



Merrimack School District Goal Setting Summary

Revised
9/6/2023





Participants

- Ken Martin, Chair
- Laurie Rothhaus, Vice Chair
- Naomi Halter, Board Member
- Jenna Hardy, Board Member
- Lori Peters, Board Member
- Amy Doyle, Assistant Superintendent for Curriculum
- Melissa Fazlic, Director of Human Resources
- Everett "Bill" Olsen, Chief Educational Officer
- Jason Pelletier, Director of Technology and Learning Systems
- Matt Shevenell, Assistant Superintendent for Finance

The session was facilitated by:

Toni Flewelling, Member Services Consultant, Primex³

Purpose and Intended Results

The purpose of this goal setting session was to assist Merrimack School District in establishing short and long-term goals that will move the organization's vision forward. The goals and strategic objectives identified will become part of the organization's ongoing action plan moving forward.

Grounds Rules

At the outset of the session, participants identified a list of ground rules that set the stage for how to proceed. Participants chose the following ground rules for themselves:

- Respect everyone's ideas and opinions
- Listen thoughtfully
- Everyone has a voice (2)
- Be open to outside the box ideas
- Listen with intent to understand
- Be an active listener
- Allow others to express their ideas without interruption
- Listen



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Chief Educational Officer Olsen provided a status update on the goals established for 2022-2023. **(noted in red)**

Goal Category #1: Create an engaged, inclusive, and collaborative district culture built on mutual trust and respect.

Goal Summary: As part of our goal to create a positive culture, we will intentionally recruit, hire, train, and retain quality staff. The school board and district administration will see each individual staff member as a whole person to ensure they feel valued for their uniqueness and contributions. By cultivating connections, we aim to create a school community where all stakeholders are invested in the well-being of staff, students, and the community.

The individual goals that made up the category:

- By creating a safe, supportive inclusive culture where all administrators, teachers, and staff feel valued and empowered so we attract and retain exceptional educators
- Recruit, hire, and retain high quality staff
- Retain good teachers
- Ensure we have the right people in the right number of seats on the bus
- School/district culture – implement norms and a culture of inclusion and open communication
- Reshape our culture from top down to collaborate and connect
- Invest in the social and emotional development and well-being of our students, their families, staff, and community members
- Implement a robust “360” evaluation system and oversee that every employee has one that is submitted to the school board by 6/30/2023 and annually.
- Keep up to date job descriptions to ensure we are “with the times” and staff know what is expected
- Continue the strategic planning process with all stakeholders ensuring collaboration times are accessible to all
- Develop and grow a strong mental health/SEL support system supported by new staff, curriculum, and culture
- Look for patterns in staff turnover through exit interviews, exit surveys, and “stay interviews” to improve turnover and increase recruitment efforts within the district

Strategic Objective #1

WHAT: Develop district strategic plan intentionally involving all stakeholders

WHEN: June 30, 2023

WHO: School Board and Administration

The District will be collaborating with consultant/facilitator this summer.



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Strategic Objective #2

WHAT: Create clear, consistent expectations and evaluations through up-to-date accurate job descriptions and evaluation model

WHEN: 1. Board access to evaluations by **June 30, 2023**
2. ADA compliant job descriptions **September 1, 2023**

WHO: Administration and HR, supported by the Board

Teacher evaluation instrument implemented. HR continues to work on updating job descriptions. Policy development continues.

Strategic Objective #3

WHAT: Invest in the social and emotional development and well-being of our staff, students, and their families

WHEN: ■ Initial plan by **2nd October meeting 2022**
■ Update at **July 2023** meeting
■ Annual plan by **September** and update in **July annually**

WHO: Administration in partnership with the Director of Student Wellness

Working with several consultants; work in progress – fine tuning optimal impact on students.

Strategic Objective #4

WHAT: Look for patterns to reduce staff turnover and increase recruitment efforts with the district

WHEN: Report to board in June of each year (public or non-public depending on the nature of turnover)

WHO: Human Resources

Quality of candidates. Not sure of all reasons for staff turnover – higher pay elsewhere. Stay connected with staff. Good relationship with Town Council.

