

ANNUAL REPORT
FOR THE
YEAR ENDING JUNE 30, 2013
AND
PROPOSED BUDGET
JULY 2014 – JUNE 2015

ANNUAL REPORTS
SCHOOL DISTRICT OF MERRIMACK, NH
for the
Year Ending June 30, 2013
- DISTRICT OFFICERS -

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

2013-2014 MERRIMACK SCHOOL BOARD



(L-R): Shannon Barnes, Christopher Ortega (Chair)
Davis Powell (Vice-Chair), Andy Schneider, George Markwell

ANNUAL REPORT FROM THE CHAIR

To the Citizens of Merrimack:

District administration, in collaboration with the School Board and site based leaders, is actively implementing a contemporary, research based model of teacher evaluation and performance that aligns with both state and district goals. To this end we formed the Teacher Evaluation and Performance Committee to develop a tool consisting of multiple measures and a process to evaluate the performance of educators in the Merrimack School District. The committee is comprised of members of the School Board, District Administration, teachers, and parents. The committee successfully developed the model and administration is moving forward to implement it; executing a pilot program and training targeting a roll-out in the coming year. More information about this valuable endeavor can be found on the school district website at the following link:

[http://www.merrimack.k12.nh.us/Committees.cfm?
subpage=959843](http://www.merrimack.k12.nh.us/Committees.cfm?subpage=959843)

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

getting involved or are looking for more information you may contact Detective Prentice by email at:

tprentice@merrimack.k12.nh.us

With the rapid changes in technology, the School Board revisited some dated policies and implemented a new Employee Computer, Network, and Internet Use Policy to reflect these changes for years to come. The Board is committed to revisiting this policy as changes in technology and its use continue to evolve.

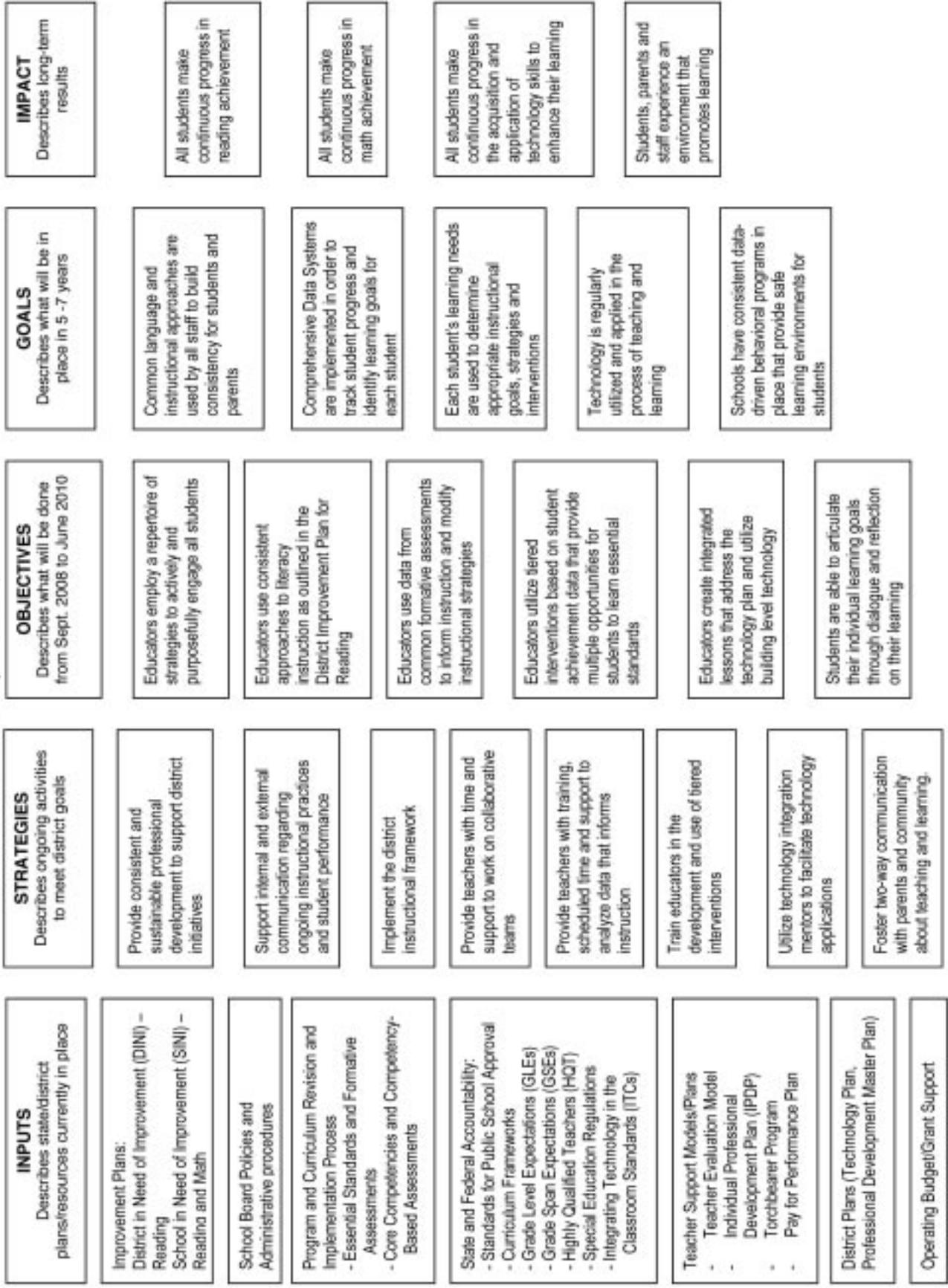
Effective learning can only take place in an environment that is safe. The School Board is committed to the safety and security of our students and staff. This year the entrance to James Masticola Upper Elementary School was made secure, becoming the sixth and final building in the district to implement a secure entrance. Additionally, the seventh year of an energy management plan has continued to realize cost savings as well as responsible energy consumption for the District.

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

Respectfully submitted

Christopher Ortega, Chair
Merrimack School Board

**Merrimack School District Logic Model
A Roadmap for Success**





REPORT OF THE SUPERINTENDENT OF SCHOOLS TO THE CITIZENS OF MERRIMACK

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

Assistant Superintendent McLaughlin oversees district curriculum, instruction and assessment efforts. He worked diligently with a number of educators on a variety of projects. Dr. McLaughlin collaborated with the Director of Library, Media and Technology, librarians and education technology integrators to develop an Information Technology curriculum that will include 21st century skills that students will need in all post-secondary endeavors. Director Rose and Dr. McLaughlin also formulated an Employee Use of Information Policy that was approved by the school board. Four language arts coordinators worked together to develop an elementary writing program for students from kindergarten to grade six. The K-12 Science Curriculum Committee focused its effort on redeveloping the physical science strand of the science curriculum. A professional development opportunity was initiated for K-12 school counselors, nurses, behavior specialists and school psychologists aimed at supporting students' mental health needs. The Common Core State Standards were incorporated into the aforementioned curriculum work at all grade levels. The theme for educators for 2012-13 was the instructional implications of the Common Core.

Another major development for the school district was the creation of a school board approved committee of multiple state holders to formulate an Educator Performance and Evaluation model. The committee was comprised of teachers, parents, a school board member and administrators. The committee's charge was to identify a contemporary process and tool for educator evaluation that would be consistent with state accountability goals and best research practices. In August 2013 the committee submitted its work to the superintendent for review and for additional contributions to be made by professional staff not part of the initial team. The district owes a debt of gratitude to the Educator Evaluation Team who crafted a tool and

process to evaluate professional staff after a pilot phase has been conducted.

One of Merrimack's greatest assets is its personnel. Educators frequently express how fortunate they are to be in a school district that provides them with ongoing training to further develop their craft and with encouragement to see other positions within the system to realize their goals. Some educators who instruct students evolve naturally into teacher leaders and eventually become administrators. Sharon Putney, a former teacher of gifted and talented students at the high school became an Assistant Principal at Thorntons Ferry Elementary School. Being highly proficient in both positions, Mrs. Putney was awarded the 2013 NH Assistant Principal of the Year. It was an honor for Mrs. Putney, her school and the district.

Another strength of the district is the continuity and consistency in instruction for students as many educators in Merrimack elect to spend the majority or all of their careers in the district. At the conclusion of the 2012-2013 school year, twelve educators who had contributed between twenty-three and thirty-nine years to the teaching profession elected to retire. The retirees were Kathleen Flood and Paula Warren from James Mastricola Elementary School; Karen Bennett and Debra McLaughlin from Reeds Ferry Elementary School; Mary Beyer and Jeanne Pinet from Thorntons Ferry Elementary School; and Raymond Blank, Deborah Cushman, Jody Pellatt, Dolores Pestana-Desmond, Thomas Putney and Norma Riley from Merrimack High School.

It is also important to note that succession development is a concept embraced by the district. Promotion of staff from within the system is utilized by the superintendent and school board whenever appropriate. In school year 2012-2013 John Fabrizio, former principal of James Mastricola Elementary School (JMES) succeeded David St.Jean as Director of Special Services. Mr Fabrizio's background in special education and his experience as an in-district school administrator provided a smooth transition for students, parents and staff. The assistant principal of JMES, Emilie Carter was promoted to the principalship of the school as of July 1, 2012. Jay Gratton, a former special education teacher at Merrimack High School became the next assistant principal at JMES. The Merrimack School District benefited from having three educators ready and eager to assume their roles.

Respectfully submitted,

Marjorie C. Chiafery



REPORT OF THE DIRECTOR OF SPECIAL SERVICES

The Merrimack School District Department of Special Services received its Annual Performance Report (APR) during the 2012-2013 academic year. This was based on 2011-2012 data. The APR, and its dissemination to the public, is a requirement of the Federal Government.

Indicator 1 measured the percent of youth with Individual Education Plans (IEPs) graduating from high school with a regular diploma. Eighty-two percent (82%) of our students with disabilities graduated with a regular diploma compared with seventy-six percent (76%) statewide.

Indicator 2 measured the percent of youth with IEPs dropping out of school. One percent (1%) of our students with disabilities dropped out compared to approximately one percent (1%) statewide.

Indicator 3 measured participation and performance of students with disabilities on statewide assessments. Ninety-nine percent (99%) of our students at the elementary level and ninety-four percent (94%) at the high school level participated in reading assessments compared with approximately ninety-eight percent (98%) statewide. Forty-four percent (44%) of our elementary students with disabilities were proficient in reading compared to approximately thirty-seven percent (37%) statewide and forty-seven percent (47%) of our high school students compared with thirty-seven percent (37%) statewide. Ninety-nine percent (99%) of our students at elementary level and ninety-four percent (94%) at high school level participated in math assessments compared with ninety-eight percent (98%) statewide. Thirty-seven percent (37%) of our elementary students were proficient in math compared with twenty-eight percent (28%) statewide and eleven percent (11%) of high school students compared with twenty-eight percent (28%) statewide.

Indicator 4 determined that the Merrimack School District did not have a significant discrepancy in the rates of suspensions and expulsions of children with disabilities compared to all students. It also determined that Merrimack School District did not have a significant discrepancy in race or ethnicity in the rate of suspensions for greater than ten days for students with IEPs.

Indicator 5 measured the percent of students with disabilities aged six (6) through twenty-one (21) placed in different educational environments. Approximately seventy-eight percent (78%) of our students were inside the regular class eighty percent (80%) or more of the day compared to approximately seventy-four percent (74%) statewide. Nine percent (9%) of our students were inside the regular class less than forty percent (40%) of the day compared to approximately eight percent (8%) statewide. Approximately one percent (1%) of our students with disabilities were served in separate schools, residential placements, or homebound or hospital placements compared to approximately three percent (3%) statewide.

Indicator 6 was not reported; in the future it will

measure the percent of preschool children with IEPs who receive special education services in settings with typically developing peers.

Indicator 7 measures the percent of preschool students with disabilities functioning within age expectations when they leave the program in social/emotional skills (42% Merrimack; 67% statewide), early language/literacy (33% Merrimack; 56% statewide), and behavior (33% Merrimack; 59% statewide).

Indicator 8 measured the percent of parents with a child receiving special education services who reported that schools facilitated parent involvement as a means of improving services. Fifty-one percent (51%) reported that our schools facilitated parent involvement compared to fifty-one percent (51%) statewide.

