

**ANNUAL REPORT**  
**FOR THE**  
**YEAR ENDING JUNE 30, 2005**  
**AND**  
**PROPOSED BUDGET**  
**JULY 2006 – JUNE 2007**

**ANNUAL REPORTS**  
**SCHOOL DISTRICT OF MERRIMACK, NH**  
**for the**  
**Year Ending June 30, 2005**  
**- DISTRICT OFFICERS -**

**MODERATOR**

Carolyn Whitlock ..... 2007

**CLERK**

Patricia Heinrich ..... 2007

**TREASURER**

Shirley Lemay ..... 2007

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Kenneth Coleman, Chair ..... 2006

Rosemarie Robertson-Smith, Vice Chair ..... 2007

Emily Coburn ..... 2007

David Denton ..... 2006

George Markwell ..... 2008

Casey O'Neill, Student Representative ..... 2006

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Jody Vaillancourt, Vice Chair ..... 2007

Shannon Barnes ..... 2008

Carol Morrison ..... 2006

Finlay Rothhaus ..... 2006

Laurie Rothhaus ..... 2008

- NOTICE -

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

# TABLE OF CONTENTS

|   | Page |
|---|------|
| Merrimack School Board .....  | 1    |
| Report of the Merrimack School Board .....                              | 1    |
| Merrimack School Board Logic Model .....                                | 2    |
| Annual Reports  |      |
| Superintendent of Schools .....   | 3    |
| Director of Special Services .....                                      | 4    |
| Director of Library Services .....                                      | 5    |
| Principal, Mastricola Elementary School .....                           | 6    |
| Principal, Reeds Ferry Elementary School .....                          | 7    |
| Principal, Thorntons Ferry Elementary School .....                      | 8    |
| Principal, Mastricola Upper Elementary School .....                     | 9    |
| Principal, Mastricola Middle School .....                               | 10   |
| Principal, Merrimack High School .....                                  | 11   |
| Merrimack High School Graduates - June, 2004 .....                      | 12   |
| Colleges Accepting MHS Graduates - June, 2004 .....                     | 14   |
| Report of the Planning and Building Committee .....                     | 15   |
| Annual School District Meeting Report                                   |      |
| Session 1: Deliberation .....   | 16   |
| Session 2: Ballot Voting .....  | 19   |
| Auditor's Report .....  | 20   |
| Comparative Enrollments .....   | 26   |
| 2005-2006 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   |

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

## 2005-2006 MERRIMACK SCHOOL BOARD



Kenneth  
Coleman



Rose  
Robertson-Smith



Emily  
Coburn



David  
Denton



George  
Markwell



Casey O'Neil  
MHS Student Representative

### ANNUAL REPORT FROM THE CHAIR

This has been both a very exciting and difficult year for the Merrimack School District. We have had the successful opening of kindergarten; and, for the first time, Merrimack has provided public school services for all five-year-olds! This long awaited program has had a great year and we will all see the benefits in the future as our kindergarten graduates move through the system.

Another exciting happening was the launch of PowerSchool for parents and students at Merrimack High School. For the first time, parents can go online and check to see how their child is doing on a day-to-day basis. We look forward to the day that we can extend this parent communication tool to other grade levels.

We have continued to revise and update curricula and through this process our district has become better each year. We found ourselves with an interesting challenge. In spite of the fact that our students test above average in most state and national assessments, our school district has been designated a "District In Need of Improvement" as defined by the No Child Left Behind Act. This designation is a result of a requirement of the legislation which specifies that the results be disaggregated into categories such as ethnic groups, socioeconomic status, Title I, special education, and English as a Second Language. The law's intent is to ensure that all students are proficient in reading and math. While it is our understanding that modifications are being made by the federal Department of Education to improve the law, we have taken a very proactive approach in Merrimack and are using the process required by the designation to improve the

entire reading program for all students. Even though the designation may be unjust for Merrimack, we will reap a positive result from the improvement plan which is being developed to all students.

We continue to face difficult times with additional funding cuts from the state of New Hampshire, thereby resulting in an unfair burden for the residents of Merrimack. Our citizens end up paying a higher tax rate than many other communities that spend the same amount or even more. We have joined with Londonderry and other school districts to contest the constitutionality of the funding process. The Superior Court has just ruled in our favor. While we can expect appeals and an extended process, this ruling provides some hope that a method for fair funding may be in our future.

I would like to thank the community for its continued support and involvement in our schools. I would also like to thank our dedicated and hard-working staff for all it does. All of us working together will make a better tomorrow for all our children.

Sincerely,

Kenneth R. Coleman Jr.

## MERRIMACK SCHOOL DISTRICT GOALS & OBJECTIVES (A Logic Model)

Approved by School Board on 12/5/05

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



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

A major undertaking occurred during the summer of 2004. All teachers in grades one through eight participated in a reconfiguration of the district which resulted in a massive movement within schools and between schools. The three elementary schools housed grades one through four and the newly created upper elementary school housed grades five and six. Seventh and eighth grades were relocated to the new middle school.

It was gratifying to witness the administrative teams at James Mastricola Upper Elementary School (JMUES) and Merrimack Middle School (MMS) work with their respective staffs to establish new learning environments for their incoming students. Principal Marsha McGill and Assistant Principal William Morris at JMUES and Principal Thomas Levesque and Assistant Principal Peter Bergeron spent countless hours working together to ensure that two new reconfigured schools would open to the satisfaction of all concerned.

October 9, 2004 was a special day for the school community and the town of Merrimack for it earmarked the dedication ceremony for Merrimack Middle School. All of the speakers at the ceremony noted how many people had contributed to the planning, development, and implementation of the new school project. It was the first new school for the community in thirty years. Another event that was special was the dedication of the new roadway to the middle school which honored Madeline Bennett, a former teacher for thirty years in Merrimack and a current resident in town.

Prior to the opening of school in 2004, the construction that was necessary for kindergarten was completed at the three elementary schools. It was advantageous to create the instructional space and storage areas one year in advance of the initiation of public kindergarten. It was also beneficial for the district to have contracted Beverly Doolan to be its Kindergarten Outreach Coordinator. She assisted the administrative team throughout the 2004-2005 school year in thoroughly planning and preparing for kindergarten in the fall of 2005. Mrs. Doolan became the district's voice in promoting the Merrimack School District's program and in addressing parents' questions and the community's interest in kindergarten.

Another major event that transpired in the winter of 2005 was the notification from the state Department of Education that Merrimack had been named a "district in need of improvement" in reading. This notation was

given to the district because a designated category of students at the elementary and secondary levels didn't meet a specified performance target in reading on the statewide assessments for two consecutive years. The assessment program is part of the No Child Left Behind legislation that was enacted by Congress. The administration and faculty worked together to develop an improvement plan in reading to service the needs of all students with the intent of improving their performance over time.

One of the reasons that the Merrimack School District is successful in any endeavor it undertakes is due to the talent and dedication of the administration and faculty.

David St. Jean, Merrimack's Special Education Director was honored as the New Hampshire Special Education Director of the Year. Kathleen Custer, the principal of Mastricola Elementary School, was the recipient of an Outstanding Educator Award from the New Hampshire Association for Supervision and Curriculum Development (NHASCD).

Fourteen teachers were also lauded by the district for their years of service when they retired. The honorees were: Sue Lajoie from James Mastricola Elementary School; Sandy Hoye, Sandy Kenyon, and Barbara Myers from Reeds Ferry Elementary School; Judy Dodge, Sally Eastman, Sue Godbout, and Paula Wilson from Thorntons Ferry Elementary School; Dick Godbout from James Mastricola Upper Elementary School; Norma Collins, Wendy Maynard, Joyce Scannell from Merrimack Middle School, and Wendell Claire and Scott Herbert from Merrimack High School.

Respectfully submitted,

Marjorie C. Chiafery



## REPORT OF THE DIRECTOR OF SPECIAL SERVICES

The number of students serviced by the Department of Special Services remained relatively stable. Approximately 785 students were eligible for services according to our annual state IDEA (Individuals with Disabilities Education Act) report. Of those receiving services, 67 were considered preschool students (ages 3-5) and 718 were enrolled in grades 1-12. The breakdown of all students with disabilities by disability category for the 2004-05 school year was: fourteen (14) students were diagnosed with Mental Retardation; four (4) with Hearing Impairments; three (3) with Deafness; one hundred thirty-three (133) with Speech Impairments; eighty-eight (88) with Emotional Disturbances; one hundred thirty-nine (139) with Other Health Impairments; three hundred twenty-three (323) with Learning Disabilities; six (6) with Multiple Disabilities; twenty-three (23) with Autism; and fifty-two (52) with Developmental Delays.

Opening a new Middle School and reconfiguring the Upper Elementary and Elementary Schools provided the students with special needs appropriate space to receive small group and individualized instruction as well as speech and occupational therapy. Students no longer had to receive these services in hallways or in stairwells. This improvement enhanced the school experience for our students. In addition, smaller, less crowded schools provided more structure for students with attentional or social difficulties.

Our Positive Behavioral Intervention and Supports (PBIS) project continued at Thorntons Ferry and Mastricola Elementary Schools. The program has proven to be highly successful in teaching students appropriate social behaviors and decreasing school-wide behavior incidents. John Fabrizio, assistant principal at Mastricola Elementary, Joanne Green, special education coordinator at Mastricola, and I presented the highly successful model used in Merrimack at the International Council for Exceptional Children Conference in Baltimore, Maryland in April. We showed how the Merrimack School District integrated social skills instruction into the schools through many innovative activities and how the students responded making our schools a safe and pleasant place for all students. Our presentation was well received and earned us many compliments from people from around the country.

The Special Education Department continued its ongoing training programs for staff development. The cooperative arrangement between the N.H. Technical College system and Merrimack allowed paraeducators

to take college classes on the Merrimack campus. All paraeducators within Merrimack participated in ongoing training to improve their skills through online course work offered through the Paraeducator Training Network. Training in specialized programs to teach and assess reading was a high priority. Elementary special education teachers received training in a highly effective, research-based model ~ the Dynamic Indicators of Early Literacy Skills (DIBELS) model.

An important event occurred during the 2004-2005 school year outside the boundaries of Merrimack that affected our town. On November 19, 2004, the Individuals with Disabilities Education Act (IDEA) was reauthorized. This federal legislation amended most sections of the previous 1997 version of the law. This law mandates services and procedures that we implement in the Merrimack School District.

On a personal note, I was honored to be named the New Hampshire Special Education Director of the Year. I look on the award as an acknowledgement of the high quality of professional staff in our district, who, day in and day out, put forth their best effort to ensure all students achieve to their potential. I am very fortunate to work in an excellent school district that enabled me to receive such an honor.

Respectfully submitted,

David St. Jean



## REPORT OF THE DIRECTOR LIBRARY SERVICES

As the summer of 2004 was winding to a close, several members of the Merrimack School District library staff agreed to interrupt their vacations in order to help with the final stages of preparation for the two new libraries which were to open in September. As the movers delivered 32 large carts of books to the new James Mastricola Upper Elementary and Merrimack Middle School Libraries, all 12,000 books had to first be scanned into their new locations and then be shelved. Only with the help of this crew of seasoned and dedicated library staff members was this major feat accomplished on time. A heartfelt thanks to all who were involved!

One enthusiastic helper during the move was Sharon Silva, the newly hired librarian for the James Mastricola Upper Elementary School. Although new to the district, Sharon, in the tradition of the Merrimack School Library Program, was soon involved in multiple building and district initiatives. In her first year she joined the District's Technology Committee, worked with an ad hoc committee to revise web page guidelines, became a Benchmarks Coach, offered a district workshop, served on her school's faculty council and worked with a group of parent volunteers to create a website for the new school. Library assistant Kim Gontarz who had worked at the Mastricola Middle School for seven years graciously agreed to stay on at the Upper Elementary and was a key player in the smooth transition in that building.

Laurel Sumner who had spent eight years at the Mastricola Middle School moved with library assistant Carol Marcus to the new Merrimack Middle School. In the new school Laurel continued to be a leader, serving on both the school's site-based Individual Professional Development Plan (IPDP) team and a new behavior management team. She also continued in her role as Benchmarks Coach and served on the District Technology Committee.

Other members of the library staff continued to be actively involved in forwarding district and building goals and objectives. Mastricola Elementary librarian Tracy Wyman agreed to mentor our new librarian through the Torchbearer program while continuing to serve on the Technology Committee and the Social Studies Curriculum Committee. She also continued to be involved in her building's PBIS program and ran the annual Geography Bee. Reeds Ferry librarian Debbie McLaughlin was busy being a Benchmarks Coach, presenting workshops on resources to support the new Everyday Math curriculum and participating in the

school's Write Traits and Project Read initiatives. Thorntons Ferry librarian Sue Weghorst embraced new technology challenges by becoming a Benchmarks Coach and overseeing a new media lab in her school while continuing to promote literacy with book clubs and a summer reading program. Cindy Baker kept herself quite busy at Merrimack High School introducing students and their parents to the library program's electronic databases, compiling appropriate curriculum resources and making them available to students on the school server. She also served on the Technology Committee and the Social Studies Curriculum Committee.

While district librarians are involved in virtually all initiatives throughout the district and in their buildings, their first mission is still to ensure that all students and staff become effective and independent users of information in all its formats, collaborating with teachers to create resource-based curriculum units infused with the information literacy skills that students need to survive in the 21st century. The Merrimack School District Library staff also strives to foster a lifelong love of reading through booktalks, book clubs, reading activities with classes, and informal discussions with students.

In other district initiatives, Library Services Director, Pam Tinker continued to chair the District's Technology Committee as its members completed the revised 2005-2011 Technology Plan. She was also pleased to oversee a very successful video on demand pilot at the upper elementary school in cooperation with NH Public Television and to have helped facilitate the district's first videoconference "field trip" in which two high school classes "visited" the American Labor Museum.

At the end of the 2004-2005 school year the district wished a happy retirement to Gloria Courtemanche, library assistant at Reeds Ferry Elementary School for 27 years. Gloria, a Merrimack resident with grandchildren in the school system plans to continue her involvement as a library volunteer! Good luck and thank you, Gloria!

Respectfully submitted,

Pamela J. Tinker





## REPORT OF THE PRINCIPAL MASTRICOLA ELEMENTARY SCHOOL

This year we were a grade one through four school. With our fifth graders next door and kindergarten a year away, our student body numbered only 396. A broad-based committee met to develop components of an effective kindergarten program. We identified early literacy and readiness for math as the key components of our 2.5 hour program. We furnished a model classroom and held a Kindergarten Parent Information Night. Our first year enrollment represented more than 80% of the eligible five year olds. Fundraising by the PATT and a walk-a-thon by JMES students raised money to add some special elements on the Small Toy just the right size for our newest students in the fall.

We fully implemented Everyday Mathematics in grades 1-4 and continued training staff and educating families about Home Links and Family Letters. At JMES we began to use math language like probability, math boxes, slate assessments and partial sums. In the classrooms students were thinking like mathematicians and using math in science and social studies. Grade level teams planned Math Open Houses to introduce parents to the standards-based approach and games for application and practice of new skills.

Writing process and class portfolios replaced the traditional Young Authors Writing Project. While students still enjoy writing stories, they are being encouraged to think about six traits of effective writing: topic, ideas, organization, sentence fluency, word choice and conventions. Language arts coordinator, Patricia Beaulieu, facilitated a focus group that discussed best practices in teaching writing and presented their new learning to the JMES staff at a faculty meeting. We continued our practice of quarterly writing prompts to chart student progress. Our part time Gateway teacher, Barbara DeVore, worked to bring back Destination Imagination teams to JMES and collaborated with Art teacher, Sue Hebert to host an Artist-in-Residence sponsored by the PATT. Betsy Giberson, visual artist, spent a week with fourth graders sharing Merrimack history and her design techniques on cloth. Students made five handsome hanging murals to celebrate local history in our all purpose room.

