

**ANNUAL REPORT**  
**FOR THE**  
**YEAR ENDING JUNE 30, 2015**  
**AND**  
**PROPOSED BUDGET**  
**JULY 2016 – JUNE 2017**



**ANNUAL REPORTS**  
**SCHOOL DISTRICT OF MERRIMACK, NH**  
**for the**  
**Year Ending June 30, 2015**  
**- DISTRICT OFFICERS -**

**MODERATOR**

Lynn Christensen ..... 2016

**CLERK**

Patricia Heinrich ..... 2016

**TREASURER**

Richard Hastings ..... 2016

**SCHOOL BOARD OFFICERS AND TRUSTEES**

Christopher Ortega, Chair ..... 2016  
Shannon Barnes, Vice Chair ..... 2016  
Cinda Guagliumi ..... 2017  
Davis Powell ..... 2018  
Andrew Schneider ..... 2018  
Jacob Marcus, Student Representative ..... 2016

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Gage Perry, Vice Chair ..... 2016  
Stanley Heinrich ..... 2016  
Finlay Rothhaus ..... 2017  
Laurie Rothhaus ..... 2017  
Sue Sheridan ..... 2018

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This Annual Report was prepared and printed in its entirety  
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## 2015-2016 MERRIMACK SCHOOL BOARD



(L-R): Christopher Ortega (Chair), Jacob Marcus (Student Rep), Cinda Guagliumi, Davis Powell, Andy Schneider, Shannon Barnes (Vice-Chair)

### ANNUAL REPORT FROM THE CHAIR

To the Citizens of Merrimack:

It is my pleasure to submit this report as we conclude the 2014-2015 school year.

It is the goal of the School Board each year to support the Merrimack School District Logic Model through our policymaking and budget decisions. The Logic Model serves as both a short term and long term guide for growth in our district and is currently under revision. The Model's goals and objectives will be extended beyond students' continued progress in reading and math achievement, the acquisition of technology skills and a safe learning environment for staff and students to include a focus on student directed learning with the goal of producing life long learners.

District administration, in collaboration with the School Board and site based leaders, is now implementing a contemporary, research based model of teacher evaluation and performance that aligns with both state and district goals. This model was approved by the School Board and the Merrimack Teachers Association (MTA) and replaces the model that had been in place, and served the district well, for over 30 years. Its passage represents the continued diligence and hard work of the Educator Performance and Evaluation Committee, a committee comprised of members of the School Board, District Administration, teachers, and parents. The School Board wishes to thank all involved for the successful development and adoption of this critical tool in improving effective teaching.

The Merrimack Safeguard Committee successfully secured a second, consecutive five-year 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. This community based group that seeks to help local youth and families make positive choices represents a diverse cross-section of our community, and new members are always welcome. If you are interested in getting involved you may contact Detective Prentice at:

[tprentice@merrimack.k12.nh.us](mailto:tprentice@merrimack.k12.nh.us).

With the rapid changes in technology, the School Board implemented a new Student Use of Information Technology Policy to reflect these changes for years to come. The Board is committed to revisiting this policy and the others that preceded it 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 School Board and the Merrimack Police Department accepted a grant and contracted for the COPsync 911 service. COPsync 911 is a "Real-time threat alert system" that immediately, directly, and in real-time connects the staff of a building under potential threat with the five officers closest to the building's location.

The School Board continues 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.

It has been my pleasure and honor to serve the students and citizens of Merrimack for the past six years.

Respectfully submitted

Christopher Ortega, Chair  
Merrimack School Board

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

<b>INPUTS</b> Describes state/district plans/resources currently in place	<b>STRATEGIES</b> Describes ongoing activities to meet district goals	<b>OBJECTIVES</b> Describes what will be accomplished over the next two years	<b>GOALS</b> Describes what will be in place in five to seven years	<b>IMPACTS</b> Describes long-term results
Improvement Plans: - Focused Monitoring Plan	Provide consistent and sustainable professional development to support anticipated short and long term impacts of the Logic Model.	Students are actively and purposefully engaged through educators employing a repertoire of research-based strategies.	Educators employ consistent systems of support to facilitate student transitions.	Students demonstrate growth in reading and writing achievement.
School Board Policies and Administrative Procedures	Leverage communication tools to keep district stakeholders/ staff abreast of instructional practices, research, professional development experiences and student performance.	Educators facilitate learning through consistent instructional approaches and the use of data from assessments to meet the needs of each student.	Educators continuously monitor student progress for understanding.	Students demonstrate growth in math, science and social studies achievement.
Program and Curriculum Revision and Implementation Process - Standards and Assessments - Competencies and Competency-Based Assessments - Response to Intervention (RTI)	Integrated instructional practices are informed by data and differentiated in response to students' needs.	Students' needs are met through systematic tiered interventions based on academic and behavioral data that provides multiple opportunities for students to learn in a standards and competency-based environment.	Educators model appropriate use of information and technology.	Students leverage appropriate information and technology throughout their learning disciplines and are well-prepared for future applications.
State and Federal Accountability: - Standards for Public School Approval - Common Core State Standards/ College and Career Readiness Standards - New Hampshire Teacher Effectiveness Framework - Special Education Regulations	Collaboration among teams supports professional growth and builds shared responsibility for the social/emotional and academic needs of all students.	Students and educators work collaboratively to leverage information and technology, thus enhancing learning within and beyond the classroom.	Educators and the community collaborate to create a safe learning environment for all students.	Students, parents and staff promote an environment that fosters self-directed, life-long learners.
Educator Support Models/Plans - Educator Performance Evaluation Model - Individual Professional Development Plan (IPDP) - Torchbearer Program - Service Learning Projects	Leverage appropriate tools and resources to support instruction and use data to inform instruction.	Students engage in rigorous educational opportunities that will expose them to experiential, co-curricular and global perspectives and learning.		
District Plans - Technology Plan - Professional Development Master Plan - Capital Improvement Plan	Educate staff in the development and use of tiered interventions.	Students articulate and take ownership of individual learning goals through open dialogue, real world application and reflection.		
Operating Budget/Grant Support - Parent Group Support - School Board Support	Utilize communication tools to keep parents informed about the teaching/learning process.	Educators communicate their learning expectations for students to parents.	Educators communicate consistently with parents.	
Surveys - Parent				



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

School board members and administrators collaborated to revise the school district's Logic Model (see page 2). The tool outlines the district's goals, objectives and strategies to meet desired outcomes. The district's intent is to ensure that students demonstrate growth through progress monitoring in reading and writing, and in math, science and social studies. It is also important for students to acquire and apply technology skills. One of the most important goals is for students to become self-directed and life-long learners.

The district sponsored the second August Academy for educators which is a focus on professional development prior to the beginning of school. Nationally renowned Scholar, Greg Tang provided a keynote address on how to engage students in a deeper understanding and application of mathematics. That presentation set the stage for ongoing work throughout the year.

The district science committee continued its development of a revised K-12 science curriculum, focused on big ideas and essential questions that help students center on the chief purpose of a science standard which is application and understanding.

The Educator Performance and Evaluation Committee completed its work on the new educator evaluation model and prepared for implementation in 2015-2016 by training all staff on the model and the process.

Merrimack High School educators from many departments collaborated on the development of a variety of interdisciplinary courses to be offered in the 2015-2016 school year. The focus of the work was to combine courses that highlighted the unique character of each content area and reinforced the blending of the two.

District-wide planning for the initial implementation of Smarter Balanced, the statewide assessment involved the collaborative efforts of classroom teachers, technology instructors and district technology staff, librarians, administrators and many others to ensure that students experienced an optimal assessment environment. The Merrimack School District was very successful in this endeavor because of the staff's perseverance and teamwork.

The school year 2014-2015 concluded with a number of professional staff retirements. Five of sixteen retirees spent more than three decades in their positions. It is gratifying to think that veteran educators have chosen to spend the majority of their career in Merrimack. The retirees were Marcia Parzick, speech pathologist at James Mastricola Elementary School; Susan Treloar and Sandra Wyatt, classroom teachers at James Mastricola Upper Elementary School; Nancy Flynn, nurse, Linda Garces, English

language arts teacher, George Havener, social studies teacher. Ronald Krikorian, technology education teacher, Gail Severy, special education teacher and Heather Sweeney, science teacher at Merrimack Middle School; and David DeLisle, social studies teacher, Sandra Eherenman, nurse, Diane Plantier, English teacher, Susan Ruggeri, special education teacher, Raymond Sleeper, science teacher, John Snell, science teacher, and Jon VandeCar, technology education teacher at Merrimack High School.

Merrimack Educational Support Staff are very important in the operation of the school district. Several of them have spent a good portion of their working life in Merrimack. Six staff members retired in June. The retirees were Ann McPhee, preschool paraeducator at Reeds Ferry Elementary School; Chris Mauser, administrative assistant and Donna Schuster, Title I tutor at Thorntons Ferry Elementary School, Joanne Duggan, special education administrative assistant for three elementary schools, Joyce Dembow, paraeducator at Merrimack Middle School and Marjorie Brown, paraeducator at Merrimack High School. The Merrimack School District is fortunate to have had so many dedicated employees.

Employees demonstrate their dedication not only in long-term service but also in ongoing professional development. Michelle Roman, former language arts coordinator and teacher leader at James Mastricola Elementary School (JMES) illustrated her commitment to JMES and the district by attaining her administrative certification. Ms. Roman successfully completed her first year as the assistant principal of JMES.

Members of the Leadership Team, comprised of systems and building leaders, are responsible for fulfilling the district's mission and its day-to-day operations. One of the district's most significant leaders was Debbie Woelflein who retired after thirty-six years of service to the students, staff and Merrimack community. Mrs. Woelflein was an English teacher, department chair and assistant principal at Merrimack High School. While teaching she was named NH Teacher of the Year in 1996. Mrs. Woelflein was also the district's instructional supervisor and assistant superintendent for curriculum. She completed her career in Merrimack as the middle school principal. This administrator will be remembered for the huge contributions to the school district.

Respectfully submitted,

Marjorie C. Chiafery



## REPORT OF THE DIRECTOR OF SPECIAL SERVICES

The Merrimack School District Department of Special Services received its Annual Performance Report (APR) for the 2013-2014 academic year. 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. Sixty-five percent (65%) of our students with disabilities graduated with a regular diploma/ seventy-one percent (71%) statewide.

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

Indicator 3 measured participation and performance of students with disabilities on statewide assessments. Ninety-eight percent (98%) of our students participated in statewide assessments/ninety-eight percent (98%) statewide. Thirty-seven percent (37%) of elementary students with disabilities were proficient on statewide assessments measuring grade level standards in reading/thirty-six percent (36%) statewide. Fifty percent (50%) of high school students with disabilities were proficient in reading/thirty-six percent (36%) statewide. In math, thirty-three percent (33%) of elementary students with disabilities were proficient/twenty-six percent (26%) statewide. Nine percent (9%) of high school students with disabilities were proficient in math/twenty-six percent (26%) statewide.

