MINUTES OF THE
BUDGET COMMITTEE

MEETING OF
November 20, 2019

01) OPEN MEETING

The Municipal Budget Committee Meeting of Wednesday November 20, 2019 was called to order at 7:00 p.m. at the Knightly Meeting Room.

02) PLEDGE OF ALLEGIANCE

Chairman Bettencourt opened the meeting with the pledge of allegiance and introduction of members.

03) INTRODUCTION OF MEMBERS

MEMBERS PRESENT:

D.J. Bettencourt, Chairman
Sean Lewis
Stephen Boyd
Paul Huard
Thomas Plante
Peter Edgerly

MEMBERS ABSENT:

Steven Goddu

OTHER MEMBERS PRESENT:

Bernard Campbell, School Board Representative
Selectman Bob Bryant, Board of Selectmen Representative

OTHERS PRESENT:

Dr. Michael Delahanty, Superintendent of Schools
Deborah Payne, Assistant Superintendent for Business Operations
Darlene Mann, Director of Finance
Jeremiah Lamson, Recording Secretary

04) RECEIPT OF MINUTES AND CORRESPONDENCE

MOTION by Mr. Campbell to receive the following correspondence:

• Response from Bernard Campbell relative to the question about Create and Discover

SECON by Selectman Bryant

VOTE: 7-0-1 in favor. Motion passed with Mr. Boyd abstaining.
05) PUBLIC COMMENT

Chairman Bettencourt opened the meeting for public comment. There was none.

06) 2020-2021 SCHOOL DISTRICT BUDGET PRESENTATION

Chairman Bettencourt stated they would move to the presentation.

Mr. Campbell thanked the School Board members and the District staff who were present to support the budget presentation. He stated that he would present the School Budget as approved by the School Board. Mr. Campbell stated that he would give a presentation then they would move to questions. The presentation started with the Executive Summary which had the budget broken into Object Codes. There were no union contracts up for negotiation for the 2020-2021 Budget so the Salaries in Code 100 included all of the scheduled salary increases for the year. Object Code 200 - Benefits were tied to the salaries in Object Code 100. Code 300 – Purchased Services were driven by activities. The 400 Series was up due to the Grant Field renovations. 500 had increases in transportation and Special Education. The Special Education costs had bounced back up so they would see an increase where last year there was a decrease. He briefly covered the 600 and 700 Series. The 800/900 Series had a reduction because the debt service was dropping. The General Fund Budget had an increase of 3.3%. The only Warrant Article would be for the Woodbury School renovations. The Federal Funds account was up due to receiving more Federal funds. The last section was Food Service and the total increase was 3.5%.

Mr. Campbell moved on to School Board goals starting with the continuing principles. The first goal was improving delivery of all instruction with priority on literacy and mathematics which included adding a Literary Specialist, a STEM Integrator, and a Fab Lab Facilitator in this budget as part of meeting the goal. The second goal was sustaining a safe and secure environment for learning which had some grant funded projects which fell within the Federal Funds part of the budget as part of meeting the goal: Think:Kids and the Center for Life Management. The infusion of technology was next goal with the focus items being the lease renewal for three years for Chromebooks, some High School laptops, and a firewall update. Funding Capital Improvement renovations was next on the list of goal and the focus items included replacement of HVAC units at the Central Office as a result of the facilities audit that had been done. There were also items for painting and carpet and upholstery cleaning within the School District. The Non-Capital Goals included creating a comprehensive maintenance plan for the grounds and landscaping with the focus item being the Soule School Landscape Design which would use leftover bond funds that had been marked for that purpose during the renovations. Another Non-Capital goal was to provide the resources necessary to achieve the objectives of the School District’s strategic plan with the focus item being a Multi-Tiered System of Support for Behavior. It would be a program to help address student behavior such as isolation. The Capital Goals included the Woodbury Project and renovations of the athletic fields. The focus was on renovation of the bleachers and the press box. There were safety issues which led to the press box being closed. The significant increases within the budget occurred in the lines for Retirement ($191,154), Pupil Services ($70,730), Transportation ($160,615), Tuition - Outside Placement ($229,553), and Electricity ($110,637) which came to $762,689 in total. The Bleacher and Press Box replacements came to $797,000. The work being done included removing and replacing the press box and all stair sets; installing two handicap accessible ramps, and extending the lower platform for wheelchair seating. It would solve some serious safety issues. There was some hardware to be replaced but the primary structure was
found to be sound for the next twenty years if it was renovated. Full replacement of the bleachers and the press box would have cost twice as much. The main decreases in the budget were Interest on Debt ($189,478) and two teacher positions being reduced ($154,571.79) for a total of $344,049.79. There were new positions being asked for which resulted in a net increase in staff of one. The three new positions included the Literary Specialist, a STEM Integrator, and a Custodian at the Haigh School. The School Board had been interested in the first two of these positions but they had been focusing on the performing arts in previous years. The Haigh School had been more actively used due to the full day Kindergarten being housed there. There was a need for a person in the building to clean it and address issues during the day. Mr. Campbell presented the enrollment figures for 2018 for comparison. He stated that the information was useful for comparison but they did not necessarily match up with the District’s figures. Salem was eighth or ninth in enrollment among the comparison schools. Salem was 7th of 14 schools in cost per pupil. They were third among high schools but that might be partially related to the CTE Center. Salem was above average in class size for 3rd to 8th graders. Salem was 4th in valuation but had the 90th lowest tax rate out of the 244 communities. Salem had the lowest portion of the tax rate among towns in New Hampshire. Mr. Campbell stated that the tax impact of the budget once the increase in Salem’s valuation was factored in was 2.37% and the total including the Warrant Article was 2.65%. That was the estimate and the School District had been conservative. Last year they predicted an increase of $.18 and the actual increase was $.03. He was open to questions. They had provided the presentation to everyone.