Our new music teacher, Chris Saunders, directed a musical entitled The Granny Awards performed by Mrs. Theriault's class with other fourth graders serving as stage crew. Mr. Saunders also offered a guitar club to fourth grade boys and girls. These budding guitarists were featured at the spring concert. Physical education teacher, Jean Mazzarella, promoted

student wellness with a walking program and exercise classes before school. In art, Sue Hebert offered Fourth Grade Studio for those interested in doing additional art projects. CTE Bruce Bonin, worked with students interested in making an iMovie with video editing software to showcase our Big 3 behavior guidelines.

We said good-bye to Sue Lajoie after thirty-six years on the Masticola staff. Sue taught readiness, second and fourth grade. She served as a professional development chair and mentor to many in the area of technology. Her retirement dinner was a sentimental journey bringing back many former JMES staffers and two former principals, Elaine Holt and Nancy Winthrop.

Our wonderful school volunteer program was again recognized as a Blue Ribbon program by New Hampshire Partners in Education. Coordinators Bari Lynn McWhinnie and Patty Korianski kept volunteers coming to support many activities from book fairs to field day, conference nights to Bike Rodeo. Our Field Day 2004 Co-chairs were Bari McWhinnie and Alicia Lussier. Their circus theme was carried throughout the day's festivities from the individual events to the entertainment featuring two NH jugglers and acrobats. Once again Masticola received a Gold Circle Award for three school community partnerships involving the Merrimack Village District, BAE Systems and Service Credit Union. The projects involved a unit on water conservation, a competitive Lego League team and our school banking program. Principal Kathi Custer was honored by the Association for Supervision and Curriculum Development for Excellence in Education at the Annual Edie's Award Celebration.

Our all fourth grade Student Council worked hard to coordinate a Snack Food Drive to assist the local food pantry. They sold popcorn and used the money to set up a school store. At Fourth Grade Exercises in June, we reformatted the citizenship award to be the Threedom Award in recognition of the Big Three at JMES. The guitar club performed and the PATT presented the students with mini-backpacks emblazoned with JMUES, a perfect place to keep spare change and lunch money.

Respectfully submitted,  
*Kathleen M. Custer*



## REPORT OF THE PRINCIPAL REEDS FERRY ELEMENTARY SCHOOL

The 2004-2005 school year began with new construction at Reeds Ferry School to accommodate kindergarten students for the 2005-2006 school year. Summer construction added additional storage space and made bathrooms handicap accessible in two classrooms. The administration and staff spent many hours during the year planning and discussing curriculum, program guidelines and daily schedules. Administration researched and ordered classroom furniture, equipment, books and supplies. On January 13, 2005 parents attended a Kindergarten Informational Night. Classroom furniture arrived early enough for parents and community members to be able to enjoy visiting a model classroom on February 22, 2005.

The professional and support staff at Reeds Ferry have been fully engaged in professional development related to individual objectives as well as school district initiatives and goals. Teachers and specialists continued training both during and after school in Write Traits and reading strategies. Workshop days during the school year as well as after school trainings were devoted to helping district elementary educators implement a new, comprehensive math program, Everyday Math. The 2004-2005 school year also introduced the first group of teachers to writing Individual Professional Development Plans, supported by a site-based committee that provided training sessions to help teachers get a good start on this three-year process. New and veteran paraeducators were asked to complete up to twenty on-line modules to better prepare them for their work with special needs children.

As a staff, we continue to promote school-wide themes of respect, responsibility, caring, honesty, self-discipline, giving and perseverance among students and staff. The Principal's Morning Message, special assemblies and classroom projects by teachers helped to reinforce these themes. Students and staff participated in service projects to help their local community and their country: food drives for food pantries, Pennies for Patients, and a Hot Dog Dinner fundraiser to assist a Florida school destroyed by the hurricane. The School Safety Patrol and School Store encouraged individual students to challenge themselves and to develop a strong sense of belonging. As the school year ended, staff received training in Responsive Classroom techniques that promote respect, responsibility and self-discipline.

A key part of every school year at Reeds Ferry are many day and evening activities planned to contribute to our students' education. Open houses, Pumpkin Night, Family Math Night, Animal Night, and Astronomy Night are some of the different activities that involve the whole family in the everyday learning of our students. Activities such as Art Show, Eminent People, Barnes and Noble Night, musical concerts, and our famous Bed Time Story Hour bring large groups of the Reeds Ferry Community together to enjoy the children and their efforts.

Reeds Ferry School is proud of all our students who were involved in academic and sporting competitions. Again this year, teams represented our school at the Regional and State Destination ImagiNation Programs. Special Olympians attended bowling competitions, area games and the State Meet. In the State Geography and Spelling Bees, Reeds Ferry students conducted themselves in a manner that made the whole school proud.

For over twenty years Reeds Ferry School has received a Blue Ribbon Award for our Volunteer Program. Many hours are given to benefit our children and the school. The Parent Faculty Association continues to do a wonderful job providing the children and staff with many quality activities, equipment, materials and supplies.

At the end of the school year, the Reeds Ferry community said good-bye to five retiring staff members who worked for years making our school a quality, enjoyable place to learn. Best of luck in retirement to Mrs. Barbara Myers, Mrs. Sandy Hoye, Mrs. Sandy Kenyon, Mrs. Gloria Courtemanche and Mrs. Gertrude Rybczyk. We also said good-bye to Mrs. Jodi Nestle, our assistant principal who moved to New York. We will miss all of these fine staff members.

Respectfully submitted,

A handwritten signature in black ink that reads "Frank W. Hoell".

Frank W. Hoell



## REPORT OF THE PRINCIPAL THORNTONS FERRY ELEMENTARY SCHOOL

The students, staff, and parents of Thorntons Ferry Elementary School enjoyed a remarkable 2004-05 school year of recognition and contribution in the Merrimack community. We were once again the proud recipients of the Merrimack Fourth of July Parade Trophy, school division. In fact, the trophy was retired to Thorntons Ferry and is prominently displayed in the school's front lobby along with the many other awards and honors from past years. Students also participated in the Merrimack Fire Rescue – Junior Fire Muster event and enjoyed themselves greatly while learning much about their community's emergency services.

The accomplishments of our students this past year is truly inspirational. Our fourth graders utilized their writing skills to recognize and remember the military veterans of our community. In recognition of their efforts the Auxiliaries of VFW Post 8641 and the American Legion Post 98 commended them for a fourth year in a row. Students from all grades made contributions to charities and worthwhile community organizations throughout the year. The children conducted another successful "Pennies for Patients" program that raised several thousand dollars for the Leukemia and Lymphoma Society. The many donations of toys to the Marine's "Toys for Tots" program brought joy and happiness to less fortunate children in the community.

The energy and enthusiasm of our students was boundless as they participated in the "Granite State Fit Kids Program" which raised consciousness about exercise, nutrition, and general practices for good health. A noted local artist, Betsy Gibson, conducted an "Artist-in-Residence" program with our fourth grade students which culminated in colorful and creative wall murals displayed throughout the school. Three of our own student artists, Jessica Wallace – Grade 4, Sierra Jones – Grade 3, and Ethan Randall – Grade 4 were honored by the New Hampshire Art Educators' Association during "Youth Art Month" in March of 2005. Their incredible art work was on exhibit during that time at the Bedford Mall in Bedford, NH.

The staff and parents of Thorntons Ferry also distinguished themselves in a variety of ways. As a participating school in the New Hampshire Center for Effective Behavioral Interventions and Supports, we were honored with a 100% efficiency rating by the state organization. We were one of only a very few schools to receive such an accolade. This was a tribute to the overall commitment our staff had made to promote

positive behavior in children. Intel Corporation and Scholastic Books named Thorntons Ferry as a semi-finalist in the Intel and Scholastic Schools of Distinction Awards. More than 3,000 schools across the nation were reviewed for this award and being a semi-finalist was recognition of Thorntons Ferry's innovation in technology, strong teamwork, and excellence of teaching practices in the classroom.

Our parent volunteer program once again earned a "Blue Ribbon Award" from New Hampshire Partners in Education for outstanding volunteerism in the school. In addition, our staff and parents were given a "Gold Circle Award" for the "Granite State Fit Kids" program noted above. As in the past, this commitment by our parents and staff is a hallmark of our success as an educational community.

Formal recognitions and award winning programs are always satisfying and validate our hard work; however, we had fun as well during the 2004-05 school year. The staff and administration performed and read stories to our students as part of "Principal's Reading Night" at Barnes & Noble of Nashua. The theatrical ability of our staff was amazing! Everyone who attended enjoyed a wonderful evening of reading and relaxation. In keeping with the spirit of reading excellence, we enjoyed a visit from the renowned children's author Margie Palatini. Every student in the building had the opportunity to enjoy her work and ask questions. It was an amazing day of reading enjoyment. From musical concerts to "Bike Rodeos", we worked and played hard during the 2004-05 school year. What promise for the future!

Respectfully submitted,

Leslie N. Carter



## REPORT OF THE PRINCIPAL MASTRICOLA UPPER ELEMENTARY SCHOOL

The 2004 - 2005 school year was a very exciting first year for James Mastricola Upper Elementary School. Our new school community focused on establishing a positive school culture. Through the collaborative efforts of the school staff, students, parents and community members, we successfully opened a new upper elementary school offering innovative teaching and learning experiences. James Mastricola Upper Elementary School is committed to academic excellence inspiring individuals to achieve their highest potential.

To commemorate the opening of our new school, the students and staff participated in a dedication ceremony. A time capsule was buried to be opened in twenty-five years. Each classroom submitted an item to bury that represented our first year. An all-school assembly honored the event.

The upper elementary teachers piloted the Everyday Math program and were offered approximately thirty-nine hours of training. Collaborative sessions were also provided for teachers and specialists to discuss best practices in math instruction and grade level expectations. Additional training sessions will be offered as we move towards the implementation stage of Everyday Math.

Two of our grade five teachers participated in a Video on Demand pilot provided by New Hampshire Public Television. The pilot teachers were able to take advantage of teachable moments by quickly pulling up video clips or used videos to support concepts and skills being taught. They also participated in periodic video conferencing sessions with teachers from other districts using the same programs.

All 381 grade six students attended the Exchange City program in Portsmouth, N.H. During the Exchange City experience, students learned first-hand what it takes to create a business, advertise their companies, market products and services, supervise employees, hold elected offices, and personally earn and manage money. The students participated in an eight week unit to prepare them for this exciting hands-on economics program. Every student developed a resume and was interviewed prior to the assignment of jobs. Our students and staff also worked closely with our Parent Faculty Association to raise funds for this experience.

Extended opportunities for children were offered throughout the school year. The band and chorus at each grade level performed at all-school assemblies, seasonal concerts and special events. Additional

opportunities were offered in physical activity through student participation in the Jump Rope for Heart campaign. An all-school Art Festival was held in conjunction with a Family Dinner Night. All grade five and six students participated in the D.A.R.E. program. Several grade five students joined representatives of the Merrimack Fire Department for a Fire Muster. These activities provided many hours of enrichment to the students at James Mastricola Upper Elementary School.

Our Parent Faculty Association is committed to bridging our school to the community by providing a vehicle for collaboration and communication. Several fundraising events were held and many enriching activities were provided. Staff, students and parents participated in Family Fun Night, the book fair, the African Rhythms presentation and a night at a Monarchs game. The PFA was also instrumental in developing our new playground. They worked tirelessly to secure funds, order equipment and oversee installation. Many years of fun will be enjoyed by students and community children because of their sincere efforts.

Respectfully submitted,

Marsh McGill



## REPORT OF THE PRINCIPAL MERRIMACK MIDDLE SCHOOL

Merrimack Middle School opened its doors to students for the first time on September 9, 2004. This state of the art facility was strategically designed to address the instructional needs of the middle level learner. A major feature of the new school was the availability of technology for students and teachers as a resource tool for learning. For example, seventh and eight grade students actively utilized computer technology in consumer science and technology education classes to study topics such as computer graphics, bridge engineering, practical skills, video production, rocketry, CNC lathe, research and design, careers, nutrition, consumerism, interior design, personal finance and entrepreneurship.

The 2004-2005 school year also saw the adoption of a team leader model at Merrimack Middle School. The general responsibility of a team leader is to promote the middle school philosophy and provide leadership in planning, coordinating, implementing, and evaluating the middle school program and curriculum. Some of the specific responsibilities of the team leader include:

- Providing leadership in establishing team goals for the year
- Presiding over team meetings
- Utilizing consensus in reaching decisions where appropriate
- Facilitating discussion of individual student academic and behavioral progress
- Involving all team members in discussions and meetings
- Encouraging open and honest communication when sharing ideas
- Promoting the integration of course content and skills on a regular basis; coordinating the development of interdisciplinary units
- Assisting the team in assessing progress toward goals
- Coordinating all parent/team conferences
- Establishing and maintaining an accurate student file system including parental contacts, interventions initiated, counselor referrals, etc.
- Representing the best interests of the entire team at team leader/principal meetings
- Assisting in the selection of new personnel
- Attending yearly team leader in-service training

A special initiative implemented last year and spearheaded by team leaders and the school administration was the assessment of student work. Working collaboratively with a trained facilitator, middle school faculty began a systematic review and analysis of student work samples in order to facilitate curricular and instructional decision making, and to ultimately improve student achievement in the various disciplines.

Finally, faculty members and administrators from Merrimack Middle School and Merrimack High School developed a proposal to augment the transition of eighth grade students to Merrimack High School. The ultimate goal of the program will be to ensure the academic and social success of eighth grade students by better preparing them regarding behavioral expectations and academic requirements. Program components will include individual mentoring, student projects, events and presentations, and the development of a classroom curriculum guide for eighth and ninth grade students.

Respectfully submitted,

Thomas C. Levesque



## REPORT OF THE PRINCIPAL MERRIMACK HIGH SCHOOL

In the academic year, 2004-2005, the Merrimack High School administration continued to take steps to affect the school's climate positively in an effort to improve student learning. In this respect, several initiatives were launched including new dress code, tardy, and cell phone policies. Each of the initiatives has been the product of collaboration between students, teachers, administrators and community members. And, continuing its theme of a "connected learning community," MHS became a Gold Circle Award winner, recognizing its school partnerships and volunteer contributions that enhance the educational experience for kids.

Students at Merrimack High School continue to strive for academic success. Three students, David Loverme, Ariane Mandell, and Andrew Morrissey were honored as Commended Scholars, and Allison Moberger was recognized as a finalist for the National Merit Scholarship Program. The daily average attendance rate increased to 95.7% and the dropout rate dipped to 3.1%. Of the 349 seniors who graduated, 83% of the class continued their education after high school. Sixty five percent (65%) entered a four-year college and eighteen percent (18%) enrolled into a two-year college or sought other post secondary education.

Our student body continues to excel on the state level and beyond in co-curricular and extra-curricular activities. Merrimack's US FIRST team earned honors in both regional and national competition and competed at the Verizon Center in state competition. In addition, MHS students were selected for the All-State Chamber Music Festival, the All-State Jazz Festival, while other music students were selected to perform with the All-State Chorus, Orchestra & Symphonic Band. The Theater Guild presented the play *Spoon River Anthology* which received acclaim and was honored at the State Theater Guild Festival and was chosen as an alternate to the New England Festival. The theatre program presented *The Complete Works of William Shakespeare (Abridged)*.

Several interscholastic athletic teams proceeded to post season competition. The Winter Coed Spirit team secured the title of State Champions, and the Boys' Winter (Indoor) Track and Spring (Outdoor) Track took state runners-up; Logan Moore took State Champion honors in the shot-put, while the Girls 4x100 meter relay also became State Champs! Head Coach, John Snell, was recognized as Coach of the Year by the NHIAA. Additional individual accomplishments included Callie Cole being named Miss New Hampshire Basketball and Corey Hassan being named Mr. New Hampshire Basketball by the New Hampshire Basketball Coaches Association. In all, over 20 student-athletes were recognized at the state level

by the New Hampshire Commission on the Status of Women and The New Hampshire Athletic Directors' Association as Scholar Athletes.

