Merrimack School District/SAU 26
School Board Meeting
Preliminary Agenda
September 9, 2024
Merrimack Town Hall – Memorial Room

5:30 p.m. NON-PUBLIC SESSION RSA 91-A:3, II (a) (b) (c) – Merrimack TV Training Classroom
- Student Welfare

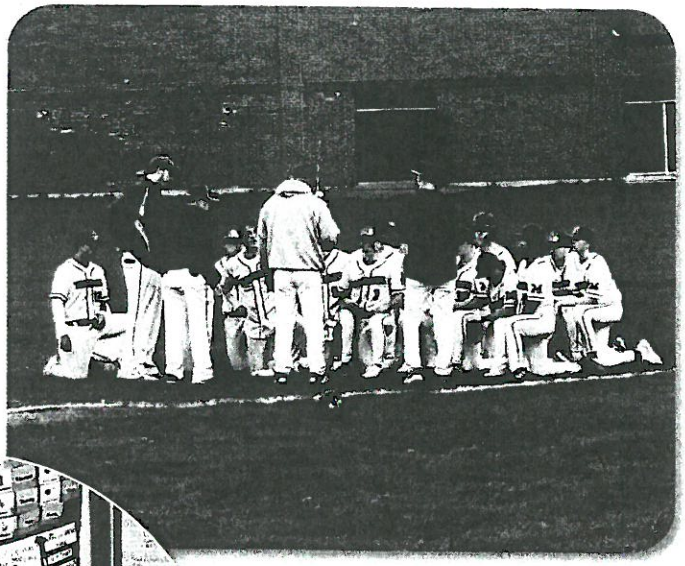
PUBLIC MEETING

6:00 p.m.	**1. CALL TO ORDER and PLEDGE OF ALLEGIANCE**	Lori Peters
	a. Introduction of Student Representative to School Board	Lori Peters
6:05 p.m.	**2. PUBLIC PARTICIPATION**	Lori Peters
	3. RECOGNITIONS	
6:20 p.m.	**4. INFORMATIONAL UPDATES**	Lori Peters
	a. Superintendent Update	
	b. Assistant Superintendent for Curriculum Update	
	c. Assistant Superintendent for Business Update	
	d. School Board Update	
	e. Student Representative Update	
6:30 p.m.	**5. OLD BUSINESS**	
	a. Approval of 2024-2027 Strategic Plan	Lori Peters
7:00 p.m.	**6. NEW BUSINESS**	Lori Peters
	a. Tri-op Hockey Team (Merrimack, Hollis-Brookline, Derryfield)	Adam French
	b. Approval of Joint Loss Manual	Melissa Fazlic
	c. Overview of New Core Programs	Amanda Doyle
	d. Recap of Leadership Retreat	Everett Olsen
	e. Other	
7:45 p.m.	**7. POLICIES**	Lori Peters
	a. First Reading of Field Trip and Excursion Policy (IJOA) and Field Trip and Excursion Procedures (IJOA-R)	
	b. Revision to Promotion and Retention of Students Policy (IKE)	
	c. Guidance Pertaining to Comfort/Support Animal	
7:55 p.m.	**8. APPROVAL OF MINUTES**	Lori Peters
	a. August 12, 2024 Public and Non-Public Minutes	
8:00 p.m.	**9. CONSENT AGENDA**	Amanda Doyle
	a. Educator Resignations	
	b. Educator Nominations	
8:10 p.m.	**10. OTHER**	Lori Peters
	a. Committee Reports	
	b. Correspondence	
	c. Comments	
8:20 p.m.	**11. PUBLIC COMMENTS ON AGENDA ITEMS**	Lori Peters
8:35 p.m.	**12. ADJOURN**	

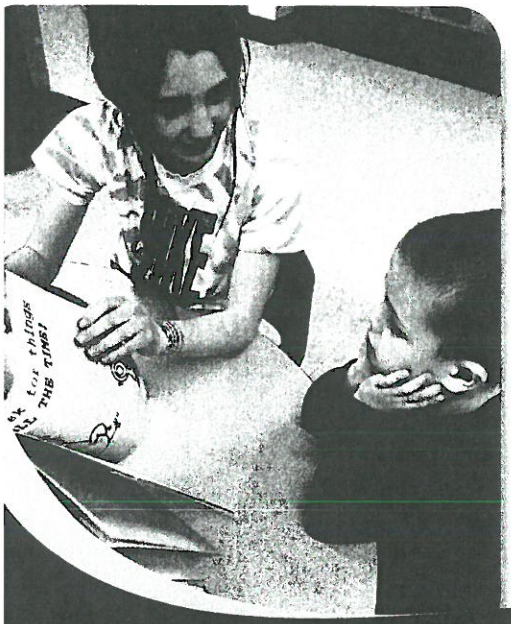
* These times are estimates and may vary depending on discussion.

Merrimack School District
Strategic Plan 2024-2027

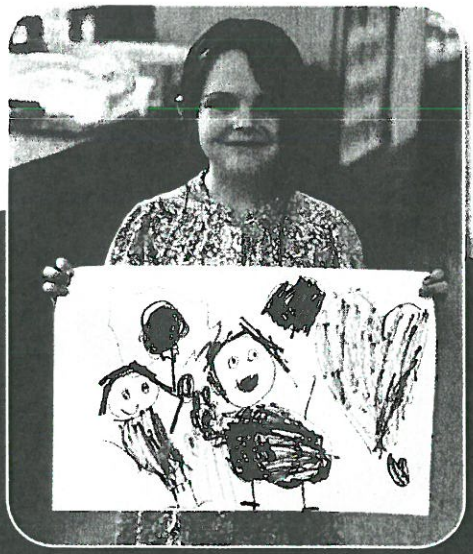












Merrimack School District
School Administrative Unit #26
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Merrimack, New Hampshire 03054

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Letter from the Superintendent

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

May 6, 2024

Dear Merrimack Community,

I am pleased and proud to present to you the Merrimack School District's 2024-2027 Strategic Plan. As a public school district, we understand and embrace our mission, which is to provide a high-quality future-driven education to all students.

Over the last three years a team of staff, students and community members met to develop a "Vision of a Graduate" in preparation for our accreditation review by the New England Association of Schools and Colleges. Simultaneous to this important work, another team of staff, students and community members met to develop a "Vision of a Learner" for all students in the school district. Both "Visions" articulate the life skills that we hope and expect that every student will possess as they navigate every stage of their life.

In August of 2023 the Merrimack School District's Leadership Team met to engage in a process of reflection on both our "Vision of a Learner" and "Vision of a Graduate". This reflection resulted in deep discussions on where we are as a school district at the present time, and what we need to do to effectively prepare every student to address the challenges and opportunities in the future. Our discussions resulted in the identification of six focus areas that have an impact on student learning. We have developed strategic initiatives within each of the focus areas, with the intent of continuously improving the educational experience for our students.

The six focus areas include:

- Curriculum, Instruction and Assessment
- Facilities
- Culture of Wellness
- Student Outcomes
- Family and Community Engagement
- Vision of a Learner and Graduate

In the fall of 2023, a twenty-five-member Strategic Plan Committee was formed to analyze data and information in the six focus areas and draft strategic initiatives along with timelines and measures of achievement for each initiative. Meetings occurred throughout the 2023-2024 school year. Each meeting was facilitated by Mark Dolan from the New Hampshire School Boards Association. Our Strategic Plan Committee completed its work in May 2024.

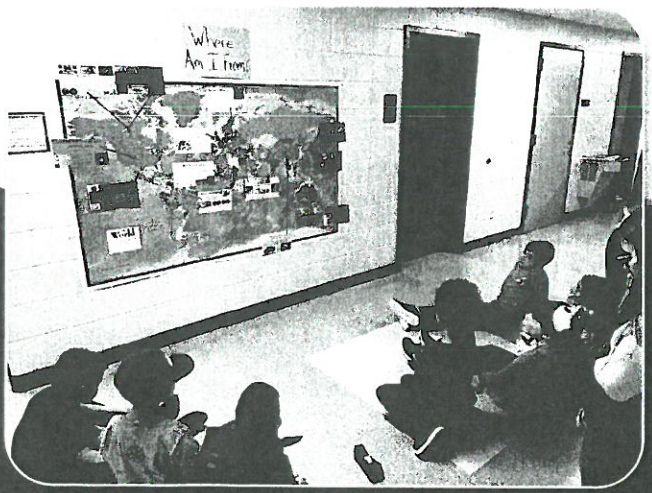
It is now our responsibility to operationalize the initiatives in the Strategic Plan which will allow us to bring continuous improvement to an excellent school district. Our district and community collaboration and support are essential to achieving the initiatives and continue the transition from a proud past to an exciting future.

