

**TOWN OF SALEM
BOARD OF FINANCE
PUBLIC HEARING MEETING MINUTES
WEDNESDAY, APRIL 13, 2022 – 7:00 P.M.
SALEM SCHOOL – MULTIPUPOSE ROOM**

PRESENT

William “Skip” Dickson, Chairman
Marshall Collins, Clerk
Corinne (Cory) Bourgeois
Deborah Cadwell
Janet Griggs
Matt Rucci
Kate Belleville, Alternate
John Bernier, Alternate
Maryann Casciano, Alternate

ABSENT

none

ALSO PRESENT

First Selectman Ed Chmielewski

CALL TO ORDER

Chairman Dickson called the meeting to order at 7:09 p.m.

PLEDGE OF ALLEGIANCE

AGENDA:

1. MEETING – PUBLIC HEARING FOR FY2022/23 BUDGET

Chairman Dickson welcomed everyone and provided a brief overview of the Public Hearing, which will include brief presentations of the budget process and the Capital, General Government, and Board of Education (BOE) budgets, and; the public’s comments. The Public Hearing will be followed by the following events:

April 14, 2022, 7:00 p.m.

Board of Finance Regular Meeting

Comments heard during the Public Hearing will be considered and the FY2022/23 budget to be presented and voted upon at the Annual Town Meeting will be finalized

May 12, 2022, 7:00 p.m.

Annual Town Meeting

Residents will vote to send the FY2022/23 to Referendum; Proposed budget amounts may only be approved, as presented, or reduced.

May 18, 2021, 6:00 a.m. - 6:00 p.m.

Referendum

The budget process began with a presentation by the Town’s boards, commissions, and departments of their proposed Capital Plan requests and budgets to the Board. Following

RECEIVED
TOWN OF SALEM, CT
2022 APR 27 A 8:29

extensive reviews and discussions, the Board made adjustments to some of the line items. A history of the Town's mil rate, dating back to FY2014/15, was reviewed. The mil rate has remained steady at 32.2 since FY2017/18. To balance the growth in this year's Grand List due to the recent revaluation of properties, the mil rate is expected to decrease. While the town is not expected to experience any further cuts from the State this year due to the State's budget surplus, the Town must prepare for future cuts from the State.

The budget is divided into three main parts:

CAPITAL EXPENDITURES

The FY2022/23 Capital Plan Budget includes the town's Principal and Interest for the bond and large expenditures for the BOE, Library, Recreation, Public Works, and Public Safety Departments (Fire Companies, Ambulance). For planning purposes, the Board maintains a Ten-Year Capital Plan with a steady, balanced amount from year to year.

GENERAL GOVERNMENT BUDGET

The General Government Budget includes the Selectmen's Operating Budget, the budget for the 18 boards, commissions, and departments, and the town's revenues.

Phase I of the ARPA (American Rescue Plan Act) Funds totaling \$608,000.00 were received and an additional \$608,000.00 is expected to be received in September. The allocation of ARPA Funds falls outside of the town's normal budget process. Some of the funds were utilized for Capital Items to help offset the budget. A Special Town Meeting was held and a vote was taken to approve the ARPA Fund expenditures.

BOARD OF EDUCATION (BOE) BUDGET

The BOE Budget includes the education costs for the Town's students. While the Board proposes the total funding amount for the BOE, the BOE controls how those funds are allocated within its budget.

The BOE also received ARPA and ESSER (Elementary and Secondary School Emergency Relief) Funds. The School District's ARPA and ESSER Funds were designated for specific projects approved by the BOE.

The proposed amounts for each of the budgets are as follows:

General Government	\$ 4,405,508.00
Board of Education	\$ 11,327,158.00
<u>Capital Expenditures</u>	<u>\$ 998,830.00</u>
	\$ 16,731,496.00

CAPITAL PLAN BUDGET

Board of Education (BOE)

The Ten-Year Capital Plan includes the Principal and Interest Payments for the bonding of the Salem School Renovation. As part of the re-funding, i.e., refinancing, the Replacement of the

Salem School 1994 Roof and HVAC Units (Line Item 1) was moved and added to the bond last fiscal year.