Indicator 4 determined that the Merrimack School District (MSD) 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 the MSD 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 sixty-seven percent (67%) of our students were inside the regular class eighty percent (80%) or more of the day/seventy-three percent (73%) statewide. Six percent (6%) of our students were inside the regular class less than forty percent (40%) of the day/eight percent (8%) statewide. Six percent (6%) of our students with disabilities were served in public or private separate schools, residential placements, or homebound or hospital placements/three percent (3%) statewide.

Indicator 6 measured the percent of children aged three through five with IEPs that attend a regular early childhood program and are receiving the majority of the special education services in the regular early childhood program. Seventy-nine percent (79%) of our preschool students were inside the regular class/fifty-one percent (51%) statewide. No (0%) district preschool students were in a separate special education class, school or residential facility/eighteen percent (18%) statewide.

Indicator 7 measured the progress of preschoolers with disabilities who entered the preschool performing below age expectations and showed significant progress when they exited the program in the areas of social and emotional skills (100% Merrimack, 81% statewide), early language (100% Merrimack, 80% statewide), and use of appropriate behaviors (93% Merrimack, 78% 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. Thirty-eight percent (38%) reported that our schools facilitated parent involvement/thirty-seven percent (37%) statewide.

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

Indicator 10 determined that the MSD 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/ninety-six percent (96%) 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/ninety-six percent (96%) statewide.

Indicator 13, successful transition plans, was not evaluated this cycle.

Indicator 14 measured the percent of youth with disabilities who were enrolled in higher education or competitively employed within one year of leaving high school. Forty-three percent (43%) of Merrimack students enrolled in higher education/forty percent (40%) statewide. Seventy-one percent (71%) of Merrimack students were enrolled in higher education or competitively employed/sixty-three percent (63%) statewide.

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 continued to support district, school and curriculum initiatives, several of which were new.

The 2014-2015 school year was the first year for the Smarter Balanced Assessment, which presented challenges in getting prepared and supporting digital assessment on a larger scale than previously attempted. The technology and library staff at the district level and in all six schools worked collaboratively to identify equipment needs, assist with setup and training, and to help administer the assessment. Equipment was shared between schools, and troubleshooting and support were communicated both within the district and at the state and regional levels. The outcome of an impressive collective effort was a smooth testing process with many valuable lessons learned and a great sense of accomplishment.

As part of the district's Capital Improvement Plan (CIP) for Technology, two classroom sets of laptops on carts were deployed in each of the three lower elementary schools. This both increased the younger students' access to technology and created more opportunities for technology to be integrated directly into instruction. Increased technology integration into instruction at all levels has been greatly helped through the CIP project of installing projectors in all instructional spaces and increasing access to a wider range of online resources and learning tools.

In addition to improvements to instruction, the CIP also helped complete the district-wide installation of a Voice Over Internet Protocol (VoIP) phone system, which has lowered the cost of service while improving the quality. This was a multi-year project and resulted in all district buildings using the same phone system for the first time.

Adoption of standards for instruction and competencies for assessment has resulted in many changes to curriculum and instruction. In particular, at the High School the library staff collaborated closely with the departments to ensure access to nonfiction and fiction texts that directly support the subject areas. There was also much work done to ensure resources would be available for the interdisciplinary courses

coming the following year. The high school library was also reconfigured to provide an additional classroom lab space to help accommodate the ever growing demand for access to technology for instruction. The library and technology educators at all levels have worked to continually integrate information and technology skills into the daily learning of all students.

Overall, this was a year of ongoing improvement and support for evolving instructional and assessment initiatives.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Nancy L. Rose". The signature is written in a cursive style with a checkmark at the end.

Nancy L. Rose



## REPORT OF THE PRINCIPAL MASTRICOLA ELEMENTARY SCHOOL

The 2014-2015 school year at James Mastricola Elementary School (JMES) began with a busy summer which included converting the heating system to gas and the installation of automated doors at the front entrance. Additionally, a monitor to view the perimeter of the building was installed in the front office. This has enhanced the surveillance and videotaping capabilities for the security cameras.

We welcomed JMES' new assistant principal, Michelle Romein. Previous to becoming the assistant principal, Michelle served as the Language Arts Coordinator at JMES from 2011 to 2014.

The first Curriculum Night was held in the fall. This evening event was designed to give parents an overview of their children's experiences at JMES and touched upon each area of the MSD Logic Model. Teachers presented information about the core curriculum areas and specific grade level information. Common slides about the school-wide efforts were also shared with families.

JMES is a Positive Behavior Interventions and Support (PBIS) school. The theme for this year was "Living the Big Three." The theme was kicked off with a staff presented skit on what "Living the Big Three" looks like in various parts of the school. Students continued to receive "Gotchas" for being seen exhibiting behaviors of "Living the Big Three."

In both literacy and math, teachers met weekly in their Professional Learning Teams (PLTs) to collaborate about curriculum, instruction, and assessment. Performance Plus, a data warehouse offered through the New Hampshire Department of Education, was introduced to aid in the collection and review of data. This tool allows educators and teams to efficiently sort various types of data in order to make instructional decisions for our students.

As part of our commitment to literacy and as a kick-off to the Scholastic Book fair, JMES held its Principal's Story Hour. The evening's theme was "Our Reading Oasis." An important special guest reader for the evening was Liz Gotauco, children's librarian for the Merrimack Public Library.

This year JMES's fourth graders participated in the first JMES Science Fair. Interested students created projects focused on water. The projects were judged by volunteers associated with the Merrimack Water Department. Finalists from our JMES fair competed at the state water fair which was held at Wasserman Park and attended by all Merrimack fourth graders.

Under the guidance of Jackie Moore, Education Technology Integrator (ETI), students in grades one

through four completed an "Hour of Code". They learned why coding is important and the role it plays in their world as 21st Century Learners. This knowledge was then used to design programs for Dot and Dash, our newly acquired robots!

To celebrate the visual arts, Sue Bosiak, art educator, arranged the JMES Art Show held in the spring. Hundreds of works of art, created by our students, adorned the halls of JMES. Mrs. Bosiak also organized the annual Artist in Residence program for grade four students with world renowned basket maker and New Hampshire resident, Alice Ogden. This integration of the arts and social studies gave students the opportunity to learn about and weave a basket from resources native to New Hampshire.

The community of JMES was also treated to winter and spring concerts performed by the JMES Chorus and the newly established Bells Ensemble under the direction of Mrs. Beaudet, music educator. The JMES Chorus also performed in the district-wide Celebration of Song.

As part of its collaboration with the Merrimack School District, Southern New Hampshire University (SNHU) held an undergraduate course at the Mastricola Complex. SNHU students met weekly at James Mastricola Upper Elementary School (JMUES) for the coursework component of the class. Directly following, the SNHU students spent an hour each week shadowing special education teachers at both JMES and JMUES. This was a positive experience for our educators and the SNHU aspiring educators.

The Parents and Teachers Together (PATT) sponsored many of the traditional events that have become a part of the culture of JMES including: Ice Cream Social, BINGO Night, T.I.G.E.R, Hampstead Players, the Discovery Museum and the visiting Author, Matt Tavares. We also continued our collaboration with the Merrimack High School students that included: Baseball Day, MHS Science Fair, and the Teddy Bear Picnic.

The 2014-2015 school year was a busy one! The JMES community of students, staff and parents continued to work together to provide our young learners with an active and engaging educational experience. It is this collaboration that makes James Mastricola Elementary School a special place to learn and work.

Respectfully submitted,

Emilie D. Carter



## REPORT OF THE PRINCIPAL REEDS FERRY ELEMENTARY SCHOOL

The Reeds Ferry Elementary School continued to emphasize and focus on continuous improvement and student growth throughout the 2014-2015 school year. We are fortunate to employ amazingly talented and dedicated staff, and to work in a community where parents, businesses and the town and school boards contribute to our goals and successes.

As soon as the 2013-2014 school year closed, a talented cohort of educators stepped forward to work throughout the summer on various curriculum initiatives in preparation of the 2014-2015 school year! A math committee was formed to do extensive alignment work relative to math standards and instructional frameworks. The committee's work was then presented to all pre-k through 6th grade professional staff at the August Academy. The model of 'teachers train teachers' is a highly familiar and effective practice in Merrimack. The curriculum revision work continued to occur in the areas of literacy, science, and writing, with refinements evident in instructional practices across all learning environments. At Reeds Ferry School, Professional Learning Teams (PLTs) occur weekly, where educators collaborate and reflect upon their instruction and closely examine student performance data.

Throughout the school year, staff and students honed their skills and utilization of various technologies. We are pleased to have whiteboards and projectors throughout classrooms. The third and fourth grade students utilized technology for the Smarter Balanced Assessment that took place in May. This computer-based adaptive assessment is in its early years of adoption. The Reeds Ferry School educators, pre-k through fourth grade, have become highly proficient at examining student performance data through a variety of assessments in order to quickly and accurately respond to individual student's learning needs. A building based Response to Intervention (RtI) team meets regularly with administration to determine next steps for instruction and to reflect upon best practices.

Reeds Ferry Elementary School has an active Wellness Committee. A strong and spirited group of educators ran many activities for students and families throughout the year, including an evening Fall Festival, a week of Winter Olympics, a Walk-a-Thon, Snowshoe Club, Bike Rodeo and spring Family Fun Night. We are thankful to Merrimack's Shaw's North

for selecting Reeds Ferry as the recipient of their We Love Our Schools program. Their donation allowed us to beautify the flagpole area with new landscaping. The landscaping was done by a former RFS student, Dan Edmonds. Former students Erin Finken and Hope Daley conducted a community project by establishing a 'mitten box' for our school, another example of community partnership.

As in years past, we selected an Artist-in-Residence to work with our fourth grade students. Our parent organization sponsored folk musician Jeff Warner. His visit to Reeds Ferry School was featured on New Hampshire Chronicle. Audiences were able to view his work with our students and learn about the history of American folk tales and early musical instruments.

A special event occurred at the end of the school year during a school board presentation where educators and our youngest students highlighted to the public a 'day in the life of early education'. The preschool and kindergarten students' testimonies encapsulate and celebrate everything we continue to stand for: quality education, every day, for every learner.

Respectfully Submitted,

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

Kimberly Yarlott



## REPORT OF THE PRINCIPAL THORNTONS FERRY ELEMENTARY SCHOOL

At Thorntons Ferry School (TFS) we continue to help our students learn the skills of the 21<sup>st</sup> century, like collaboration, creativity, communication and critical thinking, through technology integrated projects with specialists helping students. Great thanks to our families, our Parent and Teacher Group (PTTF) and district partners for the support that contributed to the development of the Thorntons Ferry Learning Center. This is a dedicated, shared learning space where students and educators collaborate in an open, flexible, technology supported learning environment.

Critical thinking and creativity are taught and reinforced in our day-to-day instruction and are fostered through integration of school-wide projects and learning opportunities. Our Gifted and Talented Program offered students creative opportunities, including Invention Convention, which promotes children's problem solving and creative thinking skills. Many students attended the 2015 Young Inventors' Celebration sponsored by the Academy of Applied Science as they teamed together to focus on inventions for the classrooms.

