

**MERRIMACK SCHOOL DISTRICT**  
**School Administrative Unit #26**  
**36 McElwain Street**  
**Merrimack, New Hampshire 03054**  
**Tel. (603) 424-6200 Fax (603) 424-6229**

**KIMBERLY YARLOTT**  
*Assistant Superintendent for Curriculum*

**EVERETT V. OLSEN JR.**  
*Interim Chief Educational Officer*

**MATTHEW D. SHEVENELL**  
*Assistant Superintendent for Business*

**Proposed Administrative Budget for School Year 2022-2023**  
**December 6, 2021**

The complexity of developing an annual school budget that addresses the academic co-curricular and social/emotional needs of children is captured in this quote from noted educational author and lecturer Dr. Thomas Armstrong. Armstrong stated that developing an effective school budget involves:

“The quantification of developing the means and the capacity to facilitate human development, with respect for each student's particular style and rate of learning, as well as an appreciation for the varied interests, aspirations, capacities, obstacles, temperaments and backgrounds that serve as a framework within each child.”

The development of our school district budget requires us to understand not only the needs of our students, but also the needs of our staff which includes effective recruiting and retention, competitive salaries and benefits, and creating a “not so quantifiable” organizational culture of trust, respect, collaboration, sharing and support.

To this end, this administration decided to conduct broad-based conversation with the staff in every school – the professionals and support staff who are closest to our students and most understanding of our students' strengths along with their developmental areas needing support. Our conversations were enlightening, valuable and appreciated by all staff. We will continue these discussions periodically over the remainder of the school year.

In addition to the valued input from our staff, we also received the important priorities of you, our school board. You are the critical link to the values of the Merrimack Community and its expectations for a quality high-functioning school district. Your priorities are not dissimilar with some of the information that we obtained from our meetings with staff:

- An emphasis on enhancing programs, resources and capacities for addressing students' social and emotional learning
- A need for staff retention and recruitment through competitive pay and benefits
- A commitment to student successes, including ongoing student supports and positive graduation rates
- A need to remain current with technologies
- A desire for clean and safe facilities
- A forward thinking plan for necessary capital improvements

The development of any school district budget requires an analysis of many components of our educational organization, including:

- Opportunities for savings and efficiencies in the delivery of instructional, support, operations, and ancillary services
- Analysis of current and future student enrollment
- Compliance with state and federal mandates
- Consideration of transportation costs
- Compliance with IDEA and student support services
- Commitment to robust curriculum and effective instruction
- Focus on technology infrastructure, tools and 1:1 devices
- Provisioning of materials and supplies
- Maintenance of all facilities
- Focus on school security and safety
- Impacts of collective bargaining
- Commitment to professional development for all staff
- Enhancements of co-curricular activities
- Commitment to reasonable class size
- Need for capital improvements

Many of these are captured in the following graphic that represents the critical pillars of support that are necessary to sustain and constantly improve our excellent school system that meets the expectations of Merrimack residents.

We have made every effort to construct a budget that provides students with an array of essential services while being cognizant of our fiscal responsibility to taxpayers. To this end, we have drafted a 2022-2023 school district budget that incorporates the following services to address the priorities expressed by our staff Leadership Team, and School Board while maintaining as much fiscal frugality as possible.

The fiscal 2023 budget that I am proposing totals \$83,439,157 which is \$264,696 above the FY 2023 default budget of \$83,174,461. Although higher than the default budget, I believe that the proposed budget allows us to meet our contractual obligations to employees and service providers along with enhancing our efforts to meet the ever-emerging social/emotional needs of our students. We have added a 1.0 full time equivalent (FTE) Behavior Specialist for James Mastricola Elementary School to provide a comparable level of staffing to our other elementary schools. We have also budgeted funds for social/emotional program enhancements at the elementary and middle school grades.

Co-curricular activities are a vital component to the development of our students, and I am pleased to say that we have budgeted funds to increase our ability to provide after school activities at the elementary and middle schools. This was a priority expressed by our principals via our budget meetings. Co-curricular activities present a number of ways to enhance a student's cognitive and social/emotional development.

Planning and budgeting to meet the needs of our Pre-K- grade 12 students represents the classic economic dilemma of trying to meet increasing needs with limited resources. It is the very reason that we had thoughtful communications with our staff, Leadership Team and School Board. We needed a broad-based, systemwide perspective on our current and emerging priorities to guide our appropriation of funds for the 2022-2023 school year.

I want to particularly thank Assistant Superintendents Matthew Shevenell and Kimberly Yarlott along with the Principals, and our Student Services Director for the extraordinary work in developing this budget request.

We look forward to our budget discussions over the next several weeks and to working with the Merrimack Community to present the current and future needs of our fine educational system.

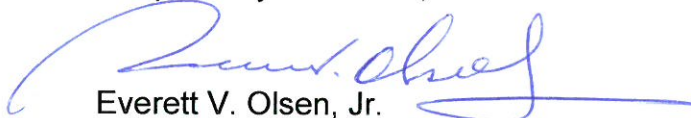
### **Summary**

2022-2023 Proposed Administrative Budget	\$83,439,157
2021-2022 Approved Administrative Budget	\$82,222,649