The following items were identified as the BOE's key priorities for the Capital Plan:

Network Upgrades (No Line Item #)

Traffic Signals (Line Item 11)

The Board will recommend that the Paving, Milling, Striping, and Curbing of the Front and Back Salem School parking lot (Line Item 3) be approved for Phase II of the Town's ARPA (American Rescue Plan Act) Funding; should the recommendation be denied, the item will be included in the FY2023/24 Capital Plan.

Recreation Department

There are no Capital Plan items for the Recreation Department for FY2022/23; Recreation Programs and Trail Upgrades were approved for ARPA Funding.

Public Works Department

The Public Works Department's Capital Plan includes the following items:

Large Plow Truck (Line Item 18) – *final payment*

Front End Loader (Line Item 21) – *identified as a critical need; payments to be spread out over three (3) years*

Over the Rail Mower (Line Item 22) – *identified as a critical need; payments to be spread out over three (3) years*

Road Improvements (Line Item 28) – *The line item is funded annually to help maintain the Town's roads, ensure less costly upgrades, and avoid bonding costs. With the approval of the Public Works Director, the line item was reduced, rather than increased by its usual annual 2% to accommodate for inflation costs.*

Bingham Field Restoration (Line Item 29) – *final payment*

Fuel Tanks (Line Item 30) – *final payment*

Gardner Lake Volunteer Fire Company (GLFVCO)

Fire Fighting Turnout Gear and Hose (Line Item 33) – *funded annually*

AED Replacements (Line Item 38) – *removed from Capital Plan; approved for Phase I of the ARPA (American Rescue Plan Act) Funding*

Salem Volunteer Fire Company (SVFCO)

Engine Tanker (Line Item 39) – *ongoing payment; three (3) years of payments remaining*

Replacement Gear and Hose (Line Item 40) – *funded annually*

Reporting and Inventory Software (Line Item 44) – *approved for Phase I of the ARPA (American Rescue Plan Act) Funding; software will be utilized by both the Gardner Lake and Salem Volunteer Fire Companies*

Additional Items

The following items which were originally considered for the Capital Plan were approved for Phase I of the ARPA Funding:

Emergency Operations Services and Upgrades

School Generator Replacement for Designated Shelter

The total amount for Capital Expenditures, including the Principal and Interest of the Bonding, is \$1,462,330.00 or a decrease of 11.68%.

GENERAL GOVERNMENT BUDGETProposed Expenditures

Increases were made to all of the departments in the General Government budget, with the exception of the Assessor, Tax Collector, Zoning Board of Appeals, Unanticipated Expenses, Capital Reserve Account, and Open Space Land Acquisition Departments. Decreases were made to Regional Services, Ambulance, Economic Development, and Revaluation. Items of note include:

Salaries (Department 105) – *increase of \$68,210.00 or 5.13%*

Registrars (Department 122) – *additional staffing will be required due to the recent redistricting*

Town Counsel (Department 126) – *ongoing legal issues*

Employee Benefits (Department 138) – *The Finance Director and Salem School District Business Manager worked diligently to reduce the employees' healthcare plan from a 65% to 80% increase to a 9% increase.*

Security (Department 210) – *primarily the cost of the Resident State Trooper program*

Ambulance (Department 230) – *reflects a decrease of 34.45% due to the movement of specific costs to the Gardner Lake Volunteer Fire Company Budget (combined with Department 220/222, Salem Fire Department)*

Transfer Station (Department 410) – *increase in tipping fees and costs of bags*

Planning & Zoning Commission (Department 630) – *ongoing legal issues*

Recreation Commission (Department 645) – *increases were offset by the approval ARPA Funding for Recreation Programs and Trail Upgrades*

The total amount for the General Government Expenditures is \$4,405,508.00, an increase of 5.10% over the previous year's budget.

Proposed Revenues

Increases are anticipated in each of the departments with the exception of Education and Town Money Revenues. The following items were highlighted:

Taxes (Department 91) – *reflects the average increase of 1.2%; final number unknown until budget is passed and mil rate is set*

State/Federal Grants (Department 92) – *an overall increase of 9.85% is expected; includes decreases in funding for Town Aid Roads (TAR) and Local Capital Improvement Program (LoCIP) and increases in funding for Telephone Access Line, Payment in Lieu of Taxes (PILOT), and Municipal Revenue Sharing Account (MRSA). The Department does not include ARPA Funds, which is kept in a separate account/budget for accounting purposes.*

State/Federal Grants for Education (Department 93) – *remains flat; excludes any COVID-19-related Funding*

Licenses & Permits (Department 94) – *overall increase of 5.33%; includes increases in Building Permits and Conveyance Tax revenue*

The total Revenue amount is \$15,894,487.00 or an increase of 1.63%.