Chairman Bettencourt stated thank you. They would follow the normal process and go through each section in order.

Mr. Campbell stated that Section 1 was the Superintendent’s Memo. Section 2 had the school enrollment for the current year and the projections for the 2020-2021 school year and beyond. This school year was the first with full day Kindergarten. There were two different projections with one from the School Administrators’ Association which was done six years ago and one from the staff. Section 3 provided a staffing chart. The changes in staffing were shown on Page 3 of that section. This included the new positions. There was a part-time nurse for the Haigh School in this budget.

Mr. Huard asked about the .8 teacher reduction.

Mr. Campbell stated that it was not a full time position currently.

Dr. Delahanty stated that there was a Family and Consumer Science Teacher who was not quite ¾ time who was retiring. The position would not be replaced.

Mr. Huard stated thank you.

Mr. Campbell stated that the next part of this Section was the Non-Bargaining Unit Wage Pools. The first group was the leadership team. The first point was that there was a vacant Area Director position. Certain levels of positions such as Guidance and Athletics had Directors. There was an Area Director which oversaw Humanities and one that oversaw Math and Science. The Math Director was vacant because they had not found a replacement for the previous Math Director.
Dr. Delahanty stated that the previous person in the K-8 Math position moved to become a Principal and the current High School Director moved to take the K-8 Math Director position. They were unable to find a qualified candidate. That person was filling in for the old position while also doing some of the work in their new position. They shuffled things for the current year but they wanted to fill it for the next school year.

Mr. Huard asked how 3% compared to the contracts.

Mr. Campbell asked to show that the teachers were at a 2.5% increase while the other unions were at 3% increase. The increases which were included in the budget were $823,000 in raises for the SEA, $42,000 for the SSCEA, $18,000 for the SAFSP, $29,000 for SEPA, and $129,000 for SESPA. The 3% was for the wage pool and not every person would get that amount. The Superintendent would make determinations as to how everyone was performing.

Mr. Huard asked if no one would get more than 3%.

Mr. Campbell stated that some employees could get more because the 3% was the pool. He stated that the other Non-Bargaining Unit also had a 3% pool and this Unit was mainly administrative assistants and IT personnel. The last page was the sports participation. They had numbers for the fall season for the current year but the other seasons had not happened yet so the 2019 numbers were blank.

Chairman Bettencourt asked if there were any other questions on Section 3. There were none.

**Section 4**

Mr. Campbell stated that Section 4 had the statistical comparisons. There was enrollment information with and without the Kindergarten students. Salem’s rankings had not changed from the previous years since the Windham students had left the High School. The Comparison of Accounts was two years behind and came from the Department of Education’s School District profiles. The valuation ranking were shown without utilities and with utilities. The reason that the utilities were not included in the valuation of the community rankings from the State was because the state education tax did not include the utilities. The State taxed utilities in a different level. The utility valuations were included in the local tax calculations.