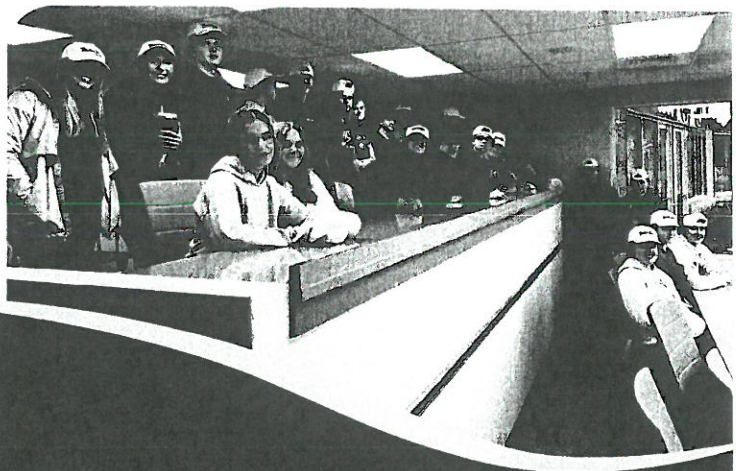
Sincerely,

Everett V. Olsen, Jr.
Chief Education Officer

Strategic Planning Committee Members

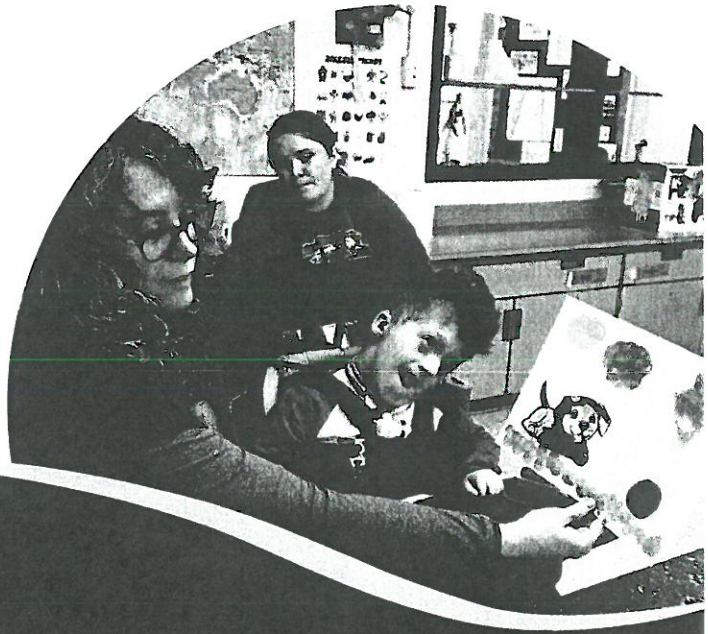
Member, Role	Member, Role
Mark Dolan, Facilitator	Alice Donahoe, MMS Teacher
Everett "Bill" Olsen, Chief Education Officer	Dr. Nicole Rheault, JMUES Principal
Matthew Shevenell, Assistant Superintendent	Catherine Goodman, JMUES Teacher
Amy Doyle, Assistant Superintendent	Julie DeLuca, TFS Principal
Sarah Reinhardt, Director of Student Services	Kate Viands, TFS Teacher
Sara Parrotto, Director of Wellness	Lori Puzzo, RFS Library Media Specialist
Naomi Halter, School Board Member	Susan Bradford, MES Teacher
Steve Clair, MHS Principal	Jennifer Jobin, Parent
Harley Hall, Director of Pathways to Graduation	Erica Miller, Parent
Kay Colbert, Director of School Counseling	Rachel Paepke, Parent
Dr. Angela Maslanka, Technology Coordinator	Rebecca Dalrymple, Parent
Chase Rheault, Student of the Class of 2024	Kip Jackson, MHS Coach and Community Partner
Matthew Brown, Student of the Class of 2026	Mackenzie Murphy, Community Partner
Chrigus Boezeman, MMS Principal	Joseph Manzoli, YMCA Community Partner





Mission Statement

The Merrimack School District will provide a high quality, future-driven education to all students in the community. Students will engage in learning opportunities that reflect both rigor and relevance, along with meeting their cognitive, social, and emotional needs. The District will prepare students to understand, adapt, and adjust to civic, economic, social, and technological challenges in the world. Our overall goal is to inspire, create, and encourage students to be curious, connected, prepared, resilient, dedicated individuals that are lifelong, expert learners; Merrimack graduates exercise judgment, are innovative, and become responsible, contributing members of society.





Vision of a Learner

Merrimack School District



Curious

Learners wonder about and seek opportunities to explore the world around them and are open to new experiences. They listen, ask questions, and gather resources to build understanding. Learners are engaged, critical, and creative thinkers who solve problems and demonstrate understanding.



Connected

Learners are citizens of their school, community, state, and the world. They build positive relationships through the development and use of interpersonal, communication, and empathy skills. Learners consider and respect different perspectives, evaluate the impact of their actions, and demonstrate compassion for others.



Prepared

Learners engage in authentic learning experiences that prepare them with necessary and practical skills for everyday life, including digital and financial literacy. They learn to create and use a plan to guide their own academic, career, and social emotional development. Learners develop collaboration, communication, self-management, and decision making skills.



Resilient

Learners understand that risk taking and failure are part of the learning process, and perceive challenges as an opportunity for growth. They can use their knowledge about themselves to advocate for their needs and recognize when they need help. Learners develop and evaluate multiple ways to solve problems and complete tasks.



Dedicated

Learners seek to contribute to their local and global communities, giving their time and energy to pursue their goals. They are life-long learners who possess the self-worth and confidence to explore and champion their interests and passions, inspiring others to do the same. Learners persevere and collaborate to set and achieve meaningful goals.



Vision of a Graduate

Merrimack High School students engage in authentic learning that prepares them with necessary life skills to become independent as individuals and active participants as citizens upon graduation.

Mastricola Upper Elementary
Mastricola Elementary
Reeds Ferry Elementary
Thorntons Ferry Elementary
Merrimack High
Merrimack Middle

Merrimack High School
Vision of a Graduate

Merrimack High School students engage in authentic learning that prepares them with necessary life skills to become independent as individuals and active participants as citizens upon graduation.

Merrimack High School Graduates are Positive Community Members.

Graduates are effective creative and critical thinkers. They feel empowered to be leaders, to care about their self-worth, others, and their local and global community. This may be evidenced by being resilient, ethical, open-minded, confident, and flexible.

The Merrimack Graduate Will be Future Ready.

Graduates are driven to achieve their goals. The Merrimack graduate will take ownership of and responsibility for their choices and will continue to be self-directed, lifelong learners.

They have prepared for this by:

- Participating in a dynamic curriculum that aligns to the State and National Standards.
- Developing executive functioning skills
- Becoming digitally and financially literate.
- Developing communication skills in areas of listening, speaking and writing.

Glossary of Terms & Acronyms

ADA	Americans with Disabilities Act
CIA Committee	Curriculum Instructional Assessment Committee
Core Instructional Program	Primary academic content that is taught to students to achieve grade requirements and meet applicable standards.
Curriculum Review Cycle	The process involving review of existing curriculum programs in relation to state/national standards, and student needs. Updated, research-based programs are reviewed for possible piloting and adoption.
Digitally Literate	The ability to access and utilize digital information, creating digital information and communicating information. Digital safety is an important component of Digital Literacy.
District Wellness Plan	A plan that outlines our procedures and actions for addressing the physical, mental and emotional wellness of students and staff.
Enrollment Projections	The development of the future estimates of enrollment based on the Cohort Survival (Progression) Ratio methodology.
Executive Functioning Skills*	Mental health skills such as memory, flexible thinking and self-control that help people manage everyday life.
Financially Literate*	The ability to understand and effectively use various financial skills, including personal financial management, budgeting and investing.
Formative Assessments	An assessment process that allows a teacher to immediately access the progress of students on instructional content.
Graduation Pathways	A Merrimack High School Program is a 20 credit program which allows students in the district and adults in the community to achieve a diploma that meets the New Hampshire High School graduation requirement.

Glossary of Terms & Acronyms (cont.)

Instructional Methodologies	Types of learning methods/activities used to allow all students to access and understand the curriculum content.
Life-Cycle Cost	The amount of money spent to maintain support an asset over the time of its useful life.
Progress Monitoring Tools	Assessment used to determine a student's academic performance and progress towards instructional goals.
Rubrics	Specific criteria for the assessment of student academic progress and our employees' level of job performance.
School Safety Assessment Reports	School safety assessment conducted by the New Hampshire Department of Homeland Security. A written report is issued for every school.
State and National Standards	Standards that define the knowledge and skills that students should have within their K-12 education so that they are successfully prepared for college or a career.
Strategic Plan	A document used to communicate an organization's goals and the actions necessary to achieve those goals.
Summative Assessments	A (test) assessment that is given to students at the end of an instructional unit, or at the end of an academic year.
Universal Design for Learning	A teaching approach that is designed to accommodate the needs and abilities of all learners.
Vision of a Graduate (VOG)	The skills that we want graduates to possess to prepare them to be independent as individuals and active participating citizens
Vision of a Learner (VOL)	The academic and social/emotional skills that we want all students to possess throughout their K-12 education.

Note (*) Some definitions have been drafted from various sources.

Merrimack School District Strategic Plan 2024-2027

Focus Area 1 - Curriculum, Instruction, and Assessment

Goal 1 - The Merrimack School District offers a dynamic and comprehensive curriculum that not only meets state and national standards, but also supports diverse pathways to graduation. Our core programs are robust and empower every student to meet their full educational potential, ensuring they are well-prepared for the future.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Continuously align our district approved curriculum to changing state and national standards.	-Assistant Superintendent of CIA -District Leadership Team -Building Leadership Team -Literacy Coordinators -Department Heads (MHS) -MSD CIA Committee	-Annual review of guaranteed and viable curriculum by grade level and content area -Revisions will be accordance with our Curriculum Review Cycle	-Curriculum Review Cycle -Published curriculum documents
2. Align our core instructional programs and resources across grade levels, subject areas, and school buildings.	-Assistant Superintendent of CIA -Director of Student Services -District Leadership Team -Building Leadership Team -Literacy Coordinators -Department Heads (MHS) -MSD CIA Committee	-Fall 2025	-Student data from: -Formative and summative assessments -Topic or unit assessments -Measure the frequency of needed alignments
3. Regularly review and update our core programs to ensure they meet our students' evolving needs and interests.	-Assistant Superintendent of CIA -Director of Student Services -District Leadership Team -Building Leadership Team -Literacy Coordinators -Department Heads (MHS) -MSD CIA Committee	-Annual review of core programs and materials by grade level and content area -Consider the need for core program updates at least every five (5) years	-Student data from: -Formative and summative assessments -Topic or unit assessments -Feedback from staff and students -Measure the frequency of needed updates

Merrimack School District Strategic Plan 2024-2027

Focus Area 1 - Curriculum, Instruction, and Assessment

Goal 2 - The Merrimack School District is committed to employing instructional and assessment practices that are differentiated, rigorous, and grounded in research and evidence. We will ensure all staff receive relevant and timely professional development, empowering them to inspire and elevate our students to reach their fullest potential.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Implement dynamic instructional practices that ensure equitable access to the curriculum for every student.	-MSD Educators -District Evaluators	-June 2025	-Student data from: -Formative and summative assessments -Topic or unit assessments -Student Attendance -Course enrollment -Classroom observations
2. Use district approved progress monitoring tools and strategies to continuously analyze student performance and outcomes and drive instructional and assessment practices.	-Assistant Superintendent of CIA -Director of Student Services -District Leadership Team -Building Leadership Team -Literacy Coordinators (K-8) -Department Heads (MHS) -MSD K-12 Student Data Collection Specialist -MSD Educators	-Data Teams meet at least three (3) times per school year	-Student data from: -Formative and Summative Assessments -Use of Performance Matters -Data Team Meetings -Professional Learning Team Meetings
3. Ensure every special education and at-risk student has equitable access to the district's comprehensive intervention systems and programs, providing them with the instruction and support they need to thrive and succeed.	-Assistant Superintendent of CIA -Director of Student Services -SPED Coordinators -MSD Educators -District Leadership Team -Building Leadership Team -Literacy Coordinators (K-8) -MSD Title I Project Manager	-Fall 2025	-Pre-and post-intervention assessment data -Progress monitoring data -Achievement of IEP goals -Graduation rates -Social, emotional, and behavioral data (MTSS-B data)