Student-initiated community service projects abounded in 2004-2005. Members of the Class of 2005 volunteered nearly 920 hours in both preparation and deed on Community Service Day by assisting 8 town agencies, 10 non-profit organizations, 22 private homes, and by servicing three of the schools in the district. The National Honor Society (NHS) included 43 members and continued its tradition of excellence by promoting several community service functions. Among these were the Teddy Bear Picnic first grade students and the Thanksgiving Dinner for senior citizens. The NHS also promoted new activities for senior citizens including a Bowl-A-Thon and a candle making day, which took place at the senior center.

The Gateway Program was awarded a grant from the NHCANEA in the amount of \$3,730 to assist in funding the Artist-In-Residence Project (AIRP). In addition, a donation of \$2,000 was given by Dr. and Mrs. Wolf in memory of their daughter Laura Wolf. This year's AIRP featured sculptor Emile Birch in the building of a kinetic sculpture entitled "Merrimack In Motion." Gateway students also participated in traditional activities including the Youth Day of Caring; "Students Helping Students Tutoring Program," and International Week. Students Against Destructive Decisions (SADD) continued their work by helping to present an anti-drinking and driving program with the State Liquor Commissioner's Office and supported Red Ribbon week to discourage drug use by teens. And, once again, Merrimack High School was chosen as a Blue Ribbon School; this marked the 14th consecutive year the honor was bestowed upon MHS!

Teachers also received special recognition. Sean Muller, science teacher, was selected as a finalist for NH State Teacher of the Year. In addition, Merrimack High School teacher, Dolores Pestana-Desmond, World Language teacher, was the recipient of the most prestigious No Bell Outstanding Teacher Award.

The academic year ended with an impressive graduation ceremony, honoring not only the Greatest of All Generations in the persons of Mr. and Mrs. O'Gara, but the living memory of students Laura Wolf, Bobby Annan, and Corporal Timothy Gibson who lost his life while serving his country. His brother, Lance Corporal Patrick Gibson honored his brother's memory and all soldiers overseas by carrying our nation's colors.

Respectfully submitted,

Kenneth W. Johnson

## MERRIMACK HIGH SCHOOL 2005 GRADUATES

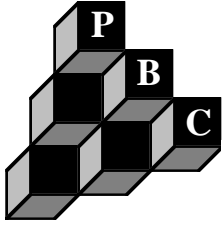
|                          |                              |                           |
|--------------------------|------------------------------|---------------------------|
| Heidi M. Ackerman        | *† Caroline E. Cole          | Jeremy T. Fasulo          |
| Meghan L. Adams          | Amanda L. Coleman            | Matthew E. Felton         |
| Kari A. Alberts          | Ryan M. Coleman              | Matthew G. Flanagan       |
| *† Kimberly R. Allen     | Meagan Collins               | Ashley N. Flerra          |
| * Todd Ja. Allen         | Matthew Collupy              | Gregory M. Flynn          |
| Marissa Alvanos          | *† Erica Leanne Comstock     | Matthew D. Flynn          |
| Danielle Anderson        | * Justin Roy Conway          | Kasey Fogg                |
| Kevin S. Annis           | Sarah Christine Cookson      | Benjamin R. Forleo        |
| * Ashley Arnold          | Kyle J. Corrigan             | Timothy R. Fournier       |
| Joseph R. Arsenault      | Brian Costain                | Adam Frumkin              |
| Stephen Kramer Avitabile | David E. Cote                | Sarah Furlong             |
| Derrick S. Babinski      | Courtney A. Count            | Joshua Michael Gagnon     |
| James A. Bailey          | Travis Courtemanche          | Kyle R. Gagnon            |
| Craig J. Baker           | Aubrey F. Cousens            | Ashley Catherine Gallant  |
| Ashley Marie Bangs       | Laura Cray                   | Christopher M. Gallant    |
| Romain Barberot          | Ashley Marie Croteau         | Kristian Garces           |
| Kimberly Barclay         | Danielle L. Curdo            | Kyle Garthe               |
| Joel A. Barnard          | Andrew Edward Cusato         | Kristina Fay Gates        |
| Timothy A. Barnum        | George Dahl                  | Nicholas A. Gehling       |
| Jennifer M. Barrett      | Ashley K. Daigle             | Jacqueline K. Geisheimer  |
| Katie Lynn Beaudry       | Christina D. D'Auria         | Najad Ghanbari            |
| Michael Bechard          | Barry G. Dauteuil            | Jeffrey S. Gill           |
| Caitlin Becker           | *† Cassandra Anne Davies     | Frederick Brian Gillis    |
| Adam Belcher             | Cynthia L. Davis             | Kenneth Gillis            |
| Stephen Bennett          | Phillip M. Day               | Alyssa Y. Girard          |
| Nichole E. Berry         | Shelby A. deBruyn            | * Shane Patrick Godfrey   |
| Ryan M. Berry            | Nathan A. Delyani            | Christian Marcelo Gomes   |
| Bryan A. Betz            | Nicholas A. Delyani          | Kevin E. Gonsalves        |
| Mark E. Bezler           | Michael J. Demaso            | Maegan E. Goodie          |
| Jennifer A. Bishop       | *† Jacob Dembow              | Michael J. Goodie         |
| Timothy M. Bledsoe       | Adam R. Dent                 | Alexandre Gowing          |
| Mark E. Boardman         | Austin R. Denton             | Jessica L. Grazioli       |
| Brett R. Boisvert        | † Bridgette Michele Desmond  | Elizabeth C. Grunewald    |
| Madeline J. Bolduc       | * Brittney Lynn Desmond      | Ashley Guindon            |
| Kailie A. Boothby        | Frank Devoe                  | Kimberly E. Haeck         |
| * Alyssa S. Borrelli     | * Danielle Elizabeth DiFazio | *† Scott James Hafferkamp |
| Ryan N. Bourque          | Susan Dimick                 | Brett C. Hall             |
| Michael R. Bradbury      | Bryan F. Dine                | Brian C. Harlow           |
| Eric J. Bradford         | Michele A. Doherty           | Katie L. Harrison         |
| Emily P. Bramson         | * Gregory J. Dorman          | Tracy K. Harrison         |
| Christopher R.A. Brawn   | Sara Lynn Doyon              | * Ashley E. Hart          |
| William A. Breen         | Shawn Drechsler              | Corey John Hassan         |
| John Christopher Bristol | Hannah S. Ducharme           | Jeffrey L. Hausmann       |
| Sean C. Brownell         | Craig D. Duggan              | Kristin A. Hayes          |
| Matthew Brunelle         | Jon M. Duhaime               | Jeffrey D. Hayward        |
| Katherine Burtzell       | Jacqueline L. DuLong         | Joseph R. Hebert          |
| Michael Burtzell         | Haley B. Dunn                | † Heather L. Hepburn      |
| Scott Campbell           | Amanda F. Dunwell            | Alicia J. Hieken          |
| Allyson R. Champion      | Christian N. DuPont          | Joanne M. Hill            |
| Rocco V. Campo           | Corey S. Duquette            | Keith Hines               |
| Jay Carlton              | Michele K. Duspiva           | *† Abigail Hoeck          |
| Brandon M. Caron         | Karinne Duszny               | Katie L. Hogue            |
| Vicente Tomas Carosella  | Justen M. Eaton              | Stacey E. Holbrook        |
| Daniel J. Carpenter      | Daniel Ryan Edmonds          | Russell S. Holman         |
| Matthew S. Carter        | Cassandra Monique Edward     | Ashley M. Hoy             |
| * Sarah E. Carvalho      | Latasha Marie Edward         | Kathryn Beth Huffman      |
| Stephen E. Chaloner      | Jonathan Eriqezzo            | Nichole S. Huffman        |
| Desiree M. Cheney        | Lindsey G. Esbjorn           | Nicholas J. Hughes        |
| Paul D. Chisholm         | Rachel E. Evarts             | Rebecca A. Huoppi         |
| Brian P. Clancy          | *† Ryan P. Farnsworth        | David Jackson             |
| James D. Colburn         | Ashley Farrington            | Felicia Jarry             |

Danielle G. Johnson  
 Kayleen Morgan Johnston  
 Jeffrey M. Jones  
 Julie April Jones  
 Julie April Jones  
 Scott G. Karam  
 Brian E. Kearns  
 \* Katie Frances Kilger  
 \*† Alexandra King  
 Scott Anthony Kirouac  
 Ryan N. Kobzik  
 Brent M. Koskela  
 Amanda Lafontaine (Charron)  
 \* Corrienne Lambert-Lustman  
 Tiffany Amber Lang  
 Julie E. Laquerre  
 Thomas P. Lasala  
 Kristen Lawrence  
 Bonnie E. Leach  
 \*† Brett S. Leitner  
 Justin Lepine  
 Daniel J. Lester  
 Matthew F. Lewis  
 Craig D. Liberman  
 Amanda L. Little  
 Derek Locke  
 Adam E. Lonergan  
 Adam E. Lonergan  
 Andrea M. Longo  
 Patrick C. Loranger  
 William Lott  
 \*† David James LoVerme  
 Caitlin Elizabeth Lowther  
 Sara N. Lukkarinen  
 Sean vanDyke Maccabe  
 Lindsay M. Madden  
 \* Ariane L. Mandell  
 Eric B. Mann  
 Matthew Michael Mann  
 Michael C. Mariano  
 Timothy J. Martin  
 Craig S. Masi  
 David Maslen  
 Anthony J. Massua  
 Aylene Matthews  
 Kathryn M. Mayo  
 Kathleen J. McCaughey  
 Andrew P. McClintick  
 \* Kevin McClung  
 Hillary J. McDonough  
 Kaitlin J. McDonough  
 Kelly Lynn McGrath  
 Ashley McGraw  
 William H. McGregor  
 Joseph James McKenna  
 Melanie Rae McLaughlin  
 \*† Nicole Renee McLaughlin  
 Christopher J. McNamara  
 Nicole Maria Milisci  
 Timothy C. Miller  
 Daniel A. Milton  
 Shawn M. Miner  
 \* Allison L. Moberger  
 \* Andrew M. Morrissey  
 Kimberly L. Mulhern  
 Heather Munro  
 Brandyn P. Naro  
 Shawn Neacy  
 \* Sara Anne Neveu  
 Kimberly A. Newton  
 Joseph Nichols  
 Hannah Leigh Niemi  
 Nickolas C. Noseworthy  
 Eva Notter  
 \*† Kelsey Elizabeth O'Brien  
 Brittany Ryan O'Bryant  
 \* Sara M. Ogden  
 Krista L. O'Leary  
 \*† Thomas Ortiz  
 Alexander Ouellette  
 Jamie Lee Owen  
 Steven J. Packard  
 \*† Jenna Marie Palm  
 Elizabeth Rose Panneton  
 Heather April Papagni  
 \* Juliane Catherine Paradise  
 Matthew R. Passalacqua  
 \*† Courtney Lynn Pearson  
 Brita Leigh Pedersen  
 Maeghan M. Pelletier  
 Jeremy P. Pelsinski  
 Christopher Perez  
 \*† Sierra Joy Perez-Sparks  
 \* Ashlee Perkins  
 Shawn R. Perkins  
 Hilary B. Perrine  
 \* Jacqueline J. Peters  
 \* Benjamin A. Peterson  
 Michael S. Peterson  
 Richard K. Petro  
 Michelle T. Petrovic  
 Nichole M. Phelps  
 Christopher M. Pinet  
 Ashley T. Pockl  
 Ashley D. Pollard  
 \*† Nicole M. Ponti  
 Brittany Poulin  
 Raycine Racicot  
 Ashley L. Ravenelle  
 Diane Marie Raymond  
 Sarah A. Retelle  
 Erin N. Retherford  
 Chelsea Reynolds  
 Felicia L. Ricker  
 Krista Robertson  
 Michael David Robinson  
 \*† Alex G. Rollins  
 Katelyn M. Rondeau  
 Holly Marie Rousseau  
 Christopher Rush  
 Adam Russell  
 \* Michael William Russell  
 Keith M. Sandow  
 Ryan W. Schleyer  
 Heidi E. Schmidt  
 Nicole Schmidt  
 \* Carla Ruth Scott  
 Jennifer A. Sculley  
 Joleana L. Searles  
 Michael A. Segreti  
 \*† Vincent Matthew Servello  
 Mallory B. Shackford  
 \* Elizabeth Shestakova  
 Lindsey E. Silva  
 Nicole G. Silva  
 Sarah Skarzenski  
 Sarah Skarzenski  
 Alissa E. Skene  
 \* Jonathan Slattery  
 Jessica Sleeper  
 Jessica A. Smiddy  
 Kate Elizabeth Smith  
 Malainie K. Smith  
 Blake A. Sowder  
 Caitlin T. Spencer  
 Eric W. Spencer  
 Andrea B. Squires  
 Larissa Joy St. Amand  
 Brett Michael St. Hilaire  
 Daniel A. Stack  
 \* Demetre Antonios Stamatis  
 Annemarie L. Steeves  
 \* Stephen I. Steeves  
 \* Shannon Stephens  
 Charles E. Stevens  
 Andrew T. Story  
 \* Jennifer L. Stover  
 Brittanie Anne Sullivan  
 Jessica E. Sullivan  
 \* Sarah R. Szubowicz  
 Marc G. Tardiff  
 Katherine E. Thoman  
 \* Christopher D. Thompsen  
 Payal Trivedi  
 Christopher Brent Turner  
 Vanessa L. Tyers  
 Timothy E. Upton  
 Shawna M. Vallone  
 \* Melissa Ann Van Kleeck  
 Steven M.H. Vigezzi  
 Derrick E. Vossbrink  
 Katelynn M. Walden  
 \* Michael P. Walsh  
 Matthew F. Wassung  
 Scott D. Waugh  
 Sheridan Welch  
 Benjamin T.L. Werst  
 \* Jessica E. Westerhof  
 William Whalen  
 \*† Stephanie A. White  
 Feyd D.J. Wiener  
 Jason L. Williamson  
 Alyssa A. Wojcicki  
 Mikkenna M. Woods  
 Nicholas D. Wyatt  
 Kristina York  
 † National Honor Society  
 \* Top 15%