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

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

Indicator 11 measured the percent of children who were evaluated and eligibility determined within sixty (60) days. One hundred percent (100%) of our students were evaluated within sixty (60) days compared with ninety-five percent (95%) statewide.

Indicator 12 measured the percent of children referred by early intervention services prior to age three (3) who have an IEP developed and implemented by their third birthdays. One hundred percent (100%) of our preschool students with disabilities had an IEP in place compared to with ninety-nine percent (99%) statewide.

Indicator 13, measuring transition plans in IEPs, was not evaluated because the district was 100% in compliance during the previous on-site audit.

Indicator 14 measures the percent of youth with disabilities who were enrolled in higher education or some other postsecondary education or training program; or competitively employed or in some other employment within one year of leaving high school. One hundred percent (100%) of our students met this criteria compared with eighty-percent (80%) statewide.

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

Respectfully submitted,

John F. Fabrizio



REPORT OF THE DIRECTOR OF SCHOOL DISTRICT TECHNOLOGY AND LIBRARY MEDIA SERVICES

Merrimack School District Technology and Library Media Services staff continued the work of previous years towards a more formal approach for budgeting, developing policies, and integrating the information and technology curricula.

During the summer of 2012 a five-year Capital Improvement Plan for Technology Infrastructure was developed and submitted to the school board for review and approval to become part of the overall District Capital Improvement Plan. This plan provides budget allowances for upgrading network equipment, implementing wireless networking, upgrading servers and computing equipment, continuing to upgrade instructional spaces with data projectors, and upgrading the district to a unified Voice Over Internet Protocol (VoIP) phone system. The plan was based on strategies in the District Technology Plan for 2011-2014, and ensures that the Merrimack School District will leverage technology appropriately and equitably in support of teaching and learning and to improve administrative processes.

In the fall of 2012, Assistant Superintendent Mark McLaughlin launched a curriculum initiative to integrate the skills and understandings in technology and information that students need to be successful in post-secondary education or the work force. This initiative has involved the work of the district librarians, education technology integrators, technology coordinators and the director of technology and library media services. This curriculum will be unique in that the skills and understandings it covers are overarching, relevant to all subject areas, and also apply to students' and educators' use of technology and information for their own interests. The amount of information and constantly-changing technology tools and platforms available requires that students and educators learn how to critically evaluate and leverage information and technology in an efficient, ethical, and safe manner. This has been a challenging task and has sparked an ongoing district-wide discussion about how the glut of information and technology can be managed and integrated into education, rather than becoming a distraction.

To ensure that implementation of improved technology infrastructure and the integrated information technology curriculum goes smoothly, the policy for the use of information technology in the

district was updated. Over the course of the year a new Employee Use of Information Technology Policy was drafted, reviewed and amended by district staff and leadership, and then reviewed, amended and approved by the School Board. The amount of time and consideration given to the creation and fine-tuning of this policy was evidence of the importance of information and technology in the lives of educators and students, and that informed and responsible use is an ongoing learning process for the entire Merrimack School District community.

Alongside all the foundational work at the district level, the District Technology and Library Media program educators continued their work of teaching important skills to students in alignment with curricular goals. In addition to high quality online resources available for research, students continued to voraciously devour the myriad of excellent youth titles and book series' available to them, which builds their reading skills and love of life-long learning.

At the end of 2013, we bid farewell to Debra McLaughlin as she retired from her post as librarian at Reeds Ferry Elementary School for fifteen years.

Respectfully submitted,

Nancy L. Rose



REPORT OF THE PRINCIPAL MASTRICOLA ELEMENTARY SCHOOL

The 2012/2013 school year at James Mastricola Elementary School (JMES) was a rich and productive year where our community celebrated and learned from one another and also contributed to the community at large. These efforts to teach the students of JMES about being part of a community and helping others led to several initiatives during the school year. In lieu of swapping gifts before the winter break, our fourth grade students donated supplies to the Hurricane Sandy Relief efforts. In addition, our kindergartners collected snacks for the Merrimack Food Pantry rather than exchange gifts for the holidays. Our students and staff also provided 191 hats and mittens that were donated to the local food pantry and our third graders collected and donated a generous amount of food to the St. James Food Pantry. In addition, our fourth grade Student Council members ran a coat drive, food drive and organized an Earth Day landscape cleanup of the school's grounds.

At JMES we continued our efforts to implement and refine a Response to Intervention (RtI) environment for learning through the Positive Behavior Interventions and Supports (PBIS) initiative and the JMES Diamond Model. Both systems use a proactive process for providing high quality differentiated instruction and interventions to match student academic and/or emotional needs using data to inform decisions.

The PBIS theme of the year was "Bully Free Starts with Me". Every year the goal is to creatively encourage the students to follow the Big 3 – Respect, Responsibility and Safety. In late September, the PBIS Universal Team performed a skit for the students and staff that was based upon the children's book, *The Tale of Sir Dragon: Dealing with Bullies for Kids (and Dragons)*, written by Jean E Pendziwol. Additionally, we hosted several schools across the state who were interested in learning more about the benefits of implementing the PBIS program.

In literacy, students were engaged in the process of becoming good readers. At each grade level the guaranteed literacy standards were taught and assessed. Utilizing the assessment data at the Professional Learning Team (PLT) meetings, the teams grouped the students according to need and then provided additional instruction during the daily Intervention and Enrichment (I & E) block. Within the individual classrooms, teachers progress monitored their students' reading and depending upon their level of achievement responded with individualized interventions.

In numeracy, all first through fourth grade students participated in a sixty minute math block that included; daily math fact fluency practice, morning message, focus

lesson, mini-lessons and independent practice. As in literacy, the grade level teams met regularly to analyze the math data to discuss and plan for math interventions and extensions (I & E).

To celebrate the arts, our families enjoyed a spectacular evening of music at the Winter Concert where our first graders and our third and fourth grade chorus sang to a packed audience. Mr. Saunders, music teacher, provided guitar lessons (Guitar Club) for over forty of our fourth graders. In late May, Mrs. Bosiak, art teacher, hung student artwork throughout the hallways to celebrate their artistic accomplishments over the school year. This event was accompanied by another musical concert as well.

The JMES Wellness Committee continued to raise awareness and to implement healthy programs for our staff and students. Activities included Wellness Wednesday, S'Cool Moves and the jump rope club. As a school, we are committed to the 5-2-1-0 Healthy New Hampshire program that promotes healthy living for our young learners and the steps families can take to prevent childhood obesity.

The Parents and Teachers Together (PATT) group held several socials and fundraising events to support our students and teachers. They provided educational programs for the children including the Discovery Museum Traveling Science Program, TIGER Theater, Hampstead Stage Company and the Author of the Lemonade War series, Jacqueline Davies. For the thirty-first consecutive year, JMES received the New Hampshire Partners in Education Blue Ribbon Award that recognizes extraordinary volunteerism. JMES was also awarded five Gold Circle Awards for their community partnerships.

In May, we were delighted to celebrate the success of two graduating seniors from Merrimack High School's class of 2013 and former JMES students, Courtney Fuller and Bradley Greenland, who were named New Hampshire Scholars. They were two among twenty students chosen for this distinction by the State of New Hampshire.

At JMES, our daily goal is to continue to work together to ensure an active and engaging environment of responsible learners. With that in mind, we continued the many traditions ingrained in our culture and implemented others to make JMES a wonderful place to learn!

Respectfully submitted,

A handwritten signature in cursive script that reads "Emilie D. Carter".

Emilie D. Carter



REPORT OF THE PRINCIPAL REEDS FERRY ELEMENTARY SCHOOL

The 2012-2013 school year at Reeds Ferry School began with a very busy summer for the maintenance staff in preparation for the opening of our building. Two major improvement projects occurred. New cafeteria tables were installed in the All-Purpose Room replacing the old and worn tables, further beautifying the lunchroom space. The other big facility event was the re-design of the parking lot. This paving project added much needed parking space and significantly improved the traffic flow and overall safety. The students arrived to school in September with the facility shining!

Throughout the school year, the staff and students participated in numerous traditional activities. Many families attended our annual Fall Festival and delighted in events such as grade-level musicals, Bedtime Story Hour, and our very popular Art Show and Ice Cream Social evening. Reeds Ferry School's art teacher, Mary Beth Donovan-Olson, spent the year teaching students about various famous artists, their mediums, techniques and crafts; the hallways were transformed into stunning galleries! The Arts were further celebrated by our Artist-in-Residence, Julie Corey, a world drumming teacher.

Reeds Ferry School was the recipient of the 2013 Healthy Eating and Active Living New Hampshire "ED"ie Award. The staff was recognized for the many ways they strive to build awareness around health and wellness. We have a very active Wellness Committee that sponsors events throughout the year, focused on positive school climate, family-school relationships and physical activities. The culminating wellness event was our Family Fun Night in June, where families and local businesses met at the school to celebrate healthy living.

In addition to having the school recognized at the New Hampshire in Education Awards ("ED"ies) ceremony, Reeds Ferry School teacher, Mrs. Jerriane Anastos, received the Primary Special Education Teacher of the Year Award. This was a well-deserved recognition. Her talents and expertise in working with young children throughout Merrimack distinguishes our school district.

Educators throughout the school continued to provide instruction that is grounded in best practices and emphasizes the importance of responding to individual student needs. Solid Professional Learning Teams (PLTs) allow for consistent collaboration among teachers and ensure that student performance data is regularly analyzed. Math and reading instruction is targeted to move every student forward through whole school efforts. Our 'all hands on deck' approach to teaching allows students to receive instruction from educators

throughout the building. The students are excited at the occasion to work on a reading lesson with gym teacher Bob Gidari, or technology teacher Carole Lewis, within our Curriculum Integration Activities (CIA) model. These opportunities occur outside of the classroom core instruction and help to enhance exposure to skills and content.

Throughout all instruction, the District's Logic Model provides a framework for our priorities in the areas of literacy, numeracy, technology and safety. Educators receive ongoing professional development in order to remain current in best instructional practices. Technological devices are becoming more wide-spread in the building and students are becoming quite proficient at using technology for a variety of research and presentation purposes.

Reeds Ferry School continues to be an active and nurturing school, abundant with engaging classrooms, family activities, excellent educators and involved parents. Our Parent Faculty Association is generous with their time and support. This year we attended the Gold Circle and Blue Ribbon Awards; hundreds of hours of volunteer time were documented throughout the year, resulting in the awards recognition. All of our sister schools were in attendance, also receiving recognition.

It truly takes a village! What a wonderful 2012-2013 school year for all.

Respectfully Submitted,

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

Kimberly Yarlott



REPORT OF THE PRINCIPAL THORNTONS FERRY ELEMENTARY SCHOOL

The 2012- 2013 school year at Thornton's Ferry School (TFS) was noteworthy in many ways. The Thornton's Ferry "signers" continued on its journey to excellence through the collaborative efforts of TFS staff, administrators, students and families.

Thornton's Ferry strives for excellence by preparing all students with the necessary 21st century career and college readiness skills. We continued to improve in the following areas: rigorous curriculum, instruction and assessment, job-embedded professional development and training for staff, increased skill development in social, emotional/behavioral domains and opportunities for student leadership and student-directed learning.

For the third year in a row, Thornton's Ferry was the recipient of another state Education Award (Edie). This time, Sharon Putney was named the 2013 Assistant Principal of the Year for the state of New Hampshire. Thornton's Ferry School helped the United States achieve a World Record in Fitness with over 500 students and staff joining 1.3 million other JAM-mers from all over the country to take "Just a Minute" (JAM) fitness break during the JAM Record Day. In the digital world, four students received Runner Up and three Honorable Mention places in the National Big Universe Writing Contest (www.biguniverse.com).

Thornton's Ferry, Reeds Ferry (RFS) and Masticola Elementary (MES) collaboratively developed a website, Merrimack Links, that provides students and families with numerous district-wide quality curriculum resources. Monster Swap, an online activity that fosters students' writing, reading and technical skills, also involved students from TFS, RFS and MES.

Thornton's Ferry, a Positive Behavior Intervention and Support (PBIS) school, reached out to its older partners at the Merrimack High School to host the first ever TFS Recess Academy. Guided by school-wide expectations of respect, responsibility and safety, sixteen high school leader/athletes came to TFS to teach students in grades 1-4 the rules of four popular recess games and tips for good sportsmanship.