Merrimack School District Strategic Plan 2024-2027

Focus Area 1 - Curriculum, Instruction, and Assessment

Goal 2 Continued - The Merrimack School District is committed to employing instructional and assessment practices that are differentiated, rigorous, and grounded in research and evidence. We will ensure all staff receive relevant and timely professional development, empowering them to inspire and elevate our students to reach their fullest potential.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
4. Implement a teacher evaluation model that is growth-oriented and tailored to the differentiated needs of new, developing, and experienced teachers, fostering an environment where every educator can thrive.	-Assistant Superintendent of CIA -District Leadership Team -District Evaluators	-Fall 2024	-Updated Teacher Evaluation Model Plan & Rubrics
5. Provide professional development on research-based instructional practices to all staff.	-Assistant Superintendent of CIA -Director of Student Services -District Leadership Team -Building Leadership Team -Literacy Coordinators (K-8) -Department Heads (MHS) -Teacher Leaders -MSD PD Committee	-Annual review and feedback of professional development offerings -MSD Professional Development Plan approved by state every five (5) years	-Annual professional development plans for all staff -Teacher growth and IPDP Plans -PD participation rates -PD feedback forms/surveys -District Professional Development Plan

Merrimack School District Strategic Plan 2024-2027

Focus Area 2- Facilities

Goal 1 - The Merrimack School District will provide facilities that are clean, healthy, efficient and safe. Our facilities will be designed or updated to have equitable access and reflect the variability and diversity of student, staff and community needs.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Proactively seek Federal and state grants for school safety enhancements.	-Assistant Superintendent for Business	-Ongoing, as available	-Implementation of enhanced school safety equipment or procedures
2. Conduct school safety assessments to ensure the highest standards of safety for our students and staff.	-SAU Administration -State of NH Homeland Security	-Every 2 years	-Safety Assessment Reports from NH Homeland Security
3. Conduct annual assessments of preventive and corrective maintenance needs to ensure our facilities remain in functional condition.	-Director of Maintenance -Building Principals -Assistant Superintendent for Business	-Annually	-Annual completion of school district's "Facilities Maintenance Needs" form (for budget development)
4. Develop and propose a plan for a new Central Office building.	-SAU Administration -MSD School Board -MSD Planning and Building Committee	-Update and modify as needed based on construction funding	-Prepared design schematic from an architectural firm
5. Obtain funding for construction of a new Central Office building.	-SAU Administration -MSD School Board -MSD Planning and Building Committee	-1-3 years (2024-2027)	-Budget Committee and Voters appropriate funds for construction

Merrimack School District Strategic Plan 2024-2027

Focus Area 2- Facilities

Goal 1 Continued - The Merrimack School District will provide facilities that are clean, healthy, efficient and safe. Our facilities will be designed or updated to have equitable access and reflect the variability and diversity of student, staff and community needs.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
6. Regularly collaborate with staff to understand current and emerging instructional methodologies that may impact space utilization, ensuring our learning environments are adaptable and forward-thinking.	-SAU Administration -Building Administration	-Meet with staff at least quarterly -Report needs at least annually, especially during budget input meetings	-Alteration of classroom/ instructional environment (space, configuration, furnishings) -Appropriate modifications to interior and exterior learning spaces
7. Continuously assess the needs for conventional and adaptive furniture using Universal Design for Learning principles, ensuring learning spaces are adaptable and supportive of students.	-SAU Administration -Building Administration -Director of Student Services	-1-3 years (2024-2027)	-Procurement of adaptive furnishings, as needed -Appropriate modifications to interior and exterior learning spaces
8. Continue to annually update the five-year capital improvement plan for facilities and grounds, and conduct a "Life-Cycle" cost analysis for the improvements, ensuring sustainable and future-ready environments.	-SAU Administration -MSD School Board -MSD Planning and Building Committee	-Annually	Timely repairs made that address: -Health & Safety -Building Security -ADA Compliance -All programmatic needs
9. Provide and maintain adequate and safe playing fields that support the needs of students, sports teams, and the community.	-SAU Administration -Director of Maintenance	-Assessed on an annual basis and scheduled in Capital Improvement Plan as needed	-Well maintained playing fields for all students, sports teams, and the community

Merrimack School District Strategic Plan 2024-2027

Focus Area 2- Facilities

Goal 1 Continued - The Merrimack School District will provide facilities that are clean, healthy, efficient and safe. Our facilities will be designed or updated to have equitable access and reflect the variability and diversity of student, staff and community needs.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
10. Acquire land to support the construction of additional playing fields due to increased community demand.	-SAU Administration -MSD School Board -MSD Planning and Building Committee -MSD Voters	-Begin process by Fall 2025	-Acquire land for additional playing fields
11. Research, design, and provide "flexible" space(s) in each school for special project work, makerspace, and innovation. Each space will feature "alternative" furnishings to foster creativity and collaboration.	-Building Administration -SAU Administration -Director of Maintenance	-August 2025 - June 2027	-Innovative space will be developed as space and funding allows
12. Explore and develop innovative learning spaces outside the classroom/building to enhance environmental, wellness, and experiential education.	-Building Administration -SAU Administration -Director of Maintenance	-Annually	-Development and use of environmental learning spaces (environmental, wellness, etc.)
13. Research and assess the space and resource needs for providing on-site daycare services for employees, supporting our staff with essential services.	-SAU Administration -Director of Maintenance	-August 2027 - June 2030	-Create a plan and budget for providing on-site daycare for children of employees (in the 2027-2030 timeframe)

Merrimack School District Strategic Plan 2024-2027

Focus Area 2- Facilities

Goal 1 Continued - The Merrimack School District will provide facilities that are clean, healthy, efficient and safe. Our facilities will be designed or updated to have equitable access and reflect the variability and diversity of student, staff and community needs.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
14. Discuss the need for a high school Performing Arts Center with Planning and Building Committee and fund a feasibility study.	-SAU Administration -MSD Planning and Building Committee	-2026-2027	-Funds are appropriated for a feasibility study. Study to be completed in 2026-2027.

Merrimack School District Strategic Plan 2024-2027

Focus Area 2- Facilities

Goal 2 - The Merrimack School District will continuously analyze school building capacity and alignment of grade levels to adapt to changes in student enrollment, ensuring our facilities provide the best educational environment for students.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Conduct a space capacity analysis and develop a plan for meeting the needs of student enrollment.	-SAU Administration -Director of Maintenance -Architect -MSD School Board -MSD Planning and Building Committee	-Space capacity is conducted annually assessment conducted by building administration and Central Office -Plan completed during the 2025-2026 school year -Plan approved for implementation by the MSD School Board by June 2030	-Develop and implement a plan for adequate space needs at all schools, considering both enrollment and age appropriateness -Plan submitted to and approved by school board for action in the 2027-2030 timeframe
2. Communicate with the Town of Merrimack Community Development Department to stay informed on new residential developments and provide an impact analysis to the department.	-SAU Administration -Town of Merrimack Community Development Department	-Twice per fiscal year	-Participate in department review of residential projects -Provide School Board with an update of residential development
3. Conduct an annual enrollment analysis using the cohort progression ratio methodology, including obtaining birth data from Town to estimate kindergarten enrollment	-SAU Administration	-Annually in October	-Develop an enrollment projection report for use in budget development

Merrimack School District Strategic Plan 2024-2027

Focus Area 3 - Culture of Wellness

Goal 1 - The Merrimack School District will make informed decisions regarding student, staff, and school community wellness by creating a district-wide wellness plan.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Develop and sustain a District Wellness Task Force.	-SAU Staff -District Wellness Committee	-By the end of October 2024	-Task force includes representatives from all stakeholder groups
2. Gather valuable insights from the school and larger communities on the thoughts, knowledge, and feelings about wellness to inform our plan.	-Wellness Task Force	-February 2025	-Information gathering measures created and employed
3. Define wellness for the Merrimack School District and develop a plan outline including this definition.	-Wellness Task Force	-April 2025	-Wellness mission, vision, and definition statement created. -Wellness plan outline formed
4. Create a draft Wellness Plan and submit it to stakeholders for feedback.	-Wellness Task Force	-June 2025	-Draft Wellness Plan created and distributed to stakeholders
5. Using stakeholder feedback, finalize a district Wellness Plan and share it with the MSD School Board.	-Wellness Task Force -MSD School Board	-Spring 2026	-Completion of all outlined steps -Analysis and incorporation of feedback -Creation and presentation of the final plan at a School Board meeting

Merrimack School District Strategic Plan 2024-2027

Focus Area 3 - Culture of Wellness

Goal 1 Continued - The Merrimack School District will make informed decisions regarding student, staff, and school community wellness by creating a district-wide wellness plan.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
6. Review, identify, and revise any necessary policies, protocols, and procedures that address student, staff, and community wellness.	-Wellness Task Force -District Wellness Staff -MSD School Board	-Identify needed updates by Fall 2026 -Update policies following established MSD School Board process -Revise protocols and procedures by June 2027	-Updated policies, protocols, and procedures related to student, staff, and community wellness
7. Educate students, staff, and the community about the District Wellness Plan.	-Wellness Task Force -District Wellness Staff	-Ongoing	-Observable communication to staff, families/caregivers, and larger community

