DRAFT

TOWN OF PELHAM

BUDGET COMMITTEE - MEETING MINUTES

Thursday, October 26th, 2023

CALL TO ORDER – Ms. Meg Bressette opened the meeting at approximately 6:33 PM.

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PLEDGE OF ALLEGIANCE

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Ms. Bressette called attendance:

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PRESENT: Chair Meg Bressette

Vice Chair Greg Smith 10

Bob Sherman 11 Phil Haberlen 12 13 Ellen Cormier Paul Grant 14 David Silva 15

Garrett Abare – not present at roll-call; arrived at 6:40 pm. 16

School Board Representative David Wilkerson

Selectmen Representative Jason Croteau – not present at roll-call; arrived at 7 pm.

Recording Secretary Heidi Zagorski

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ABSENT:

Secretary Deborah Ryan - excused

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BUSINESS

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MINUTES REVIEW: October 19th, 2023

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(Sherman/Grant) To place the October 19th, 2023 Budget Committee Meeting minutes on file. 30 **MOTION:** 31

(7-0-1) The motion passed. VOTE:

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CORRESPONDENCE RECEIVED

Ms. Bressette stated that Chief Perriello sent an email to notify the Budget Committee of the request for an increase in body cameras due to warranty. Ms. Bressette said the increase request would be \$7,840.

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Ms. Bressette said the second email correspondence was questions for the Planning Board from Mr. Paul Grant. Ms. Bressette stated that they would have answers regarding this no later than November 7th.

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OLD/TABLED BUSINESS: Discuss and vote upon Bylaw review related to numeric tallies RSA 32:5, V-a 42 43

Ms. Bressette said they do not have to include the language changes to the numeric tallies in the bylaws. Ms. Bressette said if all members agreed, they could vote on it.

REVIEW SCHOOL BUDGETS

48 Ms. Bressette welcomed Superintendent Mr. Chip McGee, Finance Director Ms. Deb Mahoney, and Assistant

Superintendent Ms. Sarah Marandos. She also welcomed the Interim Principal from the Memorial School, Mr. Zachary

Medlock, and the High School Principal Ms. Dawn Mead.

Mr. McGee provided a slide show of students from the Elementary School, Memorial School, and High School to start the meeting and show different areas of the school.

Mr. McGee spoke next in response to an email from Budget Committee member, Mr. Phil Haberlen. Mr. McGee explained the question that Mr. Haberlen had asked was about the New Hampshire Department of Education (NHDOE) published data having to do with changes in enrollment across the state and changes in cost per pupil (CPP) calculations across the state and by district. Mr. McGee said Mr. Haberlen had asked for a better understanding of these changes over the 22 years compared to the decrease in students. Mr. McGee stated that there were a lot of things in 2000 that were different. Mr. McGee said the Elementary School existed in the current Town Hall building and Pelham was part of the Windham-Pelham School District. Mr. McGee said Kindergarten in the town was half-day and students could work on computers if their teacher scheduled them into a computer lab. Mr. McGee said there was no 'no child left behind'. He said the IDA (Individuals with Disabilities Act) hadn't been reauthorized; this happened in 2004. He said in New Hampshire they still had donor towns adding this was before Sandy Hook and COVID-19. Mr. McGee said a lot has changed.

In terms of how this has changed, Mr. McGee started with the enrollment. Mr. McGee said on October 1st, 2000 there were 1,930 students in the district. Mr. McGee said on October 1st, 2022 there were 1,693 students which is a decrease of 237 students. Mr. McGee said over those 22 years it is a decline of .5% per year. Mr. McGee said these are all annualized changes from 2000-2022.

Mr. McGee said using this same approach, the increase in CPP in Pelham as reported by the NHDOE is 2.7% per year. He said in that same time, the Consumer Price Index (CPI) increased at a rate of 2.5%. Mr. McGee said this is from the Bureau of Labor Statistics.

 Mr. McGee said there is a set of factors that influence the budget significantly. He said he would list a few of them. Mr. McGee said the first is the New Hampshire Retirement System. He said the contribution required by employers has increased by 8.1% annually. This data was pulled from the New Hampshire Retirement System. He said the price of gasoline has increased 6.3% annually. He said the price of energy has increased by 3.9% annually. Mr. McGee said the cost of health insurance premiums has increased by 3.6% annually. He said all of this information is from the Bureau Labor of Statistics. Mr. McGee said they track Elementary and High School tuition and other fees which is the closest alignment to CPP in the Pelham School District and has increased 4.9% annually. He said one thing that has not increased at the rate of inflation from 2000-2022 is the starting salary for teachers in Pelham. He said that has increased to 2.4%.