As our community and state partners worked closely with our school to promote student success, we also collaborated with these partners to support their efforts. Thorntons Ferry students contributed over \$14,000 (an increase over last year) to the American Heart Association, and families, when they jump-roped their way to second place in the state for our overall contribution. Our student led Community Council raised money for local families through a food, clothing and toy drive and TFS celebrated cooperation month and the 100th day of school by donating over 400 food and clothing items for the Families in Transition Program. We enjoyed partnering with Merrimack Public Water Works to host and attend the first-ever Water Festival in Merrimack.

In partnership with our PTTF, we continue to offer various enrichment and social/emotional programs such as: Artist in Residence (Drums Alive), Visiting Author (Matt Tavares) PBIS (Positive Behavior in School – assemblies and teams, TIGER Character Theater, the “shine your light” program and a host of wonderful family events.

Student helpers are organized as part of our Student Ambassador Club welcoming new students and families. Other helping teams include the student-run community council, groups for students around positive social skills, daily check in, check out program, new student welcome tea, and recess clubs and after-schools clubs.

The assessment system, Star 360, was implemented for our students, and students throughout the district, who are at risk in math and educators across our school participated in a whole-school, book study by Dr. Nikki Newton, “Guided Math in Action K-5: Building Each Student's Mathematical Proficiency with Small-Group Instruction.

Significant gains were made in assessment practices throughout the elementary schools in our district with the implementation of the state-based Performance Plus Student Management Reporting System that houses student information and data in the areas of reading, math and writing. At their fingertips, educators can now access key student academic current and historical data online which expedites the data review process. Educators can work real-time within their professional learning communities to review student and grade-level data, examine and analyze results and make changes that are best for students.

In closing, we thank all of our partners for the countless ways that you support our school community and we look forward to our continued growth as a community of learners and leaders. We welcome you to access our Thorntons Ferry website, PTTF TFS Facebook Page, signup for our PTTF email blasts and our District School Messenger email vehicle to receive current information about our school and district throughout the year.

Respectfully Submitted,

Bridey Bellemare



## REPORT OF THE PRINCIPAL MASTRICOLA UPPER ELEMENTARY SCHOOL

During the 2014-2015 school year, James Masticola Upper Elementary School (JMUES) refined the way we differentiate instruction utilizing the Response to Instruction (RTI) approach. At JMUES, RTI is the proactive and systematic integration of school resources to promote achievement for each learner. Our common goal is to promote the growth of each child on their individual trajectory aligned with rigorous educational standards. Decisions made regarding students' academic, social-emotional and behavioral needs were based on multiple data points analyzed in context over time.

To meet the learning needs of all students, we scheduled Tiered Instructional Activities (TIA) to provide students differentiation in reading. TIA included an opportunity for each student to participate in small group or whole group instruction. During small group instruction, students worked to secure proficient skills in the areas of fluency, print processing, listening comprehension, and/or word identification. During whole group lessons, students strengthened their reading and writing skills by creating original scripts to support our school wide expectations of respect, responsibility, and safety.

JMUES students participated in several different wellness programs. Fifth grade students experienced the Police and Children Together (PACT) Program under the direction of Officer Robert Kelleher from the Merrimack Police Department. Our sixth grade students participated in Project Safeguard, a day-long on-site wellness conference bringing students and parents together to hear experts speak about a range of wellness topics affecting adolescents and their families. In addition to these events, the JMUES Student Support Team provided all classrooms with bi-monthly wellness lessons addressing such topics as stress, bullying, and friendship. These activities reinforced our Positive Behavioral Interventions and Supports (PBIS) Program, as well as provided students with tools necessary to make appropriate social choices.

The students at JMUES were provided enrichment opportunities through various field trips and in-school presentations. Grade five students, as part of the science curriculum, visited the Boston Museum of Science. They also had the opportunity to visit the Independence Museum in Exeter, NH, which depicted colonial life in America. Grade six students participated in the Enterprise City Program. This program offered

students the opportunity to learn, hands on, banking and financial management skills. In addition to field trips, grade five students attended an in-school presentation on colonial life and viewed memorabilia from the American Revolution.

The JMUES students, staff and community members are to be commended for their commitment to learning and dedication to our school. Students participated in the Fischer Cat's Reading Challenge and the Bikes for Books Program to promote literacy. Students and staff engaged in multiple Relay for Life fund raising activities to support the American Cancer Society. The JMUES staff was recognized by the Amherst, NH Walmart as part of their Educator Appreciation Program. Mrs. Kathleen Martin was nominated by The National Education Associations Educational Support Personnel for her excellence and leadership skills. She and colleague Carol Scopa, (paraeducator at Thorntons Ferry School) were chosen to represent New Hampshire at the National Education Association's Educational Support Personnel Annual Conference, in New Orleans, Louisiana. Additionally, Mrs. Carolyn Belfiore was the recipient of the 2015 Jo Campbell Education Support Personnel Award for the State of New Hampshire. Mrs. Belfiore received the award as a result of her involvement with MESSA membership and recruitment for her affiliation with local and state associations, work on negotiations and grievances and community activities. She will attend the 2016 National Education Association's Educational Support Personnel Conference as the recipient for the State of New Hampshire. Community members Pat McGrath and Peter Giacapuzzi returned to present their "Success is Up to You" program at JMUES. Finally, the upper elementary community, in conjunction with the Parent Faculty Association, continued to be distinguished as a Blue Ribbon School, which recognized the contributions of school volunteers.

Respectfully submitted,

Marsha McGill



## REPORT OF THE PRINCIPAL MERRIMACK MIDDLE SCHOOL

In the 2014-2015 school year Merrimack Middle School educators continued to implement and refine assessments, standards, and instructional practices. Staff met regularly to discuss results from assessments and continued the refinement process to help provide accurate information relating to student learning. In this pursuit, the middle school also piloted the STAR Math assessment, which provided staff with an opportunity to see information that was gathered through the 20 minute online assessment. Staff worked to create common summative assessments for students in the area of English Language Arts and collaborated with Merrimack High School related to the Honors programs available there.

Merrimack Middle School students were also the recipients of a variety of honors throughout the school year. The 2014-15 school year saw the reinstatement of the Watkins Speech Contest. Three students participated in this activity; Jared Vitckoski – First place, Kourtney Wall – Runner Up, and Zachary Richard - Runner Up. Oloya Latigo won the Geography Bee and Dylan Driscoll won the annual Watkins Spelling Contest, both represent Merrimack Middle School at the state level. In addition, Merrimack Middle School was well represented by many students at the New Hampshire Band Directors Association (NHBDA) Middle-Level Honor Band Festival, South Central District honor Band Festival, and Solo and Ensemble Festival.

All of our seventh grade students had the opportunity to participate in an “in house” field trip called Wildlife Encounters. Staff from this organization brought a variety of animals including Bennett’s wallaby, arctic fox, and an American alligator all of whom were rescued from the wild, to our school. The Merrimack Middle School Parent Teacher Group (PTG) sponsored this event so all students could participate free of charge. Students also completed a habitat project in the Grater Woods which provides the essential environment for the endangered New England cottontail rabbit.

Over 50 Merrimack Middle School Students participated in the 2014 Hour of Code in which they had the opportunity to learn more about technology and the essential role it plays in society. Students also presented full productions of the musical Joseph and the Amazing Technicolor Dreamcoat as well as Bull in a China Shop.

Our 7th grade students had the opportunity to participate in the Camp Sargent experience in the fall as well as the spring of the 2014-15 school year. This

experience provided students with hands on team building opportunities offered through low/high rope experiences, canoeing and creating a skit. This experience also included educational elements from the 7th grade curriculum such as a farm experience and Native American Culture. The 8th grade students had the opportunity to participate in either the Washington D.C. trip or local experience which provided them opportunities to gain practical understanding of government and the rich history of our nation and state.

Through the many efforts of the Merrimack Middle School PTG and its numerous volunteers, the school received the New Hampshire Partners in Education (NHPIE) Blue Ribbon Award. Merrimack Middle School and the Nashua YMCA also received the NHPIE Gold Circle Award. We were also the recipient of a continuation of the Federal Drug Free Communities Program grant for a second five years. This grant will continue to assist supporting a School Resource Officer/Juvenile Officer at Merrimack Middle School to provide ongoing education about drug and alcohol use, as well as being a resource to support students, families, and the Merrimack community.

Respectfully submitted,

Adam Caragher



## REPORT OF THE PRINCIPAL MERRIMACK HIGH SCHOOL

Significant changes in the curriculum and the launching of a student-based community service program – ‘Merrimack Cares’ – were the hallmarks of this academic year. By introducing 6 new Advanced Placement courses as well as 5 new interdisciplinary courses, MHS intensified course offerings, while over 300 seniors sporting their Merrimack Cares/Merrimack Gives Back – shirts travelled throughout the Merrimack community engaging in community service projects. Meanwhile, MHS hosted its fifth Challenge Day series - a nationwide program that addresses bullying and harassment, focuses on good decision-making and positive culture building.

Notably, the daily attendance rate hovered at about 96% and, of the 307 seniors who graduated, 88% continued their education after high school with 58% attending a four year college, 30% enrolling in a two-year college or seeking other post-secondary education, 7% going directly to careers, and 4% joining the military, leaving 1% undecided.

MHS students excelled academically. One hundred-four (104) students took 181 AP exams in 16 subjects. Eight-five percent (85%) of the exams received a score of 3 or higher. Eighteen (18) students received the President’s Award for Educational Excellence. MHS NECAP scores remained significantly above the state average as students and teachers prepared for the new Smarter Balanced Assessment Program.

One hundred one scholarships were awarded to MHS students on Awards Night totaling \$957,950.00. The National Honor Society, led by advisors Bill Maniotis and Jan Moynihan-Cooney, inducted 53 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 seventh 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. Nineteen 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 Higher Power in November, and The Pajama Game at the

Opera in the late spring. In January, the theater group presented a Night of One Acts including *Velveteen Rabbit*, *The Pattern is Broken* and *Locked In* – each student directed. They were also asked to perform *Locked In* at the NH State Festival. The Artist-in-Residence, Carolyn Rordam, continued 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, Granite State Challenge, the Rotary Speech & Voice of Democracy contests.

Several athletic teams engaged in social awareness projects as well. 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.

In New Hampshire Interscholastic Athletic Association (NHIAA) competition, hundreds of boys and girls participated on one of 50 MHS teams. The girls volleyball team won the D1 State Championship going 22-0 and set a State record for dominance dropping only 2 sets all year. Tammy Lambrou was selected the D1 Coach of the Year, while senior Jen Coffey was selected as the NHIAA Student-Athlete of the Month for September, DI Player of the Year, and Gatorade Player of the Year for NH. Coaches John Snell (Track), and Cathy Merra (XC) were also voted as coaches of the year. AD, Eric Sabeau, continued the Student-Athlete Ambassador program wherein 23 student-athletes were recognized as scholar-athletes at the state level by the NHIAA. In all, MHS student-athletes received over 150 regional and state awards for their excellence on the playing fields, court, and in the classrooms.