Goal 2 - The Merrimack School District is committed to fostering a vibrant culture of wellness that empowers students, staff and community, creating an environment where health and well-being inspire everyone to thrive.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Implement the district Wellness Plan.	-District Wellness Staff	-Spring of 2026	-Wellness data collected, analyzed, and acted upon -Wellness opportunities provided to learners
2. Continue to assess and address the Wellness needs of the community as they arise and at least on a quarterly basis.	-District Wellness Staff	-Ongoing	-YRBS data -Comprehensive needs assessment for Safe and Healthy Schools -Gallup poll -DHHS data or other publicly accessible data

Merrimack School District Strategic Plan 2024-2027

Focus Area 4 - Student Outcomes

Goal - Merrimack School District will ignite student potential by offering diverse opportunities that blend rigor with real-world relevance. We aim to meet each student's unique needs, empowering them to pursue their passions and interests to the fullest.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Each of our schools will have established ways for older students to lead by example through an exchange of knowledge, experience, and leadership.	-Building Administration	-June 2026 -Annual status checks in the middle and end of each school year.	-Increase availability of small-team collaboration training to foster leadership and mentorship within each school -A developed method for predictable and structured interactions between students at the higher grade levels and students within the lower grade levels
2. Foster a strong sense of connection between classroom learning and the world beyond, helping students see the relevance of their education in real-world contexts.	-Building Administration	-Assess at least annually	-Observable integration of Universal Design for Learning (UDL) principles, especially at the lower grade levels
3. Ignite passion and curiosity in students by incorporating more hands-on and multimodal learning opportunities into the curriculum.	-Assistant Superintendent of Curriculum -Building Administration	-Ongoing	-Implementation of a curriculum that offers varied options and methods to demonstrate understanding and learning at multiple levels -Classroom observations

Merrimack School District Strategic Plan 2024-2027

Focus Area 4 - Student Outcomes

Goal - Merrimack School District will ignite student potential by offering diverse opportunities that blend rigor with real-world relevance. We aim to meet each student's unique needs, empowering them to pursue their passions and interests to the fullest.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
4. Encourage and cultivate the desire for students to exercise voice and choice in their learning journeys, empowering them to take ownership in their education.	-Building Administration	-Ongoing with status checks at the end of each school year	-The increased presence of student choice in formative and summative assessments -Student feedback about assessment opportunities
5. Encourage resiliency and the development of practical skills for students in grades 9-12, at all academic achievement levels, by affording them an active role in determining their post secondary pathways.	-Director of Graduation Pathways -Merrimack High School Administration	-Semester and end of year evaluations	-A steady and measurable year-to-year increase in student enrollments in Extended Learning Opportunities

Merrimack School District Strategic Plan 2024-2027

Focus Area 5 - Family and Community Engagement

Goal - The Merrimack School District will create inclusive and accessible communication strategies that inform families, foster collaboration with all stakeholders, engage with the community, and proudly showcase the accomplishments of our schools and the collective Merrimack School District.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Implement online advisory meetings with district leadership for families and caregivers to provide feedback on communication strategies.	-SAU Administration	-At least 3x/year beginning September 2024	-Hold meetings -Gather data on the effectiveness of communication strategies
2. Ensure every voice in our community is heard and valued by identifying and tailoring our communication to meet the preferences of each stakeholder group. Stakeholder groups to include: students, families and caregivers, staff, alumni, Parent Teacher Organizations, and community businesses and organizations.	-SAU Administration -MSD School Board	-Beginning 2024-2025 school year	-Presentation of data to the MSD School Board indicating stakeholder communication preferences -Adoption of communication methods that are preferred by stakeholders
3. Hire a consultant to assess current communication methods and provide recommendations to enhance the effectiveness, efficiency, and consistency of our communication.	-SAU Administration	-Beginning 2024-2025 school year	-Identify all methods of communication at the school and district level -Report to school board on a comprehensive communication plan

Merrimack School District Strategic Plan 2024-2027

Focus Area 5 - Family and Community Engagement

Goal Continued - The Merrimack School District will create inclusive and accessible communication strategies that inform families, foster collaboration with all stakeholders, engage with the community, and proudly showcase the accomplishments of our schools and the collective Merrimack School District.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
4. Review effective community engagement methods used by local and regional districts for possible implementation.	-SAU Administration (and their designees)	-2024-2026	-List of potential effective communication and community engagement methods used by small, medium, and large districts
5. Develop a comprehensive district communication plan that will establish effective communication with all stakeholders and clearly defines the roles and responsibilities of staff.	-SAU Administration	-2024-2026	Adoption of communication plan by the school district
6. Update district websites for improved accessibility and navigation to ensure that relevant information is available and easily accessible to all stakeholders.	-SAU Administration	-2024-2026	-Well organized website that meets the needs of stakeholders
7. Improve and maintain an online district wide calendar to accurately record all district events.	-SAU Administration	-2024-2025	-District calendar will accurately reflect religious and secular holidays, as well as school and district-wide events

Merrimack School District Strategic Plan 2024-2027

Focus Area 6 - Vision of a Learner and Graduate

Goal - The Vision of the Learner (VOL) will be the heartbeat of the Merrimack School District, infusing every academic and community endeavor with purpose and passion. This vision will serve as our guiding star, illuminating diverse paths to excellence and fostering a vibrant, inclusive community where every student can thrive.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
1. Introduce the Vision of a Learner (VOL) to all students and staff in Merrimack School District and communicate it to families, caregivers, and the community.	-District Leadership Team -Building Leadership Team	-September 2024	-The VOL is posted in all schools and published in all school handbooks
2. Develop a model framework for staff and students for curriculum alignment, goal-setting, and evidence collection using the Vision of Learner	-The VOL Framework Committee	-June 2025	-The VOL framework is complete
3. Train staff and students on the VOL framework, establish expectations for the school year, and implement the VOL framework.	-Building Leadership Team -The VOL Framework Committee	-September 2025	-Training is complete -Students and staff are observed using the VOL framework
4. Staff will be engaged in ongoing reflection on how the Vision of a Learner is reflected in the school community, activities, and learning goals.	-MSD Staff	-June 2026	-Professional development throughout the year will encompass and incorporate the VOL

Merrimack School District Strategic Plan 2024-2027

Focus Area 6 - Vision of a Learner and Graduate

Goal Continued - The Vision of the Learner (VOL) will be the heartbeat of the Merrimack School District, infusing every academic and community endeavor with purpose and passion. This vision will serve as our guiding star, illuminating diverse paths to excellence and fostering a vibrant, inclusive community where every student can thrive.

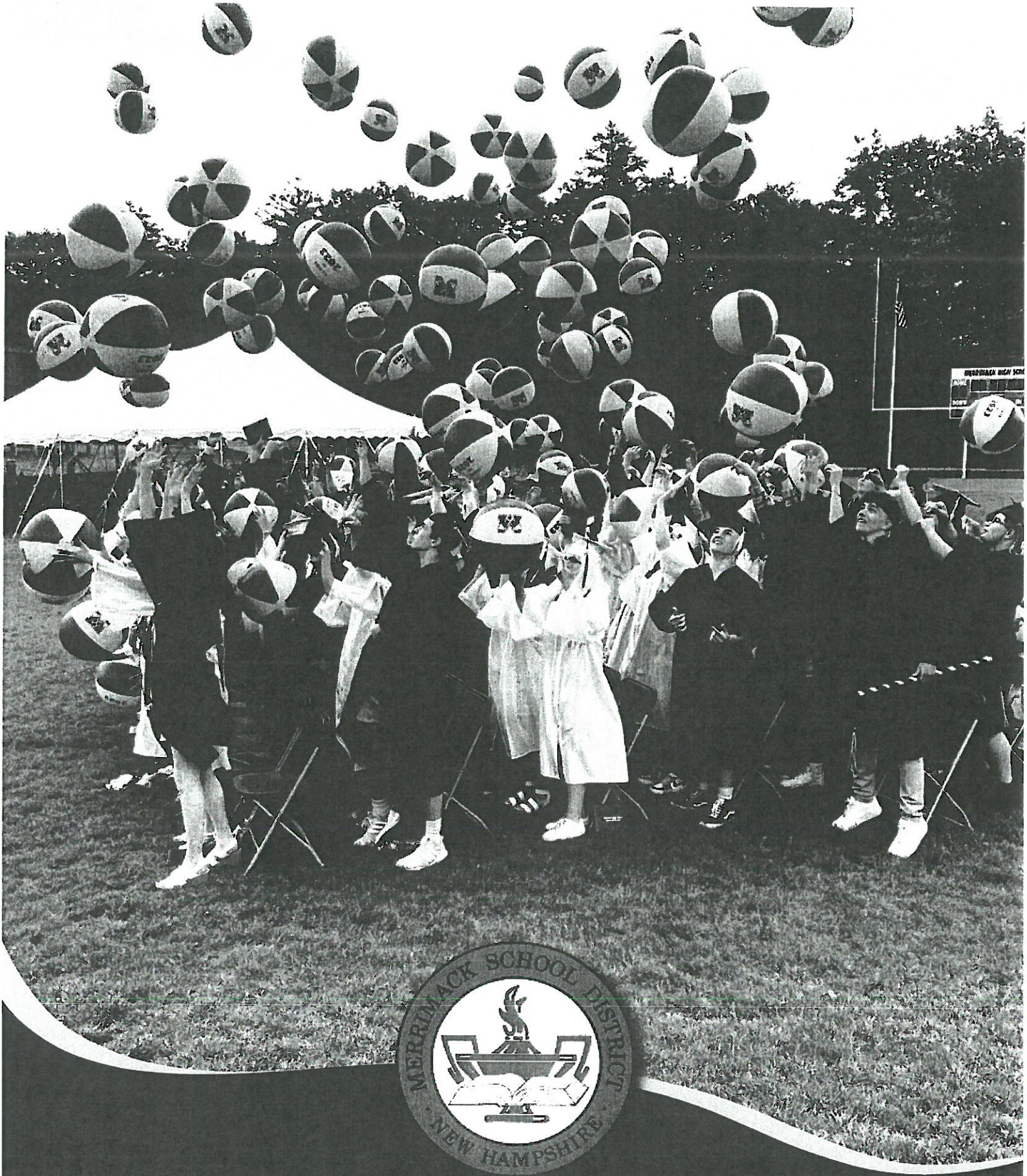
Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
5. Students will complete Year 1 of evidence collection and reflect on their growth journey.	-MSD Students	-June 2026	-Student portfolios -Communication about expectations to parents and families
6. Leadership will collect feedback from stakeholders about the VOL implementation.	-District Leadership Team -Building Leadership Team	-June 2026	-Survey results
7. Leadership will analyze feedback on the VOL implementation, and make revisions if necessary.	-District Leadership Team -Building Leadership Team	-Summer 2026	-Adjustments to 2026-2027 VOL implementation plan
8. We will reinforce Vision of a Learner attributes and framework with our dedicated staff and students, setting clear and inspiring expectations for the school year. Together, we will continue to bring the VOL framework to life, fostering vibrant and supportive learning for all.	-District Leadership Team -Building Leadership Team	-September 2026	-Documentation of expectations for 2026-2027 school year

Merrimack School District Strategic Plan 2024-2027

Focus Area 6 - Vision of a Learner and Graduate

Goal Continued - The Vision of the Learner (VOL) will be the heartbeat of the Merrimack School District, infusing every academic and community endeavor with purpose and passion. This vision will serve as our guiding star, illuminating diverse paths to excellence and fostering a vibrant, inclusive community where every student can thrive.