Goal Category #2: *The Pathways to Graduation*

Goal Summary: Create multiple pathways to graduation that include robust course offerings, responsive programming and intervention, and engaging learning experiences for all students. This goal seeks to address the learning and curriculum gaps that exist in the course offerings and programs that lead to the successful completion of high school requirement

The individual goals that made up the category:

- Focus on the creation of an alternative education program at MHS to help those kids in peril and those who feel disengaged from the school population
- Address course offerings at the high school to increase and improve options for students at all levels and on any path to graduation



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- Expand course offerings to include partnerships with community to develop and ELO program
- Develop and implement an alternative pathways program (MHS)
- Better understand the needs of our special education population and integrate them into the general education population – also vocational education program!
- Lower dropout rate by establishing multiple paths to graduation

Strategic Objective #1

WHAT: Review of MHS program of studies

Review of class size and caps for running courses

Review of class failure rates and repeats

WHEN: Building – **November 2022**; DLT – **December 2022**; School Board – **January 2023**

WHO: Building – Department Heads, Guidance, Administration, DLT, School Board

This is a priority for 2023-2024 year!

Strategic Objective #2

WHAT: Develop/create innovative ways for students to earn high school credit.
This can be done through ELOs, work studies, Voc-Tech, etc.

WHEN: Proposal for **2023-2024**; Budget – **November 2022**

WHO: Guidance, BLT at High School, DLT

Great progress; Vice Chair Rothhaus helped write grant.

Strategic Objective #3

WHAT: Develop/create a system of identifying and supporting at-risk and struggling students that need an alternative path to graduation.

Number of students at risk, what is being done to support them, action plans

WHEN: **December 2022**

WHO: Guidance, Special Education, Director of Wellness, BLT, DLT

Work in progress; district has hired a new guidance director – play into Pathways Program by sophomore year.



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Strategic Objective #4

WHAT: Develop and implement a true competency-based grading system that provides multiple opportunities and timelines for students to demonstrate their learning

Include review of current practices – identify areas of improvement

WHEN: Review of practices – **February 2023**

Areas of improvement – **May 2023**

WHO: Guidance, BLT, DLT

Hired consultant – NH Learning Initiative – CBL system. Shifting mindset around accountability. Invite an admissions rep in to speak about competency-based learning.

Goal Category #3: Improve our learning outcomes by ensuring our instruction is responsive to the varied needs of our student population

Goal Summary: Facilitate an educational model that empowers and equips students to meet their full potential. Create opportunities for collaboration on evidence-based district priorities

The individual goals that made up the category:

- Address learning loss by implementing a screening tool with built-in educational tools to target improvement at the individual level (i.e., i-Ready) Elem
- Ensure that our instruction is responsive to the varied needs of our student population.
 - ✓ Includes visible, robust curriculum
 - ✓ Measures of progress monitoring
- Optimize our professional practice model to demonstrate a shared decision-making i.e., form taskforce:
 - ✓ Safety
 - ✓ Innovative practices
- Better outcomes for students – make sure our reading, math, and basics are really getting learned at lower levels, and addressing student retention at high school level
- The Merrimack School District is committed to continuing improvement by focusing on results; making decisions that are data based

Strategic Objective #1

WHAT: Create an annual district report card to track progress on key evidence of school success

- WHEN:**
1. Board and Administration to decide on key rubric by Summer 2023
 2. Done annually in May starting May 2024

WHO: School Board and Administration

Work in progress; met with elementary staff for consistency with programming, assessment tools, etc.



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Strategic Objective #2

WHAT: Implement a progress monitoring tool to provide targeted instruction for academic skills, address learning loss, and meet each student's individual needs.

WHEN: 1. Committee created by **October 2022**
2. Committee recommendation for final tool by **January 2023**

WHO: Led by Assistant Superintendent for Curriculum

Implement iReady Assessment Suite and Personalized Learning Plans in the 2023-2024 school year.

Strategic Objective #3

WHAT: Develop a process for ongoing curriculum updating and revision to include a timeline for each curriculum area

WHEN: Status report **June 2023**

WHO: Assistant Superintendent for Curriculum along with committee members

Work in progress; more progress anticipated this summer.

Goal Category #4: Have facilities and equipment that are safe, secure, clean, healthy, current, and appropriate for meeting the educational needs of students and staff

Goal Summary: Create and maintain a responsible 5-year Capital Improvement Plan that addresses current and future needs for: building access and security; network infrastructure and technology needs; space utilization before, during, and after school. The plan will take into account educational programming, enrollment changes, and current projects such as the MHS/Mastricola Complex Master Plan.