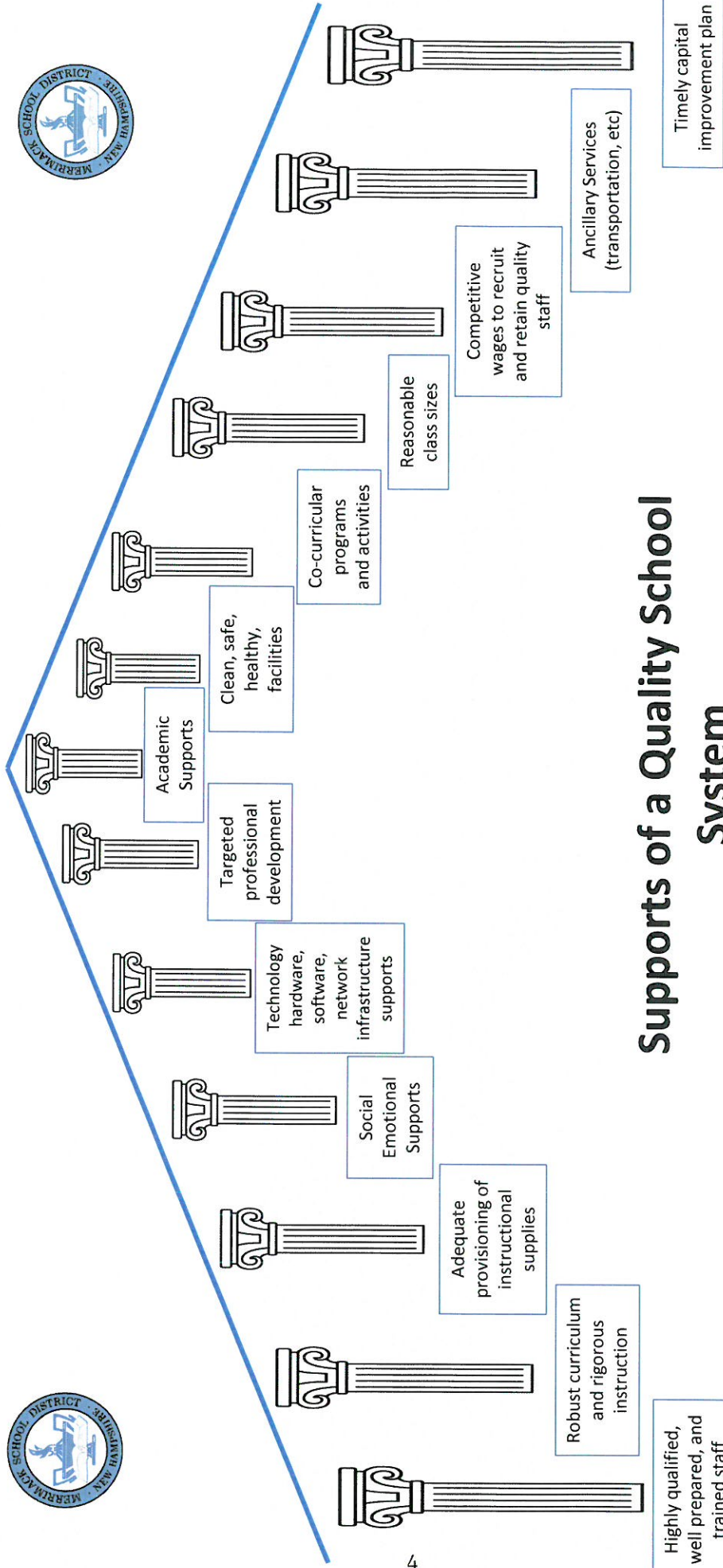
The proposed administrative budget is 1.48% more than the 2021-2022 approved operating budget.

The 2022-2023 default budget as required under RSA 40:13 is \$83,174,461. The proposed administrative budget is \$264,696 above the default budget.