The Fourth Grade Science Fair was a major success, with many families in attendance for student presentations on scientific investigations within physical science standards. The Science Fair aligns with ongoing work by the Merrimack School District (MSD) Science Committee to improve the science curriculum specifically to include more inquiry-based performance tasks. This year, school-wide data review days were established, whereby teachers leveraged the TFS data warehouse tool to discuss student and class

math, literacy and writing data. Collaborative discussions focused on instructional improvements, interventions and support.

In partnership with our TFS Parent and Teacher Board, we welcomed visiting author Jacqueline Davies, who shared her love of writing with the students. Pam Lewis, our art educator organized the annual Artist in Residence Program for grade 3 students, which involved integration of the arts with the social studies curriculum. Storyteller Genevieve Aichele and the entire 3rd grade had an opportunity to write and illustrate stories about animals native to the biomes. The students worked with Ms. Lewis to illustrate and author books and presented their beautiful creations to parents at our annual Art Show. Also, we enjoyed a return visit from our Chinese sister school in Tanggu, China. The visitors were treated to a special performance of our select chorus.

Safety, one of our school-wide expectations, is paramount at all levels in our schools. Fourth grade students organized their own anti-bullying club as a result of classroom guidance bullying lessons where they learned the skills in how to be a positive bystander and helper. These student leaders designed posters, skits and classroom lessons that they taught to our second grade students. From student safety to school safety, we continued to prepare and refine our emergency procedures with the Thornton's Ferry Emergency Management Team and staff conducting a mock emergency offsite evacuation drills. Thornton's Ferry coordinated with the Merrimack School District, Merrimack Police and Fire and other town departments to help move students safely from TFS to Veterans' Park.

Respectfully Submitted,

Bridget Bellemare



REPORT OF THE PRINCIPAL MASTRICOLA UPPER ELEMENTARY SCHOOL

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

The 2012-2013 school year encompassed a wide variety of activities and achievements by the students and staff at James Mastricola Upper Elementary School. Our academic focus continued to be in the areas of language arts, mathematics and technology integration in a positive environment that promotes learning. An enthusiasm for learning was evidenced throughout the building by the vast array of student work displayed in classrooms and on hallway walls.

All upper elementary students continued to participate in a daily 120 minute literacy block which was comprised of reading and writing activities. Included in this block was a 30-40 minute independent reading time for each student to work on individual goals while developing a love for reading. Writing activities were also incorporated into the literacy block to reinforce 21st century writing skills. Additionally, a monthly writing enrichment block was added to the schedule to secure students' understanding of the writing process. Intervention and Extension activities were provided weekly to help secure the skills and concepts taught during language arts class time.

Math instruction continued to be offered to all students for 60 minutes every day with an additional 15 minutes devoted to math fact fluency in the computational areas of addition, subtraction, multiplication and division. Math skills and concepts were taught using a spiral approach which provided students with multiple opportunities to practice skills and concepts at each grade level. During monthly collaborative sessions, teachers developed student friendly language for the eight mathematical practices which included problem solving applications that challenged students to apply their knowledge and skills to complex real-world problems. Additionally, teachers read several articles about math instruction, analyzed student data and collaborated to provide students with opportunities to secure math skills and concepts.

Students at the upper elementary school developed a digital portfolio that focused on samples that displayed

their proficiency using technology skills in word processing, data graphing, multimedia, and online research. The portfolio was saved and transferred to the next grade level and school within the District.

The upper elementary school continues to foster a positive environment for learning through the implementation of the Positive Behavioral Interventions and Supports program (PBIS). The PBIS program integrates respect, responsibility and safety into the daily routine. Students are taught strategies to improve the quality of their interactions with peers and adults. Opportunities to practice the positive behavior strategies they learn are provided in the classroom, at lunch, on the playground and on the bus. Additionally, members from the Rotary Club of Merrimack presented a student workshop titled "Success is Up to You."

Approximately half of our student population participated in one or more of the upper elementary school performing arts activities. Students were provided opportunities to perform individually and/or as part of a group through such events as the Autumn Harvest Concert, Arts Festival and Recital Nights. In addition, our school musical Willie Wonka Jr. was produced with staff from both our school and Merrimack Middle School.

The James Mastricola Upper Elementary School Parent Faculty Association (PFA) volunteers provided our school with a variety of exciting programs and activities. The PFA, in collaboration with our Literacy Committee, sponsored an author's visit for all students to support reading and writing. They also sponsored the Lowell Mill Docents who reinforced the grade five social studies curriculum, and the grade six Enterprise City economics program. As a result of the Parent Faculty Association's efforts, JMUES earned its eighth "Blue Ribbon Award" for volunteerism in our school.

Respectfully submitted,

Marsha McGill



REPORT OF THE PRINCIPAL MERRIMACK MIDDLE SCHOOL

This year educators at Merrimack Middle School set a common objective to understand and agree on what quality performance looks like and collect accurate data that measures students' performance. The teaching schedule allowed all educators to collaborate more regularly with their colleagues, without lessening the impact on student learning. Facilitated by building instructional and curriculum leaders, educators worked in content groupings to collectively develop, administer and analyze assessments for all units. Consultants provided ongoing coaching to enhance staff's use of research-based instructional practices as well as agreed upon common behavioral intervention practices. A Core Behavior Team met regularly to examine building-wide data on behavior issues, to report back at faculty meetings, and to set goals designed to enhance the learning environment for all. The special education department studied current best practices, researched relevant policies, procedures, and laws, and collaborated with regular education staff to provide more clarity of purpose as well as more focused service for students.

Merrimack Middle School implemented the second year of a five-year plan designed to make full use of staff's expertise in meeting specific needs of students through extra support, enrichment, and coaching. The Gateway (Gifted and Talented Program) teacher, who was a certified science educator, the Language Arts and Mathematics Coordinators, and the Social Studies facilitator taught classes in a smaller sized seventh grade team while modeling innovative practices for colleagues. Students who would benefit from supplementary mathematics and reading instruction were offered support and tutoring in the Success Lab, while study skills and organizational coaching was provided to targeted students from each team.

Merrimack Middle School parents, staff and students were honored with several awards this year, including the NH Partners in Education Blue Ribbon Award for the dedicated efforts of MMS volunteer teams as well as their Gold Circle Award for partnering with the Merrimack Police Department to enhance the learning environment. Language Arts Coordinator and teacher Garth McKinney was awarded the NH Council of Teachers of English Teacher of the Year Award, and Science teacher Christine Nawrocki was named Hillsborough County Conservation District Teacher of the Year.

A substantial grant awarded to the Merrimack community by the Federal Drug Free Communities Program in 2009 provided funding for a School Resource Officer/Juvenile Officer in addition to several other

initiatives that benefited students, staff, and parents. Overseen by a community coalition, Merrimack Safeguard, these funds target underage drinking and community factors that increase the likelihood that children will engage in risky behavior. In addition to offering education about bullying, alcohol and other drug use, as well as internet safety to students in classrooms, in small groups and individually, Officer Tom Prentice gave families ongoing support and access to resources.

Merrimack Middle School students devoted their energy and creativity to a variety of projects. Student Council members collaborated with The Rotary Club of Merrimack in a special project, "Peace through Service: The Role of the Bystander in Bullying." Funds from The Rotary Club and the MMS PTG brought a research-based expert who trained students and staff, resulting in performances of student-written skits for MMS and MUES students to help reduce bullying behaviors. The MMS Drama Club presented full productions of *Cats* and *Animal Farm*. Large numbers of parent chaperones and the fundraising efforts of the PTG made it possible for all seventh and eighth graders to take part in significant, multi-day, interdisciplinary field trips. Seventh graders could apply their learnings from several curriculum areas in a three-day environmental experience at Camp Mi-Te-Na. Eighth graders chose between two major interdisciplinary experiences in conjunction with their study of American history: a trip to Washington, D.C. or a series of activities exploring local history, ecology, and government. Students who joined the MMS Science Olympiad Team immersed themselves in problem-solving aspects of science and technology, while developing communication and collaborative skills. All eighth graders took a research-based career interest survey to identify areas of interest so that they could then later meet with four different community presenters during Career Exploration Day. Student athletes were particularly successful this year. Seventh and eighth grade girls and seventh grade boys basketball teams won the Tri-County League titles; eighth grade boys were runner-ups for the title. The character and efforts of all the MMS athletes, their coaches, and their parents were reflected in the school's being awarded Tri-County League Sportsmanship Award, the second time the school has received this prestigious award in three years.

Respectfully submitted,

Deborah Woelflein



REPORT OF THE PRINCIPAL MERRIMACK HIGH SCHOOL

While the state competency initiative remained the chief focus of the administration, a competency-based grading pilot was launched in the spring. Merrimack High School (MHS) New England Common Assessment Program (NECAP) scores remained significantly above the state average and MHS received the National AP Honor Roll Award for expanding opportunity and improving performance for AP students. MHS hosted its third Challenge Day series - a nationwide program that addresses bullying and harassment, focuses on good decision-making and positive culture building. Finally, new school mascot, Tom A. Hawk made his inaugural appearance at the pep assembly!

Notably, the daily attendance rate hovered at about 96% and, of the 331 seniors who graduated, 84% continued their education after high school with 57% attending a four year college, 27% enrolling in a two-year college or seeking other post-secondary education, 9% going directly to careers, and 4% joining the military, leaving 3% undecided. The dropout rate remained a low 1.6%.

MHS students excelled academically. Emily Franklin was selected to receive a National Merit Scholarship and was awarded \$2500.00. Twenty-three received the President's Award for Educational Excellence.

One hundred one scholarships were awarded to MHS students on Awards Night totaling \$83,966.00. The National Honor Society, led by advisors Bill Maniotis and Jan Moynihan-Cooney, inducted 58 students who continued the tradition of volunteerism by engaging in several community service functions: the Teddy Bear Picnic for first graders, the senior citizens Holiday Dinner, a blood drive, and the Lazarus House Hike for Hope.

The Science Olympiad team won its fifth consecutive state title and competed in the nationals; the For Inspiration and Recognition of Science and Technology (FIRST) robotics team competed at the Verizon Center, at regionals, and in national competition.

Students also earned honors in the performing arts. Fifteen students represented MHS at the NH All-State Jazz Festival, nineteen participated in the All-State Chorus, Band & Orchestra, while the Concert band received an "A" rating at the All-State Large Group Festival.

The MHS Theatre Department took students to the New Hampshire Educational Theatre Guild (NHETG) Theatre Workshops in October, performed *The Drowsy Chaperone* in November, and *The Hunchback of Notre Dame* at the Opera in the late spring. They were also asked to perform their student written production, *The Hairy Man*, at the NH State Festival. Fran White was the Director of Theatre and Linda Mandra was the Production Manager. Artist-in-Residence Carolyn Rordam led the stained glass project. Gifted and

Talented students launched the Winter Olympics Festival and engaged in traditional activities including the Students Helping Students Tutoring program, Destination Imagination, the Rivier Challenge program, Academic Decathlon, Granite State Challenge, the Mock Trial program, the Debate team, the Rotary Speech & Voice of Democracy contests, and International Week.

Social service projects included Hanna Vaccaro's "Running Water" fundraiser for the people of Haiti, and the Art department's Empty Bowls Program with all funds going to three Merrimack food pantries. Moreover, SADD presented an anti-drinking and driving program with the cooperation of the State Liquor Commission's Office, and sponsored Red Ribbon week discouraging teen drug use.

The China Exchange program continued to grow with additional global and international exchanges being planned for 2013-14.

In New Hampshire Interscholastic Athletic Association (NHIAA) competition, hundreds of boys and girls participated on one of MHS 60 teams. The boys' hockey team was the regular season champion and Erica Lane qualified for the Meet of Champions. New AD, Eric Sabean, launched a Student-Athlete Ambassador program, and twenty-five student-athletes were recognized as scholar-athletes at the state level by the NHIAA. Eric Gendron was named the Gatorade Boys' Basketball Player of the Year, Alison Latham was selected First-Team All-State Volleyball, and Anne Maclean was named Field Hockey Coach of the Year and Tim Goodridge was the Boys' Basketball Coach of the Year.

True to tradition, MHS was chosen as a Blue Ribbon recipient for its volunteerism and a Gold Circle school for its many business partnerships. MHS teachers received special honors as well; math teacher Don Chisholm received the No Bell Prize, which included a \$6000 cash award, and Social Studies teacher, Lindsey Johnson won the National History Day Teacher of the Year Award. Veteran teachers Dolores Pestana, Ray Blank, Tom Putney, and Norma Riley retired. The year ended with an impressive and respectful commencement ceremony; valedictorian Jonathan Appert, salutatorian Jake Grist, Class President Kate Cole along with advisors Carolyn Johnson and Ryan Farnsworth chose *Living the Dream* as the class theme.