True to tradition, MHS was chosen as a Blue Ribbon recipient for its volunteerism and a Gold Circle school for its many business partnerships. World Language teacher Kevin Champigny received the No Bell Prize, which included a \$6,000 cash award. The year ended with an impressive and respectful commencement ceremony; Jan Moynihan-Cooney delivered the keynote speech in Mr. Johnson’s absence, while valedictorian Isabelle Beauregard, salutatorian and class president James Jolly, as well as the president’s designee, Connor Pearson, along with advisors Cheryl Riley and Wendy Packard, chose “Rise Above the Rest” as the class theme.

Respectfully submitted,

Kenneth W. Johnson

## MERRIMACK HIGH SCHOOL 2015 GRADUATES

Jesse Josiah Adams	Tara M. Comire	◇ Bailey S. Goodwin
Zachary R. Amodio	◇ Caitlin J. Considine	Jessica L. Goodwin
Angelica M. Andrade	Ana Carolina Viana Costa	◇ Alexandria A. Grace
Emily Paige Arcudi	Jesse L. Covatis	◇ Ashley J. Grassini
◇ Ryan Christopher Ballard	Jackson R. Crawford	◇ Brittany A. Gravallesse
Austin M. Bannister	Shawn Robert Crement	◇ Casey J. Grigg
Chase D. Bantham	◇ Benjamin C. Cronin	◇ Julia M. Grist
◇ Elizabeth M. Barbera	Kiera C. Crowley	◇ Felix J. Guerette
◇ Ryan P. Barry	Zachary R. Curran	Michael D. Guest
Dallas M. Bascio	◇†• Emily Maria Anne Curtis	Andrew R. Guilmette
Julia Kaitlyn Bates	Mitchell R. Dalton	◇†• Kyra H. Gustavsen
◇†• Dylan J. Beaulieu	†• Matthew R. Daneau	◇ Gifford A. Hall
Robert Jeffrey Beaulieu	†• Alexander T. Dano	Donald Andrew Halpin
◇ Zachary W. Beauparlant	†• Paul H. Davidson	Cailey W. Hambleton
◇†• Isabelle Nora Beauregard	Kalylah Davis	• Kaitlyn R. Hanson
Noah R. Belanger	◇ Andrew H. DeGregorio	Cahi A. Hardy
◇†• Amanda N. Belliveau	◇ Cheyanne S. DeMattia	Brandon J. Hargreaves
◇†• Julie E. Berberian	Misael J. Demitrius	Neal H. Harrington
Nicholas K. Berube	Garrett Paul Denton	Jordan Covey Harte
◇ Nathan D. Blais	Ross D. Descheneaux	◇ Troy C. Hartmann
Joy Masego Boang	Lily A. Desrochers	◇ Devon Tyler Hastings
◇ Madison Claire Boerner	Justin L. Devanna	◇ Shannon L. Healey
Christopher T. Boilard	◇• Ashley E. Devereaux	◇†• Mackenzie J. Hennas
◇• Danielle Bonner	◇ Santino DiPalermo	Garrett C. Henzley
◇† Anna E. Boucher	Joshua R. Duarte	Ashley M. Herrick
Sarah Michelle Bourbeau	◇ Colby N. Dubois	Ian T. Herrmann
◇• Katherine R. Bouressa	◇ Jack T. Duffy	Nhan E. Ho
Kelly E. Bourque	Allen J. Durkee	Brendan J. Holley
◇ Zachary M. Bowman	Brandon R. Earl	◇ Meghan E. Hopkins
◇ Connor J. Boyce	Madison P. Eger	Maegan E. Howe
◇†• Katherine E. Brennan	◇ Julia May Eichman	◇• Tyler J. Hoyle
◇ Matthew A. Brewster	Maisie Anne Elias	Jason M. Hugh
Ethan Hunter Brodell	Laura B. Elliott	Emilee Jensen
Dylan J. Browne	Nicholas R. Elmer	Brandon A. Johnson
◇ Austin B. Buda	◇†• Sierra Paige Erickson	◇ Sarah Esperanza Johnson
◇ Jacob A. Buda	Austin J. Farrens	◇†• James P. Jolly
◇ Meagan J. K. Buda	◇ Michael B. Ferrone	Alyssa M. Jones
Corey A. Burrell	Jason M. Fitzgerald	Ankita Juvvadi
Joseph P. Burry	◇ Jordan C. Fleckenstein	◇ Nicholas A. Kachmar
Jenna M. Byrd	◇ Jason J. Fortin	Alicia E. Kane
◇ Eric M. Cabral	Kasey Marie Foster	◇ Alexis N. Kapsambelis
◇ Joseph P. Calabro	◇ Katelyn Fournier	Jacob M. Kennedy
Meghan E. Camara	Shane Michael Foye	Merida G. Kepnes
Robert A. Camberlain	Zoe Ashley Fraize	Tyler J. K. Kimball
Gabrielle O. Canto	◇ Amanda L. Franklin	Brandon Thomas Kindlimann
Sara R. Capano	◇ Austin J. Franzen	◇ Kathryn G. King
◇ Erin Kathleen Carey	Stephen Adams Gage	Austin James Knust
◇ Brendan J. Carter	Kaitlyn E. Gagne	◇• Trevor T. Lacey
Bryan Jonathan Charland	◇ Jeffrey Michael Gallagher	Savannah Leigh LaChance
◇ Bryce E. Chouinard	Lucas K. Gardenour	James A. Lafond
◇ Madison M. Chouinard	◇ Joseph R. Giampietro	Gabriel J. LaForge
◇ Corey G. Clarke	Ashley A. Giguere	Nathan M. Lam
Connor D. Cloutier	Austyn Cammaron Gilmore	Michael David Lang
◇ Matthew J. Coburn	◇ Summer S. Golden	◇ Ashley L. Langelier
◇ Jennifer N. Coffey	◇†• Sarah Emily Goldstein	Anthony J. Lapiana
Nicholas R. Colombo	◇† Kelsey L. Golemo	Kayla A. LaSala

- Lacey E. Lauture  
 ♦• Kyle J. Lawson  
 ♦†• Shannon K. Leavenworth  
 ♦†• Renee D. LeClaire  
 Timothy J. L'Heureux  
 ♦† Valerie A. Libby  
 • Raitha C. Liberty  
 Allison C. Lindbom  
 ♦†• Kayla A. Londono  
 Janette Lopez  
 ♦ Morgan E. Lussier  
 ♦ Adam M. Lynch  
 Jacob D. MacDonald  
 Connor D. MacInnis  
 Summer MacPherson  
 James R. Madden  
 ♦ Elizabeth Grace Magee  
 Makayla Rachel Marchand  
 ♦ Cassandra J. Marden  
 Troy M. Marks  
 Joseph James Marshall  
 Connor M. Martin  
 Morgan L. Martinage  
 ♦†• Alyssa E. Maston  
 ♦†• Kellie A. Mathewson  
 Samantha Matthes  
 ♦ Julianne C. Mayville  
 Robert E. McCarthy III  
 Anthony William McHugh  
 Conor E. Meighan  
 Ashley C. Mello  
 Lauren Marie Menard  
 Jeffrey David Menard  
 Dana A. Mendes  
 ♦ Caitlin T. Minear  
 Cameron M. Monahan  
 Taeya Sherrai Montgomery  
 ♦ Paige A. Monty  
 Jarrett James Morales  
 Luke E. Morey  
 Sarah J. Morgan  
 Kyle C. Moschen  
 ♦ Jessica L. Mulhern  
 ♦†• Daniel J. Mulligan  
 ♦ Jennifer A. Mulligan  
 Grace A. Mulvey  
 Mackenzie Mariah Murphy  
 ♦• Renee M. Murray  
 ♦ Nathan A. Narducci  
 Gabrielle Lynne Naylor  
 ♦ Colin G. Neve  
 ♦ Wesley J. Notter  
 Christopher J. Nowalk  
 ♦†• Logan T. Nozell  
 ♦ Morgan L. Nugent  
 Aidan P. O'Brien  
 Andrea Lynne Olson  
 ♦ Timothy R. O'Neil
- Robert D. Ore  
 Yuka Oshige  
 Rachael Ellen Paradis  
 Mikayla K. Parent  
 Hayley D. Parrott  
 Stephen J. Parsons  
 Zachary M. Partin  
 ♦ Caitlyn A. Paulson  
 ♦† Conner J. Pearson  
 ♦†• Emily E. Pelletier  
 ♦ Thomas D. Perkins  
 Wesley V.A. Perrier  
 ♦ Julia C. Perry  
 ♦ Amanda J. Petrain  
 Riccardo Petrilli  
 ♦ Jacquelyn E. Petrocelli  
 Conor S. Pickett  
 ♦†• John Richard Pitten  
 Devan E. Plourde-McElroy  
 Ashley R. Poirier  
 Alison C. Poudrette  
 LEEAN M. POWER-DIMASCIO  
 Charles J. Prouty  
 Hannah Soolunya Provencher  
 Christopher John Puglisi  
 ♦†• Hersh Rai  
 Ethan R. Rancourt  
 Matthew John Ranieri  
 Michael W. Raymond  
 Cheyenne A. Regnier  
 †• Dylan T. Richardson  
 ♦ Stephen M. Ring  
 Joseph L. Rivard  
 Scott T. Rivers  
 Christopher B. Romero-Klevisha  
 Taylor R. Rosati  
 Noah S. Roy  
 Valentina Ruiz  
 Seth Allen Russell  
 ♦ Sarah C. Sadhwani  
 Autumn Raine Sayball  
 Jordan R. Schaub  
 ♦†• Tayla L. Schipilliti  
 Ryan A. Schneider  
 Aleesya Marie Schreech  
 ♦†• Rachel Catherine Schwartz  
 ♦†• Shoshana C. Sernik  
 • Steven C. Sexton  
 ♦ Darby Bishop Shaw  
 Sarah E. Shaw  
 Sarah A. Sibley  
 ♦ Nicholas L. Simmons  
 ♦ Keo J. Simonson  
 Ryan Edward Sinclair  
 ♦ Kevin Allan Sloane  
 Benjamin O. Smalley  
 ♦† Abigail Alexa Smith  
 ♦ Brett C. Smith
- ♦ Hannah R. Smith  
 ♦† Katherine M. Smith  
 ♦†• Katherine E. Spencer  
 ♦†• Allison M. Stankiewicz  
 Ryan S. Stevens  
 Andrew H. Stockhausen  
 Jordan Scott Sullenberger  
 Kathleen Mary Summers  
 Tyler C. Sundstrom  
 Logan Louis Sweesy  
 ♦ Stephanie A. Sylvester  
 ♦†• Rhianne E. Tallarico  
 Shawn M. Theriault  
 Brianna Hope Therrien  
 ♦ Michaela Joelle Thomas  
 Austen D. Thomson  
 Ashlyn M. Toursie  
 ♦• Matison A. Trotter  
 Christian W. Turcotte  
 Jillian N. Turner  
 ♦ Tanisha D. Urgent-Mitrano  
 • Schuyler R. Vaillancourt  
 ♦ Craig R. Valenti  
 ♦†• Abigail Faith Varano  
 ♦• Jonathan R. Wallace  
 Taylor M. Walls  
 ♦†• Sandra LeighAnne Walser  
 Ian J. Walsh  
 Caleb Nguyen Ware  
 Justin John Watkins  
 Kelly A. Watkinson  
 ♦ Alec P. Watson  
 Emily A. Watson  
 Haley A. Watson  
 ♦ Pierre H. Watt  
 ♦ Emily A. Weaver  
 ♦• Benjamin J. Wheeler  
 Todd R. Whittaker  
 Austyn J. Whittingham  
 Sarah A. Willan  
 ♦†• Blake J. M. Williams  
 ♦• Hollie V. Wilson  
 Tyler J. Witkowski  
 ♦ Noah Wood  
 ♦ Megan C. Worster  
 Brandon Robert Zaher  
 ♦†• Erin M. Zanni  
 ♦ Jefferson E. Zannoni  
 Morgan Alexandria Zyla
- ♦ New Hampshire Scholar  
 † National Honor Society  
 \* Top 15%