Respectfully submitted,

  
Everett V. Olsen, Jr.  
Interim Chief Educational Officer





## Supports of a Quality School System

### The Merrimack School District

# COMPARATIVE ENROLLMENTS AND PROJECTION

November 30, 2021

YEAR	PRE	K	1	2	3	4	R-4	5	6	5-6	7	8	7-8	9	10	11	12	9-12	TOTAL	DIFF	SPEED	HSS	TOTAL
1997-1998		35	413	381	453	415	1697	426	376	802	403	370	773	433	359	340	324	1456	4728	98	81		4809
1998-1999		38	363	424	384	457	1666	422	432	854	372	393	765	377	409	357	334	1477	4762	39	86		4848
1999-2000		24	367	365	446	396	1598	461	434	895	428	382	810	379	365	410	348	1502	4805	43	86		4891
2000-2001		28	381	368	385	450	1612	389	448	837	450	428	878	394	381	341	408	1524	4851	50	90		4941
2001-2002		25	374	389	379	388	1555	444	403	847	456	453	909	421	380	370	355	1526	4837	-19	85		4922
2002-2003		14	352	387	395	386	1534	394	421	815	399	439	838	456	424	372	378	1630	4817	-6	99		4916
2003-2004		21	341	354	377	391	1484	389	387	776	411	409	820	439	441	414	375	1669	4749	-46	121		4870
2004-2005		0	325	338	332	378	1373	377	374	751	390	415	805	407	434	431	416	1688	4617	-137	116		4733
2005-2006		243	273	330	339	340	1525	373	389	762	388	380	768	411	397	430	420	1658	4713	67	87		4800
2006-2007		221	335	269	333	349	1507	359	383	742	387	396	783	396	406	393	416	1611	4643	-64	93		4736
2007-2008		255	292	339	271	340	1497	352	361	713	383	378	761	377	388	401	402	1568	4539	-111	86		4625
2008-2009		237	335	292	330	284	1478	329	354	683	354	379	733	384	376	374	417	1551	4445	-84	96		4541
2009-2010		226	302	329	297	336	1490	286	331	617	340	356	696	383	378	367	389	1517	4320	-105	116		4436
2010-2011		215	311	302	328	301	1457	341	287	628	320	340	660	336	384	368	407	1495	4240	-82	114		4354
2011-2012		208	279	315	294	327	1423	299	344	643	286	326	612	344	331	384	392	1451	4129	-105	120		4249
2012-2013		194	269	274	324	296	1357	315	286	601	330	279	609	323	344	333	393	1393	3960	-155	134		4094
2013-2014		219	256	276	266	330	1347	285	313	598	280	324	604	285	326	344	353	1308	3857	-97	140		3997
2014-2015		213	278	256	279	275	1301	323	284	607	313	281	594	328	293	331	355	1307	3809	-78	110		3919
2015-2016		208	257	277	249	284	1275	272	306	578	278	300	578	273	330	278	343	1224	3655	-135	129		3784
2016-2017		173	262	262	284	255	1236	295	265	560	315	283	598	305	273	318	301	1197	3591	-49	144		3735
2017-2018		194	242	266	273	307	1282	263	281	544	271	325	596	290	311	275	342	1218	3640	58	153		3793
2018-2019		237	249	251	264	283	1284	297	257	554	288	272	560	307	303	311	301	1222	3620	-13	160		3780
2019-2020	151	271	274	250	250	270	1466	279	292	571	259	283	542	274	307	311	333	1225	3804	48	24	87	3915
2020-2021	102	197	259	276	238	243	1315	279	256	535	289	260	549	285	267	305	328	1185	3584	-225	19	136	3739
2021-2022	123	259	247	257	276	244	1406	243	265	508	274	281	555	262	280	271	341	1154	3623	33	13	135	3771
PROJECTION																							
2022-2023	119	265	264	247	253	278	1426	246	229	475	271	270	541	283	258	283	296	1120	3561	-62	13	135	3709
2023-2024	120	268	270	264	243	254	1420	279	232	511	235	267	501	272	279	261	308	1121	3553	-9	13	136	3702
2024-2025	121	270	273	270	260	245	1439	256	265	521	237	231	468	269	268	282	286	1105	3534	-18	14	136	3684
2025-2026	122	272	275	273	266	262	1470	246	242	488	271	233	504	233	265	271	307	1076	3539	6	15	136	3690
2026-2027	123	274	277	275	269	268	1486	263	232	496	248	267	515	235	229	268	296	1028	3525	-14	15	136	3676



**Merrimack School District**  
**Projected Enrollments and Class Size**  
**2022-2023**  
**Elementary Schools**

	<b>Mastriola</b>			<b>Reeds Ferry</b>			<b>Thorntons Ferry</b>			<b>District Totals</b>		
	Pupil	Tchr	P/T Ratio	Pupil	Tchr	P/T Ratio	Pupil	Tchr	P/T Ratio	Pupil	Tchr	P/T Ratio
PR	53	3	9.3	28	2	7.5	38	2	10	119	7	17
K	78	5	15.6	91	6	15.2	96	6	16	265	17	15.58
1	78	4	19.5	80	5	16	106	5	21.2	264	14	19.28
2	73	4	18.3	75	4	18.8	99	5	19.8	247	13	19
3	73	4	18.3	77	4	19.3	103	5	20.6	253	13	19.46
4	80	4	20	95	5	19	103	5	20.6	278	14	19.85
<b>Total</b>	<b>435</b>	<b>24</b>	<b>18.25</b>	<b>447</b>	<b>26</b>	<b>17.42</b>	<b>546</b>	<b>28</b>	<b>19.54</b>	<b>1428</b>	<b>78</b>	<b>18.44</b>

	<b>Mastriola Upper Elem.</b>		
	Pupil	Tchr	P/T Ratio
5	246	11	22.3
6	229	11	21
<b>Total</b>	<b>475</b>	<b>22</b>	<b>21.65</b>

**Chart of  
Projected Enrollments  
for 2022-2023**

<b>Grades</b>	<b>Actual Enrollment as of 11/30/21</b>	<b>Projected Enrollment 2022-2023</b>	<b>Increase/Decrease</b>
K-4	1,283	1,307	24
5-6	508	475	(33)
7-8	555	541	(14)
9-12	1,154	1,120	(34)
Preschool	123	119	(4)
<b>TOTAL</b>	<b>3,623</b>	<b>3,562</b>	<b>(61)</b>

**NOTES:**

The Preschool line on the above chart represents those children who are 3 and 4 years old in district preschool programs at Reeds Ferry Elementary School, James Masticola Elementary School and Thorntons Ferry Elementary School.

Detailed projections by grade level and schools are provided on pages 5 and 6.

Included in the book are enrollment projections completed by a demographic specialist from the New England School Development Council, dated October 2021. Note that the demographer has provided historical and projected enrollments for preschool to grade 12 from 2021 to 2031.



**SAU #26**  
**Merrimack, NH**

**2021-22 Enrollment Projection Report**

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# Enrollment Summary

The global pandemic continues to influence our nation's public health and economic stability in unpredictable ways. As such, it is still too early to identify many of the factors that could impact school enrollments. Over the past school year, we have seen fluctuations in the real estate market and job trends, which have impacted student attendance patterns. Moreover, during the past school year, we have seen how school enrollment patterns can differ substantially from one district to another, with some districts losing students while others experience an influx of students.

We are pleased to send you the past, present, and projected enrollments for your District. New this year, we have added graphs that highlight Historical and Projected Enrollments in Grade Combinations. We have received the figures given to us by the District and we assume that the method of collecting the enrollment data has been consistent from year to year. Of note, projections are generally more reliable when they are closest in time to the current year. Projections four to ten years out may serve as a guide to future enrollments.

In light of this, NESDEC has added a "Second Semester refresher" enrollment projection at no cost to affiliates.