BOARD OF EDUCATION (BOE) BUDGET

Overview

BOE Chairman Sean Reith recited the Salem School District's Mission Statement, which is their guiding principal as they discuss and decide upon such important matters as the budget. The following increases/decreases were made to the proposed SY2022/23 BOE Budget, following the Board of Finance's approved proposed budget increase of \$276,272.00 or 2.5%:

Salem School (Pre-K to Grade 8)	\$	27,031.00
District Central Office	\$	24,936.00
East Lyme High School Program	– \$	41,179.00
<u>Out of District Services</u>	\$	265,484.00
	\$	276,272.00

The Salem School (Pre-K to Grade 8) Budget is comprised of salaries and wages, benefits, services, special education services, program improvements, staff development, utilities, building maintenance, repairs, instructional repairs, transportation, maintenance supplies, instructional supplies, support programs, library/media, and new and replacement of equipment.

The District Central Office Budget is comprised of salaries, benefits, services purchased, tuition (for Adult Education), and supplies.

The budget for the East Lyme High School (ELHS) Program, which includes tuition costs, transportation, and special education services, is dependent upon the number of students attending the high school.

The Out of District Services, which includes the tuition, support services, and transportation costs for those students whose needs cannot be accommodated by either Salem School or ELHS, is the most volatile aspect of the BOE Budget.

Past and present budget information is available on the Salem School District website (salemschools.org).

Challenges

The BOE was faced with three main challenges this budget season:

Healthcare – The BOE was informed by the healthcare provider that the rates would be increased by \$400,453.00 next fiscal year due to their utilization history. After investigating and reviewing various options, the BOE agreed to transfer to the Connecticut Partnership Plan. The change requires the agreement of the Salem Federation of Teachers (SFT), with whose contract the School District recently renegotiated. This evening's proposed budget presentation presumes their agreement.

Out-of-District Costs (Special Education) – This aspect of the budget is difficult to predict and reflects the largest percentage increase. The proposed budget reflects the reduction in Education Cost Sharing (ECS) Funding. The cost is based on the individual needs of each student.

ELHS Tuition Rate Increases – Though the number of students who will be attending ELHS will be decreasing, the cost will be increasing due to the formula that is utilized to calculate the tuition rate. The formula is dependent, not only on the number of Salem students who will be attending ELHS, but also the number of East Lyme students.

The total impact of these challenges resulted in a \$498,689.00 budget increase.

Creative & Strategic Solutions

Creative and strategic solutions that would have little to no impact on the students' programming were instituted, resulting in a savings of \$244,509.00. Solutions included reducing the number of buses, reducing staffing, adjusting the ELHS student projection, modifying their current LEARN Contract, offering an Early Retirement Notification Program, and reaching a fair deal through mediation for the Certified Teacher Contract.

The appropriation of funds for COVID-19-related grants, which are very specific, does not include any recurring costs. The funds will primarily be utilized for programs centered on pandemic-related learning loss, learning recovery, and special education.

Salem School Values

Superintendent Brian Hendrickson provided a brief presentation regarding the various and numerous attributes of Salem School. The School's Facebook and YouTube pages have been updated to include information and videos reflecting the School's overall value. According to U.S. News, of the 848 Connecticut K-8 schools, Salem Elementary School ranks #33. According to niche.com, Salem is the second-best town to raise a family in New London County. A comprehensive analysis of the class sizes of surrounding towns by grade level and their associated SBAC (Smarter Balanced Assessment Consortium) and standardized test scores reflect how well Salem has been and is doing in maintaining comparable class sizes and

per-pupil costs in relation to the students' overall performance. Based on a 2021 Climate Survey, not only do the students excel academically, but they also feel safe and cared for. Likewise, the parents and staff feel respected and supported.