## Members of the Merrimack High School Class of 2005 were accepted at the following institutions of higher learning:

American International College (MA)  
American University (DC)  
Arizona State University (AZ)  
Armstrong Atlantic State University (GA)  
Art Institute of Boston @ Lesley College (MA)  
Assumption College (MA)  
Augustana College (IL)  
Babson College (MA)  
Bates College (ME)  
Bentley College (MA)  
Boston College (MA)  
Boston University (MA)  
Brandeis University (MA)  
Bridgewater State College (MA)  
Brigham Young University (UT)  
Brigham Young University (ID)  
Brown University (RI)  
Bryant University (RI)  
Carnegie Mellon University (PA)  
Cazenovia College (NY)  
Central Connecticut State University (CT)  
Champlain College (VT)  
Christopher Newport University (VA)  
Clarkson University (NY)  
Clemson University (SC)  
Coastal Carolina University (SC)  
Colby College (ME)  
Colby Sawyer College (NH)  
Colorado State University (CO)  
Columbia College Chicago (IL)  
Columbia University (NY)  
Curry College (MA)  
Daniel Webster College (NH)  
Daytona Beach College (FL)  
Dean College (MA)  
Dowling College (NY)  
Drexel University (PA)  
East Carolina State University (NC)  
East Stroudsburg University of Pennsylvania (PA)  
Eastern Nazarene College (MA)  
Eckerd College (FL)  
Elmira College (NY)  
Embry-Riddle Aeronautical University (AZ)  
Embry-Riddle Aeronautical University (FL)  
Emerson College (MA)  
Emmanuel College (MA)  
Endicott College (MA)  
Fairfield University (CT)  
Fairleigh Dickinson University (NJ)  
Fisher College (MA)  
Fitchburg State College (MA)  
Florida Institute of Technology (FL)  
Florida South University (FL)  
Florida Southern College (FL)  
Florida State University (FL)  
Framingham State College (MA)  
Franklin Pierce College (NH)  
George Washington University (DC)  
Georgetown University (DC)  
Gordon College (MA)  
Goucher College (MD)  
Hampshire College (MA)  
Hesser College (NH)  
Hofstra University (NY)  
Houghton College (NY)  
Ithaca College (NY)  
James Madison University (VA)  
Johnson & Wales University (RI)  
Johnson State College (VT)  
Keene State College (NH)  
Lasell College (MA)  
Louisiana Tech Union (LA)  
Lyndon State College (VT)  
MA College of Pharmacy & Health Sciences (MA)  
Marist College (NY)  
Marymount Manhattan College (NY)  
Massachusetts College of Art (MA)  
Massachusetts Institute of Technology (MA)  
Merrimack College (MA)  
Messiah College (PA)  
Mississippi State University (MS)  
Mount Ida College (MA)  
Mt. Holyoke College (MA)  
New College of Florida (FL)  
New England College (NH)  
New Hampshire Technical Institute (NH)  
New York University (NY)  
NHCTC - Laconia (NH)  
NHCTC - Manchester (NH)  
NHCTC - Nashua (NH)  
NHCTC - Stratham (NH)  
Nichols College (MA)  
North Country College of Essex & Franklin (NY)  
Northeastern University (MA)  
Northern Michigan University (MI)  
Norwich University (VT)  
Pennsylvania State University (PA)  
Pikes Peak Community College (CO)  
Plymouth State University (NH)  
Pratt Institute (NY)  
Providence College (RI)  
Quinnipiac University (CT)  
Radford University (VA)  
Rensselaer Polytechnic Institute (NY)  
Rhode Island College (RI)  
Rhode Island School of Design (RI)  
Rhodes College (TN)  
Rider University (NJ)  
Rivier College (NH)  
Roanoke College (VA)  
Rochester Institute of Technology (NY)  
Roger Williams University (RI)  
Rutgers, State University of New Jersey (NJ)  
Sacred Heart University (CT)  
Saint Anselm College (NH)  
Salem State College (MA)  
Salve Regina University (RI)  
Savannah College of Art and Design (GA)  
School of the Museum of Fine Arts (MA)  
School of Visual Arts (NY)  
Simmons College (MA)  
Skidmore College (NY)  
Southern Connecticut State University (CT)  
Southern New Hampshire University (NH)  
Springfield College (MA)  
St. Joseph's College of Maine (ME)  
St. Joseph's School of Nursing (NH)  
St. Michael's College (VT)  
Stonehill College (MA)  
Suffolk University (MA)  
Susquehanna University (PA)  
Syracuse University (NY)  
Temple University (PA)  
Tri State University (IN)  
Tufts University (MA)  
Tulane University (LA)  
U.S. Military Academy @ West Point (NY)  
U.S. Naval Academy (MD)  
Union College (NY)  
University of Arizona (AZ)  
University of Central Florida (FL)  
University of Colorado (CO)  
University of Connecticut (CT)  
University of Delaware (DE)  
University of Hartford (CT)  
University of Illinois at Chicago (IL)  
University of Maine - Orono (ME)  
University of Massachusetts - Amherst (MA)  
University of Massachusetts - Boston (MA)  
University of Massachusetts - Dartmouth (MA)  
University of Massachusetts - Lowell (MA)  
University of New England (ME)  
University of New Hampshire (NH)  
University of New Hampshire - Manchester (NH)  
University of New Haven (CT)  
University of North Carolina - Charlotte (NC)  
University of North Carolina - Greensboro (NC)  
University of North Carolina - Wilmington (NC)  
University of North Florida (FL)  
University of North Texas (TX)  
University of Rhode Island (RI)  
University of South Florida (FL)  
University of Southern Maine (ME)  
University of Tampa (FL)  
University of Utah (UT)  
University of Vermont (VT)  
University of Western Kentucky (KY)  
University of West Florida (FL)  
University of Wyoming (WY)  
Vermont Technical College (VT)  
Vet Tech Institute, Pittsburgh (PA)  
Virginia Tech (VA)  
Wentworth Institute of Technology (MA)  
Wesleyan University (CT)  
West Virginia University (WV)  
West Virginia Wesleyan College (WV)  
Western New England College (MA)  
Western State College of Colorado (CO)  
Westminster College (UT)  
Wheaton College (MA)  
Wilmington College (DE)  
Worcester Polytechnic Institute (MA)  
York College of Pennsylvania (PA)



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

Report to the Citizens of Merrimack  
March 2006

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

The committee has spent much of its time over the last several years working on issues related to building the new middle school and planning for the start of public kindergarten. With both of these projects well underway, the committee has been able to return to its regular plan of work. Two long-time members, Tom Koenig and Wayne Morrison, left the committee and Shannon Barnes and Laurie Rothhaus were elected to fill their seats.

During the last year, the committee provided input to and reviewed a student population projection report; reviewed and made recommendations to the Capital Improvement Plan; and met with the Technology Committee to review their Technology Plan. This last led to the committee sponsoring a warrant article to upgrade technology at the high school.

The committee is currently reviewing the schedule of renovations needed at the James Mastricola Upper Elementary School and reviewing the traffic patterns at both the Mastricola Complex and the new middle school. The committee is working on updating and revising its website and will continue its efforts to develop a detailed long-range plan for the school district, with special emphasis on the infrastructure necessary for when the town reaches build-out.

In closing, the Planning and Building Committee appreciates your continued support and participation. We welcome your comments and suggestions.

Sincerely,

Stan Heinrich, Chair

**Merrimack School District**  
**ANNUAL SCHOOL DISTRICT MEETING**  
**Session 1: Deliberation**  
**March 9, 2005**

Present: School Board members: Ken Coleman, David Denton, Patrick McGrath, Emily Coburn, and Rose Robertson-Smith; Superintendent Marjorie Chiafery; Assistant Superintendent Deborah Woelflein; Business Administrator Matthew Shevenell; and Legal Counsel Kathy Peahl.

At 7:00 PM, Moderator Carolyn Whitlock called the meeting to order and led the body in the Pledge of Allegiance. Mrs. Whitlock announced that snow had forced the postponement of the Deliberative Session from March 8, 2005. She then asked Mr. Coleman, Chair of the School Board, to introduce the School Board and officials seated on stage. She asked Wayne Morrison, Chair of the School District Planning and Building Committee to introduce the members of that committee. She recognized Stan Heinrich, Vice Chair of the Planning and Building Committee who asked the body to acknowledge both Tom Koenig and Wayne Morrison, who were leaving the Committee after nine years of service. Mrs. Whitlock then asked Mr. Heinrich, as Chair of the Budget Committee, to introduce the members of that committee. Mrs. Whitlock acknowledged the Supervisors of the Checklist, the Ballot Inspectors, the School District Clerk, and the School District staff for their efforts in preparation for the meeting and help with getting the word out when it was decided to postpone the meeting. She made several announcements regarding voting on April 12th and then explained the procedures that would be followed during the meeting.

Mrs. Whitlock then told the body that Article 1 was election of officers, which would take place by official ballot on April 12th and read Article 2.

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

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

Mrs. Whitlock called for discussion on the article.

Michael Pelletier (Woodbine Lane) stated that sometimes accepting gifts of real property could result in costs. Mr. Coleman stated that the School Board would consider potential costs, which would have to come from the current budget, when accepting gifts. He stated that this article would not result in additional costs to the proposed budget.

There was no further discussion.

Mrs. Whitlock declared Article 2 moved to the ballot and read Article 3.

Article 3: Shall the District vote to approve the cost items included in the collective bargaining agreement reached between the Merrimack School Board and the

Merrimack Teachers Association, which calls for the following increases in salaries and benefits:

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

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

Mrs. Whitlock recognized Mrs. Coburn, who moved Article 3 as printed. Second: Mr. Coleman. Mrs. Coburn spoke to her motion. She stated this article is a three year contract for the teachers with a 3.99% pay increase for the first year, and a 3.25% pay increase for each of the second and third years. She stated the tax impact for the first year would be 22¢ per \$1,000 of valuation. She also stated the contract includes a change in the employee health insurance contribution from 20% of the JY plan to 10% of the Point of Service Blue Choice Plan.

Mrs. Whitlock called for discussion on the article.

Mr. Heinrich told the body that the Budget Committee had voted to recommend this article and noted that the person who had abstained on all the Budget Committee votes on School District warrant articles was the School District Moderator, who had served as the Selectman liaison to the Budget Committee.

Norman Phillips (Edward Lane) noted that passage of the article would result in a \$300,000 reduction in the School District operating budget article. Mr. Coleman stated that would be the minimum amount that could be saved if the article passes.

Carol Lang (Greenwood Drive) stated she supported the article due to the change in the health insurance contribution. She stated the article as worded appeared to state that the Merrimack Teacher's Association paid the employee premium contribution. Mr. Coleman stated the contract is with the Merrimack Teacher's Association; however, it covers all teachers and each teacher who takes the health insurance pays the employee premium contribution.

There was no further discussion.

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

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

Mrs. Whitlock recognized Mr. McGrath who moved Article 4 as written. Second: Mrs. Robertson-Smith. Mr. McGrath spoke to his motion. He stated this was a traditional article, which allowed the School District to hold a Special Meeting, without the need to petition the court, should Article 3 fail.

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

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

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

Mrs. Whitlock recognized Mr. Denton who moved Article 5 as printed. Second: Mr. McGrath. Mr. Denton spoke to his motion. He stated that this project was put forth as the result of work by the Planning and Building Committee to divert bus traffic from Bishop Street and provide better traffic access for parents and buses. He stated there was no tax impact since the funds needed for the project were already in the Capital Reserve Fund; however, the School Board needs permission of School District meeting to expend these funds. He noted that the plans shown included the potential for two additional parking lots for high school parking that were not part of the current funding request.

Mrs. Whitlock called for discussion on the article.

Mr. Morrison stated this project was part of a long-range plan to improve traffic flow and safety conditions around the Masticola/Merrimack High School complex.

There was no further discussion.

Mrs. Whitlock declared Article 5 moved to the ballot and read Article 6.

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

Mrs. Whitlock recognized Mr. Coleman who moved Article 6 as printed. Second: Mrs. Coburn. Mr. Coleman spoke to his motion. He stated that the fire department has requested sprinklers be installed at both Masticola schools. The projected cost for this renovation is \$650,000 and the Capital Reserve Fund currently has \$200,000 in it. He stated if this article passes, the School Board expects to put a request for the remaining \$250,000 on the ballot next year and permission to install the sprinklers.

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

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

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

Mrs. Whitlock recognized Peter Batula (Paige Drive) who moved Article 7 as printed. Second: Maureen Mooney (Castleton Court). Mr. Batula spoke to his motion. He stated he hoped everyone would support his suggested name change. He said he felt the taxpayers should have the opportunity to vote this suggested name up or down. In support of his proposed naming of the school after Ronald Reagan, he listed several of President Reagan's achievements. He detailed the School Board's activities in response to his requested name change of the middle school.

Mrs. Whitlock called for discussion on the motion.

Mr. Coleman stated that this was a non-binding article. He stated that, while personally against the article, the School Board would support whatever the public voted.

Rick Barnes (Lawrence Road) made a MOTION to AMEND Article 7 as follows:

Article 7: Shall the School Board create a committee for the purpose of renaming the Merrimack Middle School?

Second: Tom Mahon (Naticook Road). Mr. Barnes spoke to his motion. He stated that not all possible naming ideas had been considered. He also noted the address of the school in the article was incorrect.

Mrs. Whitlock called for discussion on the amendment.

Dennis King (Derry Street) spoke against the article.

Mr. Mahon stated that there are people from Merrimack for whom the school could be named.

Mr. Heinrich supported the amendment. He stated that a committee could come back at a future annual meeting with possible name choices.

George Markwell (Indian Rock Road) asked what the cost impact would be for making a name change. Mrs. Robertson-Smith stated the projected expenditures for a name change would include new athletic uniforms (\$18,500), refinishing the gym floor (\$4,800), a new school dedication plaque (\$2,500), outside school lettering and sign (\$5,000), and new stationery and other printing costs (\$5,000) for a total of approximately \$35,800.

Mr. Coleman spoke against the amendment. He stated he felt the public should vote on the proposed name change.

Chuck Mower (Depot Street) spoke against the amendment. Since there was no one else who wished to speak to the amendment, Mrs. Whitlock re-read the amendment and explained that a "Yes" vote would replace the entire wording of the article with the wording proposed in the amendment. She called for a vote on the amendment. Mrs. Whitlock declared the AMENDMENT FAILED.

Mrs. Whitlock called for additional discussion on the original motion.

Mr. King made a MOTION to AMEND the article to change the school to be renamed to the high school on McElwain Street. MOTION DIED for lack of a second.

Carol Morrison (Maidstone Drive) spoke against the article. She stated the school address was wrong, potential costs lacked funding, the current name indicates the school's location, and opinions differ on the greatness of President Reagan.

Mr. Coleman again stated this was a non-binding article and that he felt the address in the article was a technicality, which would not negate the article should the article pass.

Evan Fulmer (Shelburne Road) spoke against the article.

Mr. Morrison spoke against the article. He felt the article, while well intended, was divisive.

Mr. Coleman stated the issue is not whether people liked President Reagan, but rather, whether this was the appropriate name for the new middle school.

Mr. King asked if the article passes and local businesses gave the School Board the funds needed to affect the change, would the School Board accept them? Mr. Coleman responded that the cost should not be an issue. He stated if the article is approved, the School Board would raise the needed money, which could include accepting donations, to implement the name change.

There was no further discussion.

Mrs. Whitlock declared Article 7 moved to the ballot as originally printed and read Article 8.

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

Mrs. Whitlock recognized Debbie Holman (Fairway Drive) who moved Article 8 as printed. Second: Dick Hinch (Ichabod Drive). Mrs. Holman spoke to her motion. She introduced Justine Griffin and Russell Holman, members of the Merrimack High School Band, who were modeling the current uniforms. She stated the current uniforms were 12 years old. She reported there were 119 uniforms, 114 current band members and 134 band members projected for the fall.

Mrs. Whitlock called for discussion on the motion.

Laurene Allen (French Court) stated she was the parent of two band members. She said that band was part of the school curriculum, that 25 of the current uniforms are basically unusable, and that all the white jackets have yellowed. She also stated that while the current style of uniform was still available, the white shade of any new uniforms ordered would not match the current uniforms.

Fran White (Surry Lane) spoke in support of the motion. She stated that the music department had requested new uniforms, but they had been cut early in the budget process.

Mrs. Morrison made a MOTION to AMEND the article to read:

Article 8 : Shall the Merrimack School District raise and appropriate the sum of \$64,000 from unencumbered surplus funds remaining at the end of the fiscal year 2004-2005 for the purpose of purchasing uniforms for the Merrimack High School band?

Second: Mr. King. Mrs. Morrison spoke to her motion. She stated she thought paying for the uniforms from surplus funds might increase the article's chance for passage. She stated

further the tax impact of using surplus funds was negligible.

Mrs. Whitlock called for discussion on the amendment.

Mr. Coleman stated he was opposed to the amendment. He said that the uniforms had been cut from the budget before the School Board received the proposed budget. He stated that the School Board supported the article as written and that it was School Board practice not to use surplus from the prior year for expenditures for the next year. He also stated the net effect on the tax bill was the same whether the article was funded through surplus or by a new appropriation.

Mr. King spoke to the amendment.

Rick Barnes (Lawrence Road) stated that paying for something from surplus psychologically seems to be less expensive.

Mike Thompson (Joppa Road) spoke about educating the voter correctly on the tax impact of the amendment.

Mr. Phillips stated that if there was no surplus, then the uniforms would not get purchased.

Mrs. Morrison WITHDREW her MOTION to amend. Mr. King withdrew his second.

Mrs. Whitlock called for discussion on the original motion.

Mrs. Morrison stated that band was part of the curriculum and the uniforms should be funded as necessary to the curriculum.

Mr. King asked if fundraising for curriculum items was prohibited.