The NESDEC enrollment projection fell within +48 students of the K-12 total (3,454 students projected vs. 3,502 enrolled). Births have decreased by -6 from a previous ten-year average of 246 to a projected average of 240. Over the next three years, PK-K grades enrollments are projected to stabilize, grades 1-5 enrollments are projected to increase, grades 6-8 enrollments are projected to decrease, and Grades 9-12 enrollments are projected to decline.

# Historical Enrollment

School District:

SAU #26, NH

10/28/2021

Historical Enrollment By Grade																			
Birth Year	Births*	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2006	230	2011-12	77	206	277	315	294	325	298	344	288	326	344	333	379	383	0	4112	4189
2007	284	2012-13	91	195	269	274	322	296	314	286	330	281	322	342	331	385	0	3947	4038
2008	267	2013-14	102	215	256	276	266	330	285	313	280	324	285	326	344	353	0	3853	3955
2009	266	2014-15	118	213	278	256	279	275	323	284	313	281	328	293	331	354	0	3808	3926
2010	253	2015-16	104	208	257	277	249	284	272	306	278	300	273	330	278	343	0	3655	3759
2011	227	2016-17	114	173	262	262	284	255	295	265	315	283	305	273	318	301	0	3591	3705
2012	229	2017-18	153	194	242	266	273	307	263	281	271	325	290	311	275	342	0	3640	3793
2013	228	2018-19	134	237	249	251	264	283	297	257	288	272	307	303	311	301	0	3620	3754
2014	236	2019-20	151	270	274	250	250	270	279	292	259	283	274	307	313	332	0	3653	3804
2015	245	2020-21	102	197	259	276	238	243	279	256	289	260	285	267	305	328	0	3482	3584
2016	247	2021-22	118	256	245	258	277	246	242	264	274	282	263	280	271	344	0	3502	3620

\* Birth data provided by Public Health Vital Records Departments in each state.

Historical Enrollment in Grade Combinations										
Year	PK-4	K-4	5-6	PK-6	K-6	PK-8	K-8	7-8	9-12	
2011-12	1494	1417	642	2136	2059	2750	2673	614	1439	
2012-13	1447	1356	600	2047	1956	2658	2567	611	1380	
2013-14	1445	1343	598	2043	1941	2647	2545	604	1308	
2014-15	1419	1301	607	2026	1908	2620	2502	594	1306	
2015-16	1379	1275	578	1957	1853	2535	2431	578	1224	
2016-17	1350	1236	560	1910	1796	2508	2394	598	1197	
2017-18	1435	1282	544	1979	1826	2575	2422	596	1218	
2018-19	1418	1284	554	1972	1838	2532	2398	560	1222	
2019-20	1465	1314	571	2036	1885	2578	2427	542	1226	
2020-21	1315	1213	535	1850	1748	2399	2297	549	1185	
2021-22	1400	1282	506	1906	1788	2462	2344	556	1158	

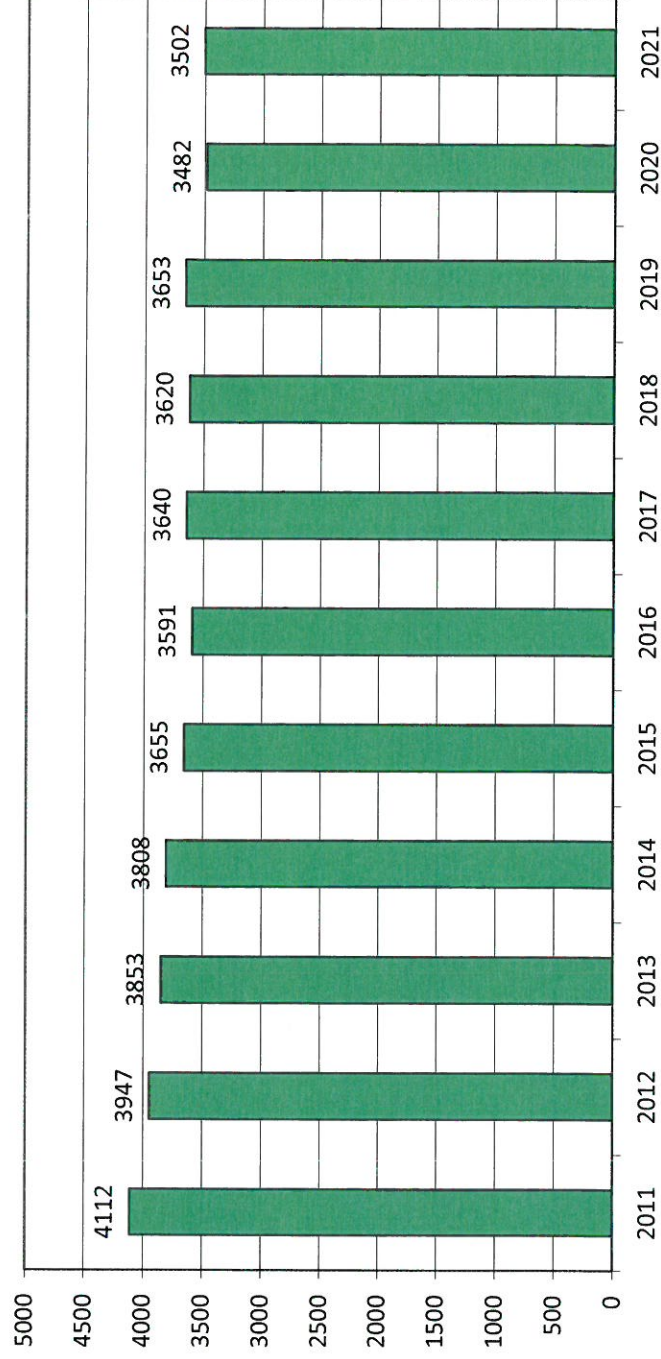
Historical Percentage Changes			
Year	K-12	Diff.	%
2011-12	4112	0	0.0%
2012-13	3947	-165	-4.0%
2013-14	3853	-94	-2.4%
2014-15	3808	-45	-1.2%
2015-16	3655	-153	-4.0%
2016-17	3591	-64	-1.8%
2017-18	3640	49	1.4%
2018-19	3620	-20	-0.5%
2019-20	3653	33	0.9%
2020-21	3482	-171	-4.7%
2021-22	3502	20	0.6%
Change		-610	-14.8%