Respectfully submitted,

Kenneth W. Johnson

MERRIMACK HIGH SCHOOL 2013 GRADUATES

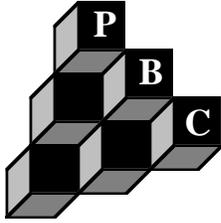
<p>Caroline A. Abad ◇ George Raymond Abagis Catherine R. Aborn Jacqueline L. Adams ◇ Graham J. Akers △ Matthew J. Amodio ∈ Michelle C. Anderson Paul A. Anzalone ◇*†§△ Jonathan W. Appert Nikole Laura Breanne Arnold Samantha C. Arsenault Ryan S. Asselin Mitchell A. Aubut Andrew R. Bardroff Courtney E. Barlow △ Alexa L. Barrett Shayna Leigh Bascio ◇ Gina P. Bates Adam F. Beauparlant ◇*† Benjamin J. Beauregard ◇ Haley E. Beeten Dorian Beharic ◇ Alyssa M. Bennett Taylor M. Black Kelsey E. Boilard Kevin H. Bory Brian Matthew Bosley † Michael P. Boucher Nicholas Bouressa Tyler S. Bourgoin Tyler J. Boyce ◇† Marjorie Rose Boyer ∈ Alyssa K. Brancheau Adam J. Bray ◇† Nicole M. Brennan Dianna M. Brooks ◇ Jaclyn A. Bruno Tessa L. Bucciarelli ◇△ Alexander A. Bull ◇* Taylor B. Bulow ◇*† Lisa R. Burnham Nicholas J. Burt Matthew D. Bustead ◇ David J. Butterfield Justin M. Byrd Tyler W. Cady △ Sonja Marie Caesar ◇†△ Nicole L. Calautti Veronica Raphaella Cardoso Brittany A. Cashman ◇∈ Marcy L. Ceesay ◇†§ Jennifer Marie Cermenaro Savanna Kerin Chasse Deanna L. Cipriano Brielle Alexandra Cloutier ◇*† Katherine E. Cole Omar N. Coleman Justin Mitchell Conway Taylor Louise Corbo</p>	<p>Travis Dean Corsack ◇† Hannah E. Cote Jordan Paul Cote Kristina V. Cote Victoria Azmin Rose Cote ◇ Amy F. Crespo ◇ Stacey A. Cunnington †∈ Andrew J. Curran ◇△ Nathaniel A. Currier Nathan G. Cushman Daniel Licinio da Rosa ◇*†△ Marita C. Dancy ◇† Olivia R. Davis ◇ Sean W. Demers ◇ Mitchell T. Denton Allison W. DePaolo Terrence J. Devaney Jeffrey Jason Devost James Russell Dickson Michael T. Differ Sara M. DiMartino ∈ Kaitlyn A. Dine Bernardo M. DiPalermo Kevin Dong Corina Paige Doolittle Madison Dostie * Jason P. Downing Zakary Downing Jennifer S. Doyon ◇ Gregory S. DuBois Katelynn E. Dubois Luke T. Duffy ◇† Nicholas Duggan ∈ Samantha M. Dunn △ Hannah K. Dutton Ian Christopher Elliott Alexander M. Elmer John Mason Elwell ◇ Mikhala M. Eule Andrew D. Everitt Lauren P. Farinha ◇*†§ Amanda Jeanne Field § Timothy H. Field Erin T. Foley ◇*†△ Anna-Maria G. Forger ◇* Emily M. Franklin ◇ Courtney A. Fuller ◇*§ Julie A. Gagnon Patrice M. Garcia-Johnson ◇∈ Samantha M. Gargone ◇ Hayley Nicole Gee Tyler Jonathan Gee Troy N. Giggi Travis Gilliam Bret Stevens Gillis ◇* Brett C. Glendye ◇§△ Maxwell T. Goddard ◇*†§ Tyler R. Golemo Steven B. Goodwin</p>	<p>◇ Stephen M. Gosine ◇† Sydney Elizabeth Graves ◇ Abigail R. Greenier ◇△ Bradley Charles Greenland Conor M. Griffin ◇*†§ Jacob P. Grist ◇*†§ Jeremy J. Gruber Jeffrey Bernhard Grunewald T. Hayden Grzywacz ◇ Jeffrey J. Guichard ◇*† Madison Y. Gutekunst Jenna E. Haddad Kevin J. Hale Karl P. Hamnqvist Brandon Hansen *∈△ Megan M. Hanson ◇* Emily M. Harnedy ◇ Justin A. Harrington ◇ Omar A. Hasnain Connor B. Havron Jack Hayes ◇ Daniel B. Haynes ◇*† Sydney N. Hennas Jared M. Holley ◇† Brenden A. Holt Jacob T. Howe Sabrina L. Hugh Taylor M. Hunt ◇△ Kaycee J. Hutchins ◇*† Molly M. Jacobson ◇*† Bradford A. Jarry Jacob T. Jeffery Brian P. Johnson Abbey D. Jones Trevor L. Kane Chelsea N. Kasynak Christina R. Kay ◇* Robert G. Keefe Dominique S. Ketchie Zachary James Kittle ◇ Cameron M. Knowles Nicole M. Korianski ◇ Kyle Patrick Krupp Jo-Lynn Lachance Austin C. Laine Michelle V. Lambert Alexis Anne Lamoreaux Ian T. Landry ◇† Victoria Marie Lapiana Matthew R. Laquerre Angelina J. LaSala ◇*† Allison S. Latham ◇ Jessica R. Lavoie Shaleigh R. Leavenworth Elizabeth M. Ledoux ◇∈ Angel Carissa Standiford Lemieux</p>
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- ◇*†△ Holly Kathryn Lewis
 ◇† Courtney Anne Lindsay
 ◇*†§ Abigail J. Lore
 ◇*†§ Christopher D. Lore
 ◇ Daniel D. M. Lott
 ◇*€ Marissa Lillian Lynch
 ◇ Kelsy Ann Mahoney
 Brandon L. Malloch
 Kevin M. Manuele
 ◇† Jeffrey T. Marchesano
 ◇ Matthew S. Marchesano
 ◇ Coleman E. Marcus
 ◇*€ Zabrina F. Marino
 Randy A. Marks
 Nicholas R. Marre
 Benjamin Edward Alfred
 Martin
 ◇ Miranda Martin
 David Paul Masson, Jr.
 ◇*†△ Nicole J. Mathewson
 Joseph David Matthes
 ◇ Jillian Lorraine Mayo
 Kerry J. Mayville
 Kevin L. McCarthy
 Megan E. McCarthy
 Sean E. McCarthy
 Kimberly McCloy
 Tanner J. McCrady
 † Jonathan P. McElwain
 Steven J. McFadden
 ◇△ Kaitlyn Rose McGee
 Lyndsey J. McLain
 ◇ Jacqueline Rich McLavey
 ◇ Alyssa M. Melanson
 Schelden Goulart Mello
 Bianca C. Mendes
 Kyle J. Mercer
 ◇*†€ Christine M. Merchant
 ◇ Ashtyn E. Milling
 ◇ Luke P. Miserandino
 ◇*† Miranda J. Mitchell
 Nicole L. Mitchell
 Jacqueline E. Monty
 ◇*† Kelly M. Mulligan
 Ryan P. Mulligan
 ◇† Christine E. Mulvey
 Taylor N. Murphy
 ◇*†§ Roshni Narasimhan
 ◇* Andrew P. Naro
 April Ruth Neeb
 Eric Heath Nelson
 ◇*†△ Valerie C. Nigg
 ◇*†△ Jennifer L. Noseworthy
 Paige M. Noton
 ◇ Trevor T. Nozell
 Molly T. Nugent
 Catherine A. O'Dwyer
 Shannon K. O'Hara
 Kevin James O'Toole
 Alexander S. Olson
 Khristoffer Michael Ortiz
 ◇*△ Valerie Nicole Panela
 George J. Pantazelos
 Dalton James Paquette
 Zachary R. Paquette
 Jillian R. Parrinello
 Eurhy Paulino
 Jonah T. Peacock
 ◇*†△ Afton N. Pearson
 ◇ Stephanie L. Pelletier
 ◇ Sarah A. Perkins
 Sean M. Perkins
 Zackery Pickard
 ◇*† Alexandra J. Pickett
 ◇△ Kurt Austin Plante
 ◇* Evelyn J. Platko
 Amy White Poirier
 *△ Kate M. Poirier
 Jacqueline M. Pombrio
 Kilee H. Porter
 Daniel D. Powell
 Mackenzie M. Presa
 Lauren A. Provost
 Kaylee Lynn Pyrcz
 Victoria A. Quain
 Ethan E. Randall
 Matthew John Ranieri
 ◇ Carlo F. Repetto
 Jared T. Richard
 ◇† Courtney Lee Riviere
 Robin R. Rocha
 Angela Anne Rochette
 € Allie Roy
 Marc A. Roy
 ◇ Matthew S. Rubacky
 Dylan A. Ruiz
 Johnathan Ruiz
 ◇ Christopher G. Rung
 †△ Liam Daniel Russell
 ◇ Joseph John Sabat
 ◇ Gerson G. Santos
 Ciaran M. Sargant
 ◇ Alexandria Leigh Sauvan
 ◇ Alexander M. Scanlon
 Nicole Rene Schaefer
 ◇†△ Rebecca R. Schilke
 Joseph Patrick Schneider
 Carl Donald Schnepfer
 Mason E. Schwartz
 ◇* Miriam Rachel Sernik
 ◇*† Ryan A. Sexton
 Josef A. Shack
 ◇△ Bonnie M. Simpson
 Evan Richard Sinclair
 ◇△ Samuel R. O. Smalley
 David J. Smiddy
 Joseph J. Smith
 ◇ Karina Lauren Smith
 Samantha M. Smith
 Sarah Skye Smith
 Jonathan J. Soucy
 ◇ Katarina M. Soukup
 ◇*†§ Brian J. Stankiewicz
 ◇ Jacob N. Stetson
 Jeffrey E. Stone, Jr.
 Ryan Scott Stone
 Henry Harry Stossel IV
 △ Ryan T. Sullivan
 Kate M. Swafford
 ◇* Jennifer R. Swonger
 ◇ Dale R. Tardif
 Nicholas J. Tassinari
 *€ Chase E. Terranova
 ◇€ Dominic A. Theroux
 Kayla Therrien
 Stephen F. Tolland
 ◇*†§ Cassie Lynn Toribio
 € Sadie A. Tupper
 ◇*† Kayley L. Wallace
 ◇*† Kelsey L. Wallace
 ◇ Domenic J. Valluzzi
 Nicole R. Viau
 Maggie Catherine Walker
 ◇*†€ Jessica Catherine Wallace
 ◇ Alec J. Watkinson
 ◇*△ Jonathan E. Watson
 Remy A. Watt
 Max Cyril Weithman
 Kevin Welch, Jr.
 € Nicole A. West
 ◇* John C. Westerhof
 €△ Emily N. Whaley
 Jacob M. Wheeler
 ◇ Connor P. Whelan
 ◇†§△ Jonathan David White
 Matthew W. Whitney
 △ Paul R. Wiegand
 ◇ Keith L. Wilkins
 ◇*†△ Alex R. Williamson
 Michael C. Wilson, Jr.
 * Matthew Richard Wojciak
 Nicholas M. Wong
 Olivia M. Wrenn
 Fred C. Wright IV
 *†△ Sarah E. Wright
 ◇ Alyssa Young
 ◇€ Hannah J. Yudkin
 Jordan J. Zagwyn
 Lefei Zhang
 ◇ New Hampshire Scholar
 † National Honor Society
 * Top 15%
 € National Art Honor Society
 § Science Olympiad Team
 △ Band/Chorus

Members of the Merrimack High School Class of 2013 were accepted at the following institutions of higher learning:

American Musical & Dramatic Academy - NY
American University - DC
Arcadia University - PA
Arizona State University - AZ
Art Institute of Boston - MA
Assumption College - MA
Baptist Bible College - PA
Bard College - NY
Becker College - MA
Beloit College - WI
Berklee College of Music - MA
Bishops College - Canada
Boston University - MA
Brandeis University - MA
Brigham Young University - IN
Brigham Young University - UT
Bryant University - RI
Carnegie Mellon University - PA
Castleton State College - VT
Catholic University of America - DC
Cayuga Community College - NY
Cazenovia College - NY
Champlain College - VT
Clark University - MA
Clarkson University - NY
Coastal Carolina University - SC
Colby College - ME
Colby-Sawyer College - NH
College of our Lady of the Elms - MA
College of Saint Rose - NY
Concordia University - Canada
Connecticut College - CT
Continental Academie of Hair Design - NH
Cornell University - NY
Curry College - MA
Daemen College - NY
Daniel Webster College - NH
Dean College - MA
DeSales University - PA
Drexel University - PA
Duquesne University - PA
East Carolina University - NC
Eastern Nazarene College - MA
Elmira College - NY
Elon University - NC
Emerson College - MA
Emmanuel College - MA
Empire Beauty School - NH
Endicott College - MA
Fairfield University - CT
Fairmont University State - WV
Finger Lakes Community College - NY
Fitchburg State University - MA
Florida International University - FL
Franciscan University of Steubenville - OH
Franklin Pierce University - NH
Full Sail University - FL
George Mason University - VA
Georgia Institute of Technology - GA
Gettysburg College - PA
Great Bay Community College - NH
Hampshire College - MA
Hartwick College - NY
Hesser College - NH
High Point University - NC
Hofstra University - NY
Howard Community College - MD
Husson University - ME
Idaho State University - ID
Ithaca College - NY
Johnson & Wales University - RI
Keene State College - NH
Lakes Region Community College - NH
Lasell College - MA
Lebanon Valley College - PA
Lees-McRae College - NC
LeMoyne College - NY
Lesley University - MA
Lincoln Technical Institute - CT
LNA Health Careers, LLC - NH
Long Island University - NY
Louisiana State University - LA
Loyola University - MD
Lyndon State College - VT
Manchester Community College - NH
Manhattanville College - NY
Marist College - NY
Massachusetts College of Pharmacy & Health Sciences - MA
Massachusetts College of Art & Design - MA
Mercyhurst University - PA
Merrimack College - MA
Michael's School of Hair Design - NH
Middlebury College - VT
Mississippi State University - MS
Montclair State University - NJ
Montserrat College of Art - MA
Moody Bible Institute - IL
Mount Ida College - MA
Muhlenberg College - PA
Nashua Community College - NH
New England College - NH
New England Institute of Technology - RI

New Hampshire Institute of Art - NH
 New Hampshire Technical Institute - NH
 Newbury College - MA
 Niagara County Community College - NY
 North Carolina State University - NC
 Northeastern University - MA
 Norwich University - VT
 Ohio State University - OH
 Polimar Community College - CA
 Paul College of Business (UNH) - NH
 Pennsylvania State University - PA
 Plymouth State University - NH
 Providence College - RI
 Purchase College SUNY - NY
 Queens University of Charlotte - NC
 Quinnipiac University - CT
 Rensselaer Polytechnic Institute - NY
 Rivier University - NH
 Rochester Institute of Technology - NY
 Roger Williams University - RI
 Sacred Heart University - CT
 Saint Anselm College - NH
 Saint John's University - MN
 Saint Joseph's College - ME
 Saint Lawrence University - NY
 Saint Michael's College - VT
 Salem State University - MA
 Salve Regina University - RI
 Savannah College of Art & Design - GA
 Seacoast Career School - NH
 Seton Hall University - NJ
 Siena College - NY
 Simmons College - MA
 Skidmore College - NY
 South Mountain Community College - AZ
 Southeast Lineman Training Center - GA
 Southern New Hampshire University - NH
 Springfield College - MA
 Stanford University - CA
 State University of New York at Albany - NY
 Stetson University - FL
 Stonehill College - MA
 Stony Brook University - NY
 Suffolk University - MA
 Susquehanna University - PA
 Syracuse University - NY
 Taylor University - IN
 Texas State University - TX
 United States Naval Academy - MD
 Universal Technical Institute - MA
 University of Akron - OH
 University of Alabama - AL
 University of Bridgeport - CT
 University of California Berkeley - CA
 University of Central Florida - FL
 University of Colorado Boulder - CO
 University of Connecticut - CT
 University of Delaware - DE
 University of Florida - FL
 University of Georgia - GA
 University of Hartford - CT
 University of Hawaii - HI
 University of Kentucky - KY
 University of Maine - ME
 University of Maryland - MD
 University of Massachusetts - MA
 University of Massachusetts Boston - MA
 University of Massachusetts Dartmouth - MA
 University of Massachusetts Lowell - MA
 University of Miami - FL
 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 - NC
 University of North Carolina Chapel Hill - NC
 University of North Carolina Greensboro - NC
 University of Pittsburgh - PA
 University of Rhode Island - RI
 University of Scranton - PA
 University of South Carolina - SC
 University of Southern Maine - ME
 University of Tampa - FL
 University of Tennessee - TN
 University of Utah - UT
 University of Vermont - VT
 Utica College - NY
 Villanova University - PA
 Virginia Polytechnic Institute & State University - VA
 Wentworth Institute of Technology - MA
 West Liberty University - WV
 Western New England College - MA
 Westfield State College - MA
 Wheaton College - MA
 Wilkes University - PA
 William Woods University - MO
 Wingate University - NC
 Worcester Polytechnic Institute - MA



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

Report to the Citizens of Merrimack

March 2014

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

A continued focus of the Committee is still planning for the consolidation of the District's current administrative buildings and keeping the project cost effective while meeting the demands placed on the employees now and into the future. The Committee is continuing to make sure its recommendation is consistent with the District's long-term objectives as one unit to serve the District efficiently as well as to provide a resource for the community to use.

We look forward to bringing this to the voters again and appreciate your continued support and participation. We welcome your comments.

Sincerely,

Richard Hendricks, Chair

Gage Perry, Vice Chair

Stan Heinrich

Finlay Rothhaus

Laurie Rothhaus

Sue Sheridan

Merrimack School District
ANNUAL SCHOOL DISTRICT MEETING
Session 1: Deliberation
March 6, 2013

Present: School Board members Christopher Ortega, Shannon Barnes, Davis Powell, Andy Schneider and Christopher Ortega; Superintendent Marjorie Chiafery; Assistant Superintendent Dr. Mark McLaughlin; Business Administrator Matthew Shevenell; and Legal Counsel Kathy Pehl.

At 7:00 PM, Moderator Lynn Christensen called the meeting to order and led those present in the Pledge of Allegiance. Mrs. Christensen asked Mr. Ortega to introduce the School Board and other officials on stage. Mr. Ortega also mentioned that Board member George Markwell and student representative Kiera Crowley were not present. Mrs. Christensen asked Bill Cummings, Budget Committee Chair, to introduce the members of the Budget Committee.

Mrs. Christensen stated Article 1 was election of officers, which would take place by official ballot on April 9th and read Article 2:

Article 2: Shall the District raise and appropriate the sum of One Million Five Hundred Twelve Thousand Nine Hundred Ninety Six Dollars (\$1,512,996)(gross budget) for the construction and original equipping of a new Special Services and Central Office Consolidated Building; and authorize the issuance of bonds or notes of not more than One Million Five Hundred Twelve Thousand Nine Hundred Ninety Six Dollars (\$1,512,996) for such purpose in accordance with the Municipal Finance Act, RSA 33:1, et. seq., as amended; and further raise and appropriate by general taxation the sum of Thirty Thousand Three Hundred Fifteen Dollars (\$30,315) for the purpose of interest payments on said bonds or notes during the fiscal year 2013-2014; and further authorize the School Board to issue, negotiate, sell and deliver said bonds and notes and determine the rate of interest thereon and the maturity and other terms thereof; and finally authorize the School Board to apply for, obtain, and accept Federal, State, or other aid, if any, which may be available for said project? (Three-fifths vote required). (Recommended by the School Board Vote: 5-0-0). (Recommended by the Budget Committee: Vote 9-2-0).

Mrs. Christensen recognized Mr. Ortega who moved

Article 2 as printed. Second: Mr. Powell.

Mr. Ortega introduced Rich Hendricks, chair of School Planning and Building Committee. Mr. Hendricks introduced the members of the Planning and Building Committee and gave a brief presentation about the proposed new Central Office.

Mr. Ortega spoke to his motion by stating the School Board was looking at a 10-year bond. The first year appropriation of \$30,315 is for the first year's interest on the bond. He said this payment would result in a 1¢ increase per thousand on the tax rate. He said the second year payment was the highest payment and would add 7¢ per thousand to the tax rate. He said the School Board unanimously recommended this article.

Mrs. Christensen called for discussion on the article.

Tim Tenhave (Amherst Road) asked about the life expectancy of the proposed building. Mr. Ortega told him the District expected to use the building for at least 20 years. Mr. Tenhave suggested that the School Board consider a 15-year bond and asked for the difference in cost between a 10-year bond and a 15-year bond. Mr. Shevenell said that a 10-year bond costs 1¢ more per thousand but that it saves \$160,000 over the life of the bond.

Randall White (Partridge Lane) said he agreed with the proposal and a 10-year bond and asked if there might be any federal funding available. Mr. Shevenell said that at one time, the District could have gotten 40% state aid toward this proposal, but there was no longer any state building aid. Further, he said that federal funding, if any was available, would be minimal.

Stan Heinrich (Edgewood Avenue) said he was a member of the Planning and Building Committee and spoke in favor of the article.

There was no further discussion.

Mrs. Christensen declared Article 2 moved to the ballot.

Mr. Heinrich made a MOTION to restrict reconsideration of Article 2. Second: Mr. Ortega.

Mrs. Christensen explained that restricting reconsideration meant that Article 2 could not be brought up again during the meeting and called for a vote.

Mrs. Christensen declared the MOTION PASSED and

that reconsideration of Article 2 was restricted.

Mrs. Christensen read Article 3.

Article 3: Shall the Merrimack School Board be authorized to accept on behalf of the District, without further action by the voters, gifts, legacies and devises of personal or real property which may become available to the District during the fiscal year? (Majority vote required). (Recommended by the School Board Vote: 5-0-0).

Mrs. Christensen recognized Mr. Powell who moved Article 3 as written. Second: Mrs. Barnes.

Mr. Powell spoke to his motion by stating this is an annual housekeeping article, which allows receipt of non-cash donations without needing to bring them to the Annual School District Meeting.

Mrs. Christensen called for discussion on the article.

Mr. White asked if this type of donation was tax deductible. Mr. Shevenell explained that all donations to the School District are tax deductible. Mr. White said he thought the general public should be made aware of that fact.

There was no further discussion.

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

Article 4: Shall the District see if the Town will vote to discontinue the following Capital Reserve Funds with said funds with accumulated interest to date of withdrawal, to be transferred to the School District's general fund?

Approximate Amount Remaining

Fund Purpose	Year Created	Balance Remaining
Thorntons Ferry Sewer	1997	\$11,550.00
School Building Construction	1995	\$13,030.00
Mastricola Renovations	2004	<u>\$42,897.00</u>
Approximate Total		\$67,477.00

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

(Recommended by the Budget Committee Vote: 13-0-0).

Mrs. Christensen recognized Mrs. Barnes who moved Article 4 as written. Second: Mr. Schneider.

Mrs. Barnes spoke to her motion by stating that the original purpose of these capital reserve funds has been met and the funds are no longer needed. This article puts the funds into the general fund.

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

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

Article 5: (Special Warrant Article) Shall the District raise and appropriate an amount up to Sixty Seven Thousand Four Hundred Seventy Seven Dollars (\$67,477) and transfer that amount to the School District Repair Capital Reserve Fund? (Majority vote required). (Recommended by the School Board Vote: 5-0-0). (Recommended by the Budget Committee Vote: 11-2-0).

Mrs. Christensen recognized Mr. Schneider who moved Article 5 as written. Second: Mr. Powell.

Mr. Schneider spoke to his motion by explaining the intention of this article was to use funds from article 4 to replenish the School District Capital Repair Fund. He said that the School Board hopes to maintain this fund with a balance of \$100,000. He said that the fund had recently been used to replace the rest of the Special Services building roof that had not been covered by insurance.