Mrs. Holman stated that parents often pay for basic school supplies. She asked if there was a Uniform Capital Reserve Fund. Mr. Coleman replied there was not. Mrs. Holman suggested establishing one.

Mrs. Lang stated that when the petitioners discussed this article at the Budget Committee, they spoke about the band's representation of Merrimack in other communities. She felt that the age and condition of the current uniforms was a "black eye" on Merrimack.

Mrs. Allen told the body that the band parents are responsible for the cleaning and repair of the uniforms during the season. She also stated the cost of the article for every \$100,000 of valuation was \$1.56.

Mr. Mahon spoke in support of the article. He stated the band is now four times larger than when the uniforms were initially purchased. He stated this article had the effect of adding 2.5¢ to the tax rate, which he felt was not a huge expenditure. He suggested that voters might want to compare the amount requested in this article to the amounts requested in the other articles on the ballot.

Mr. Heinrich spoke in favor of the article. He stated the current uniforms are worn out and when the band goes to other communities, it represents the town.

Adrienne Colsia (Cota Road) stated the Nashua Band does fundraisers.

Mrs. Morrison stated that she felt the District should not have to do fundraisers for curriculum items.

Mr. Fulmer stated there are other costs related to being in band that the students and their families bear such as shoes, instruments, and lessons. He suggested that the School Board create a uniform fund and pursue grants and donations.

Mr. King suggested that the article might get more support if there was a fundraising component.

There was no further discussion.

Mrs. Whitlock declared Article 8 moved to the ballot as originally printed and read Article 9.

Article 9: Shall the District raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by vote of the first session, for the purposes set forth therein, totaling \$55,262,886? (Should this article be defeated, the operating budget shall be \$55,265,295 which is the same as last year, with certain adjustments required by previous action of the District or by law, or the governing body may hold one special meeting, in accordance with RSA 40:13, X and XVI, to take up the issue of a revised operating budget only)? (Majority vote required). (Recommended by the School Board: Vote 5-0-0). (Recommended by the Budget Committee: Vote 11-0-0). Note: if Article 3 passes, the amounts to be raised and appropriated by this Article for the operating budget, whether as proposed by the article or in the default budget, will be \$300,000 less than what is stated herein.

Mrs. Whitlock recognized Mr. Heinrich who moved Article 9 as printed. Second: Mr. Phillips. Mr. Heinrich spoke to his motion. He stated the Budget Committee had had 20+ roll call votes in adjustments to the budget as proposed by the School Board with the following changes approved:

- \$10,125 was cut from the Transportation budget at the School Board's request as the District will be going back to a two run bus schedule.
- \$2,250 was cut from the telephone account at the middle school to bring it in line with the other schools' telephone requests.
- \$1 was added to a line for an academic assistance program at the middle school.
- \$1 was added to Maintenance Equipment for a turf-mower.

He stated the School Board cut these last two lines and the Committee felt there should be lines in the budget to enable the School Board to purchase these items, should funds become available. He noted the Committee had discussed adding or deleting several other items in areas such as supplies, books and equipment. He further stated the default budget is approximately \$2,400 more than the proposed budget and the Budget Committee had no input or impact on the preparation of the default budget.

Mrs. Whitlock called for discussion on the motion.

Tom Koenig (Danforth Road) asked for clarification of the impact passage of Article 3 would have on Article 9. He asked if Department of Revenue Administration (DRA) had approved the wording of both articles in light of a similar situation experienced by the town. Mr. Coleman and Mr. Shevenell replied that the Budget Committee had raised the same issues. The articles were discussed with School District legal counsel and DRA with specific reference to the town's situation. The conclusion, at this point, was that the wording of these articles differs sufficiently from the town article that was disallowed and, thus, would be acceptable.

Mr. Heinrich stated he believed another reason that DRA would allow these articles was that the teacher's contract is on the ballot before the operating budget article.

There was no further discussion.

Mrs. Whitlock declared Article 9 moved to the ballot as originally printed.

Mrs. Whitlock asked if there was any other business to come before the body. Seeing none, she noted that 71 people had gone through the checklists and thanked those in attendance for coming. She acknowledged the media crews present. She reminded everyone of the Town Deliberative Session and the dates for ballot voting.

Mr. Heinrich made a MOTION to ADJOURN. Second: Davis Powell (Greatstone Drive). Mrs. Whitlock declared the meeting adjourned at 8:40 PM.

## Session 2: Ballot Voting April 12, 2005

The Town Moderator and Assistant Town Moderators opened the polls at 7:00 AM. At 6:00 PM due to heavy turnout and the need to provide additional ballots, the Moderator decided to hold the polls open until 9:00 PM. At 9:00 PM, the Moderator and the Assistant Moderators closed the polls and allowed those present to finish voting.

At 10:00 PM after the ballot machines tapes were tallied, School District Moderator Carolyn Whitlock announced tentative results using only machine totals. She announced there had been 7,387 ballots cast through the machines.

At 4:00 PM on April 13th, after all the additional ballots were hand-counted and all the tally sheets were verified, School District Clerk Pat Heinrich announced there were a total of 8,412 ballots cast with the following results:

School Board – three years, one seat

George Markwell – 3,344 votes  
Davis Powell – 2,934 votes  
Miscellaneous – 28 votes

George Markwell was declared elected.

School Board – one year, one seat

David Denton – 5,721 votes  
Miscellaneous – 73 votes

David Denton was declared elected.

Planning & Building Committee – three years, three seats

Shannon Barnes – 4,488 votes  
Laurie Rothhaus – 4,646 votes  
Miscellaneous – 52 votes

Shannon Barnes and Laurie Rothhaus were declared elected.

Article 2: Yes – 6,481 votes No – 1,609 votes.

Article 2 was declared passed.

Article 3: Yes – 4,936 votes No – 3,135 votes

Article 3 was declared passed.

Article 4: Yes – 5,249 votes      No – 2,669 votes  
Article 4 was declared passed.

Article 5: Yes – 5,447 votes      No – 2,538 votes  
Article 5 was declared passed.

Article 6: Yes – 5,537 votes      No – 2,399 votes  
Article 6 was declared passed.

Article 7: Yes – 2,316 votes      No – 5,744 votes  
Article 7 was declared failed.

Article 8: Yes – 5,011 votes      No – 3,072 votes  
Article 8 was declared passed.

Article 9: Yes – 5,026 votes      No – 2,678 votes  
Article 9 was declared passed.

Respectfully submitted,

Patricia Heinrich  
School District Clerk



# PLODZIK & SANDERSON

*Professional Association/Accountants & Auditors*

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

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

We have audited the financial statements of the Merrimack School District as of and for the year ended June 30, 2005, and have issued our report thereon dated August 10, 2005. The report was adverse because the School District has not implemented the accounting standards required by GASB Statement No. 34. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

***Internal Control Over Financial Reporting***

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

***Compliance and Other Matters***

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

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

*Gregory A. Colby, CPA*

PLODZIK & SANDERSON  
Professional Association

August 10, 2005



**EXHIBIT A**  
**MERRIMACK SCHOOL DISTRICT**  
**Combined Balance Sheet**  
**All Fund Types and Account Group**  
**June 30, 2005**

|   | Governmental<br>Fund Types |                    |                     | Fiduciary<br>Fund Types | Account Group<br>General<br>Long-Term<br>Debt | Total<br>(Memorandum<br>Only) |
|---|----------------------------|--------------------|---------------------|-------------------------|---|-------------------------------|
|   | General                    | Special<br>Revenue | Capital<br>Projects | Trust and<br>Agency     |   |                               |
| <b>ASSETS AND OTHER DEBITS</b>                                    |                            |                    |                     |                         |   |                               |
| Assets:   |                            |                    |                     |                         |   |                               |
| Cash and cash equivalents   | \$ 1,824,400               | \$ 78,834          | \$ 678,781          | \$ 103,896              | \$  | \$ 2,685,911                  |
| Investments   | 66,193                     |                    |                     | 23,753                  |   | 89,946                        |
| Receivables:  |                            |                    |                     |                         |   |                               |
| Accounts  | 54,830                     | 10,433             |                     |                         |   | 65,263                        |
| Intergovernmental   | 119,680                    | 376,288            |                     | 1,604,064               |   | 2,100,032                     |
| Interfund receivable  | 436,215                    |                    |                     |                         |   | 436,215                       |
| Other debits:   |                            |                    |                     |                         |   |                               |
| Amount to be provided for<br>retirement of general long-term debt |                            |                    |                     |                         | 23,424,139                                    | 23,424,139                    |
| Total assets and other debits                                     | <u>\$ 2,501,318</u>        | <u>\$ 465,555</u>  | <u>\$ 678,781</u>   | <u>\$ 1,731,713</u>     | <u>\$ 23,424,139</u>                          | <u>\$ 28,801,506</u>          |
| <b>LIABILITIES AND EQUITY</b>                                     |                            |                    |                     |                         |   |                               |
| Liabilities:  |                            |                    |                     |                         |   |                               |
| Accounts payable  | \$ 83,954                  | \$ 176,404         | \$                  | \$                      | \$  | \$ 260,358                    |
| Contracts payable   |                            |                    | 238,020             |                         |   | 238,020                       |
| Interfund payable   |                            | 186,215            |                     | 250,000                 |   | 436,215                       |
| Due to student groups   |                            |                    |                     | 103,896                 |   | 103,896                       |
| General obligation bonds payable                                  |                            |                    |                     |                         | 21,670,000                                    | 21,670,000                    |
| Compensated absences payable                                      |                            |                    |                     |                         | 1,754,139                                     | 1,754,139                     |
| Total liabilities   | <u>83,954</u>              | <u>362,619</u>     | <u>238,020</u>      | <u>353,896</u>          | <u>23,424,139</u>                             | <u>24,462,628</u>             |
| Equity:   |                            |                    |                     |                         |   |                               |
| Fund balances:  |                            |                    |                     |                         |   |                               |
| Reserved for debt service   |                            |                    | 232,866             |                         |   | 232,866                       |
| Reserved for encumbrances   | 380,681                    | 22,055             | 81,546              |                         |   | 484,282                       |
| Reserved for special purposes                                     | 200,000                    |                    | 126,349             | 1,377,817               |   | 1,704,166                     |
| Unreserved:   |                            |                    |                     |                         |   |                               |
| Designated for special purposes                                   |                            | 80,881             |                     |                         |   | 80,881                        |
| Undesignated  | 1,836,683                  |                    |                     |                         |   | 1,836,683                     |
| Total equity  | <u>2,417,364</u>           | <u>102,936</u>     | <u>440,761</u>      | <u>1,377,817</u>        |   | <u>4,338,878</u>              |
| Total liabilities and equity                                      | <u>\$ 2,501,318</u>        | <u>\$ 465,555</u>  | <u>\$ 678,781</u>   | <u>\$ 1,731,713</u>     | <u>\$ 23,424,139</u>                          | <u>\$ 28,801,506</u>          |

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

**EXHIBIT B**  
**MERRIMACK SCHOOL DISTRICT**  
**Combined Statement of Revenues, Expenditures and Changes in Fund Balances**  
**All Governmental Fund Types and Expendable Trust Funds**  
**For the Fiscal Year Ended June 30, 2005**

|  | Governmental Fund Types |                    |                     | Fiduciary<br>Fund Type | Total<br>(Memorandum<br>Only) |
|--|-------------------------|--------------------|---------------------|------------------------|-------------------------------|
|  | General                 | Special<br>Revenue | Capital<br>Projects | Expendable<br>Trust    |                               |
| Revenues:  |                         |                    |                     |                        |                               |
| School district assessment                                   | \$ 32,829,274           | \$                 | \$                  | \$                     | \$ 32,829,274                 |
| Other local  | 648,013                 | 1,117,161          | 29,490              | 23,096                 | 1,817,760                     |
| State  | 18,317,199              | 31,869             | 216,742             |                        | 18,565,810                    |
| Federal  | 374,981                 | 1,846,682          |                     |                        | 2,221,663                     |
| Total revenues   | <u>52,169,467</u>       | <u>2,995,712</u>   | <u>246,232</u>      | <u>23,096</u>          | <u>55,434,507</u>             |
| Expenditures:  |                         |                    |                     |                        |                               |
| Current:   |                         |                    |                     |                        |                               |
| Instruction  | 24,833,670              | 1,645,667          |                     |                        | 26,479,337                    |
| Support services:  |                         |                    |                     |                        |                               |
| Student  | 2,617,102               |                    |                     | 203                    | 2,617,305                     |
| Instructional staff  | 971,024                 | 3,850              |                     |                        | 974,874                       |
| General administration                                       | 105,668                 |                    |                     |                        | 105,668                       |
| Executive administration                                     | 774,756                 |                    |                     |                        | 774,756                       |
| School administration  | 1,918,716               |                    |                     |                        | 1,918,716                     |
| Business   | 242,848                 |                    |                     |                        | 242,848                       |
| Operation and maintenance of plant                           | 2,851,958               |                    |                     |                        | 2,851,958                     |
| Student transportation                                       | 2,513,168               |                    |                     |                        | 2,513,168                     |
| Other  | 11,314,632              |                    |                     |                        | 11,314,632                    |
| Non-instructional services                                   | 30,422                  | 1,340,816          |                     |                        | 1,371,238                     |
| Facilities acquisition and construction                      | 815,130                 |                    | 2,859,224           |                        | 3,674,354                     |
| Debt service   | 2,440,350               |                    |                     |                        | 2,440,350                     |
| Total expenditures   | <u>51,429,444</u>       | <u>2,990,333</u>   | <u>2,859,224</u>    | <u>203</u>             | <u>57,279,204</u>             |
| Excess (deficiency) of revenues<br>over (under) expenditures | <u>740,023</u>          | <u>5,379</u>       | <u>(2,612,992)</u>  | <u>22,893</u>          | <u>(1,844,697)</u>            |
| Other financing sources (uses):                              |                         |                    |                     |                        |                               |
| Interfund transfers in                                       | 250,000                 | 1                  |                     | 250,000                | 500,001                       |
| Interfund transfers out                                      | (250,001)               |                    |                     | (250,000)              | (500,001)                     |
| Total other financing sources and uses                       | <u>(1)</u>              | <u>1</u>           |                     |                        |                               |
| Net change in fund balances                                  | 740,022                 | 5,380              | (2,612,992)         | 22,893                 | (1,844,697)                   |
| Fund balances, beginning, as restated, see Note 3-E          | 1,677,342               | 97,556             | 3,053,753           | 1,354,924              | 6,183,575                     |
| Fund balances, ending  | <u>\$ 2,417,364</u>     | <u>\$ 102,936</u>  | <u>\$ 440,761</u>   | <u>\$ 1,377,817</u>    | <u>\$ 4,338,878</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 (Non-GAAP Budgetary Basis)**  
**General and Special Revenue Funds**  
**For the Fiscal Year Ended June 30, 2005**