The individual goals that made up the category:

- Do a total evaluation of our technology infrastructure to ensure longevity and continued viability for all students and staff.
- Expand, update, improve, and maintain facilities to meet all students' needs

Strategic Objective #1

WHAT: Create a safety committee and perform a safety and security audit

WHEN: Form committee by **September 30, 2022**; audit will need budget so may take longer

WHO: Not Stated

District-wide safety committee. Security audits completed of all buildings - report expected this summer. School resource officers are a plus. Good working relationship with Merrimack PD.



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Strategic Objective #2

WHAT: Evaluate technology and create a network diagram to include:

- Inventory
- Equipment aging
- Plans to maintain student devices
- Plan to maintain operational stability of network

WHEN: September 2022

WHO: Technology Director supported by Administration

Implemented 6-year strategic plan for technology repair/replacement. Documented network inventory – integral to building budget for computer upgrades.

Strategic Objective #3

WHAT: Space utilization project

WHEN: End of October 2022

WHO: Administration

Work in progress. In early October 2023, Chief Educational Officer Olsen will be presenting a grade level re-organization for 2024-2025 school year: K-Grade 3, Grades 4-5 (upper elementary), and Grades 6-8 (middle school). Space capacity rationale; fiscal impacts; process to inform parents.

Strategic Objective #4

WHAT: Get regular updates from the Town Community Development Office about current and upcoming housing development. What will the enrollment impact be? Be thinking 3-5 years ahead

WHEN: Annually in late October

WHO: Administration

Planning Department Nov 2022. Chief Educational Officer Olsen and Assistant Superintendent for Finance Shevenell met with residential development.

Goal Category #5: Ongoing review of existing policies to ensure they are compliant and in alignment with district practices

Goal Summary: To allow for ease of access to up-to-date, compliant policies for all stakeholders

The individual goals that made up the category:

- As a Board, create a committee to evaluate our district policies and set up a method for ongoing evaluations of them, so that everything is reviewed every couple of years



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- Review, revise, and implement policies, practices, and procedures that ensure safety and security of our schools.

Strategic Objective #1

WHAT: Form a subcommittee to develop and implement a plan for ongoing policy review

WHEN: July 2022 – Committee members named; Fall 2022 – Meetings begins

WHO: School Board and Administration

Policy Subcommittee formed – Admin Team and Naomi Halter

Need to develop grievance procedure policy

Strategic Objective #2

WHAT: Collaborate with New Hampshire School Boards Association (NHSBA) to “red flag” and prioritize policy review and formatting

WHEN: Fall 2022 – initial review

WHO: School Board and Assistant Superintendent of Business Shevenell

Work in progress; great assistance from legal counsel

Strategic Objective #3

WHAT: Update district website to align with NHSBA “coding”

WHEN: January 2023

WHO: Interim Chief Educational Officer Olsen & Administrative Assistant Swanson

Completed

Strategic Plan Categories

Prior to the goal setting session, the following strategic plan categories were identified. The group decided that each area touched upon goals established for 2022-2023 and are noted below.

Teaching and Learning

- Goal #1 Culture, Trust, Respect
- Goal #2 Pathways to Graduation
- Goal #3 Improve Learning Outcomes
- Goal #4 Facilities



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School Finance and Resources

- Goal #4 Facilities

Technology and Infrastructure

- Goal #3 Improve Learning Outcomes
- Goal #4 Facilities

Facilities and Operations

- Goal #4 Facilities
- Goal #5 Policies

Human Resources and Culture

- Goal #1 Culture, Trust, Respect
- Goal #2 Pathways to Graduation
- Goal #3 Improve Learning Outcomes

Student and Staff Wellness

- Goal #1 Culture, Trust, Respect
- Goal #2 Pathways to Graduation
- Goal #3 Improve Learning Outcomes
- Goal #4 Facilities

School Security

- Goal #2 Pathways to Graduation
- Goal #4 Facilities

Capital Improvement

- Goal #4 Facilities

One new category added for 2023-2024: Community Relations/Communications

- Goal #4 Facilities
- Goal #5 Policies



Identification and Categorization of Goals

Goals were defined as qualitative statements of what Merrimack School District intends to accomplish over a period of 12 to 18 months. These are “big picture” items vital to organizational success.