Budget History, Staffing Levels, and Student Enrollment

Salem's BOE Budget History since 2008/09, the projected and actual student enrollment numbers in relation to the number of core academic teachers for each grade level over the years reflect how the BOE has successfully aligned its staffing levels with the overall student enrollment over the years. Superintendent Hendrickson stated that the BOE is currently drafting a Class Size Policy to ensure the students continue to be engaged in an optimum learning environment. Approximately 75% of the BOE's expenses are for salaries and benefits, reflecting the overall importance of maintaining a high caliber of teachers. He also reviewed the organizational structure and function of the School District, which includes the full- and part-time staff and contractors/vendors. The position descriptions of the staff are reviewed and updated regularly to ensure that they are clearly defined in relation to the School's overall goals. In comparison to neighboring towns with similar-sized school districts, the SY2020/21 per-pupil spending of the District Central Office is lower or comparable.

Superintendent Hendrickson invited the public to view additional information regarding their past and present budget on the Salem School website and to visit the School for a tour.

Chairman Dickson expressed his appreciation to the BOE for their hard work and efforts and for devising creative ways to deal with the challenges they have been presented with.

SUMMARY

Chairman Dickson reiterated the budget schedule. Should the budget referendum pass, the Board of Finance will meet and set the mil rate. Should the budget fail, the Board will revisit and revise the proposed budget and the budget process will begin again.

The town's taxes are determined by subtracting the town's revenues from its expenditures:

Total Expenditures (General Gov't & BOE):	\$ 16,731,496.00
Total Revenue:	\$ 15,894,487.00
Balance:	– \$ 837,009.00

The property tax amount is determined by dividing the assessed value of the property by the 1,000 and multiplying the result by the mil rate.

Options to balance the budget deficit include:

Utilizing a portion or all of the Town's Supplemental Capital Fund – Currently, there is approximately \$379,000.00 in the Fund. The Fund was created when former Governor Dannel Malloy threatened to decrease funding to municipalities that had more than a certain amount in their Unassigned Fund Balance, i.e., Rainy-Day Funds.

Utilizing a portion of the Town's Unassigned Fund Balance, a.k.a., Rainy Day Fund – based on the Town's Fund Balance Policy, the ideal range is 15% to 20% of the Town's overall budget. Currently, the Unassigned Fund Balance is 15.8%.

Raising Taxes

2. COMMENTS

Board of Finance

Clerk Collins stated the difficulties the Board has been facing over the years, citing the decrease in ECS Funding and the adoption of statutory cuts that are being phased in over a period of time. Due to the State's current fiscal status and the pandemic, the Legislators have agreed to temporarily suspend the decreases. When the reductions resume, the Town's ECS funding will be lessened by approximately \$105,000.00/year for six (6) years. This decrease in funding will need to be considered in future budgets. The current proposed budget, which presents an \$827,000.00 deficit or a 6.6% tax rate increase, was passed by the Board of Finance with a 4-2 vote. Should the Board agree to utilize \$100,000.00 of the Town's Supplemental Fund Balance this fiscal year, the Town's deficit would increase by at least \$205,000.00 or 10% next fiscal year. The question is whether the Town will opt to balance the budget by increasing taxes, borrowing money, or cutting its spending. He urged the residents to consider whether they are agreeable to a 6% tax increase for FY2022/23 and a 10% tax increase in FY2023/24.

Board Member Bourgeois requested that the townspeople educate themselves and ask questions about the Town's budget between now and the Town Meeting so that they could make an informed decision and vote intelligently for what they feel is the best for the Town. Everyone is faced with financial challenges due to growing inflation costs. She urged them to carefully review the budget and its past trends, which indicates that the Town has been operating with a deficit over the past few years. This is their community and their budget. She thanked the public, the Boards of Finance, and Education.

Public

Salem Volunteer Fire Company Chief Chip Weston, Meadow Lane, clarified that, due to the movement of the rescue vehicle(s) and its associated costs from Department 230, Ambulance, to Department 220/222, Salem Fire Department, it appears that the budget for the Salem Fire Department was increased when, in actuality, the department's budget was decreased by \$10,000.00 or 6%. He stated that he would do his best to stay within budget.

Chairman Dickson confirmed that the budget for Department 220/222 was decreased.

Former Salem Volunteer Fire Company Chief Gene Maiorano, West Road, requested clarification regarding Department 105, Salaries, Line Item 5-105-120, Fire Marshal/CP (Civil Preparedness). He questioned whether both of the positions are filled by one individual. He also stated that, while in the past, the Fire Marshal supervised the paid Firefighter/EMTs, they

are now being supervised by the Emergency Services Administrator/Emergency Management Director, a position which is not listed in the Department. He felt that a line item for the position should be indicated in the budget for transparency.