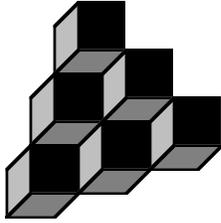
**Members of the Merrimack High School Class of 2015 were accepted at the following institutions of higher learning:**

Alderson-Broadus College  
American University - DC  
American University of Paris  
Arcadia University  
Assumption College - MA  
Auburn University - AL  
Babson College  
Bay State College - MA  
Becker College - MA  
Belmont University  
Beloit College - WI  
Bel-Rea Institute of Animal Technology - CO  
Bennington College - VT  
Bentley University - MA  
Boston University - MA  
Bowling Green State University  
Brandeis University - MA  
Brevard Community College  
Bridgewater State University - MA  
Brigham Young University - ID  
Brigham Young University - UT  
Bryant University - RI  
California Polytechnic State University, San Luis Obispo  
Calvary Chapel Bible College - CA  
Case Western Reserve University - OH  
Castleton State College - VT  
Catholic University of America - DC  
Central Connecticut State University - CT  
Champlain College - VT  
City College of New York - NY  
Clark University - MA  
Clarkson University - NY  
Clemson University - SC  
Coastal Carolina University  
Colby-Sawyer College - NH  
College of Saint Rose - NY  
College of Wooster - OH  
Colorado Mountain College - CO  
Colorado State University - CO  
Columbia College Chicago - IL  
Curry College - MA  
Daniel Webster College - NH  
Drew University  
Drexel University - PA  
East Carolina University - NC  
Eastern Nazarene College  
Elmira College - NY  
Elon University - NC  
Embry-Riddle Aeronautical University - FL  
Emerson College - MA  
Emmanuel College - MA  
Empire Beauty School  
Endicott College - MA  
Fairfield University - CT  
Fitchburg State University - MA  
Florida Institute of Technology - FL  
Franklin Pierce University - NH  
Full Sail University - FL  
George Mason University - VA  
Georgia Institute of Technology  
Gordon College  
Goucher College - MD  
Granite State College  
Great Bay Community College - NH  
Green Mountain College - VT  
Grove City College - PA  
Hampshire College - MA  
Hampton University  
High Point University - NC  
Hofstra University - NY  
Husson University - ME  
Indian River State College - FL  
Indiana University at Bloomington - IN  
Ithaca College - NY  
James Madison University - VA  
Johns Hopkins University - MD  
Johnson & Wales University - RI  
Keene State College - NH  
Kent State College  
King's College  
La Salle University - PA  
Lafayette College - PA  
Lakes Region Community College  
Lasell College - MA  
Le Moyne College - NY  
Lesley University - MA  
Long Island University, Brooklyn  
Louisiana State University - LA  
Loyola University Maryland - MD  
Lyndon State College - VT  
Manchester Community College - NH  
Manhattan College  
Marymount Manhattan College - NY  
Massachusetts College of Art and Design - MA  
Massachusetts College of Pharmacy & Health Sciences - MA  
Mercyhurst University  
Merrimack College - MA  
Miami Dade College - FL  
Michael's School of Hair Design & Esthetics - NH  
Mississippi State University - MS  
Montana State University, Bozeman  
Montserrat College of Art - MA  
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 School of Mechanical Trades - NH  
New Hampshire Technical Institute - NH  
New York Film Academy - NY  
Niagara University - NY  
Nichols College - MA  
North Carolina State University - NC  
Northeastern University - MA  
Northern Arizona University  
Norwich University - VT  
Ohio State University - OH  
Pace University - NY  
Paul Smith's College - NY  
Pennsylvania State University - PA  
Plymouth State University - NH  
Providence College - RI  
Purdue University - IN  
Quinnipiac University - CT  
Radford University - VA  
Regis College - MA  
Rensselaer Polytechnic Institute - NY  
Rhodes College - TN  
Rider University  
Rivier University - NH  
Roanoke College - VA  
Rochester Institute of Technology - NY  
Roger Williams University - RI  
Rowan University - NJ  
Rutgers University - NJ  
Sacred Heart University  
Sage College of Albany - NY  
Saint Anselm College - NH  
Saint Joseph's College - ME  
Saint Lawrence University - NY  
Saint Louis University - MO

Saint Michael's College - VT  
 Salem State University - MA  
 Salve Regina College - RI  
 Seton Hall University - NJ  
 Siena College - NY  
 Simmons College - MA  
 Southern Maine Community College - ME  
 Southern New Hampshire University - NH  
 Southern Vermont College - VT  
 Southern Virginia University - VA  
 Springfield College - MA  
 Stetson University - FL  
 Stevenson University - MD  
 Stonehill College - MA  
 Stony Brook University - NY  
 Suffolk University - MA  
 Summitt University - PA  
 Susquehanna University - PA  
 Syracuse University - NY  
 Temple University - PA  
 The Culinary Institute of America  
 The University of Alabama at Birmingham  
 The University of Arizona  
 Towson University - MD  
 Trinity College - CT  
 Tufts University - MA  
 Union College - NY  
 United States Naval Academy  
 University of Alabama - AL  
 University of Bridgeport - CT  
 University of Chicago - IL  
 University of Colorado at Boulder - CO  
 University of Connecticut - CT  
 University of Delaware - DE  
 University of Hartford - CT  
 University of Hull - UK  
 University of Maine - ME  
 University of Massachusetts Amherst - MA  
 University of Massachusetts Boston - MA  
 University of Massachusetts Dartmouth - MA  
 University of Massachusetts Lowell - MA  
 University of Minnesota - MN  
 University of Missouri - MO  
 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 Dakota - ND  
 University of Pittsburgh - PA  
 University of Rhode Island - RI  
 University of Richmond - VA  
 University of Rochester - NY  
 University of Scranton - PA  
 University of South Carolina - SC  
 University of South Florida - FL  
 University of Southern California - CA  
 University of Southern Maine - ME  
 University of Tampa - FL  
 University of Tennessee - TN  
 University of Vermont - VT  
 University of Wisconsin - WI  
 University of Wyoming - WY  
 Utah State University - UT  
 Utah Valley University - UT  
 Utica College - NY  
 Villanova University - PA  
 Virginia Polytechnic Institute & State University - VA  
 Washington University in St Louis - MO  
 Wentworth Institute of Technology - MA  
 Westminster College - UT  
 Wheaton College - MA

Wheelock College - MA  
 Wilkes University - PA  
 Worcester Polytechnic Institute - MA  
 Worcester State University - MA

Good luck to the graduates who enlisted in the Armed Services.  
 We have students entering the:  
 U.S. Air Force  
 U.S. Army and the Army National Guard  
 U.S. Army Reserve  
 U.S. Marine Corps  
 U.S. Navy



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

Report to the Citizens of Merrimack

March 2016

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

In light of the emergency situation regarding the middle school roof, the Board had to delay the new central administration office being placed on the ballot again for another year. We did, however, continue discussions on the office building and began a review of possible other site locations within the immediate area to see if any were feasible. At this time, information is being explored and costs are being calculated.

We were asked to update and review the research we had compiled on a new track and field as the track will be placed alone in the District budget this year. We had previously looked at it in combination with a possible new turf field, but in addition to other unforeseen expenses the Board decided to have the track installed alone due to the fact the track could no longer be repaired or used by any team. The Committee revised its information to reflect costs and arrangements to install only an eight-lane track for the upcoming year.

We will continue to research the field solution as the current field's condition continues to be a challenge to accommodate the many teams needing to use it. The new administration building will again be reviewed and updates given to the Board as needed.

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 4, 2015**

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

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. Mrs. Christensen asked Stanley Heinrich to introduce the Budget Committee. Mrs. Christensen explained the procedures to be followed during the meeting and stated Article 1 was election of officers, which would take place by official ballot on April 14th

Mrs. Christensen read Article 2:

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

Mrs. Christensen recognized Mrs. Guagliumi who moved Article 2 as written. Second: Mr. Powell.

Mrs. Guagliumi spoke to her motion by saying that this article appears on the ballot every year to allow the School Board to accept property gifts on behalf of the District after public discussion and a vote by the Board.

Mrs. Christensen called for discussion on the article.

There was none.

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

Article 3: Shall the District approve the cost items included in the collective bargaining agreement reached between the School Board and the Merrimack Educational Support Staff Association which calls for the following net changes in salaries and benefits at the current staffing levels over the amount paid in the prior fiscal year:

Year	Estimated Amount
2015-2016	\$208,398
2016-2017	\$212,331
2017-2018	\$220,201

and further raise and appropriate the sum of Two Hundred Eight Thousand Three Hundred Ninety Eight Dollars (\$208,398) 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: 5-0-0). (Recommended by the Budget Committee Vote: 11-0-1).

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

Mrs. Barnes spoke to her motion by saying that this contract covers the School District support staff, which includes custodians and other maintenance staff, paraprofessionals, administrative assistants and food service workers. She said this is a three-year contract with a 3% pay increase for each employee and a 1% decrease in the amount that the District contributes toward the health insurance plan. She said that, while the District has a three-tier plan, the amount the District pays toward health insurance is based on the bottom tier: the HMO plan. This will result in approximately \$50,000 savings to the District each year or \$150,000 over the term of the contract. Mrs. Barnes also said that the contract includes a longevity bonus of thirty cents an hour for employees who have been with the District for more than 30 years.

Mrs. Christensen called for discussion on the article.

There was none.

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

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

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

Mr. Powell spoke to his motion by saying that should Article 3 fail, this article gives the School Board the option of holding a special meeting to discuss cost items only without the need to petition the Superior Court to hold a meeting.

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: Shall the District discontinue the Asbestos Removal Fund with said fund principal and accumulated interest to date of withdrawal, to be transferred to the School District's general fund?

Approximate Amount Remaining

<u>Fund Purpose</u>	<u>Year Created</u>	<u>Balance Remaining</u>
Asbestos Removal Fund	2007	\$50,525.00

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

(Recommended by the Budget Committee Vote: 11-1-0).

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

Mr. Powell spoke to his motion by saying that the District has been working to remove asbestos tiles from all schools for several years and funding the on-going projects in the operating budget. He said the District expects to have the removal projects completed by 2016 and will no longer need this fund. He stated the intent was to dissolve the fund and use the money left to fund the next article.

