



Strengthening Our Schools Budget Overview 2026-2027



Presentation to the
Finance & Facilities Committee
February 11, 2026

The projections in the attached
presentation may change as we
continue through the budget
process

Vision and Mission



Our Why: VISION

Our vision captures the future we seek to create for our students.

To provide a *transformational learning experience* and ensure that every MSD learner has high quality postsecondary options to attain a technical certificate, gainful employment, and/or a two-year or four-year degree.

Our What: MISSION

Our mission explains our fundamental purpose as an organization.

MSD produces graduates who can demonstrate:

- communication and collaboration skills;
- critical thinking and problem solving;
- a growth mindset and resilience/adaptability;
- an **equity** mindset and **cultural competency/empathy**;
- the key work and life ready “basics” we need to succeed and thrive; and
- STEM/technology skills.

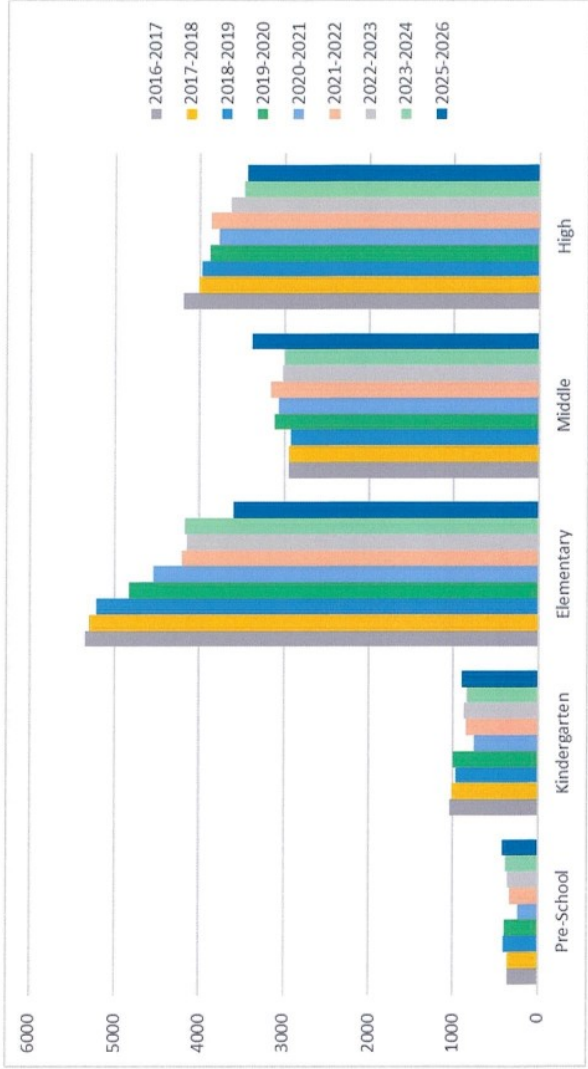
Through equitable access to high quality academic, social and applied learning, students are ready to excel in college, careers, and life.

Number of Students

This budget supports 11,712 Manchester School District students in addition to services at Charter and Parochial Schools



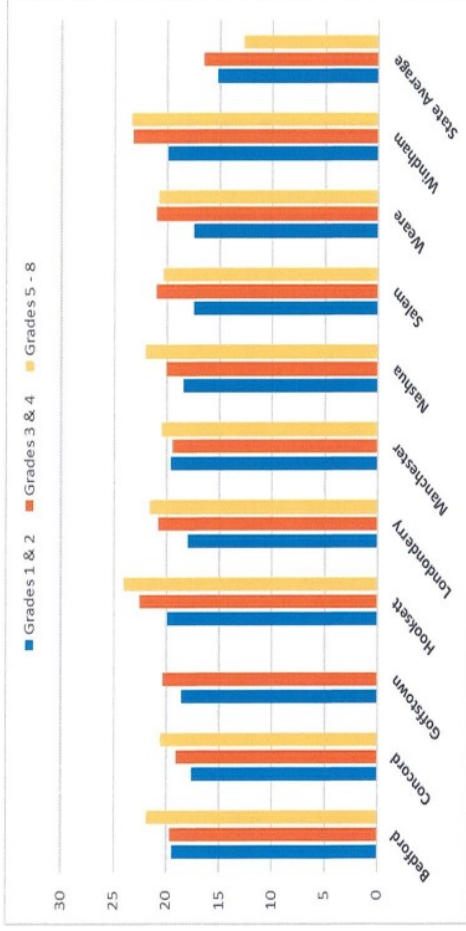
Manchester School District Enrollment by School Level and Year
 (October 01 - Official Numbers)