Participants were asked to present two new goals to move the organization forward for 2023-2024. As each goal was presented, the individual decided whether the goal was similar to, or different from, a previously stated goal. The individual goals (*bulleted list after the collective goal name*) created a larger collective goal and narrative that took shape during the session. The goals were then named, and a narrative was created by the breakout groups and presented back in the full session for feedback and additions. Goals are presented in the order they were addressed and are not ranked for importance.

Development of Strategic Objectives for Goals

Strategic Objectives were defined as short- and long-term quantitative results that directly support the goals. Objectives should be measurable, achievable, and consistent with the goals, and should also align with Merrimack School District’s overall vision, mission, and core values. These objectives create the basis for an ongoing action plan going forward.

Participants were broken into groups, and each group was tasked naming and summarizing the larger goal to develop at least two strategic objectives to help Merrimack School District achieve this goal. Each group was assigned to address one of the broad goals listed below. Participants then returned to report their identified strategic objectives to the full group, and the full group had the opportunity to provide additional feedback and direction on the objectives.

Strategic Objectives – Participants were asked to describe **WHAT** they wanted to happen, as well as **WHEN** the action/result should happen, and **WHO** is responsible. In summary:

WHAT will happen?

WHEN it will be completed?

WHO is responsible?

Goal Category #1: Create an engaged, inclusive, and collaborative district culture built on mutual trust and respect. (This goal was further developed from last year’s goal.)

Goal Summary: As part of our goal to create a positive culture, we will intentionally recruit, hire, train, and retain quality staff. The school board and district administration will see each individual staff member as a whole person to ensure they feel valued for their uniqueness and contributions. By cultivating connections, we aim to create a school community where all stakeholders are invested in the well-being of staff, students, and the community.



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The individual goals that made up the category:

- By creating a safe, supportive inclusive culture where all administrators, teachers, and staff feel valued and empowered so we attract and retain exceptional educators
- Recruit, hire, and retain high quality staff
- Retain good teachers
- Ensure we have the right people in the right number of seats on the bus
- School/district culture – implement norms and a culture of inclusion and open communication
- Reshape our culture from top down to collaborate and connect
- Invest in the social and emotional development and well-being of our students, their families, staff, and community members
- Implement a robust “360” evaluation system and oversee that every employee has one that is submitted to the school board by 6/30/2023 and annually.
- Keep up to date job descriptions to ensure we are “with the times” and staff know what is expected
- Continue the strategic planning process with all stakeholders ensuring collaboration times are accessible to all
- Develop and grow a strong mental health/SEL support system supported by new staff, curriculum, and culture
- Look for patterns in staff turnover through exit interviews, exit surveys, and “stay interviews” to improve turnover and increase recruitment efforts within the district

Strategic Objective #1

WHAT: Develop district strategic plan intentionally involving all stakeholders

WHEN: June 30, 2024

WHO: School Board and Administration

The District will be collaborating with consultant/facilitator beginning Fall 2023 through completion of plan.

Strategic Objective #2

WHAT: Create clear, consistent expectations and evaluations through up-to-date accurate job descriptions and evaluation model

WHEN: ADA compliant job descriptions **on an ongoing basis. Review annually.**

WHO: Administration and HR, supported by the Board

Teacher evaluation instrument implemented. HR continues to work on updating job descriptions. Policy development continues.



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Strategic Objective #3

WHAT: Invest in the social and emotional development and well-being of our staff, students, and their families

- WHEN:**
- Initial plan by 2nd October meeting 2023
 - Update at July 2024 meeting
 - Annual plan by September and update in July annually

WHO: Administration in partnership with the Director of Student Wellness

Working with several consultants; work in progress – fine tuning optimal impact on students.

Strategic Objective #4

WHAT: Look for patterns to reduce staff turnover and increase recruitment efforts with the district

WHEN: Report to board annually in June of each year (public or non-public depending on the nature of turnover)

WHO: Human Resources

Quality of candidates. Not sure of all reasons for staff turnover – higher pay elsewhere. Stay connected with staff. Good relationship with Town Council.

Goal Category #2: The Pathways to Graduation (This goal was further developed from last year-noted in red.)

Goal Summary: Create multiple pathways to graduation that include robust course offerings, responsive programming and intervention, and engaging learning experiences for all students. This goal seeks to address the learning and curriculum gaps that exist in the course offerings and programs that lead to the successful completion of high school requirements.