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 (Special Warrant Article): Shall the District raise and appropriate an amount up to Fifty Thousand Five Hundred Twenty Five Dollars (\$50,525) and transfer that amount to the School District Repair Capital Reserve Fund? (Majority vote required). (Recom-

mended by the School Board Vote: 5-0-0). (Recommended by the Budget Committee Vote: 10-1-1).

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

Mr. Ortega spoke to his motion by saying that this Capital Reserve Fund is used for general unforeseen and, thus unbudgeted, repairs to District facilities and equipment. He said the fund was used this year to repair the high school bleachers and the current balance of the fund is \$21,000. He said any expenditure from the fund requires a School Board vote.

Mrs. Christensen called for discussion on the article.

Mr. Heinrich asked what the intention of the School Board was if Article 5 fails.

Mr. Ortega stated that he considered Article 5 and Article 6 as two separate warrant articles and, as such, even if Article 5 failed, Article 6 would be funded.

Bob L'Heureux asked what happens if the actual final amount in the Asbestos Removal Fund is different from \$50,525. Mrs. Christensen stated that Article 5 dissolves the Asbestos Removal Fund and whatever amount is in the fund at dissolution goes into the General Fund.

Mr. Tenhave asked why the article contains an amount "up to" since it is a special warrant article. Attorney Minutelli told him that DRA allows that language and that the amount that would be put into the Repair Fund could be less than \$50,525 but would not be more than \$50,525.

Mr. Tenhave asked if the tax rate would be set based on \$50,525 or on the amount the School Board decides to put into the Repair Fund. Attorney Minutelli said the tax rate would be set on the actual amount that the School Board decides to put in the fund.

There was no further discussion.

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

Article 7: Shall the District raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by vote of the first session, for the purposes set forth therein, totaling \$70,408,919? (Should this article be defeated, the operating budget shall be \$71,005,822 which is the same as last year,

## Session 2: Ballot Voting

April 8, 2015

with certain adjustments required by previous action of the District or by law, or the governing body may hold one special meeting, in accordance with RSA 40:13, X and XVI, to take up the issue of a revised operating budget only)? (Majority vote required). (Recommended by the School Board Vote: 5-0-0). (Recommended by the Budget Committee Vote: 12-0-0).

Mrs. Christensen recognized Mr. Heinrich who moved Article 7 as written. Second: Bill Cummings (Huckleberry Lane)

Mr. Heinrich spoke to his motion by saying the budget included a maximum health insurance increase of 4.4 % and a 10% retirement increase. In addition, the proposed budget includes \$35,000 for a bus to take Merrimack students to a charter school, which is in Merrimack and a new maintenance truck. Mr. Heinrich said that some of the things the Budget Committee discussed included additional maintenance staff and funding for a district-wide mental health professional. He also said that some of the things that are not in budget are window replacement, cafeteria tables and chairs, and middle school sidewalk repairs. He thanked the Administration and the School Board for their hard work on the budget and stated that the proposed operating budget is \$596,903 less than the default budget.

Mrs. Christensen called for discussion on the article.

Mr. Tenhave asked why a budget increase of 2.61% resulted in a net tax impact of 5.63%. Mr. Shevenell stated the difference was the result of a reduction in anticipated revenue.

Mr. Tenhave asked how much this would increase tax bills. Mr. Shevenell said the impact was 90 cents per thousand or \$180 on a \$200,000 home.

There was no further discussion.

Mrs. Christensen declared Article 7 moved to the ballot.

Mr. Heinrich made a MOTION to adjourn. Second: Mrs. Barnes.

Mrs. Christensen called for a vote on the motion.

Mrs. Christensen declared the MOTION PASSED and adjourned the meeting at 7:27 PM.

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 2,165 voters had cast ballots with the following results:

School Board – three years, two seats

“Andy” Schneider – 1,513 votes

“Davis” Powell – 1,472 votes

The Moderator declared Andy Schneider and Davis Powell elected.

Planning & Building Committee – three years, two seats

“Sue” Sheridan – 1,474 votes

Richard Hendricks – 1,400 votes

The Moderator declared Sue Sheridan and Richard Hendricks elected.

Budget Committee – three years, four seats

Jordan Guagliumi – 1,365 votes

David Illg – 1,324 votes

Sylvie Pare – 1,371 votes

The Moderator declared Jordan Guagliumi, David Illg and Sylvie Pare elected.

Mrs. Christensen announced that there were over 100 ballots with write-in votes for the 4th seat on the Budget Committee and she would announce results for that seat after the write-in votes were counted.

Budget Committee – one year, one seat

“Bill” Cummings – 1,626 votes

The Moderator declared Bill Cummings elected.

Article 2: Yes – 1,657 votes No – 294 votes.

The Moderator declared Article 2 passed.

Article 3: Yes – 1,379 votes No – 680 votes.

The Moderator declared Article 3 passed.

Article 4: Yes – 1,433 votes No – 585 votes.

The Moderator declared Article 4 passed.

Article 5: Yes – 1,675 votes      No – 380 votes.

The Moderator declared Article 5 passed.

Article 6: Yes – 1,545 votes      No – 469 votes.

The Moderator declared Article 6 passed.

Article 7: Yes – 1,610 votes      No – 425 votes.

The Moderator declared Article 7 passed.

At 8 PM, after the write-in votes for Budget Committee had been tallied, the Moderator announced that Caitlin Ortega had received 36 write-in votes and was declared elected to the Budget Committee.

Respectfully submitted,

Pastricia Heinrich  
School District Clerk

## 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, 2015, 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, 2015, and the respective changes in financial position thereof, and the respective budgetary comparison for all budgeted funds 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 the Management's Discussion and Analysis, the Schedule of Funding Progress – Other Post-Employment Benefits, the Schedule of Proportionate Share of the Net Pension Liability, and the Schedule of Contributions 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 19, 2016 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*

January 19, 2016

## MERRIMACK SCHOOL DISTRICT

## GOVERNMENTAL FUNDS

## STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2015

	General	Grants Fund	Permanent Trust Funds	Nonmajor Governmental Funds	Total Governmental Funds
<b>Revenues:</b>					
School district assessment	\$ 44,172,680	\$ -	\$ -	\$ -	\$ 44,172,680
Tuition	163,870	-	-	-	163,870
Intergovernmental	18,632,901	1,563,612	-	297,826	20,494,339
Charges for services	-	-	-	950,523	950,523
Investment income	9,767	-	(7,040)	-	2,727
Miscellaneous	20,043	-	-	-	20,043
<b>Total Revenues</b>	<b>62,999,261</b>	<b>1,563,612</b>	<b>(7,040)</b>	<b>1,248,349</b>	<b>65,804,182</b>
<b>Expenditures:</b>					
<b>Instruction:</b>					
Regular programs	16,132,415	343,612	-	-	16,476,027
Special programs	10,753,202	145,825	-	-	10,899,027
Vocational programs	5,537	-	-	-	5,537
Other instructional programs	550,782	539	-	-	551,321
Adult and community programs	21,286	-	-	-	21,286
<b>Support services:</b>					
Student services	3,433,953	610,863	-	-	4,044,816
Instructional staff	1,434,632	303,659	-	-	1,738,291
General administration	1,467,095	1,827	-	-	1,468,922
School administration	2,041,936	-	-	-	2,041,936
Business	318,518	-	-	-	318,518
Operation and maintenance of plant	3,646,151	136,582	-	-	3,782,733
Student transportation	3,280,802	-	-	-	3,280,802
Centralized services	96,516	-	-	-	96,516
Other support services	16,876,504	-	-	-	16,876,504
Food service operations	-	-	-	1,206,979	1,206,979
<b>Debt service:</b>					
Principal	1,070,000	-	-	-	1,070,000
Interest	396,364	-	-	-	396,364
<b>Facility acquisition and construction</b>					
Other	3,124,599	-	-	-	3,124,599
Other	6,221	29,479	420	-	36,120
<b>Total Expenditures</b>	<b>64,656,513</b>	<b>1,572,386</b>	<b>420</b>	<b>1,206,979</b>	<b>67,436,298</b>
Excess (deficiency) of revenues over expenditures	(1,657,252)	(8,774)	(7,460)	41,370	(1,632,116)
<b>Other Financing Sources (Uses):</b>					
Proceeds of capital leases	696,639	-	-	-	696,639
<b>Total Other Financing Sources (Uses)</b>	<b>696,639</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>696,639</b>
Excess (deficiency) of revenues and other financing sources over expenditures and other uses	(960,613)	(8,774)	(7,460)	41,370	(935,477)
Fund Balances (Deficit), at Beginning of Year	6,342,290	(226)	3,323,619	144,868	9,810,551
Fund Balances (Deficit), at End of Year	\$ 5,381,677	\$ (9,000)	\$ 3,316,159	\$ 186,238	\$ 8,875,074

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

MERRIMACK SCHOOL DISTRICT

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2015

<b>ASSETS</b>	<u>General</u>	<u>Grants Fund</u>	<u>Permanent Trust Funds</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Cash and short-term investments	\$ 4,728,546	\$ -	\$ -	\$ -	\$ 4,728,546
Receivables:					
Due from Trustee of Trust Funds	670,116	-	3,316,159	-	3,986,275
Intergovernmental	-	264,679	-	-	264,679
Other	60,565	-	-	17,360	77,925
Due from other funds	120,010	-	-	144,669	264,679
Inventory	-	-	-	50,802	50,802
<b>TOTAL ASSETS</b>	<u>\$ 5,579,237</u>	<u>\$ 264,679</u>	<u>\$ 3,316,159</u>	<u>\$ 212,831</u>	<u>\$ 9,372,906</u>
 <b>LIABILITIES AND FUND BALANCES</b>					
Liabilities:					
Accounts payable	\$ 197,560	\$ 9,000	\$ -	\$ 162	\$ 206,722
Other liabilities	-	-	-	26,431	26,431
Due to other funds	-	264,679	-	-	264,679
<b>TOTAL LIABILITIES</b>	<u>197,560</u>	<u>273,679</u>	<u>-</u>	<u>26,593</u>	<u>497,832</u>
Fund Balances:					
Nonspendable	-	-	1,349,982	50,802	1,400,784
Restricted	22,254	-	1,966,177	135,436	2,123,867
Committed	649,296	-	-	-	649,296
Assigned	236,964	-	-	-	236,964
Unassigned	4,473,163	(9,000)	-	-	4,464,163
<b>TOTAL FUND BALANCES (DEFICIT)</b>	<u>5,381,677</u>	<u>(9,000)</u>	<u>3,316,159</u>	<u>186,238</u>	<u>8,875,074</u>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>	<u>\$ 5,579,237</u>	<u>\$ 264,679</u>	<u>\$ 3,316,159</u>	<u>\$ 212,831</u>	<u>\$ 9,372,906</u>