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

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

Article 6: Shall the District approve the cost items included in the collective bargaining agreement reached between the School Board and the Merrimack Teachers Association, which calls for the following net changes in salaries and benefits at the current staffing levels over the amount paid in the prior fiscal year:

Year	Estimated Amount
2013-2014	\$768,400
2014-2015	\$556,937
2015-2016	\$460,288

and further raise and appropriate the sum of Seven Hundred Sixty Eight Thousand Four Hundred Dollars (\$768,400) for the current fiscal year, such sum representing the additional costs attributable to the increase in salaries and benefits required by the new agreement over those that would be paid at the current staffing levels? (Majority vote required). (Recommended by the School Board Vote: 3-0-0). (Not Recommended by the Budget Committee Vote: 0-1-10).

Mrs. Christensen recognized Mrs. Barnes who moved Article 6 as written. Second: Mr. Powell.

Mrs. Barnes made a MOTION to AMEND the \$768,400 cost item for 2013-2014, mentioned twice in Article 6, to \$633,753. Second: Mr. Powell.

Mrs. Barnes spoke to her amendment by saying it eliminates funding for three retirement incentives that were removed from the contract.

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

Mrs. Christensen called for a vote on the amendment and declared the AMENDMENT PASSED.

Mrs. Barnes spoke to the amended motion by explaining that the contract is a three year contract which included salary increases of 2.99 % in the first year and 2.75% in the second and third years plus increases in the employee contribution to the health insurance plan. She explained that the contract also created separate salary categories for teachers with a Bachelor's degree plus 36 credits towards a Master's degree and for teachers with Masters degrees.

Mrs. Christensen called for discussion on the amended article.

Mr. Cummings clarified the Budget Committee recommendation listed on the warrant. He said the Committee had been advised that the article was over funded and that action to remove the additional funds would not be taken until Deliberative Session. As a result, most of the Committee members abstained on the motion to recommend.

Gary Krupp (Ministerial Drive) asked if the teacher salary pay table was going to be made public. Mrs. Barnes replied that the pay table is a public documents and that, while the District votes on the salary amount to be added to the pay table, the Merrimack Teachers Association owns the pay table. Mr. Krupp said that he wanted to be sure that the salary increases would result in the District's salaries being similar to salaries offered surrounding districts.

Mr. Heinrich spoke in favor of the article and said that, since the article was amended, the Budget Committee would be revisiting its recommendation at a meeting immediately after Deliberative Session.

Mr. Krupp said he didn't think the Merrimack Teachers Association was interested in attracting new teachers. He noted that 48% of the District's teachers are within five years of the top salary step.

Mr. Schneider stated that the change to add a separate salary category for teachers with a Master's degree is to

encourage teachers with credits toward a Master's degree to complete the Master's degree.

There was no further discussion.

Mrs. Christensen declared Article 6, as amended, moved to the ballot and read Article 7.

Article 7: Shall the District, if Article 6 is defeated; authorize the School Board to call one special meeting, at its option, to address Article 6 cost items only? (Majority vote required). (Recommended by the School Board Vote: (4-0-0).

Mrs. Christensen recognized Mr. Powell, who moved Article 7 as written. Second: Mrs. Barnes.

Mr. Powell spoke to his motion by explaining that without this article, if Article 6 fails, the School Board would have to petition the Superior Court for permission to hold a Special School District meeting to consider any new contract proposal.

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

Mrs. Christensen declared Article 7 moved to the ballot and read Article 8.

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 \$66,266,884? (Should this article be defeated, the operating budget shall be \$66,713,981 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: 10-1-0).

Mrs. Christensen recognized Mr. Cummings who moved Article 8 as written. Second: Mr. Heinrich.

Mr. Cummings spoke to his motion by stating that the Budget Committee had thoroughly reviewed and discussed the budget presented to it by the School Board. He said that, while the School Board had removed all funding from the budget proposed by Administration for replacing part of the high school roof, the Budget Committee by added \$385,930 to the

budget to replace a smaller portion of the high school than was originally proposed.

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

Mrs. Christensen declared Article 8 moved to the ballot

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

Mrs. Christensen called for a vote on the motion.

Mrs. Christensen declared the MOTION PASSED and adjourned the meeting at 8:03 PM.

Session 2: Ballot Voting

April 9, 2013

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

At 7:30 PM after results were tallied, School District Moderator Lynn Christensen announced that 2,061 voters had cast ballots with the following results:

School Board – three years, two seats

Shannon M. Barnes – 1,264 votes

Gary G. Krupp – 896 votes

Christopher Ortega – 1,268 votes

The Moderator declared Shannon M. Barnes and Christopher Ortega elected.

Planning & Building Committee – three years, two seats

Gage Perry – 1,355 votes

Stanley R. Heinrich – 1,290 votes

The Moderator declared Gage Perry and Stanley R. Heinrich elected.

Budget Committee – three years, four seats

Stanley R. Heinrich – 1,155 votes

Lisa Mooney – 1,146 votes

Alicia Nelson – 1,079 votes

The Moderator declared Stanley R. Heinrich, Lisa Mooney and Alicia Nelson elected.

Mrs. Christensen announced that there were over 900 ballots with write-in votes for the 4th seat on the Budget Committee. She said she would announce results after these votes were counted.

Moderator – three years, one seat

Lynn Christensen – 1,552 votes

The Moderator declared Lynn Christensen elected.

Clerk – three years, one seat

Patricia Heinrich – 1,440 votes

The Moderator declared Patricia Heinrich elected.

Treasurer – three years, one seat

Richard Hastings – 1,1441 votes

The Moderator declared Richard Hastings elected.

The Moderator announced that 1,877 votes had been cast on Article 2 and that 60% or 1,126 votes were needed to pass the article.

Article 2: Yes –965 votes No – 912 votes.

The Moderator declared Article 2 failed.

Article 3: Yes –1,696 votes No – 322 votes.

The Moderator declared Article 3 passed.

Article 4: Yes – 1,565 votes No – 443 votes.

The Moderator declared Article 4 passed.

Article 5: Yes – 1,385 votes No – 573 votes.

The Moderator declared Article 5 passed.

Article 6: Yes – 1,097 votes No – 919 votes.

The Moderator declared Article 6 failed.

Article 7: Yes – 1,295 votes No - 695 votes.

The Moderator declared Article 7 passed.

Article 8: Yes – 1,461 votes No – 533 votes.

The Moderator declared Article 8 passed.

At 8 PM, after the write-in votes for Budget Committee had been tallied, the Moderator announced the following results:

Jody Cole – 204 votes

Shelley Jacoby – 192 votes

Carol Lang – 234 votes

April Leonard – 53 votes

Randall White – 217 votes

The Moderator declared Carol Lang elected to the Budget Committee.



MELANSON HEATH & COMPANY, PC
CERTIFIED PUBLIC ACCOUNTANTS
MANAGEMENT ADVISORS

INDEPENDENT AUDITORS' REPORT

To the School Board
Merrimack School District

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Merrimack School District, as of June 30, 2013, and for the year then ended, which collectively comprise the District's basic financial statements as listed in the Table of Contents.

Management's Responsibility for the Financial Statements

The District's management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an

opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the Merrimack School District, as of June 30, 2013, and the respective changes in financial position thereof, for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis and Schedule of Funding Progress be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the *Governmental Accounting Standards Board*, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with evidence sufficient to express an opinion or provide any assurance.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated January 21, 2014 on our consideration of the District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an

opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control over financial reporting and compliance.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
January 21, 2014

MERRIMACK SCHOOL DISTRICT
GOVERNMENTAL FUNDS

BALANCE SHEET
JUNE 30, 2013

ASSETS

	<u>General</u>	<u>Grants Fund</u>	<u>Permanent Trust Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Cash and short-term investments	\$ 2,927,956	\$ -	\$ -	\$ -	\$ 2,927,956
Receivables	968,845	267,069	2,746,149	49,572	4,031,635
Due from other funds	210,187	-	-	57,108	267,295
Inventory	-	-	-	40,969	40,969
TOTAL ASSETS	\$ 4,106,988	\$ 267,069	\$ 2,746,149	\$ 147,649	\$ 7,267,855

LIABILITIES AND FUND BALANCES

Liabilities:					
Accounts payable	\$ 56,594	\$ -	\$ -	\$ -	\$ 56,594
Other liabilities	-	-	-	16,341	16,341
Due to other funds	-	267,295	-	-	267,295
TOTAL LIABILITIES	56,594	267,295	-	16,341	340,230
Fund Balances:					
Nonspendable	-	-	1,187,694	40,969	1,228,663
Restricted	-	299	1,558,455	90,339	1,649,093
Committed	800,147	-	-	-	800,147
Assigned	92,519	-	-	-	92,519
Unassigned	3,157,728	(525)	-	-	3,157,203
TOTAL FUND BALANCES (DEFICIT)	4,050,394	(226)	2,746,149	131,308	6,927,625
TOTAL LIABILITIES AND FUND BALANCES	\$ 4,106,988	\$ 267,069	\$ 2,746,149	\$ 147,649	\$ 7,267,855

The accompanying notes are an integral part of these financial statements.

MERRIMACK SCHOOL DISTRICT
GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED JUNE 30, 2013

	General	Grants Fund	Permanent Trust Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:					
School district assessment	\$ 41,953,965	\$ -	\$ -	\$ -	\$ 41,953,965
Intergovernmental	19,442,539	1,334,599	-	297,005	21,074,143
Charges for services	253,710	-	-	1,007,243	1,260,953
Investment income	1,019	-	365,403	-	366,422
Miscellaneous	7,087	-	-	-	7,087
Total Revenues	<u>61,658,320</u>	<u>1,334,599</u>	<u>365,403</u>	<u>1,304,248</u>	<u>64,662,570</u>
Expenditures:					
Instruction:					
Regular programs	15,562,724	190,719	-	-	15,753,443
Special programs	11,218,639	187,262	-	-	11,405,901
Vocational programs	39,989	-	-	-	39,989
Other instructional programs	544,366	479	-	-	544,845
Adult and community programs	40,856	-	-	-	40,856
Support services:					
Student services	3,341,216	624,534	-	-	3,965,750
Instructional staff	1,257,344	194,571	-	-	1,451,915
General administration	1,010,242	-	-	-	1,010,242
School administration	1,986,428	-	-	-	1,986,428
Business	310,032	-	-	-	310,032
Operation and maintenance of plant	3,545,228	116,527	-	-	3,661,755
Student transportation	3,086,378	-	-	-	3,086,378
Centralized services	92,141	-	-	-	92,141
Other support services	15,585,454	-	-	-	15,585,454
Food service operations	610	-	-	1,330,886	1,331,496
Debt service:					
Principal	1,315,383	-	-	-	1,315,383
Interest	643,922	-	-	-	643,922
Facility acquisition and construction	749,873	-	-	-	749,873
Other	7,365	21,590	49,650	-	78,605
Total Expenditures	<u>60,337,990</u>	<u>1,335,682</u>	<u>49,650</u>	<u>1,330,886</u>	<u>63,054,208</u>
Excess (deficiency) of revenues over expenditures	<u>1,320,330</u>	<u>(1,083)</u>	<u>315,753</u>	<u>(26,638)</u>	<u>1,608,362</u>
Other Financing Sources (Uses):					
Transfers in	-	167,768	-	-	167,768
Transfers out	(167,592)	(176)	-	-	(167,768)
Total Other Financing Sources (Uses)	<u>(167,592)</u>	<u>167,592</u>	<u>-</u>	<u>-</u>	<u>-</u>
Change in fund balances	1,152,738	166,509	315,753	(26,638)	1,608,362
Fund Balances (Deficit), at Beginning of Year, as restated	<u>2,897,656</u>	<u>(186,735)</u>	<u>2,430,396</u>	<u>157,946</u>	<u>5,319,263</u>
Fund Balances (Deficit), at End of Year	<u>\$ 4,050,394</u>	<u>\$ (226)</u>	<u>\$ 2,746,149</u>	<u>\$ 131,308</u>	<u>\$ 6,927,625</u>

The accompanying notes are an integral part of these financial statements.