# Historical Enrollment

K-12, 2011-2021





# Projected Enrollment

School District:

SAU #26, NH

10/28/2021

Enrollment Projections By Grade*																			
Birth Year	Births*	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2016	247	2021-22	118	256	245	258	277	246	242	264	274	282	263	280	271	344	0	3502	3620
2017	238	2022-23	119	240	294	246	255	284	247	231	270	271	284	263	284	294	0	3463	3582
2018	252	2023-24	120	255	276	295	244	261	285	236	236	267	273	284	267	308	0	3487	3607
2019	229	2024-25	121	231	293	277	292	250	262	272	241	234	269	273	288	290	0	3472	3593
2020	235	2025-26	122	237	266	294	274	299	251	250	278	239	236	269	277	312	0	3482	3604
2021	240	2026-27	123	243	273	267	291	281	301	240	256	275	241	236	273	301	0	3478	3601
2022	239	2027-28	124	241	279	274	264	298	282	287	245	253	277	241	239	296	0	3476	3600
2023	239	2028-29	125	241	277	280	271	271	299	269	293	243	255	277	244	259	0	3479	3604
2024	236	2029-30	126	239	277	278	277	278	272	286	275	290	245	255	281	265	0	3518	3644
2025	238	2030-31	127	240	275	278	275	284	279	260	292	272	293	245	259	305	0	3557	3684
2026	238	2031-32	128	241	276	276	275	282	285	266	266	289	274	293	248	281	0	3552	3680

Note: Ungraded students (UNGR) often are high school students whose anticipated years of graduation are unknown, or students with special needs - UNGR not included in Grade Combinations for 7-12, 9-12, etc.

\*Birth data provided by Public Health Vital Records Departments in each state.

Based on an estimate of births

Based on children already born

Based on students already enrolled

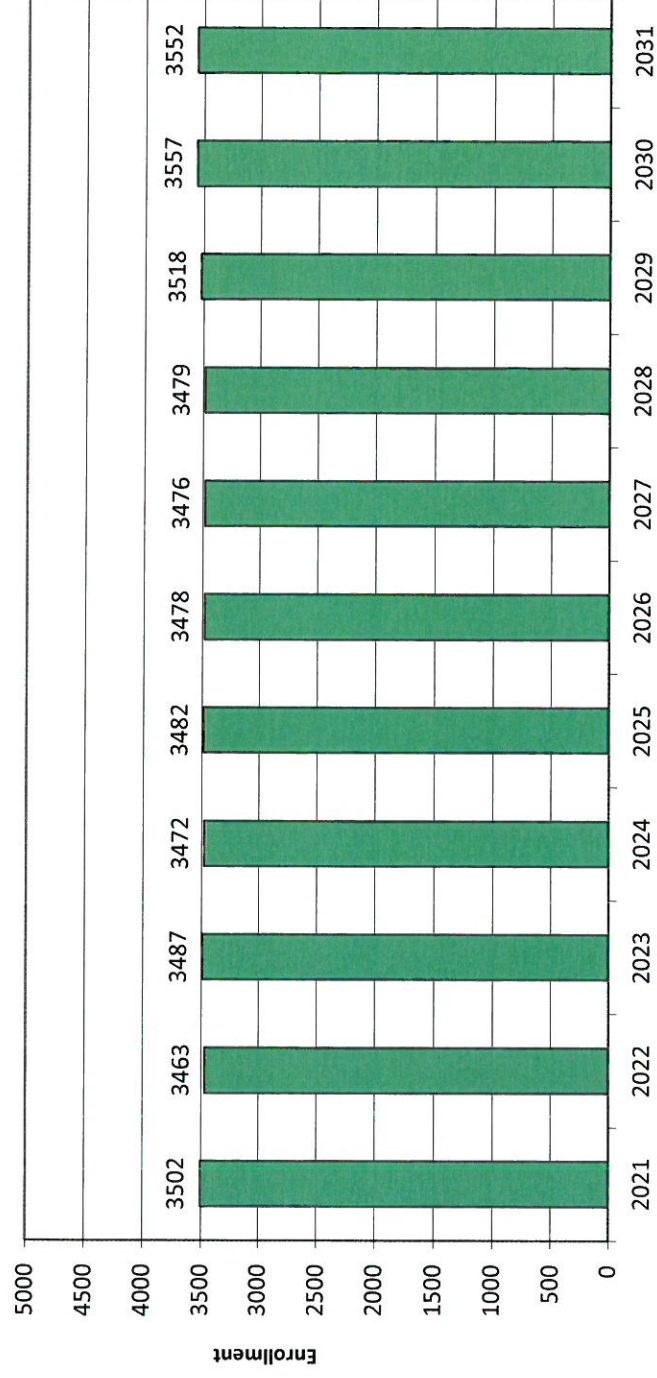
Projected Enrollment in Grade Combinations*											
Year	PK-4	K-4	5-6	PK-6	K-6	PK-8	K-8	7-8	9-12		
2021-22	1400	1282	506	1906	1788	2462	2344	556	1158		
2022-23	1438	1319	478	1916	1797	2457	2338	541	1125		
2023-24	1451	1331	521	1972	1852	2475	2355	503	1132		
2024-25	1464	1343	534	1998	1877	2473	2352	475	1120		
2025-26	1492	1370	501	1993	1871	2510	2388	517	1094		
2026-27	1478	1355	541	2019	1896	2550	2427	531	1051		
2027-28	1480	1356	569	2049	1925	2547	2423	498	1053		
2028-29	1465	1340	568	2033	1908	2569	2444	536	1035		
2029-30	1475	1349	558	2033	1907	2598	2472	565	1046		
2030-31	1479	1352	539	2018	1891	2582	2455	564	1102		
2031-32	1478	1350	551	2029	1901	2584	2456	555	1096		