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

## Merrimack School District Comparative Enrollments

Grade	Enrolled 9/2015	Enrolled 1/2016	Estimated 9/2016
K	207	210	184
1	257	262	252
2	277	275	258
3	249	247	272
4	283	285	256
<b>Sub Total</b>	1273	1279	1222
5	271	269	277
6	306	302	265
<b>Sub Total</b>	577	571	542
7	283	278	302
8	303	300	272
<b>Sub Total</b>	<b>586</b>	<b>578</b>	<b>574</b>
9	274	276	301
10	333	323	277
11	280	276	327
12	346	338	292
<b>Sub Total</b>	<b>1233</b>	<b>1213</b>	<b>1197</b>
Spec. Ed. (Out-of-District Place- ments and Students Ages 3 & 4)	129	138	135
<b>GRAND TOTAL</b>	<b>3798</b>	<b>3779</b>	<b>3670</b>

MERRIMACK SCHOOL DISTRICT

Merrimack, New Hampshire

**2016-2017**

**PROPOSED BUDGET**

**MERRIMACK SCHOOL DISTRICT  
BUDGET COMMITTEE  
2014-2015**

Stan Heinrich, Chair .....	2016
Richard Barnes, Vice Chair .....	2015
Kevin Bobbitt .....	2017
William Cummings .....	2015
John Hanson .....	2017
David Illg .....	2015
Shelly Jacoby .....	2017
Carol Lang .....	2016
Lisa Mooney .....	2016
Chuck Mower .....	2017
Valerie Pellegrino (resigned January 2015) .....	2015
Chuck Skarda .....	2015

**Ex-Officio School Board**

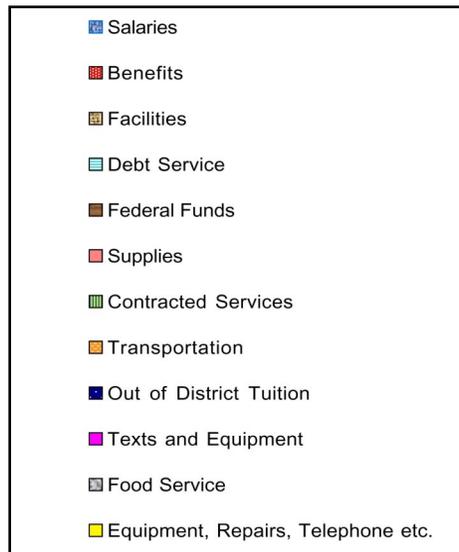
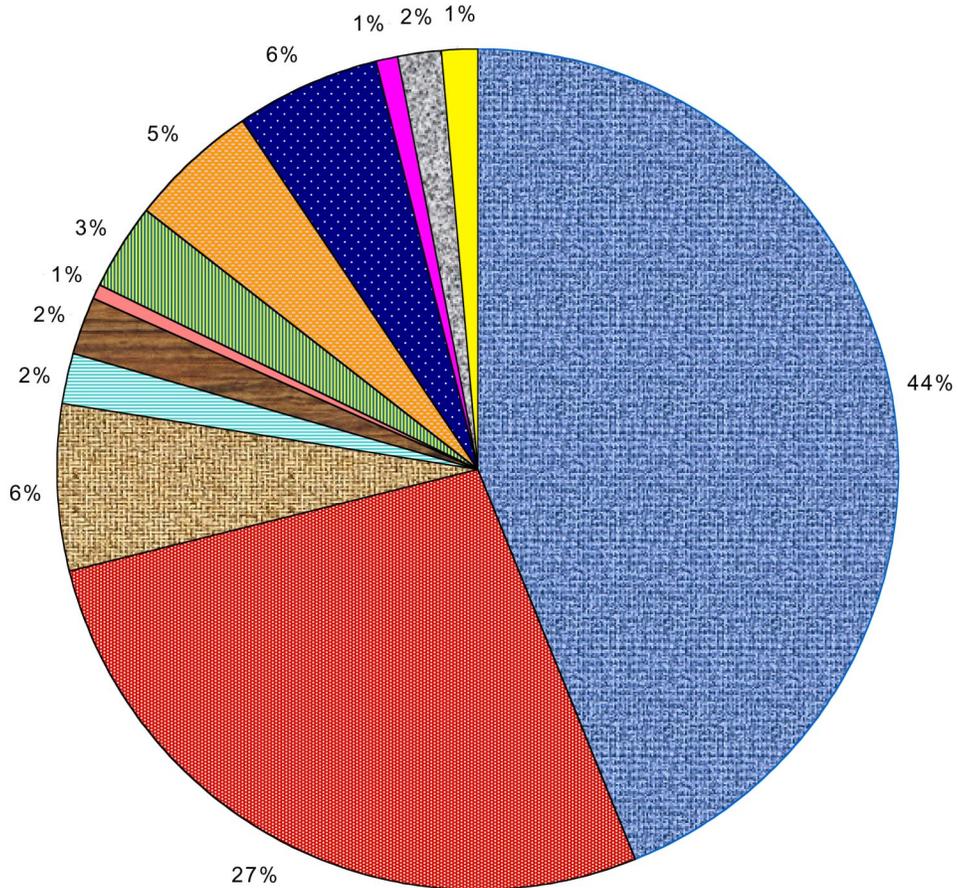
Cinda Guagliumi

Davis Powell (alternative)

Pat Heinrich, Secretary

# DISTRIBUTION OF YOUR EDUCATION DOLLAR

## Proposed Budget 2016-2017



**Merrimack School District  
School District Warrant**

March 8, 2016 (Deliberation)  
and April 12, 2016 (Voting)

**STATE OF NEW HAMPSHIRE**

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

You are hereby notified to meet at the James Mastricola Upper Elementary School in said District on Tuesday, March 8, 2016, 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 12, 2016, 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** 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
2016-2017	\$750,714
2017-2018	\$742,335
2018-2019	\$764,605

and further raise and appropriate the sum of Seven Hundred Fifty Thousand Seven Hundred Fourteen Dollars (\$750,714) 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: 3-1-0).

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

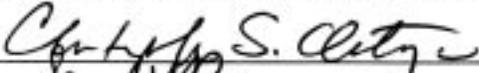
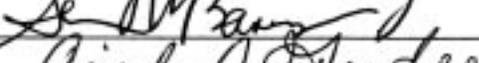
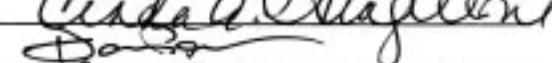
**ARTICLE 4** Shall the District, if Article 3 is defeated; authorize the School Board to call one special meeting, at its option, to address Article 3 cost items only? (Majority vote required). (Recommended by the School Board Vote: 5-0-0).

**ARTICLE 5** (Special Warrant Article) Shall the District raise and appropriate an amount up to Seventy Five Thousand Dollars (\$75,000) or Ten percent (10%) of the unencumbered surplus funds remaining at the end of the fiscal year 2015-2016, whichever amount is less and to 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: 10-0-1).

**ARTICLE 6** Shall the District vote, pursuant to RSA 35:9-a, to authorize the Trustees of Trust Funds to charge any contractual management expenses incurred for the management of any District Capital Reserve funds for which the Trustees have been granted custody pursuant to RSA 35:2 against the capital reserve funds involved, rather than paying such expenses from the District general funds. Such authority shall remain in effect until rescinded by vote of the District which shall not occur within five (5) years from the date of this original authorization. (Majority vote required). (Recommended by the School Board Vote: 5-0-0).

**ARTICLE 7** Shall the District raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by vote of the first session, for the purposes set forth therein, totaling \$72,283,299? (Should this article be defeated, the operating budget shall be \$71,466,384 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: 10-0-0).

Given under our hands at said Merrimack this 15<sup>th</sup> day of February, 2016.


Christopher Ortega  
Shannon Barnes  
Cinda Guagliumi  
Davis Powell  
Andrew Schneider

SCHOOL BOARD

A true copy of warrant - attest:

Christopher S. Ortega  
Shannon Barnes  
Cinda Guagliumi  
Davis Powell  
Andrew Schneider

Christopher Ortega  
Shannon Barnes  
Cinda Guagliumi  
Davis Powell  
Andrew Schneider  
SCHOOL BOARD

I certify that on the 18<sup>th</sup> day of February 2016, 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.

February 18, 2016  
(date)

Marjorie C. Chiafery  
Marjorie C. Chiafery

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

Paula F. Williams  
Notary Public

PAULA F. WILLIAMS, Notary Public  
My Commission Expires November 20, 2018

# 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, 2016 to June 30, 2017

### 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 18th, 2016

BUDGET COMMITTEE  
*Please sign in ink.*

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

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

[Signature]  
[Signature]  
[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 7/1/14 to 6/30/15	Appropriations Current Year as Approved by DRA	School Board's Appropriations Enacting Fiscal Year (Recommended)	(Not Recommended)	Budget Committee's Approp. Enacting Fiscal Year (Recommended)	(Not Recommended)
<b>INSTRUCTION</b>								
1100-1199	Regular Programs		16,042,442	16,437,340	16,036,516	-	16,036,516	
1200-1299	Special Programs		10,936,407	12,364,640	12,507,210	-	12,507,210	
1300-1399	Vocational Programs		5,537	40,000	40,000	-	40,000	
1400-1499	Other Programs		572,082	594,223	619,960	-	619,960	
1500-1599	Non-Public Programs							
1600-1699	Adult/Continuing Ed. Programs		6,086	6,000	6,000	-	6,000	
1700-1799	Community/Jr.College Ed. Programs							
1800-1899	Community Service Programs							
<b>SUPPORT SERVICES</b>								
2000-2199	Student Support Services		3,442,243	3,521,290	3,571,383	-	3,571,383	
2200-2299	Instructional Staff Services		1,380,228	1,502,978	1,560,874	-	1,560,874	
<b>GENERAL ADMINISTRATION</b>								
2310 840	School Board Contingency							
2310-2319	Other School Board		43,948	44,900	45,400	-	45,400	
<b>EXECUTIVE ADMINISTRATION</b>								
2320-310	SAU Management Services		493,211	516,183	547,341	-	547,341	
2320-2399	All Other Administration		572,704	637,768	730,708	-	730,708	
2400-2499	School Administration Service		2,087,524	2,213,103	2,221,467	-	2,221,467	
2500-2599	Business		338,340	365,500	365,022	-	365,022	
2600-2699	Operation & Maintenance of Plant		3,655,912	3,866,417	3,886,203	-	3,886,203	
2700-2799	Student Transportation		3,299,270	3,573,691	3,618,178	-	3,618,178	
2800-2999	Support Service Central & Other		17,451,836	19,249,234	19,580,163	-	19,580,163	
<b>NON-INSTRUCTIONAL SERVICES</b>								
3100	Food Service Operations		1,150,708	1,325,816	1,319,941	-	1,319,941	
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 7/1/13_ to 6/30/14	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)
<b>FACILITIES ACQUISITION AND CONSTRUCTION</b>								
4100	Site Acquisition							
4200	Site Improvement		0	0	29,800		29,800	
4300	Architectural/Engineering							
4400	Educational Specification Develop.							
4500	Building Acquisition/Construction							
4600	Building Improvement Services		1,688,545	1,444,280	2,687,183	-	2,687,183	
4900	Other Facilities Acquisition and Construction Services							
<b>OTHER OUTLAYS</b>								
5110	Debt Service - Principal		1,070,000	1,070,000	1,070,000		1,070,000	
5120	Debt Service - Interest		396,364	394,478	339,948		339,948	
<b>FUND TRANSFERS</b>								
5220-5221	To Food Service			1	1		1	
5222-5229	To Other Special Revenue		1,500,000	1,500,000	1,500,000		1,500,000	
5230-5239	To Capital Projects							
5254	To Agency Funds							
5300-5399	Intergovernmental Agency Alloc.							
<b>SUPPLEMENTAL</b>								
<b>DEFICIT</b>								
<b>Operating Budget Total</b>				70,667,842	72,283,299	-	72,283,299	-