Strategic Initiative	Person(s) Responsible	Timeline of Implementation	Measure of Achievement
9. Staff will actively engage in ongoing reflection to deeply integrate the Vision of a Learner into the heart of our school community, enriching activities, and aligning with our learning goals.	-District Leadership Team -Building Leadership Team	-June 2027	-Professional development throughout the year will encompass and incorporate the VOL
10. Students will complete Year 2 of evidence collection and reflect on their growth journey	-MSD Students	-June 2027	-Student portfolios -Communication about expectations to parents and families
11. Students' yearly updates to their portfolios will reflect their goal setting process and evidence of growth in VOL attributes.	-MSD Students -All stakeholders	-June 2030	-Increase in student achievement (as measured relative to a student's own growth) -Increase in graduation rates/ post-secondary planning -More opportunities for students to directly impact their local community
12. School culture will radiate the Vision of a Learner, reflecting its principles in every interaction, activity, and goal, creating a vibrant, unified community dedicated to lifelong learning and growth.	-All stakeholders	-June 2028	-Reduction in disciplinary actions -Success focused self-reflection activities -Report card comments align with VOL -Student recognition items reflect VOL language


MERRIMACK SCHOOL DISTRICT
NEW HAMPSHIRE

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

AMANDA S. DOYLE
Assistant Superintendent for Curriculum

EVERETT V. OLSEN, Jr.
Chief Education Officer

MATTHEW D. SHEVENELL
Assistant Superintendent for Business

To: Lori Peters
Jenna Hardy
Naomi Halter
Ken Martin
Laurie Rothhaus

From: Everett V. Olsen, Jr.

Date: September 4, 2024

Subject: Tri-op Hockey Team Participation

Athletic Director, Adam French has recently mentioned that the number of Merrimack High School Students signing up for hockey is quite low and may present a problem with respect to maintaining a team throughout the hockey season.

Coincidentally, Hollis-Brookline and Derryfield Schools have contacted Adam about their low number of students wishing to play hockey. These high schools have asked if Merrimack High School would like to form a tri-op hockey team by combining students from all three high schools. This is not unusual throughout the country. The team would be identified as the Merrimack High School tri-op team.

Joining forces to create a sustainable team requires School Board approval from the respective communities. The request to form the tri-op team is then forwarded to the NHIAA for review and consideration for approval. I am in favor of the tri-op hockey team and hope that you will support what will be a two- year agreement.

MERRIMACK SCHOOL BOARD POLICY **IKE**

PROMOTION AND RETENTION OF STUDENTS

Students shall be promoted to, or retained in, the appropriate grade level. Students are promoted to the next grade level each year unless a decision is made otherwise. This decision is made jointly by the school principal or designee, school counselor, teachers, and parents/legal guardians with the school administrator moderating any disagreements and making the final decision.

Criteria to be considered regarding the promotion of students should include, but is not limited to, a student's mastery of course level competencies, grades, teacher recommendations, and the student's social growth and readiness, and the district's academic standards as approved consistent with RSA 192-E:2-a,IV.

The Superintendent or designee and building principals shall develop rules and/or procedures for the promotion and retention of students. These rules and/or procedures will be approved by the Board and shall be published in the Parent-Student Handbook for each school.

Legal References:

NH Code of Admin. Rules, Sect. Ed 306.14 a) (3), Basic Instructional Standards
RSA 192-E;2-a,IV

1st Reading: June 17, 2024
2nd Review: July 15, 2024
Adoption: August 12, 2024
Revision: September 9, 2024

FIELD TRIPS AND EXCURSIONS

The Merrimack School District encourages off-site educational experiences that expand the school curriculum and that also educate the whole child. Such experiences are viewed as class time in another location. It is the responsibility of each Principal to assure that such student experiences are thoroughly planned in the interest and protection of the pupils involved and that the behavioral expectations are the same as in the classroom. Educational alternatives will be provided to students who do not attend a field trip.

The Principal and the Assistant Superintendent for Curriculum, Instruction and Assessment will approve or disapprove any field trip request.

Legal References:

1st Reading: September 9, 2024
2nd Review:
Adoption:

DRAFT

FIELD TRIPS PROCEDURES

Academic Field Trips

The Merrimack School Board recognizes that academic field trips are an extension of the classroom experience that expand and reinforce concepts learned in the classroom and provide new and unique experiences not available in the classroom setting. An academic field trip is defined as a visit to a location not on school grounds that have a direct relationship to a curricular field. There are two types of academic field trips: core curriculum trips that are an integral part of the curriculum, and enrichment curriculum trips that require teacher approval for student participation. An example of an enrichment curriculum trip is language immersion in a foreign country. Merrimack School District will sponsor academic field trips for students only when trips meet the following criteria:

Curriculum Standards - The learning activities associated with the field trip map to the curriculum standards and satisfy instructional hour requirements.

Affordability/Accessibility Standards - All core curriculum trips must be provided free of charge to all students. The Merrimack School District may request voluntary contributions from students and families to defray the cost of core curriculum field trips.

Enrichment curriculum trips should be affordable and accessible to all qualified and interested students. Students may be encouraged to participate in fund raising efforts to defer the cost of an enrichment trip.

Educational Alternatives - Students who cannot participate in core curriculum trips will receive educational alternatives that have related academic value.

Health and Safety - The health and safety of students and staff is given utmost consideration in the approval, planning and conduct of all school sponsored trips. Students participating in any type of field trip are required to adhere to general school rules and regulations.

Supervision - Staff from the requesting school direct the trip, and a staff member is identified as the Staff-in-Charge and is in attendance to ensure compliance with this policy.

Non-Academic Field Trips

A non-academic field trip is defined as attendance at contests or regional events outside the school grounds that is not a part of the curriculum and does not count toward meeting the instructional hour requirement. Every effort should be made to mitigate the effect of non-academic field trips on instructional hours.

Related Definitions

Chaperone - A person, other than a teacher and instructional assistant, age 21 or older, who accompanies and supervises the students on a field trip.

Staff - All paid school personnel.

Staff-in-Charge - The teacher attending the trip designated to ensure compliance with this policy.

Approval Criteria

The table below lists the terms used for trips of various lengths and the approval required. Note that out-of-state travel requires School Board approval regardless of the trip length. In no case will a trip exceeding five school days be approved.

Trip Length	Principal	Asst Supt for Curriculum	Supt	School Board
Day - Within the school day. *				
Academic	X	X		
Non-Academic	X			
Extended - A visit extending beyond the school day but not overnight.				
Academic	X	X		
Non-Academic	X			
Overnight - A visit that involves an overnight stay.				
Academic	X	X	X	X
Non-Academic	X		X	X
Foreign - A visit to a foreign country.				
Academic	X	X	X	X
Non-Academic	X		X	X

* All Academic field trips, longer than half of the school day, require the approval of the Assistant Superintendent for Curriculum, Instruction and Assessment.

X Approval is required by the indicated person.

Approval

Approval for all trips requiring School Board approval must be received prior to the school year in which the trip is to take place and prior to making any final financial contractual arrangements. All field trips must be approved in writing by the appropriate authority as specified in this policy.

The initial documentation to request a field trip must include:

Documentation

1. The purpose of the trip including a mapping to the curriculum frameworks.
2. Proposed dates.
3. Proposed itinerary.
4. Estimated number of students expected and percentage of eligible students participating.
5. Cost per student (if applicable).
6. Ratio of chaperones/teachers to students.
7. Description of transportation arrangements.
8. Description of arrangements for meals and lodging (if applicable).
9. Means of financing.
10. A draft copy of any contract associated with the trip.
11. A description of the educational alternative and mapping of that alternative for students not attending the trip.
12. A satisfactory criminal background check is required of all chaperones.
13. A description of the process that will be used to determine student eligibility. After the initial trip approval, subsequent approval documentation must include information detailing how the above trip conditions have changed since the initial trip was approved.

9-9-2024

Guidance Pertaining to Comfort/Support Animal

Absent extraordinary circumstances, no student and/or family-owned pets will be permitted at school or on school grounds, including emotional support and comfort animals, unless the animal's presence is required for a student to receive a free appropriate public education, as determined by that student's IEP or Section 504 Team. This prohibition does not include service animals governed by District Policy IMGA. Any request to bring an animal to school or on school grounds that does not involve a special education or Section 504 student must be made to the Superintendent. The request will be reviewed by the Superintendent or their designee and will only be granted in unusual or extraordinary circumstances. The decision of the Superintendent shall be final. The School District may bring in animals for emotional support purposes following traumatic or other events that emotionally impact students and/or staff.

Merrimack School Board Meeting
Merrimack School District, SAU #26
Merrimack Town Hall – Matthew Thornton Room
August 12, 2024

Present: Ms. Lori Peters, Chair; Ms. Jenna Hardy, Vice-Chair; Ms. Laurie Rothhaus, Board Member; and Ms. Naomi Halter, Board Member Mr. Ken Martin, Board Member.

Not Present: Ms. Laurie Rothhaus, Board Member - Excused

Also present were Mr. Everett Olsen, Chief Educational Officer; Ms. Amy Doyle, Assistant Superintendent of Curriculum; and Mr. Matt Shevenell, Assistant Superintendent for Business.