Mr. McGee said Mr. Haberlen's question of 'what is the community getting today that they did not get in 2000' still stands. Mr. McGee went on to explain some of the things that are different. He said the district has high-speed internet; all three schools have fiber networks connecting the schools. He said every student has a Chrome book and every teacher has a laptop. He said they have secure access controls to all three buildings. He said they have surveillance and expanded emergency response communication and preparedness tools. Mr. McGee said they are also independent of the Windham School District. He said at the Elementary School specifically, there is a new building. He acknowledged that the CPP does not include construction or bond payments. He said it does include the annual operating and maintenance costs for buildings. Mr. McGee said the new Elementary School opened in 2002 and has a preschool program for up to 72 students, a full-day Kindergarten with Health, STEAM, and in-house support for Special Education students with intensive needs. He said these are some things that were not there in 2000. Mr. McGee said in 2000, the Memorial School was not a

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Middle School. He said it was an Upper Elementary School. He said the Memorial School did not have a Family

Consumer Science Program or a STEAM program. He said the first floor needed renovations and upgrades. He said it had a limited program for the intensive needs of Special Education students, limited field space due to lack of irrigation, and a need for additional Math support. Mr. McGee said today, unlike in 2000, students can take High School level Spanish and Algebra at Pelham Memorial School. Mr. McGee said in 2000, the High School was in danger of losing its accreditation due to shortcomings in the facilities. Mr. McGee said today the High School has increased college credit courses provided dual enrollment and expanded technical career education programming through partnerships. He said the High School has upgraded classrooms and hallway spaces through the full renovation; this included the creation of the Harris Field facility which did not exist in 2000.

Mr. McGee provided a graph on how Pelham compares to surrounding towns for CPP. This data included a comparison of Pelham's 12 peer districts from 2007-08 to 2021-22 of CPP. Mr. McGee said public education is not a cheap enterprise. He said he knows the community wants them to improve the academic performance of their students, adding that this comes at a cost. He said the primary cost is recruiting and retaining the best teachers. Mr. McGee said until teacher salaries are competitive, they will continue to lose teachers to neighboring towns. Mr. McGee said they cannot continue to keep asking their excellent current staff to continue to recruit, train, and mentor new teachers and only to see so many of them leave.

Mr. Haberlen referenced the first slide presented on annualized changes from 2000-2022. Mr. Haberlen asked if the CPI increases are nominal increases and not constant dollars. Mr. McGee said the CPI is inflation. Mr. Haberlen asked if the increases underneath the CPI, like the price of gas, are constant dollars. Mr. McGee said that it is the Bureau of Labor Statistics calculation of the inflation associated with gas from 2000-2022. Mr. Haberlen confirmed it does include inflation.

Mr. Haberlen said the NHDOE data shows from 2000-22 that the total increase for CPP for Pelham was 81%. Mr. Haberlen said that excludes inflation, those are constant dollar increases. He said the amount of cumulative inflation over that period is about 70% explaining that if you want to get the nominal increase over that period you would need to take about 8.1 and multiply that by 1.7. Mr. Haberlen said the NHDOE numbers showed excluded inflation. He said over this time interval, there is a lot of inflation.

 Mr. Haberlen referenced the next slide, titled Peer Districts – Cost Per Pupil. Mr. McGee explained that they have used this same set of peer districts in both the academic analysis and the districts they compare when losing teachers to other districts. Mr. Haberlen said when he sent the original data it showed all of the districts in the state. He said Pelham had an 81% increase in CPP and the state as a whole averaged 78%. Mr. Haberlen said the slide is a particular subset of the state.