Projected Percentage Changes			
Year	K-12	Diff.	%
2021-22	3502	0	0.0%
2022-23	3463	-39	-1.1%
2023-24	3487	24	0.7%
2024-25	3472	-15	-0.4%
2025-26	3482	10	0.3%
2026-27	3478	-4	-0.1%
2027-28	3476	-2	-0.1%
2028-29	3479	3	0.1%
2029-30	3518	39	1.1%
2030-31	3557	39	1.1%
2031-32	3552	-5	-0.1%
Change	50		1.4%

\*Projections should be updated annually to reflect changes in in/out-migration of families, real estate sales, residential construction, births, and similar factors.

## Projected Enrollment

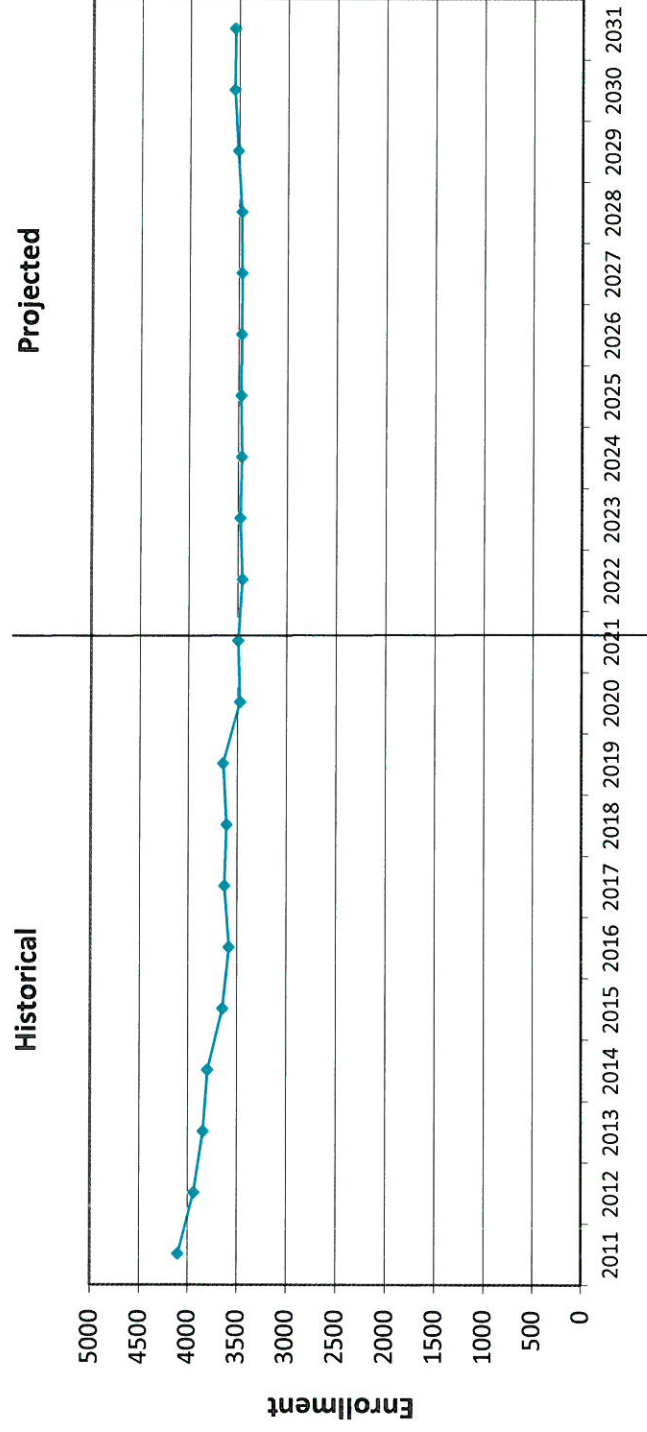
K-12 To 2031 Based On Data Through School Year '2021-22