1. CALL TO ORDER/PLEDGE OF ALLEGIANCE

At 6:00 p.m., Chair Peters called the regular meeting to order.

2. PUBLIC PARTICIPATION

There were none.

3. RECOGNITIONS

There were none.

4. INFORMATIONAL UPDATES

a. Superintendent Update

Chief Educational Officer Olsen noted that school would begin on Thursday, August 29th, and three days prior to that, Assistant Superintendent of Curriculum Doyle would conduct three days of professional development. He said once again students in grades K, 5, 7, and 9 would begin the day at the regular time, and all other grades would have a two-hour delay to allow for students who were transitioning some time to become acclimated.

Chief Educational Officer Olsen stated that the leadership team just completed a two-day retreat, where the leadership team reviewed the Strategic Plan. He said the goal was to have the strategic plan initiatives in various areas, and the team's goals could be operationalized to meet the Vision of a Learner and the Vision of a Graduate.

b. Assistant Superintendent for Curriculum Update

Assistant Superintendent of Curriculum Doyle stated that they had a very successful summer of learning and thanked the teachers and students who had participated in the summer programming. She said they were looking forward to closing some of the gaps that the students had, as well as providing some enrichment programs for the students.

Assistant Superintendent of Curriculum Doyle said the district's mentoring program, entitled "Torch Bearers' Program," would begin the following day. She said it was a great opportunity to welcome new staff and help them acclimate to the district. She added that the curriculum teams were still meeting and that they had done some planning for Wit & Wisdom.

Assistant Superintendent of Curriculum Doyle noted that the district had openings for special education teachers and support staff and encouraged anyone listening to consider applying.

c. Assistant Superintendent for Business Update

Assistant Superintendent for Business Shevenell said they were finishing installing the new security cameras and lock sets. He also said the roof project was almost complete.

d. School Board Update

Chair Peters said there would be a detailed presentation of the School Board's goals in September, along with the Strategic Plan. She also said the next School Board meeting would be held on September 9, 2024, as September 2, 2024, was Labor Day. She added that the meeting after that would be on September 23, 2024.

5. OLD BUSINESS

a. Letter to the Merrimack Village District Regarding Low Sale Use on Continental Blvd.

Chair Peters asked if there were members of the Board who had questions or concerns regarding the draft letter to the Merrimack Village District.

Board Member Martin commented that his only thought was concerning the high salt levels in the water, and he recognized that it was an issue, but he also recognized the need for safety. Board Member Halter said she agreed with Board Member Martin's statement.

Chair Peters suggested that a line before the second paragraph could be added that said, "We, the Merrimack School District/School Board, recognize the significant concern and impact that salt use affects groundwater in our wells, and we support looking for innovative ways to limit and reduce salt use in these areas. Chief Educational Officer Olsen requested that the Board send the proposed change to him, and he would bring it to legal counsel.

6. NEW BUSINESS

a. Strategic Plan Discussion

Chief Educational Officer Olsen said they tried to cover six important focus areas, pointing out that it took over one year to complete. Chief Educational Officer Olsen pointed out that the Strategic Plan would be finalized once the School Board approved it. He said the Strategic Plan did not mention a need for performing arts. Chair Peters commented that since the SAU Central Office was a part of the current Strategic Plan, the Performing Arts need could be listed in a future plan.

Board Member Halter said she was part of the Strategic Plan Committee and thanked all the other members of the committee for their hard work and dedication.

The School Board collectively decided to wait until there was a full complement of the Board to vote on the approval of the Strategic Plan.

7. POLICIES

a. Temporary Title IX Policy

Chief Educational Officer Olsen reviewed nine significant changes to Title IX. He said legal counsel had advised the Board to pass the revised Title IX policy on a temporary basis without a review process, and they would then begin working on the formal policy. He added that there was a meeting scheduled with legal counsel on August 21st, during which the

entire leadership team would meet with legal counsel, and the topic would be one of the focal points of the meeting.

MOTION: Board Member Martin made a motion to approve the temporary Title IX policy. Vice-Chair Hardy seconded the motion.

MOTION CARRIED: 4 – 0 – 0.

b. Approval of Promotion and Retention of Students Policy (IKE) and Promotion and Retention of Students Procedures (IKE-R)

MOTION: Board Member Halter made a motion to approve the Promotion and Retention of Students Policy (IKE) and the Promotion and Retention of Students Procedures (IKE-R). Vice-Chair Hardy seconded the motion.

MOTION CARRIED: 4 – 0 – 0.

8. APPROVAL OF MINUTES

a. July 15, 2024 – Public Minutes

MOTION: Board Member Hardy made a motion to accept the minutes from the July 15, 2024, meeting as amended. Vice-Chair Hardy seconded the motion.

MOTION CARRIED: 3 – 0 – 1. (Abstain – Board Member Martin)

9. CONSENT AGENDA

a. Teacher Nominations

o Melisa Bezanson, Math Teacher	Merrimack High School
o Cynthia Joyce, Art Teacher	Reeds Ferry Elementary School
o Kierra McCarthy, Physical Ed. Teacher	Merrimack High School
o Darcy Borowitz, English Teacher	Merrimack High School
o Karen King, Special Education Teacher	Merrimack High School
o Katelyn Mooney, Music Teacher	Thorntons Ferry Elem. School
o Steve Lebel, Elementary Classroom Teacher	JMUES

b. Resignations/Retirements

o Carole Lewis, Digital Learning Specialist	Reeds Ferry Elementary School
o Casey Morin, Elementary Classroom Teacher	Reeds Ferry Elementary School
o Melissa Terry, Preschool Teacher	Reeds Ferry Elementary School
o Lisa Kennedy, Elementary Classroom Teacher	JMUES
o Breanna Goodrich-Bundy, English Teacher	Merrimack High School
o Kyle Masson, Social Studies Teacher	Merrimack High School
o Aaron Regis, Special Education Coordinator	Merrimack High School

MOTION: Board Member Martin made a motion to approve the teacher nominations and resignations. Board Member Halter seconded the motion.

MOTION CARRIED: 4 – 0 – 0.

c. Approval of MESSA Vacation Sidebar

MOTION: Vice-Chair Hardy made a motion to approve the MESSA Vacation Sidebar. Board Member Martin seconded the motion.

MOTION CARRIED: 4 – 0 – 0.

d. Approval of MTA Classroom Coverage Memo of Agreement

MOTION: Board Member Martin made a motion to approve the MTA Classroom Coverage Memo of Agreement. Board Member Halter seconded the motion.

MOTION CARRIED: 4 – 0 – 0.

10. OTHER

a. Committee Reports

There were none.

b. Correspondence

Chair Peters commented that she had received a few emails that she had either been cc'd on or forwarded to the administration. She also said she had a discussion with MVD, and she told them they would discuss the draft letter regarding the Low Salt Use at the meeting.

c. Comments

Board Member Martin said he was excited for the beginning of the school year.

11. PUBLIC COMMENTS ON AGENDA ITEMS

There were none.

12. ADJOURNMENT

MOTION: At approximately 7:33 p.m., Board Member Halter made a motion to adjourn. Board Member Martin seconded the motion.

MOTION CARRIED: 4 – 0 – 0.

Merrimack School District

Safety Program

Pursuant to RSA 281- A and RSA 277

Every employee has the right to a workplace free from occupational safety and health hazards. An effective safety program is designed to prevent accidents and illnesses and is established jointly between employees and management.

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Introduction

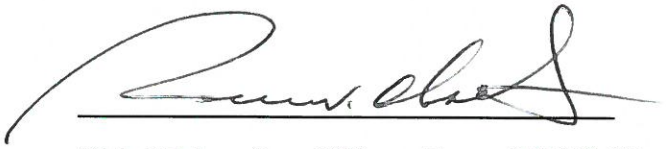
The Merrimack School District values the health, welfare, and safety of every employee and intends to provide a safe and healthful workplace. Accidents cause untold suffering and financial loss to our employees and their families.

In pledging its full support of the safety process, the District recognizes certain obligations:

- That prevention of accidents and protection of all resources are guiding principles.
- That all operational decisions affecting safety must receive the same consideration as those affecting production or quality.
- That safe working conditions and methods are of prime importance and take precedence over shortcuts and "quick fixes."
- That the District will comply with all safety laws and regulations.
- That feedback will be welcomed from all employees.
- That all employees will follow all safety rules, take no unnecessary chances, use all safety guards and equipment, report any safety concerns, and make safety an integral part of their lives.

As an employee of the Merrimack School District, you have a responsibility to yourself, your family, your co-workers, and the community to understand and follow our safety process. We must be alert in detecting and taking steps to remedy potentially hazardous conditions. Above all, we must exercise concern for others to help ensure everyone's safety, well-being, and productivity.

Your efforts will make the difference!



Chief Education Officer, Everett "Bill" Olsen Jr.

Responsibilities and Commitment

Statement of Safety

The Merrimack School District Safety Program is designed to prevent accidents and illnesses and is established jointly between employees and management. In order to be effective, the program must be communicated and implemented throughout the District through planning, organization, and leadership. A well-trained, motivated, and team-oriented employee in a safe and healthy environment is more likely to be highly productive and less likely to have an accident. This program will be shared with all employees once complete, and on an annual basis thereafter.

All employees, including administrators, shall be fully responsible for implementing this process's provisions within their respective jurisdictions. The responsibilities listed are minimum and should not be construed to limit individual initiative to create and implement more comprehensive procedures to control losses and enhance workplace safety.

Administrator Responsibilities

- Officially adopt the program.
- Demonstrate overall support, direction, and commitment.
- Actively participate in the process whenever possible.
- Clearly communicate with all members of the district. Emphasize that the program is a joint effort among all parties. Active, motivated participation by each individual is critical to the program's success.
- Ensure that required resources are available when necessary. Resources may include, but not be limited to, the following:
    - Funding - safety equipment; personal protective equipment; training courses and materials.
    - Personnel - outside experts; Risk Management Services consultants; inter-departmental liaisons.
    - Time - review and respond to inspection/recommendation/ investigation reports; participate in training programs.
    - Support - encourage acceptance by everyone.
    - Other, as needed.
- Respond, in writing, to recommendations made by the Joint Loss Management Committee.
- Work to correct or report any unsafe conditions reported by employees
- Provide training for members of the Joint Loss Management Committee in workplace hazard identification and accident/ injury investigation adequate to carry out the committee's responsibilities.