Information provided by the NH Department of Education at: <https://mv.doe.nh.gov/Platform>
 Elementary - no grade 5. K, Elementary Grades 1-4, Middle School Grades 5-8, High School grades 9-12.

Average Class Size by District in Public Elementary Schools *

As of October 01, 2025

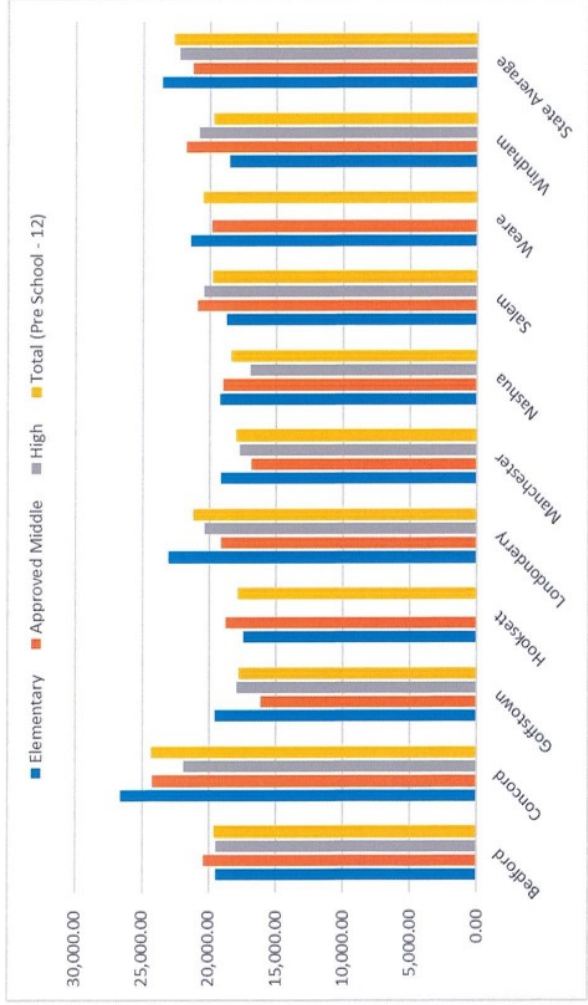


*Not all districts operate all grades. Averages for each grade range are based on one or more grades within the range.