Mr. Lewis commented that the group of schools seemed to be different for the enrollment comparisons and the valuation comparisons.

Mr. Campbell stated that they just took the top ten communities for the valuations which was why there was a difference.

**Section 5**

Mr. Campbell stated that this was the revenue section. They were anticipating a $300,000 carryover which was factored into the tax rate calculations. The initial revenue estimate did not include an additional State grant that was received. They put the $95,000 that they expected to receive in the Other State Funds revenue line. He stated that the Adequacy Grant number had increased but part of that was because the Kindergarten Aid went away. Some of that money was
now rolled into the Adequacy Grant. Mr. Campbell covered the projected assessment which was $65,633,248.

Mr. Lewis asked if they were receiving aid at a one to one ratio now that they had full day Kindergarten.

Mr. Campbell answered that he was not sure what he meant.

Mr. Lewis asked if the amount of the aid was the same for a first grader and a Kindergarten student.

Mr. Campbell stated that he did not know.

Dr. Delahanty stated that the funding in 2019 required them to reduce the cost of full day Kindergarten to parents. The next calculation was being adjusted to correct the formula. Going forward aid would be done at the same rate for Kindergarten and first grade students.

Chairman Bettencourt answered that the long-term answer was yes. The State had started down the road for whole day Kindergarten a few years ago. It had been tied to Keno revenue but the State was moving away from that and including Kindergarten aid in the Adequacy Grant.

Mr. Campbell stated that in answer to Mr. Lewis’ written question, the CTE Funding was zeroed because the High School renovation project was done.

Mr. Boyd stated that the revenue for the ROTC program seemed low compared to the cost of the program. He asked about asking for more money from the Federal Government for the ROTC program.

Ms. Payne stated that the ROTC program required two instructors but they provided funding for one.

Chairman Bettencourt asked about the fund balance usage.

Mr. Campbell stated that the School District did not have an undesignated fund balance. They had the ability to appropriate funds to a reserve account. The $300,000 was the money that was projected to be unspent at the end of the current budget year. There was nothing in here to move funds to the reserve account. If there was more money leftover then they could add to the reserve and still provide the same amount of carryover.

Section 6
Mr. Campbell stated that this was the new programs for 2020 to 2021. This included information on the new positions and the renovation projects. He asked the Superintendent to address the two positions.

Dr. Delahanty stated that they had four reading specialists for five elementary schools. They were replacing a retiring teacher with a reading specialist so that each elementary school had a
reading specialist. The specialist would help coach new teachers. The complexities of teaching now made it more difficult for new teachers to get up to speed. The School District also had intervention teams to help children who might fall behind and keep them from falling behind. The reading specialist would help with that. It could keep children from needing Special Education services. They had an Engineering program at the High School which had worked out well. They were looking to bring the program, Project Lead the Way, to every grade level and had brought in two STEM Integrators to do that. The program started with Launch at the elementary school level then became Gateway at the middle school level, and those led into the High School engineering and design programs. The new STEM Integrator position was to help bring the STEM program to the other grades. The two Integrators had introduced the program to the younger grades. This one would help make the program go through all grades. He spoke about the introduction. They had introduced a new math program and would introduce a new science curriculum. The position was also involved with the intervention teams. They reduced staff in other areas to mitigate the expense.

Mr. Lewis asked what they would look for in a candidate.

Dr. Delahanty stated that they would look for someone with a deep understanding of math and science education including an understanding of the principles of science. The jobs of the future would require strong math and science skills. They had two very talented people in the current roles. He felt strongly that they could find another good person. They just needed to get out early enough in the search.

Mr. Boyd asked about the Fabrication Lab Facilitator and if they had a person in mind since it was a small number of hours and it required a lot.

Dr. Delahanty stated that the Engineer Instructor was also the overseer of FIRST robotics team and they anticipated that he would do this role because it was part of his program.

Mr. Boyd asked about the salary for the custodian for the Haigh School being higher than the other custodians.

Dr. Delahanty stated that because it was new it included the FICA and the benefits too while the other positions were just the salary.

Chairman Bettencourt asked about using overtime or outsourcing to fill the gap in custodial coverage at the Haigh School.