- Ensure that contracted service providers follow all appropriate safety and health standards.

Supervisory Personnel

Supervisors are leaders, whether first line or departmental, and play an essential role in the process's success. They have the authority and share the responsibility for several aspects, including the following:

- Ensure that all employees within their area of responsibility understand and comply with the process and observe all work rules.
- Ensure that all employees within their area of responsibility also understand all personnel policies and procedures, and disciplinary consequences as they relate to the safety process.
- Exhibit leadership, provide guidance and set the tone for safe behavior.
- Educate employees within their area of responsibility in the correct methods for performing each task, the nature of the hazards involved, the necessary precautions to be taken, and the use of appropriate protective and emergency equipment.
- Be actively concerned for the safety and health of their staff. Leaders are accountable for their team's positive, successful performance, as well as accidents, incidents, and near-misses.
- Regularly meet with staff to discuss plans and ideas to bring about additional loss prevention measures. A review of accidents and near misses which may have occurred as well as positive actions can also be conducted at this time.
- In conjunction with the joint loss management committee, schedule and/or conduct workplace inspections and investigations to identify and correct unsafe equipment, conditions, or actions.
- Include an evaluation of an employee's safety behavior in each formal performance appraisal. An employee's safety behavior record may highlight both specific performance adequacies and inadequacies.

Employees

Employees are expected to exhibit safe behaviors at all times. Employees are required, as a condition of employment, to exercise active concern in their work to prevent injuries to themselves and their fellow workers. Employees shall:

- Create and maintain a safe working environment in all aspects of employment.
- Exhibit active concern for fellow employees and the workplace.
- Take immediate action to correct or report unsafe acts and conditions and report to the supervisor of actions taken.
- Understand and observe all personnel and work rules, policies, and procedures.
- Wear required personal protective equipment, when needed

- Operate only machines and equipment that they have been formally trained to operate.
- Follow all accident reporting procedures.
- Attend all required training

Safety and Health Committees

Joint Loss Management Committee

The purpose of the Joint Loss Management Committee is to review workplace hazards, review loss trends, perform building safety audits, and ensure the employees are aware of the Safety Program. The Committee will be made up of at least 10 members, with equal representation of employee and employer representatives. Each union president will be responsible for appointing 1-2 members of the union to participate in this work. A chairperson will be designated on an annual basis, and minutes will be taken. Minutes will be available on the District internal website (intranet). The committee will meet at least quarterly. The Committee will ensure that the District has a plan for responding to acts of student violence and holds annual safety inspections.

School Safety Committee

School Based Safety Committees will be developed at the school level and will meet on a regular basis. Safety concerns will be brought to the attention of the Building Administrator and the Director of Maintenance/Facilities.

Crisis Management Committee

The crisis management committee is an ad-hoc committee that will meet to review the "flip-chart" emergency procedures, as well as crisis response trainings for employees and students.

Specific Safety Policies

Well written and enforced specific safety policies are essential to mitigate risk to employees. The following policies are intended as a basis for managing employee safety and may be superseded by more specific or detailed department policies. These policies should be viewed as a minimum requirement for all operations, and can be found here: District Policies / Policies (sau26.org)

- EB- Safety Program
- EBBB- Accident Reports
- EBBC- Emergency Care and First Aid

Discipline Process

As part of its commitment to safety, the District will enforce all safety rules and policies consistently and violations will result in disciplinary action. The following types of discipline may be imposed, depending on the seriousness of the offense and the employee's overall record. In all cases, the rule, policy, or procedure that was violated will be reviewed with the employee to reinforce the behavior expected.

A. VERBAL WARNING

B. WRITTEN WARNING

C. SUSPENSION

D. TERMINATION

An employee need not have been suspended for any previous violations before being terminated.

To the extent that the employee is covered by a collective bargaining agreement, the discipline policy or process in the agreement will be followed.

*Substitutes and Coaches are expected to comply with all safety rules and policies. However, they are considered at-will employees and may be terminated based on a single occurrence of unsatisfactory performance which the Administration determines does not meet the expectations of the district.

Handling Injuries and Incident Reporting and Investigation

A workers' compensation injury is defined as an accidental injury or death arising out of and in the course of employment and all occupational diseases arising out of and in the course of employment. There are specific State requirements for reporting these injuries.

There are also workplace safety laws regarding workplace injuries that address reporting and investigation.

Naturally, the first action to be taken when an accident occurs is to ensure that proper medical treatment is provided. Delaying medical assistance can be detrimental.

I. Handling Emergencies

Judgment is a key factor in the handling of an emergency. Everyone is expected to exercise sound judgment based upon circumstances. The following is a list of guidelines to follow. If there is any question or doubt about the seriousness of an emergency, call for help!

- Know how (and who) to call for help and/or initiate evacuation procedures. Post proper phone numbers, know the location of phones, etc.
- Ensure that the appropriate emergency service (medical, fire, police, rescue) is notified and that clear directions to the location are provided.
- Ensure that first aid and emergency care are provided.
- Ensure that action is taken to prevent additional injuries (secure the scene).
- Notify the supervisor when practical.
- Follow reporting and investigation procedures.
- Refer to the Emergency Management Procedures (Flip Chart), found in classrooms and main office.

II. Incident/Accident Reporting

- All accidents and incidents (including near misses) are to be reported immediately.
- The immediate supervisor will complete the appropriate accident investigation forms following the guidelines in Part III, Accident/Incident Investigation.
- The immediate supervisor will be responsible for ensuring that sufficient information is gathered to accurately complete the Employer's First Report of Injury or Occupational Disease (Form 8-WC).
- The First Report of Injury Form (8-WC) will be completed and processed within five calendar days. This individual will also complete any other required forms.
- Injuries requiring only first aid must also be reported following these guidelines.
- Workplace Safety: Reporting Death and Serious Injury.

- Death of any person in the workplace must be reported by Human Resources to Occupational Safety and Health Administration (OSHA) within eight hours of the occurrence. Serious injury of any person in the workplace (amputation, loss or fracture of any body part, head injury or internal injury that necessitates immediate hospitalization) must be reported by the employer to the OSHA within 24 hours.
- Reports must be made electronically or telephonically and must identify the cause and location of the incident, the place where the injured person is receiving medical care, and any other relevant information requested by the Commissioner or designee. OSHA will investigate the incident and may issue a report and recommendations.
- All workplace deaths and injuries must be reported up the chain of command to the decision-maker. A prompt determination must be made on whether the incident is reportable, the report must occur in a timely fashion, and a representative must interact cooperatively with OSHA to facilitate the investigation. Specific questions about whether an incident is reportable and how the employer should handle its role in the investigative process should be directed to legal counsel.

III. Incident/Accident Investigation

The immediate supervisor, with the joint loss management committee or other designated individual(s), shall investigate all accidents and incidents (including near misses) which occur within their area of responsibility. The purpose is to determine what happened, why it happened, and most importantly, how to prevent its recurrence. An accident investigation report should be completed if the accident is serious or can cause serious injury.

Guidelines for Conducting Investigations

- Investigate and secure the scene as soon as possible after the accident/incident noting the environment, conditions, location of equipment, physical objects, and witnesses. Make notes, draw sketches, and photograph as needed.
- Interview witnesses soon after the accident so that the facts will be accurate. Be certain that they understand that no blame is being cast - you are simply trying to gather facts to prevent a recurrence.
- Interview the victim ***when the timing is right***. Be sensitive to their physical and emotional condition. Remember, you represent the district, and the venting of anger may be a significant factor.
- Make objective recommendations to prevent similar occurrences. Terms such as "employee was careless" have no place in a factual report.
- Cooperate fully with any investigations conducted by the NH Department of Labor, police, or other regulatory authority.

Training for Safety and Health

Effective education and training of employees will be provided. We understand that a well-trained employee is not only productive but is also less likely to get hurt. Specific safety training will be provided, along with the training which allows each of us to perform our duties as effectively as possible.

Employees may be asked to complete a form which indicates completion and understanding of training that is provided.

Types of Training

Introductory/Initial

- All new or transferred employees will receive training that will help them to understand their responsibilities in the workplace, especially relating to safety and health. They will also be provided with a copy of any appropriate job description for their position.

Specific/On the Job

- Employees will be instructed in the proper method of performing each job, the hazards associated with it, the required personal protective equipment, and any necessary emergency procedures. This will be done as required by work rules, when changes in the job occur, or whenever deemed necessary.

Follow-up

- Follow-up training serves several purposes and will be provided. Primarily, it serves as an effective means of reinforcing positive, safe work methods and habits. In addition, it can be used to reintroduce employees who have been out of work for an extended period of time back into the work routine.

Emergency Evacuation and Response Plans

Emergency Management Procedures (also known as the red "flip-charts") can be found in every district worksite in the main office, as well as in each classroom.

Inspections

All employees have the responsibility to note physical and operational hazards and conditions in the workplace. As outlined in the Responsibilities section, they also are expected to take action to correct these observed conditions and actions.

In addition to this continual vigilance by employees, the joint loss management committee is responsible for conducting periodic inspections and reporting any findings, with suggested control measures, to the person most able to take action on the recommendations.

I. Frequency:

- Inspections of the work area, processes, and equipment are to be conducted regularly, but at a minimum, annually.
- All employees are expected to constantly be alert for unsafe acts and conditions and take necessary corrective action.

II. Guidelines for Correcting Unsatisfactory Conditions:

- First and foremost, take the necessary action to prevent an injury (remove the tool from service, post a warning sign, etc.).
- Take appropriate steps to permanently correct the hazard. Report all action taken to the appropriate people.
- If you are not able to correct the problem, take steps to prevent an injury from occurring. Then, report the problem and your recommended solution to the person who can make corrections.

III. Recordkeeping Guidelines

- **Document the inspection**, at a minimum, record:
  - Inspection date
  - Name of person(s) who conducted the inspection
  - Location/piece of equipment inspected
  - List of findings, both positive and negative
  - Any action taken
  - List of recommendations for further action
  - File the inspection reports with the minutes of the Joint Loss Management Committee meetings.