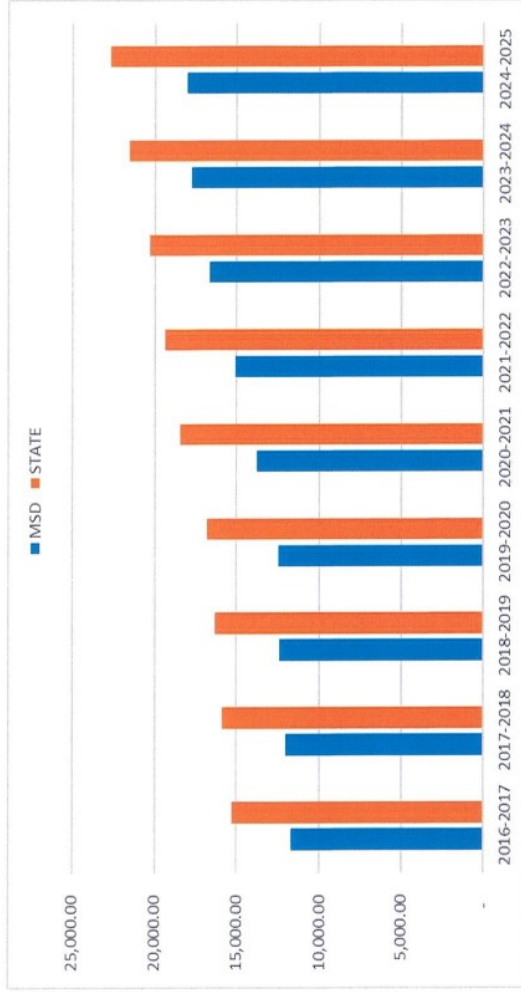
**The size reported may not include all 5th-8th grades operated by the school. A grade has been excluded if course options available to the student result in classes of varying size throughout the day. Manchester's grade 5-8 is an estimation.

Information provided by the NH Department of Education at: <https://my.doe.nh.gov/IPatform>

Cost Per Pupil By District
For School Year 2024-2025



Cost Per Pupil Manchester School District vs NH State Average

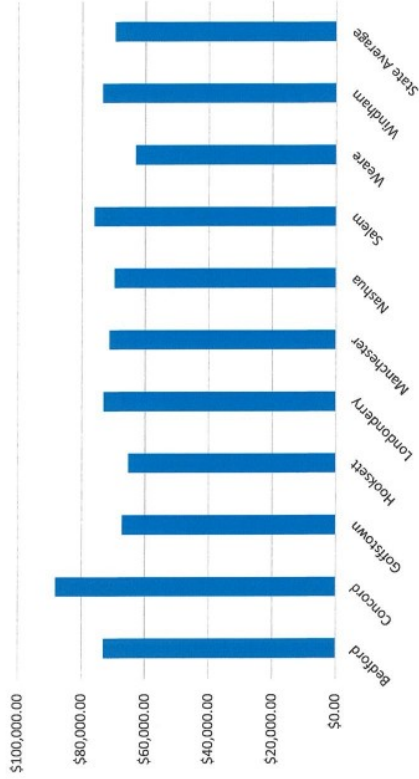


The Cost per Pupil represents, with certain adjustments, current expenditures from all funding sources (local, state and federal) associated with the daily operation of schools. Payments to other school districts and private schools have been subtracted. Revenues from the sales of lunches have also been excluded. Revenues from the sales of lunches have also been excluded.

2023-2024 excludes Newfound

Information provided by the NH Department of Education at: <https://my.doe.nh.gov/Platform>

Teacher Average Salary in Public School Districts * For School Year 2024-2025

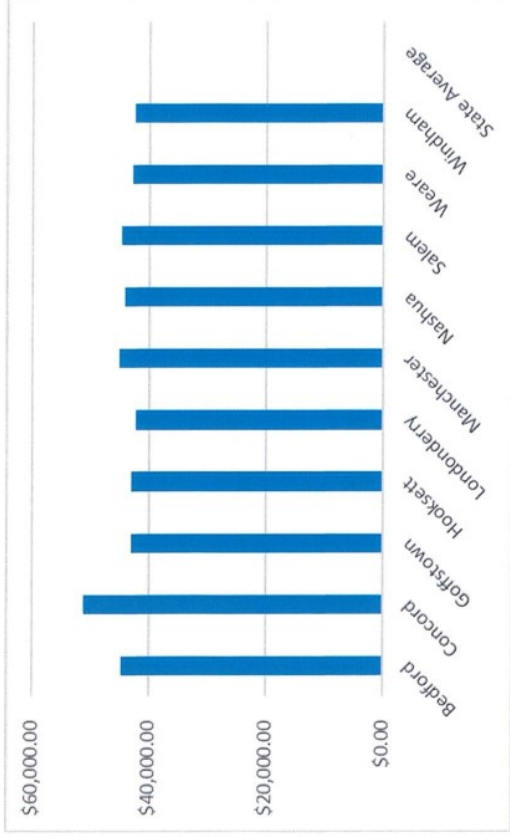


*Average salaries are for teachers in public school districts, public academies, and joint maintenance agreement schools.