|   | General Fund          |                     | Variance<br>Positive<br>(Negative) |
|---|-----------------------|---------------------|------------------------------------|
|   | Budget                | Actual              |                                    |
| <b>Revenues</b>   |                       |                     |                                    |
| School district assessment                                | \$ 32,829,274         | \$ 32,829,274       | \$                                 |
| Other local   | 316,000               | 648,013             | 332,013                            |
| State   | 17,252,548            | 18,027,456          | 774,908                            |
| Federal   | 225,000               | 374,981             | 149,981                            |
| <b>Total revenues</b>                                     | <u>50,622,822</u>     | <u>51,879,724</u>   | <u>1,256,902</u>                   |
| <b>Expenditures:</b>                                      |                       |                     |                                    |
| <b>Current:</b>   |                       |                     |                                    |
| Instruction   | 25,306,139            | 24,544,290          | 761,849                            |
| Support services  |                       |                     |                                    |
| Student   | 2,794,349             | 2,615,146           | 179,203                            |
| Instructional staff                                       | 979,851               | 952,511             | 27,340                             |
| General administration                                    | 155,000               | 144,782             | 10,218                             |
| Executive administration                                  | 777,197               | 771,271             | 5,926                              |
| School administration                                     | 1,956,937             | 1,919,241           | 37,696                             |
| Business  | 202,737               | 242,848             | (40,111)                           |
| Operation and maintenance of plant                        | 2,860,934             | 2,916,337           | (55,403)                           |
| Student transportation                                    | 2,483,741             | 2,514,378           | (30,637)                           |
| Other   | 11,530,155            | 11,294,632          | 235,523                            |
| Non-instructional services                                | 30,336                | 30,422              | (86)                               |
| Facilities acquisition and construction                   | 523,500               | 430,137             | 93,363                             |
| Debt service  | 2,470,786             | 2,440,350           | 30,436                             |
| <b>Total expenditures</b>                                 | <u>52,071,662</u>     | <u>50,816,345</u>   | <u>1,255,317</u>                   |
| Excess (deficiency) of revenues over (under) expenditures | <u>(1,448,840)</u>    | <u>1,063,379</u>    | <u>2,512,219</u>                   |
| <b>Other financing sources (uses):</b>                    |                       |                     |                                    |
| Transfers in  | 250,000               | 250,000             |                                    |
| Transfers out   | (250,001)             | (250,001)           |                                    |
| <b>Total other financing sources and uses</b>             | <u>(1)</u>            | <u>(1)</u>          |                                    |
| Net change in fund balances                               | <u>\$ (1,448,841)</u> | 1,063,378           | <u>\$ 2,512,219</u>                |
| Decrease in fund balance reserved for special purposes    |                       | 50,000              |                                    |
| Unreserved fund balances, beginning                       |                       | 723,305             |                                    |
| Unreserved fund balances, ending                          |                       | <u>\$ 1,836,683</u> |                                    |

| Annually Budgeted<br>Special Revenue Funds |                  |                                    | Total<br>(Memorandum Only) |                     |                                    |
|--|------------------|------------------------------------|----------------------------|---------------------|------------------------------------|
| Budget                                     | Actual           | Variance<br>Positive<br>(Negative) | Budget                     | Actual              | Variance<br>Positive<br>(Negative) |
| \$   | \$               | \$                                 | \$ 32,829,274              | \$ 32,829,274       | \$                                 |
| 1,119,415                                  | 1,113,302        | (6,113)                            | 1,435,415                  | 1,761,315           | 325,900                            |
| 20,000                                     | 31,869           | 11,869                             | 17,272,548                 | 18,059,325          | 786,777                            |
| 332,864                                    | 1,846,682        | 1,513,818                          | 557,864                    | 2,221,663           | 1,663,799                          |
| <u>1,472,279</u>                           | <u>2,991,853</u> | <u>1,519,574</u>                   | <u>52,095,101</u>          | <u>54,871,577</u>   | <u>2,776,476</u>                   |
| 252,864                                    | 1,645,667        | (1,392,803)                        | 25,559,003                 | 26,189,957          | (630,954)                          |
|  |                  |                                    | 2,794,349                  | 2,615,146           | 179,203                            |
|  |                  |                                    | 979,851                    | 952,511             | 27,340                             |
|  |                  |                                    | 155,000                    | 144,782             | 10,218                             |
|  |                  |                                    | 777,197                    | 771,271             | 5,926                              |
|  |                  |                                    | 1,956,937                  | 1,919,241           | 37,696                             |
|  |                  |                                    | 202,737                    | 242,848             | (40,111)                           |
|  |                  |                                    | 2,860,934                  | 2,916,337           | (55,403)                           |
|  |                  |                                    | 2,483,741                  | 2,514,378           | (30,637)                           |
|  |                  |                                    | 11,530,155                 | 11,294,632          | 235,523                            |
| 1,219,416                                  | 1,362,871        | (143,455)                          | 1,249,752                  | 1,393,293           | (143,541)                          |
|  |                  |                                    | 523,500                    | 430,137             | 93,363                             |
| <u>1,472,280</u>                           | <u>3,008,538</u> | <u>(1,536,258)</u>                 | <u>2,470,786</u>           | <u>2,440,350</u>    | <u>30,436</u>                      |
|  |                  |                                    | <u>53,543,942</u>          | <u>53,824,883</u>   | <u>(280,941)</u>                   |
| (1)  | (16,685)         | (16,684)                           | (1,448,841)                | 1,046,694           | 2,495,535                          |
| 1  | 1                |                                    | 250,001                    | 250,001             |                                    |
|  |                  |                                    | (250,001)                  | (250,001)           |                                    |
| <u>1</u>                                   | <u>1</u>         | <u>-0-</u>                         | <u>-0-</u>                 | <u>-0-</u>          | <u>-0-</u>                         |
| \$ -0-                                     | (16,684)         | \$ (16,684)                        | \$ (1,448,841)             | 1,046,694           | \$ 2,495,535                       |
|  | 97,535           |                                    |                            | 50,000              |                                    |
|  | <u>\$ 80,851</u> |                                    |                            | <u>820,840</u>      |                                    |
|  |                  |                                    |                            | <u>\$ 1,917,534</u> |                                    |

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

**Merrimack School District  
Comparative Enrollments**

| Grade   | Enrolled<br>9/2005 | Enrolled<br>1/2006 | Estimated<br>9/2006 |
|---|--------------------|--------------------|---------------------|
| K   | 243                | 248                | 260                 |
| 1   | 273                | 276                | 293                 |
| 2   | 330                | 332                | 274                 |
| 3   | 339                | 341                | 320                 |
| 4   | 340                | 345                | 341                 |
| <b>Sub Total</b>  | <b>1525</b>        | <b>1542</b>        | <b>1488</b>         |
| 5   | 373                | 382                | 335                 |
| 6   | 389                | 388                | 370                 |
| <b>Sub Total</b>  | <b>762</b>         | <b>770</b>         | <b>705</b>          |
| 7   | 388                | 392                | 391                 |
| 8   | 380                | 388                | 389                 |
| <b>Sub Total</b>  | <b>768</b>         | <b>780</b>         | <b>780</b>          |
| 9   | 411                | 411                | 378                 |
| 10  | 397                | 397                | 401                 |
| 11  | 430                | 424                | 389                 |
| 12  | 420                | 409                | 428                 |
| <b>Sub Total</b>  | <b>1658</b>        | <b>1641</b>        | <b>1596</b>         |
| Spec. Ed. (Out-of-District Place-<br>ments and Students Ages 3 & 4) | 83                 | 89                 | 87                  |
| <b>GRAND TOTAL</b>  | <b>4796</b>        | <b>4822</b>        | <b>4656</b>         |

MERRIMACK SCHOOL DISTRICT

Merrimack, New Hampshire

**2006-2007**

**PROPOSED BUDGET**

**MERRIMACK MUNICIPAL BUDGET COMMITTEE**

**2005-2006**

|                               |      |
|-------------------------------|------|
| Stanley Heinrich, Chair ..... | 2008 |
| Rick Barnes .....             | 2007 |
| Stanley Bonislawski .....     | 2007 |
| Nancy Gagnon .....            | 2006 |
| John Grady .....              | 2006 |
| Robert Kelley .....           | 2006 |
| Carol Lang .....              | 2006 |
| Fran L'Heureux .....          | 2008 |
| Norman Phillips .....         | 2007 |
| Finlay Rothhaus .....         | 2008 |
| Michael Thompson .....        | 2007 |
| Joe Vilet .....               | 2008 |

**Ex-Officio Members**

**Selectmen**

Chuck Mower

Tom Koenig (alternate)

**School Board**

Emily Coburn

Rosemary Robertson-Smith (alternate)

**Merrimack Village District**

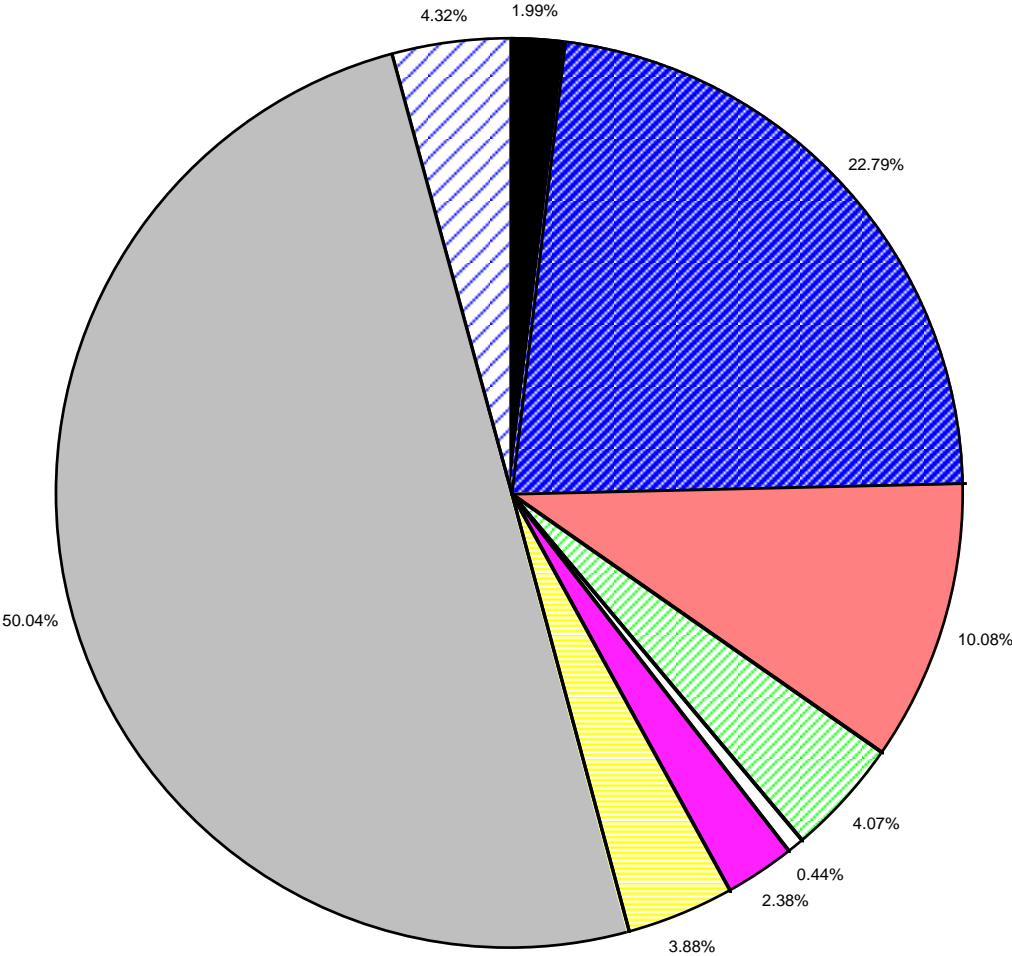
Tony Pellegrino

Walter Talbert (alternate)

Pat Heinrich, Secretary

# DISTRIBUTION OF YOUR EDUCATION DOLLAR

## Proposed Budget 2006-2007



- Books, Supplies, Equipment
- Benefits
- Contracted Services
- Debt Service
- Federal Programs
- Food Service
- Maint/Repairs/Utilities
- Salaries
- Transportation



**Merrimack School District  
School District Warrant  
March 9, 2006 (Deliberation)  
and April 11, 2006 (Voting)  
STATE OF NEW HAMPSHIRE**

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

You are hereby notified to meet at the James Mastricola Upper Elementary School in said District on Thursday, March 9, 2006, at 7:00 p.m. for Session 1 (Deliberation), to discuss the matters to be voted on by official ballot; and to meet at the designated polling sites, either the James Mastricola Upper Elementary School, St. John Neumann Church or St. James United Methodist Church, depending upon your place of residence, on Tuesday, April 11, 2006, Session 2 (Voting) for the choice of School District officers elected by ballot and any other action required to be inserted on said official ballot. The polls for the election of school district officers and other action required to be inserted on said ballot will open on said date at 7:00 a.m. and will not close earlier than 8:00 p.m. to act upon the following subjects:

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

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

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

| <u>Year</u> | <u>Estimated Increase</u> |
|-------------|---------------------------|
| 2006-2007   | \$279,195                 |
| 2007-2008   | \$287,990                 |
| 2008-2009   | \$298,602                 |

and raise and appropriate the sum of Two Hundred Seventy Nine Thousand One Hundred Ninety Five Dollars (\$279,195) for the 2006-2007 fiscal year, such sum representing the 2006-2007 costs attributable to the increase in salaries and benefits described above over those of the 2005-2006 fiscal year? (Majority Vote Required). (Recommended by the School Board. Vote 4-1-0). (Recommended by the Budget Committee. Vote 13-1-0).

**ARTICLE 4** Shall the District, if Article 3 is defeated, authorize the School Board to call one special meeting, at its option, to address Article 3 cost items only? (Majority vote required). (Recommended by the School Board. Vote 4-1-0).

**ARTICLE 5** (Special Warrant Article) Shall the District raise and appropriate the sum of Six Hundred Fifty Thousand Dollars (\$650,000) for the purpose of the installation of a fire sprinkler system for the Mastricola Complex and renovations at Mastricola Upper Elementary School to include the replacement of ceiling tiles and lighting in the hallways and fund said appropriation by withdrawing Four Hundred Thousand Dollars (\$400,000) from the James Mastricola Upper Elementary School and James Mastricola Elementary School Renovation Fund created for that purpose with the balance of Two Hundred Fifty Thousand (\$250,000) coming from general taxation? (Majority vote required). (Recommended by the School Board. Vote 5-0-0). (Recommended by the Budget Committee. Vote 11-0-0).

**ARTICLE 6** (By Petition – Special Warrant Article) Shall the District raise and appropriate the sum of One Hundred Forty Six Thousand Two Hundred Dollars (\$146,200) for the purpose of providing technology upgrades for Merrimack High School to include the replacement of all Windows 98 computers? (Majority vote required). (Recommended by the School Board. Vote 4-0-0). (Recommended by the Budget Committee. Vote 10-1-0).

**ARTICLE 7** (By Petition – Special Warrant Article) If the Town votes to accept the proposed Merrimack Charter, thereby doing away with the current Municipal Budget Committee, shall the voters adopt RSA 32:15 (Municipal Budget Act) with respect to the Merrimack School District? The initial composition of the new Budget Committee shall continue with the present personnel until their current term expires. If the Charter Article fails, this article becomes null and void.

**ARTICLE 8** Shall the District raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by vote of the first session, for the purposes set forth therein, totaling Fifty Seven Million Three Hundred Thirty Four Thousand Three Hundred Twenty Five Dollars (\$57,334,325)? (Should this article be defeated, the operating budget shall be Fifty Seven Million Eight Hundred Twenty Six Thousand One Hundred Thirty One Dollars (\$57,826,131) 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 4-1-0). (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 22<sup>nd</sup> day of February, 2006.

Kenneth Coleman  
Rose Robertson-Smith  
Emily Coburn  
David Denton  
George Markwell

SCHOOL BOARD

A true copy of warrant - attest:

Kenneth Coleman  
Rose Robertson-Smith  
Emily Coburn  
David Denton  
George Markwell

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, 2006 to June 30, 2007

## 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 22, 2006

BUDGET COMMITTEE  
Please sign in ink.