Mr. Campbell stated that it would be a forty hour position that would provide coverage in the day and address issues such as snow or cleanup of messes in the restrooms. It would have to be covered by multiple people on overtime in order to get the same coverage. The outsourcing was not considered because they found it was better for the quality of work to have an employee. They had contracted the cleaning of the SAU Office but there were reasons why it was better not to have an employee do the cleaning of that building.
Dr. Delahanty stated that they had an overtime person doing cleaning at the Haigh School in the afterhours now but it did not address the need for someone there during the day.

Selectman Bryant stated that they had discovered that having a full-time employee had improved the appearance of the Town buildings. It had turned out to be cheaper now to hire an employee. The cleaning services costs had gone up but the performance got worse in recent years so the Town switched back to having an employee.

Chairman Bettencourt stated he just wanted to know what they considered. He asked about if any of the literacy specialists helped with reducing the out of district placements.

Dr. Delahanty stated it was difficult to predict but early intervention helped. The Autism Program had helped reduce the need for outplacements because it provided better attention than what might be found elsewhere.

Chairman Bettencourt stated that the answer to his question was probably yes.

Mr. Campbell stated that this section also covered some painting and cleaning, the HVAC at the SAU Office, and the bleacher and press box renovations. The HL Turner report was included with the backup. The School Board wanted handicapped access at both ends of the bleachers which is why the cost did not match with the proposal that was prepared because the Turner proposal only had access on one side.

Chairman Bettencourt asked if it had gone to bid.

Dr. Delahanty answered no. It was an opinion of cost from the engineer that did the study.

Chairman Bettencourt stated that they had put in a number that they thought the project cost was. It could go up or down. They would go to bid at some point.

Mr. Boyd stated that they should have clarity in the window washing on whether the lift was needed or not. He stated that the company should know if they would need a lift or not already.

Mr. Campbell stated point taken.

Selectman Bryant asked how wheelchairs would be set within the twenty-four inches that would be created on the first row.

Campbell stated that it would be a carveout going backwards.

Selectman Bryant stated that it would be difficult for them to see if they were on the back portion of the level.

Mr. Campbell stated point taken.
Dr. Delahanty stated that it could be a design requirement.

Mr. Huard stated that Haverhill had no handrails anywhere. He was happy that they had a section for wheelchairs halfway up when he saw the original proposal. Mr. Huard asked if that was still there.

Dr. Delahanty answered no. The wheelchair seating would be at the first level now because they were only renovating the existing bleachers.

Mr. Huard stated that it would not be anywhere than the first row under that plan. They should not have anything in front of them.

Mr. Boyd asked if they would have a lift for the press box.

Mr. Campbell answered yes.

Section 7 – Budget
100 Series

Mr. Campbell stated that Section 7 was the overview and the following sections provided more details on the budget. He would start with the 100 Series. This included the regular salaries which were up 1.6%. The 150 Code was the new programs. Code 120 – Temporary Salaries was up 5.9%. Overall the increase was 2.4%.

Mr. Huard stated that they did not have a lot of control except for the wage pool.

Mr. Campbell stated that there were wage pools and the salaries and bargaining units which were in place.

Mr. Boyd stated that they had contracted and technical services which affected the town. He asked how much of the town was affected by each section.

Mr. Campbell asked what was meant by that.

Mr. Boyd stated that this probably affected 15,000 people directly with this based on his estimate.

Mr. Campbell stated that there was an increase in temporary money for custodial salaries. It was about an $80,000 increase in the line which was primarily from when they had to hire temporary custodians. It was difficult to find them. The increase in the line was due to this.

Chairman Bettencourt asked why they had trouble finding people.

Jack Messenheimer, Director of Maintenance, stated that it was difficult to find substitutes because of what was being paid elsewhere. They had increases the amount to make it more attractive. It was for when people went out for medical leave, etc. If they did not find temporary help then they had to fill the vacancy with overtime and that just wore everyone down.
Mr. Campbell stated that the rate was going from $84 to $111.21 per day.

Chairman Bettencourt asked how it worked.

Mr. Messenheimer covered the requirements. Staff was given the opportunity to fill absences on the first two days. Substitutes were called in when there an absence of more than two days.

Mr. Boyd asked about the building security checks that were performed.

Mr. Messenheimer stated that they check the buildings to make sure no unauthorized visitors and that everything was locked up during the weekends and holidays. The High School took more time. It usually was done by the head custodian or given to one of the other custodians if they could not do it.

Mr. Boyd stated thank you.

Mr. Huard stated that he would support that increase.

Mr. Boyd commented on the low salaries of the positions versus the cost of living in Salem.