**All Teachers is a summary of preschool teachers, kindergarten teachers, regular and special education elementary and secondary teachers in full time equivalents.

Information provided by the NH Department of Education at: <https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/staffing-and-salary-reports>

Teacher Minimum Starting Salary in Public School Districts *
 For School Year 2024-2025



*Minimum salaries are for teachers in public school districts, public academies, and joint maintenance agreement schools with a BA. Nashua did not report for 2024-2025 so data is from 2023-2024.
 Information provided by the NH Department of Education at: <https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/staffing-and-salary-reports>

Together We Have Accomplished Much



Committed to Supporting Schools and Students

Teaching and Learning

- Increased Graduation rates by implementing strategies and support systems, these practices will continue
- Increased college and career readiness skills by providing targeted programs and resources to build essential skills for post-graduation success and will continue (increased from 65% in 2024 to 78% in 2025)
- Hosted an annual Industry Recognized Credentials Conference, allowing high school students to earn up to five industry certifications
- Required a standalone Financial Literacy class for graduation to ensure all students are equipped with essential life skills
- Closed the achievement gap, as a District students have made steady gains in English Language Arts and Mathematics on State Standardized Assessment
- Expanded Spanish Dual Immersion Program to grade 1 at Bakersville Elementary School
- Opened French Dual Immersion Program in Kindergarten at Weston Elementary School
- Offered ongoing, sustainable professional development opportunities through the staff PD committee to support inclusive and equitable practices, ensuring all students' needs are effectively met across the district
- Manchester Creates, a community partner, hosted a two-week professional development program last summer, where seven middle and high school teachers engaged in project-based learning activities focused on regenerative medicine and biofabrication
- Provided career-connected learning opportunities for students at the elementary and middle school level
- Increased Xello usage and expanded the program to Grade 8 for future preparedness planning
- Implemented a robust student supports model Multi-Tiered Systems of Support for Behavior (MTSS-B)
- Robust 2025 Summer Programming: highest all time enrollment in 21C
- Expanded summer learning opportunities for all students
- Core Committee focused on core instruction, grading, and assessment to collaboratively develop strategies that enhanced instructional quality, ensured consistent grading practices, and improved student learning outcomes across the district
- Increased the number of musical performances engaging students and families with the music programs
- Increased student participation in fall, winter, and spring sports
- Increased Suicide Prevention instruction to reach all 6, 7, 9, and 10th graders
- New Teacher Mentorship program provides structured support, coaching, and professional learning to strengthen instructional practice and retain early-career educators



Committed to Supporting Schools and Students

Community Support and Partnerships

- ARMI offered BioTrek programming at 3 of the high schools
- Manchester CREATES - 7 staff implemented regenerative medicine and biofabrication into science instruction
- Parent Orientation Series - Monthly sessions have been established to support students and families new to the district and community
- Industry Recognized Credentialing Vacation Camps - provided the opportunity to all High School students to earn credentials that can help support their future career interests
- St. Anselm's College Fellowship program
- 15 SNHU Clinical Teaching Assistants at our elementary schools
- 16 AmeriCorps Member at the middle and high schools
- UNH Isles of Shoals - Experiential Learning Opportunity - Robust Program Summer of 2025
- Southern New Hampshire University provided testing success kits for over 2000 students for State Testing
- Spring into Summer - event for Manchester students and families to explore summer offerings including camps, summer internships and employment opportunities
- Awarded Federal Community Schools Grant - implementation Year 2, Gossler and Beech
- 26 City Year staff supported student learning in 4 Elementary Schools and 2 Middle School
- Ongoing embedded programming with multiple agencies in our schools - Boys and Girls Club, Granite YMCA, Girls Inc, YWCA, Makin it Happen, Access Academy
- Fidelity Investments provided new staff welcome bags yearly since 2022
- Leader in Me with Granite United Way at Gossler Park
- Compass Live - monthly online meeting led by Manchester Proud which focused on ongoing communication between community partners and the school district
- Youth Leadership Greater Manchester pilot launched in collaboration with Greater Manchester Chamber
- Future Fairs since 2023 at eight Elementary schools
- Expanded Friends of Aine Peer-to-Peer Grief Support Groups to students at three elementary schools