Mr. Wilkerson asked how many districts there are in New Hampshire. Mr. McGee said he believed it was 110. Mr. McGee asked if he recalled where Pelham was relative to the entire state. Mr. McGee said Pelham was in the 90th-95th range for CPP with 1 being the highest and 110 being the lowest. Mr. Wilkerson asked what the drivers are that Pelham has adopted and what are the benefits achieved that have helped move Pelham from being nearly at the bottom, and still near the bottom. Mr. McGee said one of the things that has been achieved is they have been a technological leader by investing in technology in the classroom. Mr. McGee said they have invested in instructional coaching and materials. He said they are not making do with out-of-date textbooks or instructional materials that aren't high quality. Mr. McGee said they have invested to a degree in teacher salaries but are still short on this. He said they are nearly in the bottom category of what they pay teachers.

Ms. Bressette said the average CPP in New Hampshire is \$19,400. Ms. Bressette said Pelham's CPP is about \$17,192, which is below the state average. Mr. David Silva confirmed with Mr. McGee that all towns use the same formula to determine the CPP.

- Mr. Silva discussed with Mr. McGee the decrease in enrollment. Mr. McGee gave an example to show variations that can
- happen. He said they had 143 graduates last year, and they had 104 first graders explaining they moved on 39 more

students than they welcomed in.

Mr. Greg Smith asked if the CPP includes Special Needs costs. Mr. McGee said yes.

Mr. Garrett Abare referred back to the Peer Districts – Cost Per Pupil graph. He noted that during 2015-2017 there seemed to be an accelerated increase in the CPP. Mr. Abare asked if there was something that happened in 2016. Mr. McGee discussed possibilities for this without having a particular item.

Mr. Abare asked if they had the data if you were to put the capital expenditures back into the calculations against other towns. Mr. McGee said they would have the data for Pelham, adding the state would have that data for other towns. Mr. Abare stated that Pelham is 7th in the country for CPP.

Mr. Haberlen said he knows there is a concern about attracting and retaining teachers. Mr. Haberlen said if you have fewer teachers and the same budget, you could increase salaries. Mr. Haberlen asked what the student-teacher ratio was and if the number of teachers had gone down with the decline in enrollment. Mr. McGee said he knew in the last three years that the teacher level has gone down so the ratio can stay consistent.

Mr. Abare asked how much of the enrollment were citizens of Pelham. Mr. McGee said it is close to 100%. He explained that there are very few exceptions, adding that Pelham District schools are here for the citizens of Pelham.

PELHAM MEMORIAL SCHOOL

Ms. Deb Mahoney said they were going to start with regular education salaries. Ms. Mahoney said these are current salaries. She reminded the Committee that they are in negotiations with teachers so increases would be separate in a warrant article. Ms. Mahoney said there are no changes to the number of positions. Ms. Mahoney said it continues with benefits that are associated with those positions adding that the guaranteed maximum increase on the health insurance is 8.6% and 4.7% for dental. Ms. Mahoney said there are no changes to retirement and no changes for social security or

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174 disabilities.

Ms. Mahoney said she would point out the items that are different.

Ms. Bressette said the Memorial School budget is \$5,826,546.

Ms. Mahoney said there is an increase in workshops nonunion. This is the budget line they use to send teachers to a workshop which is the New England League of Middle Schools. She said this is based on actual expenditures from previous years. She said they are seeing participation in this and have indicated an increase to cover this cost.

Ms. Mahoney said the line miscellaneous covers opening activities, teacher appreciation, parent conference evening, and staff recognition. She said there was a requested increase of \$1500. She said the School Board has goals for the upcoming year, one of which includes the retention of staff and becoming the best district to work which has resulted in the requested increase.

Ms. Mahoney said that Art Education has no significant changes.

Ms. Mahoney said Language Arts has an increase in professional education services. She said they budget their authors that come to visit the students and have an \$1100 increase request.

Ms. Mahoney said World Language has a reduction of about \$500.

Ms. Mahoney said Physical Education has an increase of \$982 for hygiene supplies. Mr. McGee noted that supplies have a level two reduction which occurs once the budgets are presented to him. Mr. McGee said this was to put a rope hoist in the new gymnasium which will be covered by the bond, so he removed it from the operating budget.

 Ms. Mahoney said Family Consumer Science has an inflation for supplies in this area. Ms. Mahoney said this is a new program at the Memorial School. She said they are working through aligning the budget with what they need. She said the supplies line shows an increase of \$889, textbooks are reduced, and textbooks additional include a safe sitter program and they need to budget for this.

Ms. Mahoney said Math Education has a reduction of \$5500 because they moved the IXL Math subscription program to the district-wide budget. After all, it is used throughout the district.