Chairman Bettencourt stated that they had a low unemployment rate which was good for workers now. They have to be balanced for when times were bad.

200 Series

Mr. Campbell stated that the Retirement was up due to changes at the State level. Unemployment Compensation was down because the rate had dropped.

Mr. Huard asked about how the Unemployment Compensation.

Ms. Payne answered that they were in a pool and the rate was lowered because things had gone well.

Chairman Bettencourt asked about the tuition reimbursement.

Mr. Campbell answered that it was contractual and the employees were taking more advantage of it.

300 Series

Mr. Campbell stated that there were expenses for Special Education at Charter Schools. The largest item in 330 was the School Resource Officers. Data processing for the Central Office was the largest item in the 340 account. The 330 Code also had sports officials, licensing, and training. 340 Code had student records and financial software as well.

Chairman Bettencourt stated that there were some things being brought online starting with the Artist in Residency and the Connections programs.
Mr. Campbell stated that Connections had been going on for many years. It had been funded by PTSA but they were no longer able to do that in full. The program covered several items within the Districts goals and the School Board felt it had value. The School District was taking it over in order to continue it. The Artist in Residency was to bring in things such as visiting theater programs which was happening in the Fisk School and then the Soule School. They were trying to do the program more districtwide.

Dr. Delahanty stated that they were trying to expand the program. It had been a fantastic opportunity for kids at the particular elementary school to participate and they were trying to give all elementary students the ability to participate.

Chairman Bettencourt stated that he was reminded that the Fisk School Artist in Residency program was in the last budget. He asked about the Connections program cost.

Dr. Delahanty stated that there was still private fundraising being done for it by PTSA. This was not the full cost of the program.

Mr. Lewis asked if the records management goal was reflected in the 340 Code with the records management software.

Mr. Campbell stated that these were ongoing software programs. The goal was about digitizing the records boxes in the SAU Office to get them cleared out. These software items were unrelated.

Chairman Bettencourt asked about the testing costs increasing. He asked if there were more testing.

Ms. Payne stated that it was for the SAT/PSAT which was related to more students taking the test and a price increase.

Chairman Bettencourt stated that it was more students taking the test.

Mr. Huard stated Salem tried to convince more students to take the test unlike some other places.

Mr. Campbell stated that the change this year was a modest amount. The big change was two years ago when they changed which test they used.

Chairman Bettencourt stated that he was just concerned about over testing of students which was not the case.

**400 Series**

Mr. Campbell stated that there were the water and sewer utilities here. The biggest items in this Series were the repairs and the bleacher renovations. The rest of the account balanced out.
**500 Series**

Mr. Campbell stated that the two largest drivers of the increase here were the Pupil Transportation which also included Special Education and sports transportation. The other increases were in Out of District placements to private places. He stated that one new student placement was a cost of $160,000. This budget was always a pending number because they also accounted for two pending placements in case new students moved into the District.

Chairman Bettencourt asked for the average per year.

Mr. Campbell stated that $95,000 was the pending placement number so it was close to the average cost.

Chairman Bettencourt asked how many new Special Education Out of District Placement students they had per year.

Mr. Campbell stated that in the current budget had four new students although some placements dropped off as the students aged out.

Mr. Huard asked what LEAs meant because he could not find it defined in the budget book.

Dr. Delahanty answered that it was Local Education Agency.

**600 Series**

Mr. Campbell stated that this Series was Supplies. Electricity was the largest increase. There was also a software increase in the 650 account. They had been looking at the electricity usage. It was significantly higher than past usage. They did not focus on the High School because that was still getting up to speed. They were looking particularly at the three schools that were renovated first.

Dr. Delahanty stated that they tried to reduce that electricity number continuously.

Mr. Boyd asked about the propane number at the high school.

Mr. Campbell stated that the number was down slightly at the high school. The propane increases were spread over most of the other buildings.

Selectman Bryant stated that the buildings were larger now.

Ms. Payne stated that they used a two year average for budgeting.

Mr. Lewis asked about exploring green energy options.

Dr. Delahanty stated that they were looking at solar panel opportunities particularly if the Woodbury project passed. They might be able to do something on the roof then and also on the roof at the High School.
Mr. Campbell stated that there was a big discussion about net metering this past year at the State level although it did not pass. There was a financial part to that legislation.

Mr. Lewis asked about the net metering and if there was any expectation of it coming to the one megawatt limit.