Committed to Supporting Schools and Students

School Safety

- Completed Stronger Connections Grants (Video enhancement, secure vestibules, etc)
- Awarded SAFE grants, round four, for several schools
- Fully implemented AEGIX AIM (Emergency Alerting and communication application)
- Continued ALERT/CRASE training
- ShotSpotter and FUSUS systems with MPD
- 9th version of the EOP
- Office of Juvenile Justice Grant (\$1 Million) for violence prevention work
- Digital Hall Pass system for Middle and High Schools
- School Safety Concern (Anonymous) Reporting
- Behavioral Threat Assessment Teams and Management in all 20 schools

Support for Multilingual Learner Education

- Developed common English language development (ELD) curriculum units aligned to state's revised ELD standards
- Successfully launched second Dual Language Immersion (DLI) program at Weston
- Delivered targeted professional development for MSD educators focused on effective instruction for Multilingual Learners to build capacity across all content areas
- Expanded language access resources to ensure families have access translation/interpretation services.
- Coordinated enrichment and extracurricular opportunities through community partnerships
- Sustained family information/engagement sessions through Multilingual Liaison team to support families new to the district

Communications

- Utilized communications tools to inform school community and celebrate staff and student achievements, including: monthly newsletters, regular posts on social media channels, news and feature stories on websites, and updated content on websites
- Provided communications support and training for district departments and schools to better utilize available tools and enhance internal and external communications
- Created & maintained strong connections with local media outlets including WMUR, NHPR, Union Leader and WZLH to showcase positive news stories coming out of our district
- Worked to utilize consistent district-wide platforms to streamline communications between schools and families
- Worked in support of key district events, presentations, celebrations and recognitions of students and staff



Committed to Supporting Schools and Students

Student Services: Special Education

- **Professional Development:** Continued focus on training to support MSD educators with 1) special education process as required by federal and state law, 2) leadership development, 3) state assessment, and 4) specialized topics. Ongoing targeted and responsive support provided to MSD school teams by the Student Services Admin Team through monthly, weekly & as needed meetings.
- **Systems:** Digital access of IEPs in ASPEN; monthly budget reconciliation activity; weekly collaboration with district departments to improve district practices (e.g. ML/EL/special education student teams and language accessibility, determination of staffing needs and recruitment, and working with teachers and paraprofessional associations).



Student Services: Comprehensive School Counseling

- **Social Emotional Development:** Help-seeking skills taught at all 3 levels (elementary, middle, & high school). Over 200 middle & high school students requested to meet with a counselor after the instruction. Multilingual Liaisons were trained to help deliver instruction.
- **Professional Development:** Training delivered on the Regulated Classroom, Gizmo's Pawesome Guide to Mental Health, School Counseling & Ethics, EAB Chronic Absenteeism Framework, Complex Trauma-Schools & Learning, Complex Trauma & Substance Abuse, Responding to Addiction, QPR (Question, Persuade, Respond), Child Advocacy Center, ED306 an Comprehensive School Counseling Program, & School Social Work-National Model
- **Systems:** Changed iReady testing to PSAT for grades 9,10, & 11 to align with the NH School Day SAT, customized the 504 template in Aspen to match the Drummond & Woodsum form to make the process more user friendly and align to state reporting requirements, Developed process for evaluating international transcripts, and developed process for transfer credit entry in Aspen to align courses to MSD graduation requirements.