The individual goals that made up the category:

- Focus on the creation of an alternative education program at MHS to help those kids in peril and those who feel disengaged from the school population
- Address course offerings at the high school to increase and improve options for students at all levels and on any path to graduation
- Expand course offerings to include partnerships with community to develop and ELO program
- Develop and implement an alternative pathways program (MHS)
- Better understand the needs of our special education population and integrate them into the general education population – also vocational education program!
- Lower dropout rate by establishing multiple paths to graduation



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- Improve math and reading scores for all students by end of 5th grade through the use of research-based practices and robust core programs
- Improve graduation rates
 - ✓ Increase number of high school credits from 21 to 24 over the course of 3 years
 - ✓ More personalized school counseling services
 - ✓ Update MHS Program of Studies
 - ✓ Develop a robust offering of Extended Learning Opportunities for students
- Improve, modernize, and expand MHS program of studies including improving performing arts offerings
- Enhance/expand performing and theatre arts programs
- Evaluate staffing levels and distribution in line with MHS program of studies

Strategic Objective #1

WHAT: Review, improve, and modernize the MHS program of studies

Review of class size and caps for running courses

Review of class failure rates and repeats

Review graduation rates and set goals for improvement

Review staffing rates per department to ensure optimal class size for meeting the needs of students

WHEN: MHS BLT – January 2024; DLT – February 2024; School Board – March 2024

WHO: Assistant Superintendent for CIA, MHS Administration, MHS Department Heads, School Counseling Director, School Counselors, Director of Pathways to Graduation, DLT, School Board

Strategic Objective #2

WHAT: Develop/create innovative ways for students to earn high school credit. This can be done through ELOs, work studies, Voc-Tech, etc.

WHEN: Update September 2023, January 2024, June 2024

WHO: School Counseling Director and School Counselors, Director of Pathways to Graduation, MHS Administration, MHS BLT, DLT



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Strategic Objective #3

WHAT: Develop/create a system of identifying and supporting at-risk and struggling students that need an alternative path to graduation.

WHEN: December 2023

WHO: School Counseling Director, School Counselors, Director of Pathways to Graduation, MHS Special Education Department, Director of Student Wellness, MHS Administration, MHS BLT, DLT

Strategic Objective #4

WHAT: Develop and implement a true competency-based grading system that provides multiple opportunities and timelines for students to demonstrate their learning

Include review of current practices – identify areas of improvement

WHEN: Review of practices – February 2024

Areas of improvement – May 2024

WHO: Assistant Superintendent for CIA, School Counseling Director, School Counselors, MHS Administrators, MHS BLT, DLT

Goal Category #3: *Improve our learning outcomes by ensuring our instruction is responsive to the varied needs of our student population* (This goal was further developed from last year-noted in red.)

Goal Summary: Facilitate a data-informed educational model that includes formative and summative assessments that focus on the improvement of literacy and math skills and empowers and equips students to meet their full potential.

The individual goals that made up the category:

- Address learning gaps by using assessments and educational tools to target improvement at the individual level (i.e., i-Ready, Foundations)
- Ensure that our instruction is responsive to the varied needs of our student population.
 - ✓ Includes visible, robust curriculum
 - ✓ Measures of progress monitoring
- Optimize our professional practice model to demonstrate a shared decision-making i.e., form taskforce:
 - ✓ Safety
 - ✓ Innovative practices
- Better outcomes for students – make sure our reading, math, and basics are really getting learned at lower levels, and addressing student retention at high school level



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- The Merrimack School District is committed to continuing improvement by focusing on results; making decisions that are data based
- Find ways to offer more professional development time
- Create district-wide data teams
- Create and share a district plan to shift from balanced literacy to structured literacy (include timeline and PD)
- Increase the embracement of using technology for student learning

Strategic Objective #1

WHAT: Create an annual district report card to track progress on key evidence of school success – State has iPlatform – what data is missing?

WHEN: Annually in May

WHO: School Board and General Office Administration

Strategic Objective #2

WHAT: Use progress monitoring data to provide targeted instruction for academic skills, address learning gaps, and meet each student’s individual needs

WHEN: Building and District Data Teams meet at least four times per year

WHO: Assistant Superintendent for CIA, Building Administration, Building Leadership Teams, District Leadership Team

Strategic Objective #3

WHAT: Use the established process and tools for ongoing curriculum updating and revision to include a timeline for each curriculum area

WHEN: Annually by June

WHO: Assistant Superintendent for Curriculum, along with District CIA Committee, Building Administrators, Building Leadership Teams, District Leadership team, and content area committee members

Strategic Objective #4

WHAT: Complete an audit of all reading, writing, and math programs K-8 to ensure they are research-based and aligned with best practices and district initiatives.