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
<b>REVENUE FROM LOCAL SOURCES</b>					
1300-1349	Tuition		100,000	100,000	100,000
1400-1449	Transportation Fees				
1500-1599	Earnings on Investments		3,000	3,000	3,000
1800-1899	Food Service Sales		1,225,816	1,219,941	1,219,941
1700-1799	Student Activities		18,000	18,000	18,000
1800-1899	Community Services Activities				
1900-1999	Other Local Sources - Gas Conversion				
<b>REVENUE FROM STATE SOURCES</b>					
3210	School Building Aid		415,587	415,587	415,587
3220	Kindergarten Aid				
3215	Kindergarten Building Aid				
3230	Catastrophic Aid		686,117	686,117	686,117
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				
<b>REVENUE FROM FEDERAL SOURCES</b>					
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		380,172	380,172	380,172
4590-4999	Other Federal Sources (except 4810)				
4810	Federal Forest Reserve				
<b>OTHER FINANCING SOURCES</b>					
5110-5139	Sale of Bonds or Notes				
5221	Transfer from Food Service-Spec.Rev.Fund				
5222	Transfer from Other Special Revenue Funds				
5230	Transfer from Capital Project Funds				
5251	Transfer from Capital Reserve Funds				

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
<b>OTHER FINANCING SOURCES (Cont.)</b>					
5252	Transfer from Expendable Trust Funds				
5253	Transfer from Non-Expendable Trust Funds				
5300-5699	Other Financing Sources		20,000	20,000	20,000
5140	This Section for Calculation of RAN's (Reimbursement Anticipation Notes) Per RSA 198:20-d for Catastrophic Aid Borrowing RAN, Revenue This FY _____ less RAN, Revenue Last FY _____ =NET RAN				
	<b>Supplemental Appropriation (Contra)</b>				
	<b>Voted From Fund Balance</b>				
	<b>Fund Balance to Reduce Taxes</b>		4,473,163	3,200,000	3,200,000
	<b>Total Estimated Revenue &amp; Credits</b>		<b>8,923,855</b>	<b>7,644,817</b>	<b>7,644,817</b>

<b>**BUDGET SUMMARY**</b>
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	Current Year Adopted Budget	School Board's Recommended Budget	Budget Committee's Recommended Budget
Operating Budget Appropriations Recommended (from page 3)	70,667,842	72,283,299	72,283,299
Special Warrant Articles Recommended (from page 4)		75,000	75,000
Individual Warrant Articles Recommended (from page 4)		750,714	750,714
<b>TOTAL Appropriations Recommended</b>	<b>70,667,842</b>	<b>73,109,013</b>	<b>73,109,013</b>
Less: Amount of Estimated Revenues & Credits (from above)	8,923,855	7,644,817	7,644,817
Less: Amount of State Education Tax/Grant			
Estimated Amount of Local Taxes to be Raised For Education	61,743,987	65,464,196	65,464,196

Maximum Allowable Increase to Budget Committee's Recommended Budget per RSA 32:18: \$6,812,616

## BUDGET COMMITTEE SUPPLEMENTAL SCHEDULE

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

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

LOCAL GOVERNMENTAL UNIT: Merrimack School District  
FISCAL YEAR END 2016-2017

Col. A

	RECOMMENDED AMOUNT		
1. Total <b>RECOMMENDED</b> by Budget Committee (see budget MS-7, 27, or 37)	72,283,299		
LESS EXCLUSIONS:			
2. Principal: Long-Term Bonds & Notes	1,070,000		
3. Interest: Long-Term Bonds & Notes	399,948		
4. Capital Outlays Funded From Long-Term Bonds & Notes per RSA 33:8 & 33:7-b	2,687,183		
5. Mandatory Assessments			
6. TOTAL EXCLUSIONS (Sum of rows 2-5)	< 4,157,131 >		
7. Amount <b>recommended</b> less recommended exclusion amounts (Line 1 less Line 6)	68,126,168		
8. Line 7 times 10%	6,812,616		
9. Maximum allowable appropriation prior to vote (Line 1 + 8)	79,095,915	Column B	Column C (Column B-A)
10. Collective Bargaining Cost Items, RSA 32:19 & 273-A:1, IV, (Complete Column A prior to meeting & Column B and Column C at meeting)	Cost items recommended (Also included in line 1) 768,440	Cost items voted  750,714	Amount voted over recommended amount  750,714
11. Bond Override RSA 32:18-a	XXXXXXXXXX	XXXXXXXXXX	Amount voted

**MAXIMUM ALLOWABLE APPROPRIATIONS VOTED**

At meeting, add Line 9 + amounts in Column C.

\$ 79,095,915

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

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

## Merrimack School District Proposed 2016-2017 Budget

Description	2014-2015 Budget	2014-2015 Expended	2015-2016 Budget	2016-2017 Proposed Budget
<b>District Wide</b>	\$24,495,680	\$ 23,315,535	\$ 25,519,731	\$ 25,651,235
<b>Technology and Library</b>	\$ 1,125,944	\$ 1,123,206	\$ 1,207,053	\$ 1,250,649
<b>Maintenance</b>	\$ 3,183,389	\$ 3,179,492	\$ 2,983,003	\$ 4,235,170
<b>Special Services</b>	\$ 8,948,838	\$ 7,839,199	\$ 9,227,801	\$ 9,345,073
<b>Mastricola Elementary School</b>	\$ 3,108,551	\$ 3,090,757	\$ 3,129,835	\$ 3,131,959
<b>Reeds Ferry Elementary School</b>	\$ 3,535,298	\$ 3,499,030	\$ 3,595,065	\$ 3,523,194
<b>Thorntons Ferry Elementary School</b>	\$ 3,106,649	\$ 3,109,477	\$ 3,261,396	\$ 3,331,010
<b>Mastricola Upper Elementary School</b>	\$ 3,951,056	\$ 3,930,495	\$ 4,223,272	\$ 4,245,608
<b>Merrimack Middle School</b>	\$ 4,785,426	\$ 4,736,464	\$ 4,970,999	\$ 4,808,685
<b>Merrimack High School</b>	\$ 9,773,061	\$ 9,659,025	\$ 9,723,872	\$ 9,940,774
<b>Food Service</b>	\$ 1,355,989	\$ 1,150,708	\$ 1,325,816	\$ 1,319,941
<b>Federal Funds</b>	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
<b>Total General Fund</b>	<b>\$68,869,880</b>	<b>\$ 66,133,388</b>	<b>\$ 70,667,842</b>	<b>\$ 72,283,299</b>
<b>Merrimack Teachers Association</b>				\$ 750,714
<b>Repair Capital Reserve Fund</b>				\$ 75,000
<b>Grand Total</b>	<b>\$68,869,880</b>	<b>\$ 66,133,388</b>	<b>\$ 70,667,842</b>	<b>\$ 73,109,013</b>

**BUDGET AND REVENUE SUMMARY 2016-2017**

Description	2015-2016	2016-2017	Dollar	Percent
	Approved Budget	Proposed Budget	Variance 2015-2016vs. 2016-2017	Variance 2015-2016vs. 2016-2017
<b>General Fund Operating Budget</b>	<b>67,842,026</b>	<b>69,463,358</b>	<b>1,621,332</b>	<b>2.4%</b>
Food Service	1,325,816	1,319,941	(5,875)	-0.4%
Federal Funds	1,500,000	1,500,000	-	0.0%
<b>Total Budget</b>	<b>70,667,842</b>	<b>72,283,299</b>	<b>1,615,457</b>	<b>2.3%</b>
<b>Warrant Articles</b>				
Merrimack Teachers Association Agreement		750,714		
Emergency Capital Reserve Fund		75,000		
<b>Total Appropriations</b>	<b>70,667,842</b>	<b>73,109,013</b>	<b>2,441,171</b>	<b>3.5%</b>
<b>Less: Revenue</b>				
Tuition	100,000	100,000	-	
Interest	3,000	3,000	-	
Food Service Sales	1,225,816	1,219,941	(5,875)	
Student Activities	18,000	18,000	-	
Building Aid	415,587	415,587	-	
Catastrophic Aid	686,117	686,117	-	
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	-	
Medicaid	380,172	350,000	(30,172)	
Other Financing Services	20,000	20,000	-	
Capital Reserve	-	-	-	
Fund Balance	4,473,163	3,200,000	(1,273,163)	-28.5%
<b>Total Revenues</b>	<b>8,923,855</b>	<b>7,614,645</b>	<b>(1,309,210)</b>	<b>-14.7%</b>
<b>District Assessment</b>	<b>61,743,987</b>	<b>65,494,368</b>	<b>3,750,381</b>	<b>6.1%</b>
<b>(Total Appropriations - Total Revenues)</b>				
<b>Less: State Education Grant (Current Law)</b>	<b>8,772,765</b>	<b>8,134,799</b>	<b>(637,966)</b>	<b>-7.3%</b>
<b>Less: State Education Tax Assessment</b>	<b>6,884,669</b>	<b>6,892,221</b>	<b>7,552</b>	<b>0.1%</b>
<b>Local School Tax Assessment</b>	<b>46,086,553</b>	<b>50,467,348</b>	<b>4,380,795</b>	<b>9.5%</b>
<b>Total Local Tax Effort</b>				
<b>(Local School + State Education Tax)</b>	<b>52,971,222</b>	<b>57,359,569</b>	<b>4,388,347</b>	<b>8.3%</b>

# Merrimack School District

## Special Education Programs and Services Expenditures and Revenues

Fiscal Year 2013-2014 and 2014-2015 per RSA 32:11-a

### *Expenditures*

Function	Purpose of Appropriation	Expended 2013-2014	Expended 2014-2015
<b>1200-1299</b>	Special Education	11,263,130	11,286,690
<b>2000-2199</b>	Student Support Services	3,336,082	3,442,243
<b>2200-2299</b>	Instructional Staff Services	5,000	5,000
<b>2320-2399</b>	Other Executive Administration	294,179	328,741
<b>2700-2799</b>	Student Transportation	915,289	927,852
<b>TOTAL</b>		15,813,680	15,990,526

### *Revenues*

Account Description	2013-2014	2014-2015
State Aid	1,202,924	1,022,611
Tuition	13,669	10,991
Catastrophic Aid	1,053,230	831,677
Medicaid Reimbursement	897,604	838,616
<b>TOTAL</b>	3,167,427	2,703,894