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

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

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

FOR DRA USE ONLY

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

1 2 3 4 5 6 7 8 9

| Acct #                              | PURPOSE OF APPROPRIATIONS<br>(RSA 32:3.V) | Expenditures |                            | Appropriations                  |             | School Board's Appropriations |             | Budget Committee's Approp. |             |                 |
|-------------------------------------|---|--------------|----------------------------|---------------------------------|-------------|-------------------------------|-------------|----------------------------|-------------|-----------------|
|                                     |   | WARR. ART #  | for Year 7/1/04 to 6/30/05 | Current Year as Approved by DRA | RECOMMENDED | Ensuing Fiscal Year           | RECOMMENDED | Ensuing Fiscal Year        | RECOMMENDED | NOT RECOMMENDED |
| <b>INSTRUCTION (1000-1999)</b>      |   |              |                            |                                 |             |                               |             |                            |             |                 |
| 1100-1199                           | Regular Programs                          |              | 15,016,724                 | 16,118,215                      | 15,648,969  |                               | 15,648,970  |                            |             | -1              |
| 1200-1299                           | Special Programs                          |              | 8,709,059                  | 9,747,024                       | 10,184,659  |                               | 10,184,659  |                            |             |                 |
| 1300-1399                           | Vocational Programs                       |              | 17,897                     | 20,000                          | 20,000      |                               | 20,000      |                            |             |                 |
| 1400-1499                           | Other Programs                            |              | 585,070                    | 634,579                         | 597,349     |                               | 597,349     |                            |             |                 |
| 1500-1599                           | Non-Public Programs                       |              |                            |                                 |             |                               |             |                            |             |                 |
| 1600-1899                           | Adult & Community Programs                |              | 35,979                     | 6,110                           | 6,110       |                               | 6,110       |                            |             |                 |
| <b>SUPPORT SERVICES (2000-2999)</b> |   |              |                            |                                 |             |                               |             |                            |             |                 |
| 2000-2199                           | Student Support Services                  |              | 2,617,102                  | 2,884,544                       | 2,941,646   |                               | 2,941,646   |                            |             |                 |
| 2200-2299                           | Instructional Staff Services              |              | 972,523                    | 1,026,746                       | 1,079,141   |                               | 1,079,141   |                            |             |                 |
| General Administration              |   |              |                            |                                 |             |                               |             |                            |             |                 |
| 2310 840                            | School Board Contingency                  |              |                            |                                 |             |                               |             |                            |             |                 |
| 2310-2319                           | Other School Board                        |              | 143,723                    | 145,000                         | 138,580     |                               | 138,580     |                            |             |                 |
| Executive Administration            |   |              |                            |                                 |             |                               |             |                            |             |                 |
| 2320-310                            | SAU Management Services                   |              | 451,095                    | 473,499                         | 485,308     |                               | 485,308     |                            |             |                 |
| 2320-2399                           | All Other Administration                  |              | 327,941                    | 341,559                         | 426,028     |                               | 426,028     |                            |             |                 |
| 2400-2499                           | School Administration Service             |              | 1,919,441                  | 2,085,515                       | 2,045,650   |                               | 2,045,650   |                            |             |                 |
| 2500-2599                           | Business                                  |              | 198,248                    | 213,407                         | 216,748     |                               | 216,748     |                            |             |                 |
| 2600-2699                           | Operation & Maintenance of Plant          |              | 2,931,387                  | 3,216,683                       | 3,586,995   |                               | 3,586,995   |                            |             |                 |
| 2700-2799                           | Student Transportation                    |              | 2,515,932                  | 2,571,690                       | 2,647,919   |                               | 2,647,919   |                            |             |                 |
| 2800-2999                           | Support Service Central & Other           |              | 11,484,624                 | 12,403,615                      | 13,347,203  |                               | 13,347,203  |                            |             |                 |
| 3000-3999                           | NON-INSTRUCTIONAL SERVICES                |              | 30,422                     | 35,314                          | 11,259      |                               | 11,259      |                            |             |                 |
| 4000-4999                           | FACILITIES ACQUISITIONS & CONSTRUCTION    |              | 516,158                    | 227,000                         | 0           |                               | 1           |                            |             | -1              |
| <b>OTHER OUTLAYS (5000-5999)</b>    |   |              |                            |                                 |             |                               |             |                            |             |                 |
| 5110                                | Debt Service - Principal                  |              | 1,390,000                  | 1,390,000                       | 1,390,000   |                               | 1,390,000   |                            |             |                 |
| 5120                                | Debt Service - Interest                   |              | 1,050,350                  | 1,008,950                       | 944,911     |                               | 944,911     |                            |             |                 |

1 2 3 4 5 6 7 8 9

| Acct.#         | PURPOSE OF APPROPRIATIONS<br>(RSA 32:3.V) |       | Expenditures                  |                                    | Appropriations                     |  | School Board's Appropriations      |  | Budget Committee's Approp.         |  |
|----------------|---|-------|-------------------------------|------------------------------------|------------------------------------|--|------------------------------------|--|------------------------------------|--|
|                | WARR.<br>ART.#                            | ART.# | for Year 7/1/04<br>to 6/30/05 | Current Year As<br>Approved by DRA | Ensuing Fiscal Year<br>RECOMMENDED | Ensuing Fiscal Year<br>NOT RECOMMENDED | Ensuing Fiscal Year<br>RECOMMENDED | Ensuing Fiscal Year<br>NOT RECOMMENDED | Ensuing Fiscal Year<br>RECOMMENDED | Ensuing Fiscal Year<br>NOT RECOMMENDED |
| FUND TRANSFERS |   |       |                               |                                    |                                    |  |                                    |  |                                    |  |
| 5220-5221      | To Food Service                           |       | 1,299,095                     | 1,286,347                          | 1,362,984                          | 1,362,984                              | 1,362,984                          |  | 1,362,984                          |  |
| 5222-5229      | To Other Special Revenue                  |       | 252,864                       | 252,864                            | 252,864                            | 252,864                                | 252,864                            |  | 252,864                            |  |
| 5230-5239      | To Capital Projects                       |       |                               |                                    |                                    |  |                                    |  |                                    |  |
| 5251           | To Capital Reserves                       |       | 250,000                       | 200,000                            | 0                                  | 0                                      | 0                                  |  | 0                                  |  |
| 5252           | To Expendable Trust (*see below)          |       |                               |                                    |                                    |  |                                    |  |                                    |  |
| 5253           | To Non-Expendable Trusts                  |       |                               |                                    |                                    |  |                                    |  |                                    |  |
| 5254           | To Agency Funds                           |       |                               |                                    |                                    |  |                                    |  |                                    |  |
| 5300-5399      | Intergovernmental Agency Alloc.           |       |                               |                                    |                                    |  |                                    |  |                                    |  |
|                | SUPPLEMENTAL                              |       |                               |                                    |                                    |  |                                    |  |                                    |  |
|                | DEFICIT                                   |       |                               |                                    |                                    |  |                                    |  |                                    |  |
|                | SUBTOTAL 1                                |       | 52,715,634                    | 56,288,661                         | 57,334,323                         | 57,334,323                             | 57,334,325                         |  |                                    |  |

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.<br>Art. # | Amount | Acct. # | Warr.<br>Art. # | Amount |
|---------|-----------------|--------|---------|-----------------|--------|
|         |                 |        |         |                 |        |
|         |                 |        |         |                 |        |
|         |                 |        |         |                 |        |
|         |                 |        |         |                 |        |

## \*\*SPECIAL WARRANT ARTICLES\*\*

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

| 1<br>Acct.# | 2<br>PURPOSE OF APPROPRIATIONS<br>(RSA 32:3.V) | 3<br>Expenditures<br>for Year 7/1/04<br>to 6/30/05 | 4<br>Appropriations                |                           | WARR.<br>ART.# | 5<br>School Board's Appropriations |                 | Budget Committee's Approp. |                 |
|-------------|--|--|------------------------------------|---------------------------|----------------|------------------------------------|-----------------|----------------------------|-----------------|
|             |  |  | Current Year As<br>Approved by DRA | Prior Year As<br>Approved |                | RECOMMENDED                        | NOT RECOMMENDED | RECOMMENDED                | NOT RECOMMENDED |
|             | Thorntons Ferry Sewer                          | 251,263  |                                    |                           |                |                                    |                 |                            |                 |
|             | MUES School Renovations                        | 245,161  |                                    |                           |                |                                    |                 |                            |                 |
|             | MUES/MES Renovations Cap Res                   | 200,000  |                                    |                           |                |                                    |                 |                            |                 |
|             | Emergency Repair Cap Res                       | 50,000   |                                    |                           |                |                                    |                 |                            |                 |
|             | MES Parking                                    |  | 200,000                            |                           |                |                                    |                 |                            |                 |
|             | Mastricola Renovation Cap. Res.                |  | 200,000                            |                           |                |                                    |                 |                            |                 |
|             | MHS Band Uniforms - Petition                   |  | 64,000                             |                           |                |                                    |                 |                            |                 |
| 5           | Mastricola Compex Sprinkler                    |  |                                    |                           | 5              | 650,000                            |                 | 650,000                    |                 |
| 6           | High School Technology Upgrade                 |  |                                    |                           | 6              | 146,200                            |                 | 146,200                    |                 |
|             | SUBTOTAL 2 RECOMMENDED                         | XXXXXXX  | XXXXXXX                            | XXXXXXX                   | XXXX           | 796,200                            | XXXXXXX         | 796,200                    | XXXXXXX         |

## \*\*INDIVIDUAL WARRANT ARTICLES\*\*

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

| 1<br>Acct.# | 2<br>PURPOSE OF APPROPRIATIONS<br>(RSA 32:3.V) | 3<br>Expenditures<br>for Year 7/1/04<br>to 6/30/05 | 4<br>Appropriations              |                           | WARR.<br>ART.# | 5<br>School Board's Appropriations |                 | Budget Committee's Approp. |                 |
|-------------|--|--|----------------------------------|---------------------------|----------------|------------------------------------|-----------------|----------------------------|-----------------|
|             |  |  | Prior Year As<br>Approved by DRA | Prior Year As<br>Approved |                | RECOMMENDED                        | NOT RECOMMENDED | RECOMMENDED                | NOT RECOMMENDED |
|             | Merrimack Teachers Contract                    |  | 861,775                          |                           |                |                                    |                 |                            |                 |
|             | Teacher Contract Health Savings                |  | (300,000)                        |                           |                |                                    |                 |                            |                 |
| 3           | Support Staff Contract                         |  |                                  |                           | 3              | 279,195                            |                 | 279,195                    |                 |
|             | SUBTOTAL 3 RECOMMENDED                         | XXXXXXX  | XXXXXXX                          | XXXX                      | XXXX           | 279,195                            | XXXXXXX         | 279,195                    | XXXXXXX         |

| 1                                   | 2   | 3              | 4                             | 5                                | 6  |
|-------------------------------------|---|----------------|-------------------------------|----------------------------------|--|
| Acct.#                              | SOURCE OF REVENUE                         | WARR.<br>ART.# | Actual Revenues<br>Prior Year | Revised Revenues<br>Current Year | Estimated<br>Revenues<br>ENSUING FISCAL YEAR |
| <b>REVENUE FROM LOCAL SOURCES</b>   |   |                | <b>XXXXXXXXXX</b>             | <b>XXXXXXXXXX</b>                | <b>XXXXXXXXXX</b>                            |
| 1300-1349                           | Tuition                                   |                | 337,044                       | 223,500                          | 223,500                                      |
| 1400-1449                           | Transportation Fees                       |                |                               |                                  |  |
| 1500-1599                           | Earnings on Investments                   |                | 172,609                       | 100,000                          | 100,000                                      |
| 1600-1699                           | Food Service Sales                        |                | 1,040,669                     | 1,186,346                        | 1,262,983                                    |
| 1700-1799                           | Student Activities                        |                | 11,613                        | 9,000                            | 9,000  |
| 1800-1899                           | Community Services Activities             |                |                               |                                  |  |
| 1900-1999                           | Other Local Sources                       |                | 126,743                       | 15,000                           | 15,000                                       |
| <b>REVENUE FROM STATE SOURCES</b>   |   |                | <b>XXXXXXXXXX</b>             | <b>XXXXXXXXXX</b>                | <b>XXXXXXXXXX</b>                            |
| 3210                                | School Building Aid                       |                | 474,150                       | 463,353                          | 463,353                                      |
| 3220                                | Kindergarten Aid                          |                |                               | 294,000                          | 312,000                                      |
| 3230                                | Catastrophic Aid                          |                | 818,103                       | 639,271                          | 639,271                                      |
| 3240-3249                           | Vocational Aid                            |                | 5,330                         | 3,000                            | 3,000  |
| 3250                                | Adult Education                           |                |                               |                                  |  |
| 3260                                | Child Nutrition                           |                | 18,633                        | 20,000                           | 20,000                                       |
| 3270                                | Driver Education                          |                |                               |                                  |  |
| 3290-3299                           | Other State Sources                       |                |                               |                                  |  |
| <b>REVENUE FROM FEDERAL SOURCES</b> |   |                | <b>XXXXXXXXXX</b>             | <b>XXXXXXXXXX</b>                | <b>XXXXXXXXXX</b>                            |
| 4100-4539                           | Federal Program Grants                    |                | 252,864                       | 252,864                          | 252,864                                      |
| 4540                                | Vocational Education                      |                |                               |                                  |  |
| 4550                                | Adult Education                           |                |                               |                                  |  |
| 4560                                | Child Nutrition                           |                | 150,474                       | 80,000                           | 80,000                                       |
| 4570                                | Disabilities Programs                     |                |                               |                                  |  |
| 4580                                | Medicaid Distribution                     |                | 374,981                       | 225,000                          | 225,000                                      |
| 4590-4999                           | Other Federal Sources (except 4810)       |                |                               |                                  |  |
| 4810                                | Federal Forest Reserve                    |                |                               |                                  |  |
| <b>OTHER FINANCING SOURCES</b>      |   |                | <b>XXXXXXXXXX</b>             | <b>XXXXXXXXXX</b>                | <b>XXXXXXXXXX</b>                            |
| 5110-5139                           | Sale of Bonds or Notes                    |                |                               |                                  |  |
| 5221                                | Transfer from Food Service-Spec.Rev.Fund  |                |                               |                                  |  |
| 5222                                | Transfer from Other Special Revenue Funds |                |                               |                                  |  |
| 5230                                | Transfer from Capital Project Funds       |                |                               |                                  |  |
| 5251                                | Transfer from Capital Reserve Funds       |                | 250,000                       | 200,000                          | 400,000                                      |

| 1                                    | 2   | 3              | 4                             | 5                                | 6  |
|--------------------------------------|---|----------------|-------------------------------|----------------------------------|--|
| Acct.#                               | SOURCE OF REVENUE   | WARR.<br>ART.# | Actual Revenues<br>Prior Year | Revised Revenues<br>Current Year | Estimated<br>Revenues<br>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   |                | 26,294                        | 15,000                           | 15,000                                       |
| 5140                                 | This Section for Calculation of RAN's<br>(Reimbursement Anticipation Notes) Per RSA<br>198:20-D for Catastrophic Aid Borrowing<br>RAN, Revenue This FY _____ less<br>RAN, Revenue Last FY _____<br>=NET RAN |                |                               |                                  |  |
|                                      | Supplemental Appropriation (Contra)   |                |                               |                                  |  |
|                                      | Voted From Fund Balance   |                | 250,000                       | 200,000                          |  |
|                                      | Fund Balance to Reduce Taxes  |                | 1,198,841                     | 1,836,681                        | 1,836,681                                    |
|                                      | <b>Total Estimated Revenue &amp; Credits</b>  |                | <b>5,508,348</b>              | <b>5,763,015</b>                 | <b>5,857,652</b>                             |

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

|  | Current Year<br>Adopted Budget | School Board's<br>Recommended Budget | Budget Committee's<br>Recommended Budget |
|--|--------------------------------|--------------------------------------|--|
| SUBTOTAL 1 Appropriations Recommended (from page 3)                | 56,288,661                     | 57,334,323                           | 57,334,325                               |
| SUBTOTAL 2 Special Warrant Articles Recommended (from page 4)      |                                | 796,200                              | 796,200                                  |
| SUBTOTAL 3 "Individual" Warrant Articles Recommended (from page 4) |                                | 279,195                              | 279,195                                  |
| TOTAL Appropriations Recommended                                   | 56,288,661                     | 58,409,718                           | 58,409,720                               |
| Less: Amount of Estimated Revenues & Credits (from above)          | 5,763,015                      | 5,857,652                            | 5,857,652                                |
| Less: Amount of Cost of Adequate Education (State Tax/Grant)*      | 7,159,009                      | 7,159,009                            | 7,159,009                                |
| Estimated Amount of Local Taxes to be Raised For Education         | 43,366,637                     | 45,393,057                           | 45,393,059                               |