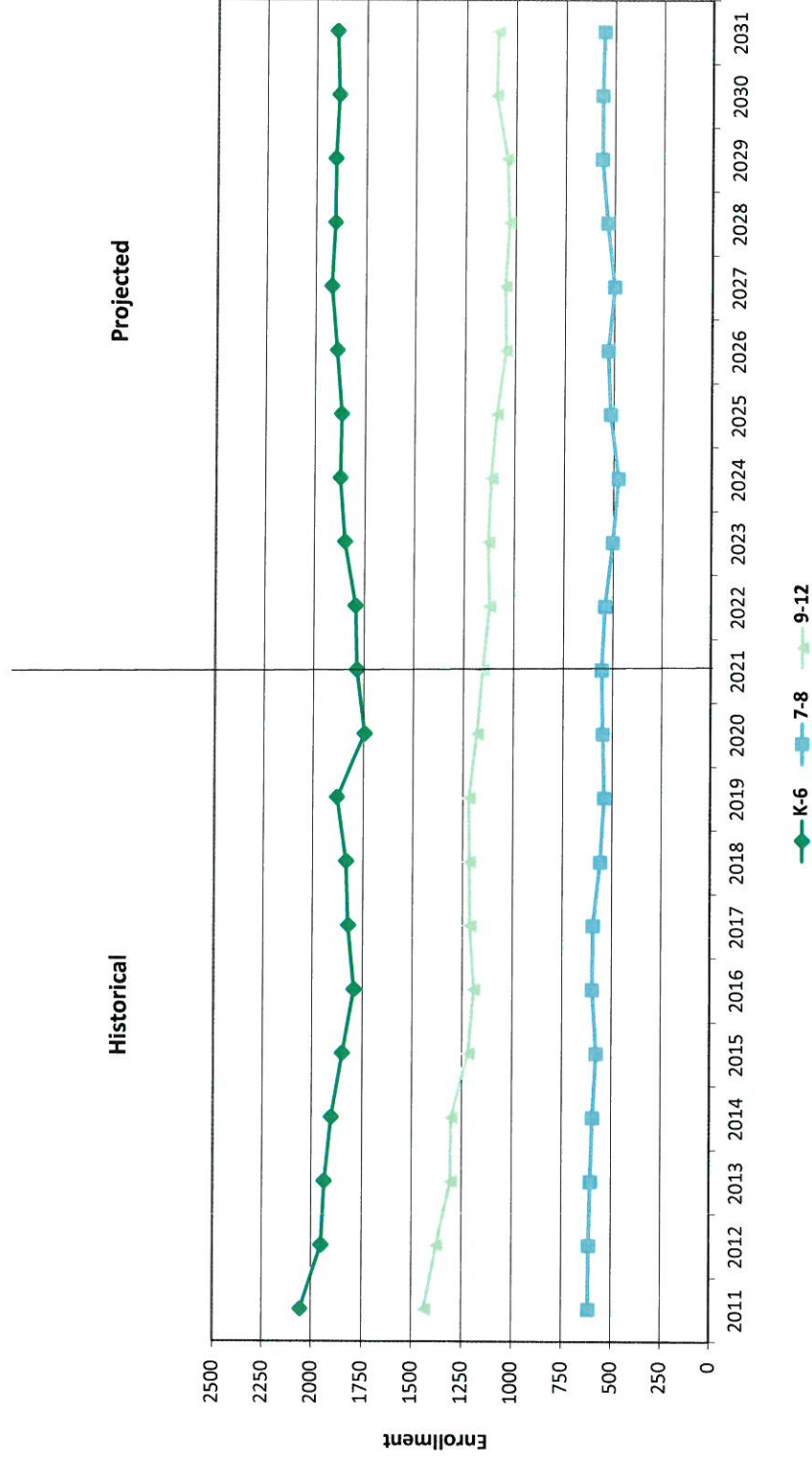
# Historical & Projected Enrollment

K-12, 2011-2031





## Historical & Projected Enrollments in Grade Combinations

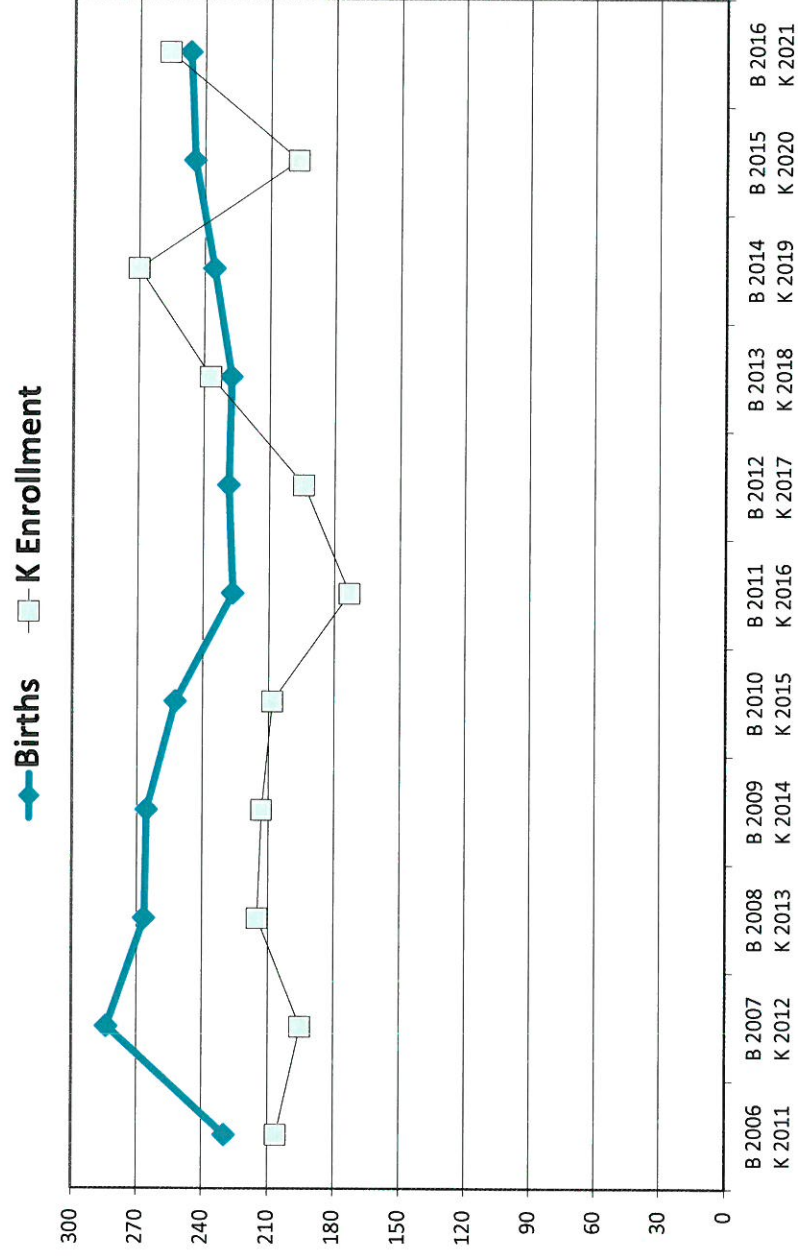


# Historical & Projected Enrollments in Grade Combinations





# Birth-to-Kindergarten Relationship





## Additional Data

Building Permits Issued (Source: HUD)			
Year	Single-Family	Multi-Units	
2011	16	0	
2017	41	0	
2018	35	192	
2019	62	348	
2020	60	64	
2021	0 to date	0 to date	

Enrollment History*			
Year	Career-Tech		Non-Public
	9-12 Total	K-12 Total	
2011-12	n/a		n/a
2017-18	n/a		n/a
2018-19	n/a		n/a
2019-20	n/a		n/a
2020-21	n/a		n/a
2021-22	n/a		n/a

[illegible]

<b>K-12 Home-Schooled Students*</b>	2021	136
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K-12 Residents in Charter or Magnet Schools, or Choiced-out*	2021	35
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K-12 Special Education Outplaced Students*	2021	13
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K-12 Tuitioned-In, Choiced-In, & Other Non-Residents*	2021	0
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\*The above data were provided by the district, with the exception of building permit data (provided by HUD).

"n/a" signifies that information was not provided by District.

## New England's PK-12 Enrollments The "Big Picture"

From 2018 to 2029, the U.S. Department of Education anticipates changes in PK-12 enrollment of +3.3% in the South; +0.9% in the West, -1.8% in the Midwest; and -2.6% in the Northeast.

State	Fall 2018 PK - 12	Fall 2029 Projected	PK-12 Decline	% Change, 2018-2029
CT	526,634	478,000	-48,634	-9.2%
ME	180,461	174,500	-5,961	-3.3%
MA	962,297	945,400	-16,897	-1.8%
NH	178,515	166,100	-12,415	-6.9%
RI	143,436	139,900	-3,536	-2.5%
VT	87,074	82,000	-5,074	-5.8%

**SOURCE:** U.S. Department of Education, National Center for Education Statistics,  
Table 203.20, August 2020

Note: Data collected prior to 2020 Coronavirus pandemic.

Although most New England districts are seeing a decline in the number of births, NESDEC's experience indicates that the impact on enrollment varies from one district to the next. Almost half of New England Districts have been growing in PK-12 enrollment, and a similar number are declining (often in rural areas), with the other districts remaining stable.



# Reliability and Use of this Document

## PROJECTION METHODOLOGY

Cohort component (survival) technique is a frequently used method of preparing enrollment forecasts. NESDEC uses this method, but modifies it in order to move away from forecasts that are wholly computer- or formula-driven. Such modification permits the incorporation of important, current district-specific information into the generation of enrollment forecasts (such as in/out-migration of students, resident births, HUD-reported building permits, etc.). Percentages are calculated from the historical enrollment data to determine a reliable percentage of increase or decrease in enrollment between any two grades. For example, if 100 students enrolled in Grade 1 in 2018-19 increased to 104 students in Grade 2 in 2019-20, the percentage of survival would be 104%, or a ratio of 1.04. Ratios are calculated between each pair of grades or years in school over several recent years.