Ms. Mann stated that they looked at that possibility but the roof could not handle the solar panels for that large of a capacity.

Mr. Lewis asked if solar panels would be in the Woodbury presentation or if it was just a possibility.

Dr. Delahanty stated that it was a possibility that would not be considered as part of the design.

Mr. Huard asked about the differences in the sprinkler testing prices.

Mr. Campbell stated that it was based on the number of devices. Panels were related to the size of the building and so price would vary. It was an annual requirement.

**700 Series**

Mr. Campbell stated that the largest increase was the replacement computer equipment. The School District had three rolling computer leases. There was one new lease for $189,000 annually which would start in the 2020-2021 School Year. It would translate into $545,000 for the acquisition of equipment. 1,800 Chromebooks were being purchased as the largest portion of the lease along with $20,000 in laptops for a high school math class and some other laptops including fifteen for Special Education usage. This was directed towards the Board’s goal of infusing technology into the schools. The Chromebooks would replace equipment that was no longer supported.

Mr. Huard asked about an instrument replacement for the middle school. The price for the baritone saxophone was $5,637. It was a twelve or thirteen year old with a $6,000 saxophone. He asked if there was a used one that a student could learn on. Mr. Huard stated that he thought it was very expensive for a middle school but he did not know if that was the case.

Dr. Delahanty stated that it was the first priority. Several students would be using it over many, many years. They would get the information to the Budget Committee.

Mr. Edgerly asked what happened if the instrument was damaged and if it would be covered by insurance.

Dr. Delahanty answered yes.

Mr. Lewis asked about the wireless microphones, why this was a requirement, and if it was available to people renting the auditorium.
Ms. Payne answered that they would be available for rent. They needed more equipment in order to increase capacity for the shows that were being run there.

Mr. Lewis asked if it would be placed out to bid.

Ms. Payne stated that it would be a matching set so the equipment would all connect together so it would not be put out to bid.

Mr. Boyd stated that he was looking at the cameras. Phones did better job now so he did not think they needed more cameras. JROTC required it but they did not provide the funding for it so it would save them money to not purchase the cameras.

800/900 Series
Mr. Campbell stated that it had two items which were dues and fees for membership in certain organizations and the other part was the debt service. The debt service would drop as they continued to retire bonds from prior years.

Mr. Lewis asked if the Phase I and II bonds were for the elementary schools.

Mr. Campbell answered yes. The QSCB was supposed to be interest free but they had to contribute funds because the Feds did not fully fund it.

Federal Projects Funds
Mr. Campbell stated that there was an increase but it would be offset by revenues from the Federal government. The Food Service Program was intended to be a self-supported program.

Mr. Lewis asked if they anticipated an increase in food prices.

Dr. Delahanty stated that they were continuously looking at ways to improve service and streamline costs. They were hoping to avoid price increases for next year but would not know until the spring whether or not that would happen.

Mr. Boyd stated that it looked like they should add the projects funds to the budget but they had revenues to offset the costs.

Mr. Campbell stated that they had to appropriate all of the funds even those with offsetting revenues. That was why they had a breakout for the General Fund in order to see the tax impact.

Chairman Bettencourt stated that the School District had to provide the food service.

Mr. Campbell answered yes.

Mr. Boyd asked about the $30,000 for the summer field maintenance and if that was for the bathrooms at the athletic fields.

Ms. Payne stated that line was for staff for the program not for a building.
Mr. Campbell stated that the Budget Committee were owed some responses and the School District would try to get those answers.

Mr. Huard asked about the over expending of the 400 Series when looking at the last financial report from the 2018-2019 School Year.

Mr. Campbell stated that it was related to the construction issues at the High School. There was some additional construction money from the State.

Mr. Huard asked to find out by next meeting.

Chairman Bettencourt thanked the School District for the presentation. The next meeting was December 11th. He encouraged them to engage with the School District if they had more questions.

Mr. Campbell stated that he would move the numbers for each series then they would do amendments.

Selectman Bryant stated that the big thing was the culvert installation which should have the work transferred to other side of street before Christmas. They were moving quickly with the project.

**MOTION by Mr. Bryant to adjourn the meeting at 9:22 PM.**

**SECOND by Mr. Campbell**

**VOTE:** 8-0-0 in favor. Motion passed unanimously.

Minutes recorded by: Jeremiah Lamson

Approved: Budget Committee

Date: December 12, 2019 (as amended)