Hugh McKenney, Woodland Drive, thanked the Boards of Finance and Education for a fantastic and detailed presentation. While understanding that the Board of Finance is faced with a difficult job, he asked that they approach the budget with an open mind and reconsider utilizing the Town's Unassigned Fund Balance to help balance the budget. It is projected that, with the return of unexpended funds from the General Government and BOE, the Unassigned Fund Balance would increase from 16.5% to 17%. These funds, he believed, should be utilized rather than saved year after year. He questioned whether any studies have been conducted regarding any negative financial effects resulting from a lower Rainy-Day Fund. He recommended they consider lowering it to 13%. He felt that, while the bonding of any future projects would be affected, the Town's current interest rate would be maintained. He also felt that the approved 2.5% increase for the BOE budget was fair and asked that the Board not present a "wild guess". He also stated that the Board could not continue to maintain the current mil rate; postponing the increase would result in a worse predicament. He urged the Board to think about the future, rather than the present, moment.

Selectman T.J. Butcher expressed his appreciation to the Board of Finance for their service. He asked the Board to support the current budget, which he felt was fair and necessary, based on the ongoing fluctuation in the job market and rising inflation costs. The Town currently has a sound budgeting philosophy and a competent and solid Board of Finance which has earned the Town a low debt-to-income ratio and an excellent Fund Balance. He questioned the Board's approval of the additional 10% salary increase, which was approved by the Board of Selectmen, for two of the Town's staff members – an increase that was not approved by the Board of Selectmen. The salaries for the two individuals were increased based on the market value of the positions. Despite showing an increase of 5.1%, the salaries make up 27% of the General Government budget, which is an all-time high. Furthermore, he was disconcerted by the Board's opposition to the BOE's proposed budget increase of 3.02% in comparison to the General Government's proposed budget increase. He added that the BOE budget, which makes up 68% of the Town's budget, was reasonable, but challenging due to escalating costs and the declining number of teachers. He urged the Board to support the 2.5% increase for the BOE, stating that a further reduction would result in the degradation of the quality of education the students are receiving.

Leslie Hotary, Harris Road Ext., a 16-year resident, who moved to Salem from Michigan for its school system, felt that the Town is currently experiencing its "rainy day". As such, it should utilize its Rainy-Day Fund; there is no need to wait for a rainier day to come. While it might be nice to maintain the current mil rate, life does not remain the same. She concurred with Mr. Butcher regarding his statements about the BOE budget and urged the Board to utilize its Rainy-Day Fund to balance the budget.

Fatima Hwang, Old Colchester Road, a new resident, thanked everyone for all of their hard work and for sharing their thoughts. She questioned whether the Town has investigated the possibility of additional available State Grants, thereby aligning its priorities with the State, and leveraging its infrastructure. She stated the importance of investing in the town's future by properly positioning themselves. Citing the approximately \$1.4 million of the General Government Budget that is allocated for salaries, she questioned what the Town is doing to renegotiate its contracts and manage its costs. She encouraged the Town to search for any existing synergies and strategic and unique opportunities to help minimize their costs and curtail the salary increases.

Chairman Dickson commented on the Town's efficiencies and stated that the salaries of its employees are constantly reevaluated.

David Bingham, White Birch Road, who grew up in Salem, reminisced about the days when the town was home to four classrooms and six employees, four of them being teachers. The Town has since grown and a K-8 school with a capacity of 600 students was constructed. Not only should the School be built to last, but the education it provides should also be long-lasting. He commended the Boards of Finance and Education for their efforts. He commented on the lack of fairness in the tax system and the State's responsibility to aid its towns and residents. He urged everyone to speak with their legislators regarding the State and Federal governments' responsibility to ensure that their children and grandchildren receive a proper education and adequate healthcare.