Committed to Supporting Schools and Students

Technology:

Communication Improvements:

- Successfully implemented TalkingPoints districtwide, providing a secure, centralized platform for two-way school-to-family communication. With built-in automatic translation, it improved accessibility for multilingual families, increased engagement, ensured consistent messaging across schools, reduced reliance on informal tools, and strengthened equitable, timely communication throughout the district.

Cyber Security Enhancements:

- Strengthened the District's cybersecurity posture by partnering with the ATOM Group to deliver comprehensive, onsite cybersecurity training to all staff—including administrators and School Board members—ensuring a consistent understanding of current cyber threats, district security expectations, and individual responsibilities.
- Successfully deployed Cisco Duo 2-Factor Authentication across the district, strengthening cybersecurity posture, improving access control, and mitigating phishing-related account compromises.

Aspen Data and Process Improvements:

- Developed and implemented a new Aspen procedure for entering transfer credits, including creating 19 standardized transfer courses per high school per year beginning in 2021. Transfer credits are now directly aligned to graduation requirements, significantly reducing the time spent determining graduation eligibility.
- Updated graduation requirement priority levels for all high school courses in Aspen (2022–2026), reviewing and correcting 9,876 records to improve guidance and administrative graduation tracking.
- Rebuilt Aspen 504 Plan reports and templates to align with Drummond & Woodsum requirements, saving the district vendor service costs.
- Created Aspen–Traversa data integrations, removing withdrawn students and importing bus routes to improve accuracy for schools.

IT Department Staffing Improvements:

- Expanded IT Team for Enhanced Operations: filled the Jr. Information Technology Position over the past year, significantly improving customer service, bolstering support for key software and IT systems, streamlining operations through automation for greater efficiency.

Infrastructure Improvements:

- Modernized districts wireless infrastructure by replacing over 400 wireless access points, significantly improving coverage, reliability, and performance across all schools.

Instructional Staff Desktop Enhancements:

- Reduced desktop replacement costs by migrating teachers to high-end Chromebooks, which cost roughly one-third of a traditional desktop. While desktops average about \$1,000 and laptops range from \$1,100–\$1,300, the district purchased 1,080 Chromebooks at an average total cost of \$370 per device, including the \$30 Chrome Management license.



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Human Resources

- Successfully established efficiencies in recruiting and onboarding new employees by utilizing Powerschool and focusing on the employee experience.
- Worked in tandem with the MTSSB Department to produce a Wellness Newsletter featuring items that may be of interest to employees and their well being and morale.
- Leveraged the outreach power of LinkedIn and indeed to reach candidates for open job vacancies. These platforms allow for recruiting campaigns that will cast a wider net to be able to target specific candidates who are qualified in areas of need.
- MSD hosted its first ever Career Fair for itself at the MSD Welcome Center.
- Continue to work on establishing new pathways to bring educators to New Hampshire to teach in the MSD. Developed relationships with organizations that can support a pathway to establish a Fellowship Program with MSD. Worked with the local colleges, universities, and partners/organizations to bring forth such a program that will be sure to attract educators that would fill vacancies in the district.
- An overall employee retention rate of 90.25% was calculated for November 2025. The percentage includes data for Principals, Assistant Principals and Teachers combined .
- In process of designing HR training and toolbox for Principals, Directors, and other hiring managers at MSD.
- Launched a new Benefits Administration platform, BenefitFocus. This allowed for an up to date self service enrollment for all benefits offered by the District. It allows for EDI file exchanges with our carriers and builds in greater efficiency with enrollment and invoicing each month.
- Revisited the process of updating the District Employee Handbook. A collaborative efforts between departments, leadership, and legal.