Ms. Mahoney said Music Education has an increase of \$639 in supplies for the chorus program. She said information access is \$149 for a new access fee for the chorus program and uniform shirts and a Fender passport for the chorus program result in an increase of \$1800.

Ms. Mahoney said next is Science Education. Mr. McGee said the textbook replacement is down because it is part of the textbook replacement schedule that they follow district-wide.

Ms. Mahoney said Social Studies Education is due for the textbook replacement as part of the schedule.

Ms. Mahoney said the STEAM program is new. She said they have a \$1300 reduction for this budget.

Ms. Mahoney said Reading Education does not have a significant change.

Ms. Mahoney said Computer Education has a request for a new teleprompter. She said this item is to support the students and will be moved into the green screen space once they are in the final spaces.

Ms. Mahoney said they have completed the regular education section.

Ms. Mahoney said they would move on to Special Education.

Ms. Mahoney said in Special Education, they begin with the teachers which is the same count as they had in their approved budget for last year. She said the Instructional Assistants (IA) are next. Mr. McGee said IAs are used when there is a specific student need and in this budget process, they identified positions that they will not need next year. They have identified the need for one less IA for next year.

Ms. Mahoney said there is a reduction of \$4,100 under Information Access. She said they adjusted a budget line for News To You down from \$3200 to \$700 to align with the actual expense needed. Ms. Mahoney said dues and fees are reduced as well adding that Special Education for the Memorial School is down just under \$17,000.

Ms. Mahoney said the next section is Co-Curriculars. She said this is all of the stipends they pay for activities. She said there are no changes here.

Ms. Mahoney said Athletics has a change under supplies for sports banners. She said this increase is for the sports banners

needed in the new gymnasium. Ms. Mahoney said increases include the cheer clothes, music costs, choreography, drying agents for baseball fields, and uniforms. She said that resulted in an increase in supplies of \$6,125. She said these expenses are new in the budget. Ms. Mahoney said the cheer mats need replacement and have a \$10,000 budget.

Ms. Mahoney said Social Work is the next section. She said there was zero change.

Ms. Mahoney said Guidance Services has no significant change overall.

Ms. Mahoney said there is a reduction in equipment additional of \$2500 because in this current year, they bought a new AED piece of equipment which was a one-time purchase.

Ms. Mahoney said Psychological Services is part of their Special Education budget and has an overall reduction of \$61.

Ms. Mahoney said Speech Services and Occupational Therapy are part of Special Education and both have zero changes.

Ms. Mahoney said under other people services, there is an increase in the advisory program for supplies. She said this is a \$300 increase.

Ms. Mahoney said there are staff incentives and recognition, and this section has an increase of \$550.

Ms. Mahoney said Library Services has very little change.

Ms. Mahoney said the next section is School Administration. Mr. McGee asked the Board members to compare the salary and health insurance lines. He said all nonaffiliated employees in the district had a change to their health insurance which is now reflected in the budget. He said the change included an increase to the employee for paying the annual premium.

He said this accounts for the large decrease in health insurance costs and there was a parallel increase in salaries to create

an incentive to change to a site-of-service plan.

Ms. Mahoney said next is the rental lease equipment line. She said they started a new contract direct with Cannon that provided an overall reduction in leasing rates for all of the transitioned machines. She said they have a request to add a new lease to the media center that would centralize printing for all of the machines in that area. Ms. Mahoney said while they are adding in a new piece of equipment, it is an overall reduction due to the change in contracts.

Ms. Mahoney said next is other support services. Mr. McGee explained that department heads are teaching positions that play an instructional leadership role. Mr. McGee said this compensation has not changed in ten years and the request is to bring this to \$2,000 per teacher.

Ms. Mahoney said the miscellaneous line has a reduction for the removal of the screen rental for the Memories at Memorial event.

Ms. Mahoney said the next category is Building Services. Ms. Mahoney said the overtime has increased. She said they are now budgeting the custodial increases at the Memorial School because they are expecting to see the use of the facility increase. Ms. Bressette asked if the pricing to rent the facility has increased. Mr. McGee said they no longer have free periods when there is no cost at all, which they had previously.

Ms. Mahoney said the disposal contract went up 5%. She said they increased repairs and maintenance by .01 cent per square foot.

