187,990	4,640,735	4,640,735
	<b>Adequate Education Grant</b>	9,478,803	6,811,530	6,811,530
	<b>State Education Tax</b>	10,536,989	7,714,995	7,714,995
	<b>Local School Tax Effort</b>	24,614,485	34,626,682	34,626,682
	<b>Total Appropriation</b>	66,818,267	53,793,942	53,793,942

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

**Fiscal Year 2001-2002 and 2002-2003 per RSA 32:11-a**

**Expenditures**

<b>Account Description</b>	<b>2001-2002</b>	<b>2002-2003</b>
Salaries	4,681,188	5,232,429
Contracted Services	751,825	869,621
Tuition	1,875,480	2,411,876
Transportation	684,073	788,201
Supplies	21,501	28,200
New & Replacement Equipment	26,410	42,103
Prof & School Improvement	865	950
Travel/Printing/Telephone	13,868	14,906
TOTAL	8,055,210	9,388,286

**Revenues**

<b>Account Description</b>	<b>2001-2002</b>	<b>2002-2003</b>
State Aid	1,754,213	1,905,777
Tuition	154,915	154,915
Catastrophic Aid	608,720	608,069
Medicaid Reimbursement	253,397	387,737
TOTAL	2,771,245	3,056,498