(See Exhibit B for sample inspection reports.)

Plan for Responding to Acts of Student Violence

The Merrimack School District recognizes the importance of implementing a comprehensive plan for responding to violent acts committed by students against employees, volunteers, and visitors. The District does not tolerate violence in the workplace.

The District will work collaboratively to ensure staff are trained in behavioral intervention strategies to minimize the risk of violent acts by students. This may include:

- Crisis Prevention Institute (CPI) Verbal Intervention
- Crisis Prevention Institute (CPI) Nonviolent Crisis Intervention
- Crisis Prevention Institute (CPI) Nonviolent Crisis Intervention with Advanced Physical Skills
- Crisis Prevention Institute (CPI) Specialty Topic Trauma
- Crisis Prevention Institute (CPI) Classroom Culture Training
- Coursework in Vector Solutions (employee training module)

In the event that physical intervention is warranted for staff and//or student safety, the District will also ensure that all staff are aware of the following policies:

- Policy JKAA- USE OF PHYSICAL RESTRAINT/SECLUSION
- JICD- STUDENT BEHAVIOR, CONDUCT, DISCIPLINE AND DUE PROCESS

The person(s) to facilitate the training, education, investigation, and prevention protocols shall be the Director of Student Services, in collaboration with the Director of Wellness.

The District will continue to implement resources for building staff to identify currently trained individuals able to support staff and statements with physical intervention as well as identify staff who need additional training to ensure the district has a depth of highly skilled staff.

Recordkeeping

For all training that is provided the following information will be maintained in compliance with applicable laws:

- Brief description of the topic
- Date of training
- Name and affiliation of instructor

- List of attendees
- Forms indicating completion and understanding of the training (may be electronic).

EXHIBIT A

Joint Loss Management Committee (JLMC) Members

As of June 2024

Members of Committee	Position	EE/ER
Melissa Fazlic	Director of Human Resources/Chairperson	Employer
Cynthia Poirier	Paraeducator	Employee
Jennifer Simon	Paraeducator	Employee
Nicole Funicella	Elementary Teacher	Employee
Heather Wells	Human Resources Coordinator	Employee
Paula Williams	Administrative Assistant	Employee
Sandy Swanson	Administrative Assistant	Employee
Tracy Ruyffelaert	Middle School Teacher	Employee
Lori Peters	School Board Member	Employer
Matthew Shevenell	Assistant Superintendent for Business	Employer
Sarah Reinhardt	Director of Student Services	Employer
Tom Touseau	Director of Maintenance	Employer

EXHIBIT B

SAU 26 General Building Checklist JLMC

DATE Inspection Completed: _____

Inspection Completed By: _____

ENTRANCES:	YES	NO	N/A
1. Is the entrance well lit?			
2. Are floor mats provided on the inside of all entrances?			
3. Are floor mats maintained in such a manner as to prevent tripping?			
4. Are steps in good condition with no broken or loose steps?			
5. Is a handrail installed and is it firmly attached?			
6. Is there a sign directing all visitors to sign in at the office when entering the facility / building / school?			

HALLWAYS:	YES	NO	N/A
1. Are all hallways and entrances to rooms well lit?			
2. Are all areas clean and free of loose materials and debris that could create a tripping hazard?			
3. Are all areas free of tripping hazards (cords, boxes, furniture, etc.) that could create a tripping hazard?			
4. Are the flooring materials in good condition? No loose or broken tiles / boards; torn, wrinkled or bunched up carpets.			
5. Are lockers, cabinets, display cases, and other items securely mounted to the wall or floors?			
6. Are heat registers and other devices properly maintained to prevent a tripping or catching of clothing?			
7. Are fire doors not blocked open (if applicable to include classroom doors)?			
8. Are fire extinguishers and fire alarm pull boxes, properly identified, accessible, and securely mounted?			
9. Are floor areas barricaded when wet or when sweeping, mopping, stripping, and waxing floors to warn others of potential slip hazards?			

STAIRS AND STAIRWAYS:	YES	NO	N/A
1. Are stairs and stairways well lit?			
2. Are stairs free of clutter and trash and debris that could create a slip / trip / fall condition?			
3. Are the stairs in good condition with no broken steps or damaged or excessively worn runners?			
4. For exterior steps are they covered with a non-slip coating or tread to prevent slips during wet or inclement weather?			
5. Are handrails installed securely and in good condition?			
6. For stairs and landings greater than 4 feet in height - Is a guardrail system in place? A 42" tall guardrail consists of a top rail, mid-rail, and toe board to prevent falls from heights.			

EXITS:	YES	NO	N/A
1. Are exits properly marked?			
2. Do all exit doors open outwards with the path of egress?			
3. Are exit doors chained or padlocked when employees and/or children located in the building? Chaining or padlocking an emergency exit door with employees or children in a facility or school is a fire code violation.			
4. Do all exit doors open freely and provide an unobstructed path to an outside public area?			
5. Are exit paths marked and maintained free of debris and other items that can block or partially block the exit? There must be a minimum width of 22 inches for all exit paths and doors.			

OFFICE AREAS:	YES	NO	N/A
1. Are desks and chairs appropriate for the type of work being performed?			
2. Are electrical cords covered or secured to prevent a tripping hazard?			
3. Are file cabinets and desk drawers kept shut when not in use?			
4. Are file cabinets, shelves, partitions properly secured and free of loose items lying on top of them?			

CLASSROOMS – {If applicable}:	YES	NO	N/A
1. Are all exit doors unobstructed for quick and easy evacuation in emergency situations?			
2. Do floors have cords, books, debris or other trip hazards?			
3. Are chairs, seats, desks and lockers hazard free?			

4. Are windows free of breaks and cracks?			
5. Are closets and storage rooms clean and orderly?			
6. Are rooms neat and clean? (Trash removed, no evidence of structural rot / pests, etc.)			

RESTROOMS:	YES	NO	N/A
1. Are floors clean and dry to prevent slips and falls?			
2. Are toilets, urinals, & sinks, secured firmly as designed?			
3. Is the restroom well lit?			
4. Are the restrooms maintained clean and sanitary?			
GYMNASIUMS {If applicable}:	**YES**	**NO**	**N/A**
1. Are the bleachers in good condition and provided with guardrails if greater than 4 feet from the ground elevations.			
2. Are lights protected from glass breakage?			
3. Is the floor in good condition?			
4. Are all exits properly marked and maintained?			
5. Are there mats behind the basketball goals and in other areas where students can run into or fall from heights (ropes, balance beams, parallel bars, etc.)?			
6. Are locker rooms and shower facilities kept clean and free of standing water?			

AUDITORIUMS {If applicable}:	YES	NO	N/A
1. Are fixed seats firmly secured to the floor?			
2. Are aisles and walkways free of trip hazards?			
3. Are the stairs leading to the stage provided with a handrail?			
4. Are backstage areas lighted sufficiently to prevent slips and falls?			
5. Is housekeeping satisfactory?			

SUPPLY / EQUIPMENT / STORAGE / CUSTODIAN / CLOSETS:	YES	NO	N/A
1. Are the doors shut and locked when not in use?			
2. Are all chemical containers clearly labeled with the name of the chemical and any warnings?			
3. Are items stored neat and orderly?			
4. Are the floors free of standing water or liquids?			
5. Are extension cords and power cords on equipment in good repair?			

BOILER / ELECTRICAL / MECHANICAL ROOMS:	YES	NO	N/A
1. Are the doors shut and locked when not in use?			
2. Are all chemical containers clearly labeled with the name of the chemical and any warnings?			
3. Is the room clean and orderly and not used for storage of non-essential materials and items (Holiday decorations, spare or old books, etc.)			
4. Are the floors free of standing water or liquids?			
5. Are electrical panels and breaker boxes clear of obstructions? (Minimum clearance of 36" around panels)			
6. Are electrical boxes, switches and receptacles covered?			

ADDITIONAL INFORMATION OR COMMENTS? PLEASE WRITE BELOW:

AED Locations:

FIRST AID KIT Locations:

EYE WASH STATION Locations:

EMERGENCY EXIT MAP Locations:

Notes/Revision History

At minimum- every two years

Presented to School Board: Monday, September 9, 2024

School Board Approval: _____

MERRIMACK SCHOOL DISTRICT
School Administrative Unit #26
36 McElwain Street
Merrimack, NH 03054
Tel. 603-424-6200 Fax 603-424-6229

August 13, 2024

Merrimack Village District Water Works
2 Greens Pond Road
Merrimack, NH 03054

Dear Merrimack Village District Water Works:

The Merrimack School Board "(Board") understands that officials with the Town of Merrimack ("Town") would like to request that the NH Department of Transportation ("NHDOT") change a certain route within Merrimack, NH to a "low salt" or "limited salt" zone. The Board also understands that said route starts from the Exit 10 on-ramp southbound off Daniel Webster Highway onto Industrial Drive, continues south on Continental Boulevard, and ends at the intersection of Continental Boulevard and Milford Road ("Route").

The Merrimack School District School Board recognizes the significant concern and impact that salt use has on groundwater and our wells, and we support looking for innovative ways to limit and reduce salt use in these areas.

However, we decline to sign or otherwise support the Town officials' request that the NHDOT issue a "low salt" or "limited salt" zone for the Route. Instead, the Board supports the NHDOT's current best practices for winter road maintenance regarding the Route. The Board does so because it is concerned that limiting winter road maintenance on the Route could potentially impact school buses. In the event that the Route were to become a "low salt" or "limited salt" zone, the Board requests that the NHDOT affirm that doing such would be consistent with the DOT's best management practices.

Sincerely,

Lori Peters
Merrimack School Board Chair

MERRIMACK SCHOOL DISTRICT
School Administrative Unit #26
36 McElwain Street
Merrimack, NH 03054
Tel. 603-424-6200 Fax 603-424-6229

August 13, 2024

New Hampshire Department of Transportation
Attn: David Rodrigue P.E.
Assistant Commissioner
John O. Morton Building
PO Box 483, 7 Hazen Drive
Concord, NH 03302-0483

Dear Assistant Commissioner Rodrigue:

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Sincerely,

Lori Peters
Merrimack School Board Chair