WHEN: June 2024

WHO: Assistant Superintendent for CIA, Building Administration, District Leadership Team, and Teachers Leaders.



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Goal Category #4: *Have facilities and equipment that are safe, secure, clean, healthy, current, and appropriate for meeting the educational needs of students and staff*
(This goal was further developed from last year-noted in red.)

Goal Summary: Create and maintain a responsible 5-year Capital Improvement Plan that addresses current and future needs for: building access and security; network infrastructure and technology needs; space utilization before, during, and after school. The plan will take into account educational programming, enrollment changes, and current projects such as the MHS/Mastricola Complex Master Plan.

The individual goals that made up the category:

- Do a total evaluation of our technology infrastructure to ensure longevity and continued viability for all students and staff.
- Expand, update, improve, and maintain facilities to meet all students' needs
- **Performing Arts Center**
- **Prepare Stage 1 for budget of Master Plan**
- **Finalize and act on the Master Plan/New SAU Building**

Strategic Objective #1

WHAT: Update Facilities Master Plan for entire district; make sure it is inclusive of all buildings

WHEN: By October 2023

WHO: Assistant Superintendent, Facilities Director, Administration

Strategic Objective #2

WHAT: Prioritize building a new SAU office by adopting a warrant article to fund construction and educate the public about the necessity. The current building is insufficient and unsafe for conducting District business.

WHEN: December 1, 2023

WHO: Assistant Superintendent, Facilities Director, Board, Planning and Building Committee, and District Budget Committee

Strategic Objective #3

WHAT: Begin researching the feasibility of building a performing arts center, including a timeline, location, cost, and community involvement such as fundraising and sponsorships

WHEN: June 2024

WHO: Administration, Board, Community partners



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Goal Category #5: Create dynamic relationship between the school district and community through clear and consistent communication. **(New goal identified for 2023-2024).**

Goal Summary: Develop communication strategies to inform parents, connect with the community, collaborate with boards and committees, encourage engagement from community groups and individuals, and showcase and celebrate the many amazing aspects of the Merrimack School District.

The individual goals that made up the category:

- Create a plan for communicating with parents and the larger community
- District PR strategy
- Firm up and clearly communicate communication pathways for all departments
- Budget committee relations

Strategic Objective #1

WHAT: Align, streamline, and communicate communication pathways within the district to parents and staff

WHEN: Not Stated

WHO: District Communication Committee and Administration

TACTIC: Choose consistent communication template for schools

TACTIC: Establish, communicate, and enforce the appropriate chain of communication.

Strategic Objective #2

WHAT: Create District Communication Committee

WHEN: October 31, 2023

WHO: School Board and Administration

Strategic Objective #3

WHAT: Establish open working relationship with local business partners

WHEN: January 2024

WHO: CEO, Communication Committee, Pathways to Graduation Director

Strategic Objective #4

WHAT: Establish thoughtful and coordinated social media plan district-wide utilizing outside consultants when necessary

WHEN: June 30, 2025

WHO: District Communication Committee and District Administration



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Strategic Objective #5

- WHAT: Establish guidelines for effective presentations for committees, board meetings, and the public
- WHEN: November 2023
- WHO: CEO in cooperation with District Administration

Strategic Objective #6

- WHAT: Ongoing review of existing policies to ensure they are compliant and in alignment with District practices
- WHEN: Ongoing with monthly updates
- WHO: School Board, Administration and Administrative Assistant Swanson

Wrap-Up, Recap and Action Plan

The next step following this session will be for Merrimack School District staff to work together to develop specific tactics for accomplishing the identified goals and objectives. **Tactics describe specifically HOW the goals and objectives will be met.**

Concluding Thoughts

Thank you again for the opportunity to participate in this important process. Primex3 appreciates the opportunity to provide assistance to members with goal setting, and to help governing bodies develop paths to achieve their visions. A forward-looking community that is deliberate, disciplined, and strategic in developing and accomplishing its goals illustrates how *“good management is good risk management.”*