After study and analysis of the historical ratios, and based upon a reasonable set of assumptions regarding births, migration rates, retention rates, etc., ratios most indicative of future growth patterns are determined for each pair of grades. The ratios thus selected are applied to the present enrollment statistics to project into future years. The ratios are the key factors in the reliability of the projections, assuming validity of the data at the starting point.

## RELIABILITY OF ENROLLMENT PROJECTIONS

Projections can serve as useful guides to school administrators for educational planning. Projections are generally most reliable when they are closest in time to the current year, and the more stable the variables noted above, the easier and more reliable the projections. Projections six to ten years out may serve as a guide to future enrollments and are useful for facility planning purposes, but they should be viewed as subject to change, given the likelihood of changes in the underlying assumptions/trends.

Projections that are based upon **the children who already are in the district** (the current K-12 population only) will be the most reliable; the second level of reliability will be for those children already **born into the community but not yet old enough to be in school**. The least reliable category is the group for which an estimate must be made **to predict the number of births**, thereby adding additional uncertainty. See these three multi-colored groupings on the "Projected Enrollment" slide/page.

Annual updates allow for early identification of recent changes in historical trends. When the actual enrollment in a grade is significantly different (higher or lower) from the projected number, it is important (yet difficult) to determine whether this is a one-year aberration or whether a new trend may have begun. **In light of this possibility, NESDEC urges all school districts to have updated enrollment forecasts developed by NESDEC each October.** This service is available at no cost to affiliated school districts.

## USING THIS INFORMATION ELECTRONICALLY

If you would like to extract the information contained in this report for your own documents or presentations, you can use screenshots, which can be inserted into PowerPoint slides, Word documents, etc. Because screenshots create graphics, the image is not editable. Please feel free to contact us if you need assistance in this matter, by phone (508-481-9444) or by email ([ep@nesdec.org](mailto:ep@nesdec.org)).