- Ms. Mahoney said the estimates are still based on the engineering estimates for the building because it is not fully complete, and they are not fully utilizing it as it is designed. Ms. Mahoney said the electricity rates are projected to increase. Ms. Mahoney said they did commit to the School Board that they would take another look at the future rates towards December. She said at this point the electricity rates are projected to increase from .14 to .15. She said there is no change in natural gas for the expected therms to be used, however, the rate did reduce as they looked out to the future market so that reduction is reflected.
- Ms. Mahoney said equipment additional has an \$11,000 request to purchase a battery walk-behind burnisher to assist in maintaining the new space.
 - Ms. Mahoney said Ground Services does not have a significant change. She said there was an incumbrance for the irrigation of the softball backstop for the protective piece that needed to be added.
 - Ms. Mahoney said non-instructional equipment does not have a significant change.
 - Ms. Mahoney said there is a slight increase there for backpack replacement items.
- Ms. Mahoney said transportation contracts did go up and you will see a \$2,000 increase for athletic transportation.
 - Mr. McGee said they have completed payment on the two modular buildings. Mr. McGee said the plan is that they will not be there for the start of the 2024-25 school year. Mr. McGee said he is in discussion with the town to see what their interest is. Mr. McGee said there is a state law to give the first right of refusal to charter schools.
 - Ms. Bressette announced a five-minute recess.

PELHAM HIGH SCHOOL

- Ms. Bressette said the High School budget is \$8,731,594.
- Mr. McGee said he would begin with regular education. Mr. McGee said under the salary section you will see a level two Superintendent reduction of one Business teacher. He said this will happen through retirement and is a reduction due to enrollment changes. He said they have already moved a Science teacher from the High School and repurposed the position to a Kindergarten position at the Elementary School. He said they also moved a Special Education Teacher from the High School to a Special Education nurse position at the Elementary School. Ms. Mahoney said all of the reductions associated with that cut in a position for one full-time teacher for next school year are listed with the benefits included for \$93,377.
- Ms. Mahoney said they need the replacement of the cafeteria tables with a request of \$5,500. She said they would start a cycle over six years and purchase five tables each year.
- Ms. Mahoney said Art Education does not have significant changes and the overall budget is down.
- 329 Ms. Mahoney said Business Education has an increase in textbooks which follows the budgeted schedule of textbook 330 replacement.
- 332 Ms. Mahoney said Language Arts has some consumable increases for textbook replacement and supplies. She said they have an overall increase of \$2,600.

- Ms. Mahoney said World Language has some digital readers as a resource needed for this year and overall is up \$915.
- 337 Ms. Mahoney said Physical Education and Health has an overall reduction of about \$600.

Ms. Mahoney said Family and Consumer Science has a request for furniture replacement.

Ms. Mahoney said Tech Education had a reduction in the repairs and maintenance line because they maintain the laser pro equipment in-house. She added supplies and software are down. She said the request for 3-D printers did not move through the process so that request is no longer in the budget. Ms. Mahoney said overall the tech budget is down \$3,000.

Ms. Mahoney said the Math budget is next. She said they are not getting the full set of Geometry and Algebra II which shows a significant reduction.

Ms. Mahoney said the Music line is down about \$2700.

Ms. Mahoney said the Science Education program has some increases in supplies based on the curriculum. She said the textbooks are down for Science. She said there was a request for \$695 to replace spectrophotometers. She said they have several that do not work and have created a cycle to replace three at a time.

Ms. Mahoney said Social Studies is down overall.

Ms. Mahoney said this was the end of the regular education section.

Ms. Mahoney said next is Special Education. Mr. McGee noted the Special Education teacher moved into a Nurse position at the Elementary School. Mr. McGee said they had budgeted a counselor within Special Education and now they have divided up the responsibilities of this position to the four existing counselors in General Education. Ms. Mahoney said under IA salaries they have a reduction of three IA positions. She said that the total reduction is \$75,678 including salaries and benefits.

Ms. Mahoney said Vocational Education was budgeted based on what they anticipated the expenses would be. She added this is challenging because they do not know what the budget is going to be for the state until long after their budget is done.

Ms. Mahoney said Co-Curricular lists all the stipends related to co-curricular programs.

Ms. Mahoney said that transportation for travel and mileage for co-curricular activities should be budgeted in co-curricular transportation and somehow it had been budgeted here and expensed here for a couple of years. She said this has been corrected.