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

5,607,181

\*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 for FY 2006-2007

| Account Description             | Expend 04-05      | Budget 05-06      | Board 06-07       | Bud Comm 06-07    |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>ELEMENTARY EDUCATION</b>     |                   |                   |                   |                   |
| Salaries                        | 7,557,288         | 8,175,724         | 8,084,586         | 8,084,586         |
| Assemblies & Testing            | 11,892            | 14,540            | 14,540            | 14,540            |
| Equipment Repairs               | 88,465            | 86,216            | 89,337            | 89,337            |
| Travel/Printing/Telephone       | 51,416            | 60,136            | 53,555            | 53,555            |
| Field Trips                     | 21,852            | 26,755            | 26,926            | 26,926            |
| Text Books                      | 211,962           | 193,841           | 160,632           | 160,632           |
| Supplies                        | 134,510           | 140,873           | 139,845           | 139,845           |
| New & Replacement Equipment     | 37,455            | 36,011            | 9,596             | 9,597             |
| Prof & School Improvement       | 11,003            | 10,850            | 11,030            | 11,030            |
| <b>TOTAL</b>                    | <b>8,125,843</b>  | <b>8,744,946</b>  | <b>8,590,047</b>  | <b>8,590,048</b>  |
| <b>MIDDLE SCHOOL EDUCATION</b>  |                   |                   |                   |                   |
| Salaries                        | 2,998,549         | 3,236,127         | 3,159,400         | 3,159,400         |
| Assemblies & Testing            | 15,656            | 17,901            | 18,932            | 18,932            |
| Equipment Repairs               | 18,719            | 21,844            | 25,434            | 25,434            |
| Travel/Printing/Telephone       | 17,216            | 19,102            | 18,292            | 18,292            |
| Field Trips                     | 29,157            | 19,898            | 18,778            | 18,778            |
| Text Books                      | 12,737            | 53,657            | 12,707            | 12,707            |
| Supplies                        | 94,751            | 57,940            | 76,121            | 76,121            |
| New & Replacement Equipment     | 57,092            | 25,418            | 17,259            | 17,259            |
| Prof & School Improvement       | 6,360             | 7,109             | 7,109             | 7,109             |
| <b>TOTAL</b>                    | <b>3,250,237</b>  | <b>3,458,996</b>  | <b>3,354,032</b>  | <b>3,354,032</b>  |
| <b>HIGH SCHOOL EDUCATION</b>    |                   |                   |                   |                   |
| Salaries                        | 6,143,429         | 6,639,235         | 6,556,815         | 6,556,815         |
| Contracted Services             | 120,448           | 123,500           | 123,500           | 123,500           |
| Assemblies & Testing            | 39,202            | 33,555            | 31,000            | 31,000            |
| Equipment Repairs               | 52,949            | 54,110            | 51,402            | 51,402            |
| Travel/Printing/Telephone       | 33,280            | 37,808            | 34,174            | 34,174            |
| Field Trips                     | 74,282            | 81,608            | 80,231            | 80,231            |
| Text Books                      | 100,884           | 70,604            | 116,870           | 116,870           |
| Supplies                        | 250,465           | 241,436           | 253,878           | 253,878           |
| New & Replacement Equipment     | 25,607            | 82,985            | 21,100            | 21,100            |
| Prof & School Improvement       | 18,361            | 20,585            | 21,169            | 21,169            |
| <b>TOTAL</b>                    | <b>6,858,907</b>  | <b>7,385,426</b>  | <b>7,290,139</b>  | <b>7,290,139</b>  |
| <b>LIBRARY SERVICES</b>         |                   |                   |                   |                   |
| Salaries                        | 586,514           | 634,695           | 640,526           | 640,526           |
| Equipment Repairs               | 15,444            | 16,000            | 15,500            | 15,500            |
| Travel/Postage/Binding          | 9,606             | 8,994             | 8,481             | 8,481             |
| Books, Instruct Media, Supplies | 130,050           | 122,400           | 126,250           | 126,250           |
| New & Replacement Equipment     | 12,429            | 3,950             | 3,600             | 3,600             |
| Prof & School Improvement       | 824               | 850               | 809               | 809               |
| <b>TOTAL</b>                    | <b>754,867</b>    | <b>786,889</b>    | <b>795,166</b>    | <b>795,166</b>    |
| <b>SPECIAL SERVICES</b>         |                   |                   |                   |                   |
| Salaries                        | 6,242,641         | 6,862,290         | 6,976,619         | 6,976,619         |
| Contracted Services             | 795,041           | 911,073           | 912,952           | 912,952           |
| Tuition                         | 2,976,432         | 3,465,783         | 3,657,391         | 3,657,391         |
| Transportation                  | 915,162           | 898,747           | 1,000,316         | 1,000,316         |
| Supplies                        | 28,613            | 17,709            | 17,309            | 17,309            |
| New & Replacement Equipment     | 17,679            | 18,000            | 96,400            | 96,400            |
| Prof & School Improvement       | 6,473             | 6,100             | 6,200             | 6,200             |
| Travel/Printing/Telephone       | 15,823            | 13,993            | 15,276            | 15,276            |
| <b>TOTAL</b>                    | <b>10,997,864</b> | <b>12,193,695</b> | <b>12,682,463</b> | <b>12,682,463</b> |

## Merrimack School District Proposed Budget for FY 2006-2007

| Account Description                         | Expend 04-05      | Budget 05-06      | Board 06-07       | Bud Comm 06-07    |
|---|-------------------|-------------------|-------------------|-------------------|
| <b>SUPERINTENDENT'S OFFICE</b>              |                   |                   |                   |                   |
| Salaries                                    | 696,311           | 738,013           | 747,767           | 747,767           |
| Contracted Services/Repairs                 | 109,731           | 111,154           | 121,000           | 121,000           |
| Travel/Printing/Telephone                   | 20,395            | 21,282            | 20,275            | 20,275            |
| Supplies                                    | 7,351             | 7,000             | 7,000             | 7,000             |
| Capital Improvement/Outlay                  | -                 | 10,000            | -                 | -                 |
| Prof & School Improvement                   | 9,386             | 9,500             | 9,500             | 9,500             |
| <b>TOTAL</b>                                | <b>843,174</b>    | <b>896,949</b>    | <b>905,542</b>    | <b>905,542</b>    |
| <b>DISTRICT WIDE EDUCATIONAL SUPPORT</b>    |                   |                   |                   |                   |
| Salaries                                    | 940,705           | 969,770           | 939,592           | 939,592           |
| Benefits                                    | 11,259,231        | 12,138,157        | 13,064,993        | 13,064,993        |
| Contracted Services                         | 91,680            | 106,265           | 101,845           | 101,845           |
| Insurance/Ads/Printing                      | 200,421           | 229,842           | 247,682           | 247,682           |
| Supplies                                    | 14,994            | 20,800            | 18,800            | 18,800            |
| Capital Improvement/Outlay                  | 746,424           | 400,000           |                   |                   |
| Prof & School Improvement                   | 214,328           | 258,950           | 285,950           | 285,950           |
| <b>TOTAL</b>                                | <b>13,467,783</b> | <b>14,123,784</b> | <b>14,658,862</b> | <b>14,658,862</b> |
| <b>MAINTENANCE &amp; CUSTODIAL SERVICES</b> |                   |                   |                   |                   |
| Salaries                                    | 1,390,228         | 1,548,086         | 1,542,581         | 1,542,581         |
| Water & Sewer/Oil/Gas/Electricity           | 939,197           | 1,016,252         | 1,368,101         | 1,368,101         |
| Equipment and Repair                        | 420,762           | 474,379           | 487,951           | 487,951           |
| Travel/Printing/Telephone                   | 5,835             | 7,722             | 6,803             | 6,803             |
| Supplies                                    | 175,364           | 170,244           | 181,559           | 181,559           |
| Capital Improvement/Outlay                  | 19,734            | -                 | -                 | 1                 |
| <b>TOTAL</b>                                | <b>2,951,120</b>  | <b>3,216,683</b>  | <b>3,586,995</b>  | <b>3,586,996</b>  |
| <b>TRANSPORTATION DISTRICT WIDE</b>         |                   |                   |                   |                   |
| Salaries                                    | 39,369            | 41,536            | 42,173            | 42,173            |
| Transportation                              | 1,432,411         | 1,500,496         | 1,477,045         | 1,477,045         |
| Travel - Coordinator Mileage Reimbursr      | 1,749             | 1,100             | 1,100             | 1,100             |
| <b>TOTAL</b>                                | <b>1,473,529</b>  | <b>1,543,132</b>  | <b>1,520,318</b>  | <b>1,520,318</b>  |
| <b>DEBT SERVICE</b>                         |                   |                   |                   |                   |
| Principal and Interest                      | 2,440,350         | 2,398,950         | 2,334,911         | 2,334,911         |
| <b>TOTAL</b>                                | <b>2,440,350</b>  | <b>2,398,950</b>  | <b>2,334,911</b>  | <b>2,334,911</b>  |
| <b>INTERFUND TRANSFERS</b>                  |                   |                   |                   |                   |
|   | 1                 | 1                 | 1                 | 1                 |
| <b>TOTAL</b>                                | <b>1</b>          | <b>1</b>          | <b>1</b>          | <b>1</b>          |
| <b>SUB - GEN FUND</b>                       | <b>51,163,675</b> | <b>54,749,451</b> | <b>55,718,476</b> | <b>55,718,478</b> |
| <b>FEDERALLY FUNDED PROJECTS</b>            |                   |                   |                   |                   |
| Chapter I & II/Special Education            | 252,864           | 252,864           | 252,864           | 252,864           |
| <b>TOTAL</b>                                | <b>252,864</b>    | <b>252,864</b>    | <b>252,864</b>    | <b>252,864</b>    |

## Merrimack School District Proposed Budget for FY 2006-2007

| Account Description  | Expend 04-05      | Budget 05-06      | Board 06-07       | Bud Comm 06-07    |
|--|-------------------|-------------------|-------------------|-------------------|
| <b>FOOD SERVICE</b>  |                   |                   |                   |                   |
| Salaries   | 485,799           | 543,981           | 547,718           | 547,718           |
| Benefits   | 36,993            | 41,615            | 41,615            | 41,615            |
| Equipment Repairs  | 7,373             | 10,500            | 10,800            | 10,800            |
| Travel/Linens  | 4,432             | 5,600             | 5,200             | 5,200             |
| Food & Supplies  | 729,815           | 671,450           | 741,650           | 741,650           |
| New & Replacement Equipment  | 34,683            | 13,200            | 16,000            | 16,000            |
| <b>TOTAL</b>   | <b>1,299,095</b>  | <b>1,286,346</b>  | <b>1,362,983</b>  | <b>1,362,983</b>  |
| <b>SUB - TOTAL</b>   | <b>52,715,634</b> | <b>56,288,661</b> | <b>57,334,323</b> | <b>57,334,325</b> |
| <b>WARRANT ARTICLES 2006-2007</b>                                    |                   |                   |                   |                   |
| Article 3 - Merrimack Educational Support Staff Association Contract |                   |                   | 279,195           | 279,195           |
| Article 5 - Masticola Compex Sprinkler System                        |                   |                   | 650,000           | 650,000           |
| Article 6 - Merrimack High School Technology Upgrade - (by Petition) |                   |                   | 146,200           | 146,200           |
| <b>TOTAL</b>   |                   |                   | <b>1,075,395</b>  | <b>1,075,395</b>  |
| <b>GRAND TOTAL</b>   | <b>52,715,634</b> | <b>56,288,661</b> | <b>58,409,718</b> | <b>58,409,720</b> |

## 2006-2007 Budget and Revenue Analysis

| Description  | Approved Budget   | Proposed Budget   | 2005-2006 Budget vs. 2006-2007 Proposed |
|--|-------------------|-------------------|---|
|  | 2005-2006         | 2006-2007         | \$ Inc.                                 |
| <b>General Fund Operating Budget</b>                   | 54,749,451        | 55,718,478        | 969,027                                 |
| Food Service   | 1,286,346         | 1,362,983         | 76,637                                  |
| Federal Funds  | 252,864           | 252,864           | -                                       |
| <b>Total Budget</b>                                    | <b>56,288,661</b> | <b>57,334,325</b> | <b>1,045,664</b>                        |
| <b>Warrant Articles</b>                                |                   |                   |   |
| Mastricola Complex Sprinkler System                    |                   | 650,000           |   |
| Merrimack Educational Support Staff Contract           |                   | 279,195           |   |
| Technology - Merrimack High School - Petition          |                   | 146,200           |   |
| <b>Total Appropriations</b>                            | <b>56,288,661</b> | <b>58,409,720</b> | <b>2,121,059</b>                        |
| <b>Less: Revenue</b>                                   |                   |                   |   |
| Tuition  | 223,500           | 223,500           |   |
| Interest   | 100,000           | 100,000           |   |
| Food Service Sales                                     | 1,186,346         | 1,262,983         |   |
| Student Activities                                     | 9,000             | 9,000             |   |
| Other Local  | 15,000            | 15,000            |   |
| Building Aid   | 463,353           | 463,353           |   |
| Kindergarten Aid                                       | 294,000           | 312,000           |   |
| Catastrophic Aid                                       | 639,271           | 639,271           |   |
| Vocational Aid   | 3,000             | 3,000             |   |
| Food Service - State                                   | 20,000            | 20,000            |   |
| Federal Funds  | 252,864           | 252,864           |   |
| Child Nutrition -Federal                               | 80,000            | 80,000            |   |
| Medicaid   | 225,000           | 225,000           |   |
| Sale of Bonds  |                   |                   |   |
| Transfer From Capital Reserve                          | 200,000           | 400,000           |   |
| Other Financing Services                               | 15,000            | 15,000            |   |
| Articles From Surplus                                  | 200,000           | -                 |   |
| Fund Balance   | 1,836,681         | 1,836,681         |   |
| <b>Total Revenues</b>                                  | <b>5,763,015</b>  | <b>5,857,652</b>  | <b>94,637</b>                           |
| <b>District Assessment</b>                             | <b>50,525,646</b> | <b>52,552,068</b> | <b>2,026,422</b>                        |
| <b>(Total Appropriations - Total Revenues)</b>         |                   |                   |   |
| <b>Less: State Education Grant</b>                     | <b>7,159,009</b>  | <b>7,159,009</b>  | <b>-</b>                                |
| <b>Less: State Education Tax Assessment</b>            | <b>7,528,966</b>  | <b>7,340,411</b>  | <b>(188,555)</b>                        |
| <b>Local School Tax Assessment</b>                     | <b>35,837,671</b> | <b>38,052,648</b> | <b>2,214,977</b>                        |
| <b>Total Local Tax Effort</b>                          |                   |                   |   |
| <b>(Local School + State Education Tax Assessment)</b> | <b>43,366,637</b> | <b>45,393,059</b> | <b>2,026,422</b>                        |

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

**Fiscal Year 2003-2004 and 2004-2005 per RSA 32:11-a**

**Expenditures**

| <b>Account Description</b>  | <b>2003-2004</b> | <b>2004-2005</b> |
|-----------------------------|------------------|------------------|
| Salaries                    | 5,767,394        | 6,242,641        |
| Contracted Services         | 854,259          | 795,041          |
| Tuition                     | 2,952,431        | 2,976,432        |
| Transportation              | 771,331          | 915,162          |
| Supplies                    | 27,009           | 28,613           |
| New & Replacement Equipment | 17,989           | 17,679           |
| Prof & School Improvement   | 5,690            | 6,473            |
| Travel/Printing/Telephone   | 13,584           | 15,823           |
| TOTAL                       | 10,409,687       | 10,997,864       |

**Revenues**

| <b>Account Description</b> | <b>2003-2004</b> | <b>2004-2005</b> |
|----------------------------|------------------|------------------|
| State Aid                  | 1,799,076        | 1,516,025        |
| Tuition                    | 198,839          | 181,411          |
| Catastrophic Aid           | 676,106          | 818,103          |
| Medicaid Reimbursement     | 330,056          | 374,981          |
| TOTAL                      | 3,004,077        | 2,890,520        |