Former First Selectman Kevin Lyden commended the Board of Finance, Board of Education, and Superintendent Hendrickson. While Selectman Butcher's statement regarding the General Government's budget increase of 5.1% is correct, he reminded the public that the amount includes the Principal & Interest for the Bonding of the School Renovation and Roof/HVAC Replacement. Without the Principal & Interest, the total General Government budget increase is 3.7%. Approximately half of the budget is allocated to Public Works and Firefighters, both of which are Union-related. As a result of dwindling volunteers, paid Emergency staff are being hired. The Town has continuously sought efficiencies, including sharing its Animal Control Officer with the Town of Montville, its Library with the Town of Bozrah, its high school students attending East Lyme High School, and its Town Planner is contracted through the Southeastern Connecticut Council of Governments, creating synergies that improve the community. He agreed that towns need to increase their shared services with other towns and within the town, itself, and continue to seek efficiencies. Other possible sharing opportunities include regionalized emergency services and the sharing of certain public works equipment between towns. In addition, the sharing of such positions as Human Resources and IT with the School District should be further investigated. He clarified the difference between the Supplemental Capital Fund and the Unassigned Fund Balance and stressed the importance of maintaining an appropriate amount of funds in the Unassigned Fund Balance or Rainy-Day Fund. The funds are available for large, unexpected expenses and emergencies. They are also

important in receiving a lower interest for the bonding of any projects and proved beneficial during the recent re-funding of the existing bond. The GFOA (Government Finance Officers Association) and GAAP (Generally Accepted Accounting Practices) recommend that municipalities have two (2) months or approximately 17% of their budget set aside. At the end of the fiscal year, any unexpended funds or surplus revenue is added to the Town's Unassigned Fund Balance. The Board of Finance adopted an Unassigned Fund Balance Policy which provides a range of 15% to 19%, with a target of 18%. The Town's current Unassigned Fund Balance is 15.8%. In previous years, part of the Unassigned Fund Balance was utilized to help offset a deficit budget, reduce a high Unassigned Fund Balance, and maintain the mil rate. While the mil rate is expected to be reduced this year, the taxes are expected to increase by 3% to 6%, depending upon the needs of the town and whether part or all of the Supplemental Capital Fund is utilized. He thanked the Boards of Finance and Education who have worked diligently on the budget for the past several months.

First Selectman Ed Chmielewski expressed his honor to be the Town's new First Selectman and thanked former First Selectman Lyden for his 12 years of service. He introduced the Town's new Resident State Trooper Kevin Crosby, who will soon be receiving training for the D.A.R.E. Program, and recognized the Town's Volunteer Firefighters. He also expressed his appreciation to the Boards of Selectmen, Education, and Finance for their hard work. He felt that the budget is based on the needs of the town and would continue to keep the town safe, provide a quality education for the children, and support all of the town's residents.

Michael Flugrad, East Haddam Road, expressed his appreciation for all of the hard work invested in devising the budget. He questioned whether the Board agreed that the proposed increases for Assessor and Financial/HR Administrative (Department 105, Salaries, Line Items 5-105-106 and 5-105-109) were justified. He also wondered what CCMA stood for and what his wife, the Town Clerk, could do to receive a similar salary increase.

The Board stated that they were all in agreeance with the proposed increases for the two positions. CCMA is an acronym for Certified Connecticut Municipal Assessor. The Town's Assessor currently holds a CCMA II – the highest level an Assessor could receive. Chairman Dickson commended the Town Clerk, a "perennial star" in holding a flat budget.

Dahlia Thomas, West Road, questioned whether the Town considered the need for increases to the Town's infrastructure as a result of the new age-restricted housing development that is currently under construction. The increase in population could require the need for additional maintenance, emergency personnel, septic, and resources. She also questioned who would be paying the taxes for the development, which would include rental units, and whether those costs are included in the budget.

The property would be assessed in the same manner as other properties. Any additional services that would be necessary would be reviewed on an ongoing basis. The Planning & Zoning and Inland Wetlands and Conservation Commissions, have reviewed, discussed, and

approved the development and the plans were reviewed and approved by the Zoning, Building, Fire Marshal, and Health Departments.

First Selectman Chmielewski announced that the Town's Public Works Director/Fire Marshal/Emergency Management Director/Former First Selectman and Former Gardner Lake Volunteer Company Chief Donald Bourdeau, Jr., will be retiring tomorrow, April 14.

Chairman Dickson asked if there were any other members of the public who would like to speak. There being none, he thanked everyone for attending the Public Hearing and providing their input. He looks forward to seeing everyone at the Town Meeting.

ADJOURNMENT

The Public Hearing was closed and the Meeting was adjourned at 9:35 p.m.

Respectfully Submitted by:

Agnes T. Miyuki, Recording Secretary for the Town of Salem