MERRIMACK SCHOOL DISTRICT
ALL BUDGETED FUNDS
STATEMENT OF REVENUES AND OTHER SOURCES,
AND EXPENDITURES AND OTHER USES - BUDGET AND ACTUAL
FOR THE YEAR ENDED JUNE 30, 2013

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget		
Revenues and Other Sources:				
General Fund:				
School district assessment	\$ 41,953,965	\$ 41,953,965	\$ 41,953,965	\$ -
Intergovernmental	18,760,708	18,760,708	19,442,539	681,831
Charges for services	208,400	208,400	253,710	45,310
Investment income	3,000	3,000	2,155	(845)
Miscellaneous	-	-	7,087	7,087
Other Funds:				
Grants Fund:				
Intergovernmental	1,500,000	1,500,000	1,334,599	(165,401)
Food Service Fund:				
Intergovernmental	100,000	100,000	297,005	197,005
Charges for services	1,281,658	1,281,658	1,007,243	(274,415)
Other Financing Sources:				
General Fund:				
Use of fund balance	1,554,263	1,554,263	1,554,263	-
Transfer from reserve fund	65,000	65,000	85,821	20,821
Grants Fund:				
Transfer from general fund	-	-	167,592	167,592
Total Revenues and Other Sources	<u>65,426,994</u>	<u>65,426,994</u>	<u>66,105,979</u>	<u>678,985</u>
Expenditures and Other Uses:				
General Fund:				
Regular programs	16,241,579	16,041,885	15,559,079	482,806
Special programs	11,217,720	11,330,552	11,218,639	111,913
Vocational programs	20,000	20,000	39,989	(19,989)
Other instructional programs	549,596	549,596	544,366	5,230
Adult and community programs	6,110	6,110	40,656	(34,546)
Student services	3,295,001	3,304,050	3,341,216	(37,166)
Instructional staff	1,290,526	1,297,196	1,257,944	39,252
General administration	1,045,074	1,050,692	1,076,211	(25,519)
School administration	2,064,778	2,081,663	2,012,359	69,304
Business	296,639	300,860	310,032	(9,172)
Operation and maintenance of plant	3,731,185	3,775,604	3,545,228	230,376
Student transportation	3,253,921	3,253,921	3,086,378	167,543
Centralized services	89,641	89,641	92,141	(2,500)
Other support services	16,489,119	16,489,119	15,586,064	903,055
Debt service - principal	1,315,383	1,315,383	1,315,383	-
Debt service - interest	643,922	643,922	643,922	-
Facility acquisition and construction	987,142	987,142	694,873	292,269
Other	8,000	8,000	7,365	635
Other Funds:				
Grants Fund:				
Grant expenditures	1,500,000	1,500,000	1,335,682	164,318
Food Service Fund:				
Food service operations	1,381,658	1,381,658	1,330,886	50,772
Other Financing Uses:				
General Fund:				
Transfer to grants fund	-	-	167,592	(167,592)
Total Expenditures and Other Uses	<u>65,426,994</u>	<u>65,426,994</u>	<u>63,206,005</u>	<u>2,220,989</u>
 Excess (deficiency) of revenues and other sources over expenditures and other uses	 <u>\$ -</u>	 <u>\$ -</u>	 <u>\$ 2,899,974</u>	 <u>\$ 2,899,974</u>

The accompanying notes are an integral part of these financial statements.

**Merrimack School District
Comparative Enrollments**

Grade	Enrolled 9/2013	Enrolled 1/2014	Estimated 9/2014
K	219	218	217
1	256	258	286
2	276	279	258
3	266	266	274
4	330	326	268
Sub Total	1347	1347	1303
5	285	288	322
6	313	315	281
Sub Total	598	603	603
7	280	282	306
8	324	324	278
Sub Total	604	606	584
9	285	284	326
10	326	327	284
11	344	340	327
12	353	343	362
Sub Total	1308	1294	1299
Spec. Ed. (Out-of-District Place- ments and Students Ages 3 & 4)	140	143	142
GRAND TOTAL	3997	3993	3931

MERRIMACK SCHOOL DISTRICT

Merrimack, New Hampshire

2014-2015

PROPOSED BUDGET

**MERRIMACK SCHOOL DISTRICT
BUDGET COMMITTEE
2013-2014**

Cinda Guagliumi, Chair	2014
Gary Krupp, Vice Chair	2014
Richard Barnes	2015
Todd Beard	2014
Jennifer Burk	2014
William Cummings	2015
Stan Heinrich	2016
Carol Lang	2016
Lisa Mooney	2016
Alicia Nelson	2016
Valerie Pellegrino	2015
Chuck Skarda	2015

Ex-Officio School Board

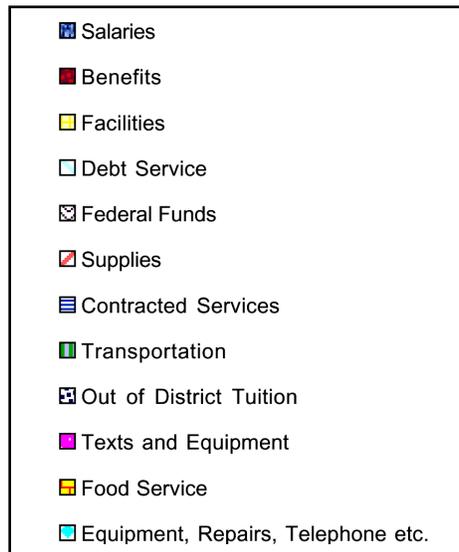
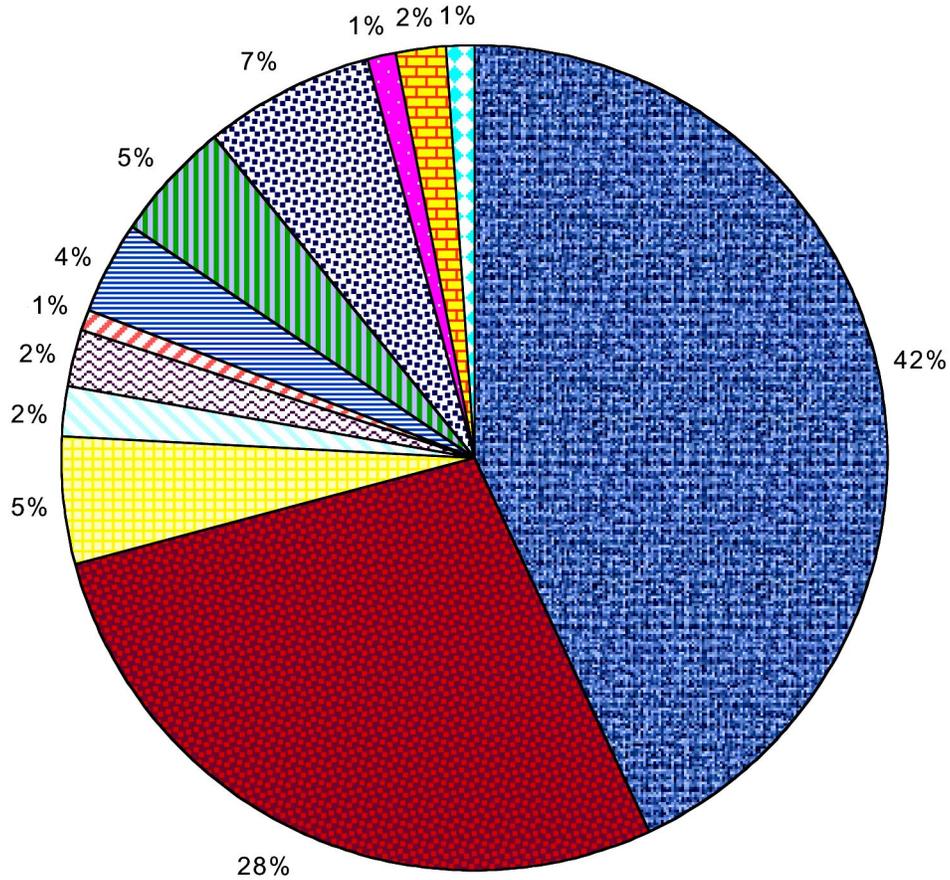
Andrew Schneider

George Markwell (alternative)

Pat Heinrich, Secretary

DISTRIBUTION OF YOUR EDUCATION DOLLAR

Proposed Budget 2014-2015



Merrimack School District School District Warrant

March 5, 2014 (Deliberation)
and April 8, 2014 (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 Wednesday, March 5, 2014, 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 site, James Mastricola Upper Elementary School on Tuesday, April 8, 2014, 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 7:00 p.m. to act upon the following subjects:

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

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

ARTICLE 3 (Special Warrant Article) Shall the District vote to authorize the School Board to enter into a 4 year lease agreement for the purpose of converting Merrimack High School, James Mastricola Upper Elementary School, and James Mastricola Elementary School from #2 fuel oil to natural gas; and in addition, to convert the Maintenance Building from propane to natural gas and to raise and appropriate the sum of One Hundred Eighty Seven Thousand Six Hundred Thirty Nine Dollars (\$187,639) for the first year's payment for that purpose? This lease agreement contains an "escape" clause. (Majority vote required). (Recommended by the School Board Vote: 4-0-0). (Recommended by the Budget Committee: 11-0-0).

ARTICLE 4 (By Petition) Shall the District, pursuant to RSA 32:14,V, rescind the adoption of Article 7 of the 2006 School District Warrant that established a school district budget committee; and furthermore, shall the District, pursuant to RSA 671:4, increase the number of members of the school board to seven (7) members as well as changing the number of members elected each year to be either two (2) or three (3) members, depending on how many members' terms of office expire in that year?

If this article is approved, the District shall elect four (4) members to the school board at the 2015 District meeting, to bring school board membership to seven (7) members. Three (3) of these members shall be elected to a three (3) year term and one (1) member shall be elected to a two (2) year term. Subsequent elections shall be either two (2) or three (3) members elected per year, with all terms being three (3) years in length, per RSA 671:4 (Not Recommended by the School Board Vote: 5-0-0). (Not Recommended by the Budget Committee Vote: 6-2-3).

ARTICLE 5 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 \$68,682,241? (Should this article be defeated, the operating budget shall be \$68,815,621 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 4-0-0). (Recommended by the Budget Committee 11-0-0).

Given under our hands at said Merrimack this 24th day of February, 2014

Christopher S. Ortega
Davis Powell
Shannon Barnes
George Markwell
Andrew Schneider

Christopher Ortega
 Davis Powell
 Shannon Barnes
 George Markwell
 Andrew Schneider
 SCHOOL BOARD

A true copy of warrant - attest:

Christopher S. Ortega
Davis Powell
Shannon Barnes
George Markwell
Andrew Schneider

Christopher Ortega
 Davis Powell
 Shannon Barnes
 George Markwell
 Andrew Schneider
 SCHOOL BOARD

I certify that on the 24th day of February 2014, I posted a copy of the Annual School District Warrant at the place of meeting within named and a like copy at the Merrimack Town Hall being a public place in said pre-existing.

Marjorie C. Chiafery
 Marjorie C. Chiafery

February 24, 2014
 (date)

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

Paul J. [Signature]
 Notary Public

SCHOOL BUDGET FORM

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

OF: MERRIMACK NH

Appropriations and Estimates of Revenue for the Fiscal Year From July 1, 2014 to June 30, 2015

IMPORTANT:

Please read RSA 32:5 applicable to all municipalities.

- 1. Use this form to list ALL APPROPRIATIONS in the appropriate recommended and not recommended area. This means the operating budget and all special and individual warrant articles must be posted.
- 2. Hold at least one public hearing on this budget.
- 3. When completed, a copy of the budget must be posted with the warrant. Another copy must be placed on file with the school clerk, and a copy sent to the Department of Revenue Administration at the address below within 20 days after the meeting.

This form was posted with the warrant on (Date): February 24, 2014

BUDGET COMMITTEE

Please sign in ink.