Ms. Mahoney explained that the student government had asked to be involved in the district-wide goal of belonging. She said this is to have a budget line that supports their actions and initiatives to support that goal.

Ms. Mahoney said self-funded programs are for field trips.

379 Ms. Mahoney said social work has no change.

Ms. Mahoney said Power School University does have an increase. She said this is a professional development workshop and they have a budget to have three people participate.

Ms. Mahoney said Nurse Services is next. Ms. Mahoney said there are no significant changes in the nurse budget. Ms. Mahoney said Psychological Services is down. Ms. Mahoney said Speech Services and Occupational Therapy Services have no changes.

Ms. Mahoney said next is other student services. Mr. McGee said there is a new request here. He said that focusing on the goal of belonging and having supplies specifically for the advisory programs, is an investment in student belonging.

 Ms. Mahoney said Library Services has a request for repairs and maintenance. It is a maintenance contract for a new laminator that is being requested. Ms. Mahoney said subscriptions are up. She said the furniture additional line is down significantly because they have completed the bookcase replacement.

Ms. Mahoney said the next category is Computers. Mr. McGee said this is the year that the High School professional staff laptops get replaced. Mr. McGee said they looked into trying to push the replacements out a year and have found that battery life and functionality are at a place where they cannot. Mr. McGee said they did trim this to replace only those that are needed. Mr. McGee said their CAD Lab computers need to be replaced. He said they trimmed this down from 16 to 12. He said the Digital Art Lab computers had been scheduled to be replaced last year and they pushed it out to this year. He said they are replacing over time the AV projectors with promethium boards. He said they trimmed this from 19 to 6.

Ms. Mahoney said the next section is Administration.

 Ms. Mahoney said the new cannon contract has a reduction in cost for each of the machines they have switched over so far. She said they do have a lease request to add a leased machine to the guidance office. She said this would allow all of the printing to be centralized from the desktops and reduce the overall cost. She said even with this add the total increase in this line is \$248. Ms. Mahoney said they have some reductions in postage and printing.

Mr. McGee said next is other support services. He said these positions are Academic Deans at the High School. He said this has not been increased in at least ten years and they requested for this to be \$2,000 per Academic Dean. Mr. McGee said they are requesting an Academic Dean in the area of counseling. He said they also have a Dean position request for two positions that they didn't have a Dean for. He explained they would want to split this out into Physical Education, Health, and Family & Consumer Science. He said then they would have another Dean for Business and Technology adding that this would be two additional positions at \$2,000 each.

Ms. Mahoney said Building Services is next. Ms. Mahoney said the custodial staff is fully staffed.

 Ms. Mahoney said utilities for electricity have been reduced because they have budgeted a reduction in the kilowatt hours based on their history because they have been back in operation for a couple of years. She said even though the electricity rate has increased, the overall increase is about \$3,700. Ms. Mahoney said for natural gas, they were able to reduce their therms based on a two-year average and also because the rate is down. She said this is reflective of almost a \$41,000 reduction for natural gas.

Ms. Mahoney said next is ground services and there have been some light controls added to the pathway that connects the High School to the Elementary School. She said this is why you see the \$11,900 expense in the previous budget line, however, that was only needed one time.

Ms. Mahoney under emergency management you will see a need for mobile radios and emergency backpack equipment which results in an increase of \$1200.

Ms. Mahoney said vocational transportation is up. She said this is part of the contract with STA for transportation. Ms. 431 Mahoney said the athletic transportation is up \$5,000 to align with the contract. 432 433 434 Ms. Mahoney said this completes the High School budget review. 435 436 Ms. Bressette said at the next meeting they will have a review of the district-wide budget, food service, grants, bond, and 437 other special funds. 438 439 Mr. Grant stated he would like to make a motion to include the numeric tallies on the ballot. 440 441 **MOTION:** (Grant/Abare) To include the Budget Committee numeric tallies on any town and school warrant or ballot 442 443 articles. **VOTE:** (10-0-0) The motion carried. 444 445 446 447 **ADJOURNMENT** 448 **MOTION:** (Abare/Wilkerson) To adjourn the meeting at approximately 9:05 PM. 449 (10-0-0) The motion carried. 450 **VOTE:** 451 452 Respectively Submitted, 453 454 Heidi Zagorski Recording Secretary 455