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

[Signature]
Cinda A. Stefani
Care J. Lang
[Signature]

[Signature]
[Signature]
[Signature]

THIS BUDGET SHALL BE POSTED WITH THE SCHOOL WARRANT

FOR DRA USE ONLY

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

1	2	3	4	5	6	7	8	9
Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	OP Bud. WARR. ART.#	Expenditures for Year 7/1/12, to 6/30/13	Appropriations Current Year as Approved by DRA	School Board's Appropriations Ensuing Fiscal Year (Recommended)	School Board's Appropriations Ensuing Fiscal Year (Not Recommended)	Budget Committee's Approp. Ensuing Fiscal Year (Recommended)	Budget Committee's Approp. Ensuing Fiscal Year (Not Recommended)
INSTRUCTION								
1100-1189	Regular Programs		15,522,975	15,973,958	15,985,057		15,985,057	
1200-1299	Special Programs		11,284,039	11,731,631	11,980,626		11,980,626	
1300-1399	Vocational Programs		39,989	40,000	40,000		40,000	
1400-1499	Other Programs		542,366	558,642	585,261		585,261	
1500-1599	Non-Public Programs							
1600-1699	Adult/Continuing Ed. Programs		40,658	6,110	6,000		6,000	
1700-1799	Community/Jr. College Ed. Programs							
1800-1899	Community Service Programs							
SUPPORT SERVICES								
2000-2199	Student Support Services		3,349,116	3,346,726	3,398,416		3,398,416	
2200-2299	Instructional Staff Services		1,254,720	1,304,832	1,462,369		1,462,369	
GENERAL ADMINISTRATION								
2310-840	School Board Contingency							
2310-2319	Other School Board		107,901	146,217	139,917		139,917	
EXECUTIVE ADMINISTRATION								
2320-310	SAJ Management Services		552,684	564,507	592,211		592,211	
2320-2399	All Other Administration		411,556	403,841	418,573		418,573	
2400-2499	School Administration Service		2,035,528	2,111,296	2,097,803		2,097,803	
2500-2599	Business		312,495	305,375	317,358		317,358	
2600-2699	Operation & Maintenance of Plant		3,530,228	3,819,410	3,870,013		3,870,013	
2700-2799	Student Transportation		3,080,878	3,303,652	3,424,905		3,424,905	
2800-2999	Support Service Central & Other		16,157,919	17,146,539	18,496,428		18,496,428	
NON-INSTRUCTIONAL SERVICES								
3100	Food Service Operations		1,282,869	1,411,048	1,355,989		1,355,989	
3200	Enterprise Operations							

1	2	3	4	5	6	7	8	9
ACCL#	PURPOSE OF APPROPRIATIONS (RSA 32:3.V)	Op Bud WARR. ART.#	Expenditures for Year 7/1/12, to 6/30/13	Appropriations Current Year As Approved by DIRA	School Board's Appropriations Ensuing Fiscal Year (Recommended)	(Not Recommended)	Budget Committee's Approp. Ensuing Fiscal Year (Recommended)	(Not Recommended)
FACILITIES ACQUISITION AND CONSTRUCTION								
4100	Site Acquisition							
4200	Site Improvement		114,365	0	0		0	
4300	Architectural/Engineering							
4400	Educational Specification Develop.							
4500	Building Acquisition/Construction							
4600	Building Improvement Services		1,232,440	1,735,278	1,500,276		1,500,276	
4900	Other Facilities Acquisition and Construction Services							
OTHER OUTLAYS								
5110	Debt Service - Principal		1,070,000	1,070,000	1,070,000		1,070,000	
5120	Debt Service - Interest		521,868	488,053	441,039		441,039	
FUND TRANSFERS								
5220-5221	To Food Service		-	1	1		1	
5222-5229	To Other Special Revenue		1,335,682	1,500,000	1,500,000		1,500,000	
5230-5239	To Capital Projects							
5254	To Agency Funds							
5300-5399	Intergovernmental Agency Alloc.							
SUPPLEMENTAL								
DEFICIT								
	Operating Budget Total		63,780,275	66,968,114	68,682,241	-	68,682,241	-

1	2	3	4	5	6
Acct.#	SOURCE OF REVENUE	WARR. ART.#	Revised Revenues Current Year	School Board's Estimated Revenues	Budget Committee's Est. Revenues
REVENUE FROM LOCAL SOURCES					
1300-1349	Tuition		155,400	100,000	100,000
1400-1449	Transportation Fees				
1500-1599	Earnings on Investments		3,000	2,000	2,000
1600-1699	Food Service Sales		1,311,038	1,255,988	1,255,988
1700-1799	Student Activities		18,000	18,000	18,000
1800-1899	Community Services Activities				
1900-1999	Other Local Sources - Gas Conversion			185,996	185,996
REVENUE FROM STATE SOURCES					
3210	School Building Aid		400,455	400,455	400,455
3220	Kindergarten Aid				
3215	Kindergarten Building Aid				
3230	Catastrophic Aid		857,645	857,645	857,645
3240-3249	Vocational Aid		2,000	2,000	2,000
3250	Adult Education				
3260	Child Nutrition		20,000	20,000	20,000
3270	Driver Education				
3290-3299	Other State Sources - ED JOBS			-	-
REVENUE FROM FEDERAL SOURCES					
4100-4539	Federal Program Grants		1,500,000	1,500,000	1,500,000
4540	Vocational Education				
4550	Adult Education				
4560	Child Nutrition		80,000	80,000	80,000
4570	Disabilities Programs				
4580	Medicaid Distribution		300,000	300,000	300,000
4590-4999	Other Federal Sources (except 4810)		19,000	19,000	19,000
4810	Federal Forest Reserve				
OTHER FINANCING SOURCES					
5110-5139	Sale of Bonds or Notes				
5221	Transfer from Food Service-Spec.Rev.Fund				
5222	Transfer from Other Special Revenue Funds				
5230	Transfer from Capital Project Funds				
5251	Transfer from Capital Reserve Funds		67,477		

1	2	3	4	5	6
Acct.#	SOURCE OF REVENUE	WARR. ART.#	Revised Revenues Current Year	School Board's Estimated Revenues	Budget Committee's Est. Revenues
OTHER FINANCING SOURCES (Cont.)					
5252	Transfer from Expendable Trust Funds				
5253	Transfer from Non-Expendable Trust Funds				
5300-5699	Other Financing Sources				
5140	This Section for Calculation of RAN's (Reimbursement Anticipation Notes) Per RSA 198:20-d for Catastrophic Aid Borrowing RAN, Revenue This FY _____ less RAN, Revenue Last FY _____ =NET RAN				
	Supplemental Appropriation (Contra)				
	Voted From Fund Balance				
	Fund Balance to Reduce Taxes		1,918,033	2,918,033	2,918,033
	Total Estimated Revenue & Credits		6,652,048	7,659,117	7,659,117

****BUDGET SUMMARY****

	Current Year Adopted Budget	School Board's Recommended Budget	Budget Committee's Recommended Budget
Operating Budget Appropriations Recommended (from page 3)	68,968,114	68,682,241	68,682,241
Special Warrant Articles Recommended (from page 4)		187,639	187,639
Individual Warrant Articles Recommended (from page 4)			
TOTAL Appropriations Recommended	68,968,114	68,869,880	68,869,880
Less: Amount of Estimated Revenues & Credits (from above)	6,652,048	7,659,117	7,659,117
Less: Amount of State Education Tax/Grant	9,441,457	8,257,121	8,257,121
Estimated Amount of Local Taxes to be Raised For Education	50,874,609	52,953,642	52,953,642

Maximum Allowable Increase to Budget Committee's Recommended Budget per RSA 32:18: \$6,735,884

BUDGET COMMITTEE SUPPLEMENTAL SCHEDULE

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

Use VERSION #1 if budget does not contain Collective Bargaining Cost Items; RSA 32:21 Water Costs; or RSA 32:18-a Bond Override

LOCAL GOVERNMENTAL UNIT: Merrimack School District FISCAL YEAR END 2014-2015.

	RECOMMENDED AMOUNT
1. Total RECOMMENDED by Budget Committee (See Posted Budget MS-7, 27, or 37)	68,869,880
LESS EXCLUSIONS:	
2. Principal: Long-Term Bonds & Notes	1,070,000
3. Interest: Long-Term Bonds & Notes	441,039
4. Capital Outlays Funded From Long-Term Bonds & Notes per RSA 33:8 & 33:7-b.	
5. Mandatory Assessments	
6. Total exclusions (Sum of rows 2 - 5)	< 1,511,039 >
7. Amount recommended less recommended Exclusion amounts (line 1 less line 6)	67,358,841
8. Line 7 times 10%	6,735,884
9. Maximum Allowable Appropriations (lines 1 + 8)	74,094,725

Line 8 is the maximum allowable increase to budget committee's recommended budget.

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

Budget Summary

PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	Appropriations Current Year as Approved by DRA	Budget Committee's Approp. Ensuing Fiscal Year (Recommended)
INSTRUCTION		
Regular Programs	15,973,958	15,985,057
Special Programs	11,731,631	11,980,626
Vocational Programs	40,000	40,000
Non-Public Programs		
Adult/Continuing Ed. Programs	6,110	6,000
SUPPORT SERVICES		
Student Support Services	3,346,726	3,398,416
Instructional Staff Services	1,304,832	1,462,369
GENERAL ADMINISTRATION		
School Board Contingency		
Other School Board	146,217	139,917
EXECUTIVE ADMINISTRATION		
SAU Management Services	564,507	592,211
All Other Administration	403,841	418,573
School Administration Service	2,111,296	2,097,803
Business	305,375	317,358
Operation & Maintenance of Plant	3,819,410	3,870,013
Student Transportation	3,303,652	3,424,905
Support Service Central & Other	17,146,539	18,496,428
NON-INSTRUCTIONAL SERVICES		
Food Service Operations	1,411,048	1,355,989
FACILITIES ACQUISITION AND CONSTRUCTION		
Building Improvement Services	1,736,278	1,500,276
Other Facilities Acquisition and Construction Services		
OTHER OUTLAYS		
Debt Service - Principal	1,070,000	1,070,000
Debt Service - Interest	488,053	441,039
FUND TRANSFERS		
To Food Service	1	1
To Other Special Revenue	<u>1,500,000</u>	<u>1,500,000</u>
Operating Budget Total	66,968,114	68,682,241
Article 3 Natural Gas Conversion		187,639
Total Appropriations	66,968,114	68,869,880

BUDGET AND REVENUE SUMMARY 2014-2015				
Description	Approved Budget	Admin Proposed Budget	Dollar Variance	Percent Variance
	2013-2014	2014-2015	2013-2014 vs. 2014-2015	2013-2014 vs. 2014-2015
General Fund Operating Budget	64,057,066	65,826,253	1,769,187	2.76%
Food Service	1,411,048	1,355,988	(55,060)	-3.90%
Federal Funds	1,500,000	1,500,000	-	0.00%
Total Budget	66,968,114	68,682,241	1,714,127	2.56%
Warrant Articles				
Gas Conversion		187,639		
Total Appropriations	66,968,114	68,869,880	1,901,766	2.84%
Less: Revenue				
Tuition	155,400	100,000	(55,400)	
Interest	3,000	2,000	(1,000)	
Food Service Sales	1,311,038	1,255,988	(55,050)	
Student Activities	18,000	18,000	-	
Building Aid	400,455	400,455	-	
Catastrophic Aid	857,645	857,645	-	
Vocational Aid	2,000	2,000	-	
Food Service - State	20,000	20,000	-	
Federal Funds	1,500,000	1,500,000	-	
Child Nutrition -Federal	80,000	80,000	-	
Gas Conversion Savings		185,996		
Medicaid	300,000	300,000	-	
Other Financing Services	19,000	19,000	-	
Capital Reserve	67,477		(67,477)	
Fund Balance	1,918,033	2,918,033	1,000,000	52.14%
Total Revenues	6,652,048	7,659,117	821,073	12.34%
District Assessment	60,316,066	61,210,763	894,697	1.48%
(Total Appropriations - Total Revenues)				
Less: State Education Grant (Current Law)	9,441,457	8,257,121	(1,184,336)	-12.54%
Less: State Education Tax Assessment	6,652,637	6,871,038	218,401	3.28%
Local School Tax Assessment	44,221,972	46,082,604	1,860,632	4.21%
Total Local Tax Effort				
(Local School + State Education Tax)	50,874,609	52,953,642	2,079,033	4.09%

Merrimack School District

Special Education Programs and Services Expenditures and Revenues

Fiscal Year 2011-2012 and 2012-2013 per RSA 32:11-a

Expenditures

Function	Purpose of Appropriation	Expended 2011-2012	Expended 2012-2013
1200-1299	Special Education	11,155,504	11,284,039
2000-2199	Student Support Services	2,043,442	3,349,116
2200-2299	Instructional Staff Services	5,000	5,000
2320-2399	Other Executive Administration	214,928	240,225
2700-2799	Student Transportation	961,148	849,526
TOTAL		14,380,022	15,727,906

Revenues

Account Description	2011-2012	2012-2013
State Aid	1,319,059	1,319,059
Tuition	94,904	75,992
Catastrophic Aid	1,109,167	1,210,654
Medicaid Reimbursement	702,495	394,586
TOTAL	3,225,625	3,000,291

