# LITCHFIELD SCHOOL DISTRICT DELIBERATIVE SESSION February 9, 2019

The State of New Hampshire

Time, Place: The meeting was called to order at 10:00 a.m. in the Campbell High School

Auditorium.

Present: Moderator, Mr. John G. Regan, presiding.

School Board members: Mr. Brian Bourque, Chair; Mrs. Christine Harrison, Vice

Chair; Mrs. Elizabeth MacDonald, Mr. Robert G. Meyers, III, Mrs. Tara

Hershberger.

Dr. Michael Jette, Superintendent of Schools; Mr. Cory Izbicki, Business Administrator; Mrs. Michael Flynn, Administrative Assistant; Michael Elwell, Attorney for the District.

Budget Committee members: Mrs. Cynthia Couture, Chair; Mrs. Keri Douglas, Vice Chair; Mrs. Jennifer Bourque, Mrs. Jessica Martin, Mrs.

Nicole Fordey, Mr. Brion Hodgkins, John Brunell (Selectmen's

Representative).

Ballot clerks: Mrs. Trisha Regan

Mr. Regan invited members to join him in the Pledge of Allegiance.

Mr. Regan introduced Mr. Phil Reed, Vice Moderator, and reviewed the Moderator's rules and protocol for the Deliberative Session according to state law.

Mr. Regan introduced Mr. Brian Bourque, School Board Chair. Mr. Bourque introduced School Board members, SAU staff, and attorney.

Mr. Regan introduced Mrs. Cynthia Couture, Chairperson of the Budget Committee. Mrs. Couture introduced Budget Committee members.

Mr. Regan read the Moderator's rules and announced that elections will be held on March 12, 2019 from 7:00 am - 7:00 pm at CHS.

Note: The order of business of the Deliberative Session is sometimes conducted out of the warrant articles' numeric sequence. Recording activity in chronological order would make the minutes difficult to follow; therefore, the articles will be listed, with action taken thereon, in the order in which they were listed on the warrant.

As is customary, Mr. Regan asked voters if they were in favor of allowing non-voters and employees of the school district who were in attendance to comment during the meeting.

The majority was in favor of allowing non-voters and/or employees of the district to comment during deliberative session by voice vote.

Mr. Regan read Article A.

# ARTICLE A.

To elect by ballot the following School District Officers:

School Board Member 3-Year Term School Board Member 3-Year Term

The Moderator opened discussion of Article A.

Hearing no discussion, the Moderator indicated Article A stands as written.

Mr. Regan read Article 1 and indicated that Mrs. Couture would speak to the article.

#### ARTICLE 1

Shall the Litchfield School District vote to raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by the vote at the first session of the annual school district meeting, for the purposes set forth herein, totaling \$22,865,429? Should this article be defeated, the default budget shall be \$22,824,871, which is the same as last year, with certain adjustments required by previous action of the Litchfield School District or by law; or the School Board may hold one special meeting, in accordance with RSA 40:13 X and XVI, to take up the issue of a revised operating budget only.

This Article has an estimated tax impact of \$0.36 and was recommended by the School Board by a vote of 5-0-0. The Article was recommended by the Budget Committee by a vote of 6-2-0.

Mrs. Couture made the following statements:

The School District Budget was received in November. The Superintendent and Business Administrator reviewed district goals for Budget Committee members. Budget Committee members reviewed line by line over three meetings in November and December. The budget information was presented by the School Board representative, Superintendent, Business Administrator and department heads as needed before voting. Final votes on budgets and Warrant Articles on December 20.

#### **Decision Criteria**

Mrs. Couture explained the Budget Committee made their recommendations based on the following criteria:

- Consider history of actual spending of previous years using 3 year averages
- Consider School District Priorities as presented by educational professionals
- Consider year to date actual spending of current budget
- Consider student enrollment projections

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- Consider the rationale for why dollars are being requested by the school district and educational professionals as well as any data presented
- Consider what was a reasonable budget to present to the voters given fixed cost increases and revenue projections.

Mrs. Couture presented the school district budget review:

- The Budget Committee made \$240,000 in reductions for a budget total of \$21,672,672.
- Stabilization grants are decreasing by 4% per year until they are phased out. The district is now at 84%. Even if the budget were level funded it would result in a tax rate increase of \$0.24.
- The Recommended budget is \$203,546 more than last years approved budget; an increase of 0.95% with a tax impact of \$0.36.
- The Default Budget (\$21,648,617) is \$24,055 lower than the proposed budget.

# Areas of Major Impact

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•	Salaries	\$486,792 Increase	
•	Retirement Payouts	\$52,049 Increase over the prior year	
•	Dental Insurance	\$15,085 Increase	
•	NH Teacher Retirement	\$96,890 Increase	
•	NH Employee Retirement	(\$21,870) Decrease	
•	Health Insurance increased	(\$ 4,397) Decrease	increase of 1.7%, but because of a one-time credit the total is actually down 1.1%
•	GMS Additional Staff	\$101,100 Increase (due to adding a 5 <sup>th</sup> K class)	
•	GMS Supplies/Furniture	\$ 28,800 Increase (due to adding a 5 <sup>th</sup> K class)	
•	Special Services	(\$168,000) Decrease	,
•	Technology	(\$ 38,700) Decrease	
•	CHS	(\$ 24,500) Decrease	
•	LMS	(\$ 4,860) Decrease	
•	SAU, Business, Board	(\$ 4,800) Decrease	
•	Transportation	İ	was due to increase but the contract has been renegotiated and will result in a decrease.)

# **Budget Committee Action**

Reduction of \$40,000 from Special Services Transportation

Rationale: historical underspend.

Reduction of \$21,000 from Co-Curricular Salaries

Rationale: historical reduction based on programs not run or positions not filled.

Reduction of \$5,000 from Athletic Salaries Rationale: historically unfilled positions.

Reduction of \$174,000 from Salaries and Benefits

Rationale: historical underspend in retirement, paraprofessionals, attrition, healthcare, social security.

Other proposed reductions (\$105,800) not supported were to Special Services \$60,000; Curriculum Development \$4,000; Technology (Chromebooks) \$26,000; Supplies \$5,000; Transportation \$10,800.

# **Potential Tax Impact**

Mrs. Couture indicated the FY19 Recommended Operating budget is \$22,865,429 and is projected to have a tax impact of \$0.36. She noted this will result in an estimated \$124.30 increase on a home valued at \$350,000.

Mrs. Couture commented the FY19 Default budget is \$22,824,871 and is projected to have a tax impact of \$0.34. She noted this would result in an increase of \$118.56 on a home valued at \$350,000.

Ralph Boehm, 6 Gibson Drive, speaking as a State Representative and resident, commented that one of the bills currently in the Legislature is to fix the stabilization grant. He mentioned in 2007 there was no representation from Litchfield in the Legislature. He indicated that Litchfield was slated to lose \$2M in education funding in 2011 and the Stabilization grant was passed so that school districts slated for a decrease in funding would not lose that money. He noted there are a number of bills to change the education funding formula, but he would like to see a solution where the state budget funds are divided by the number of students in the state without any formula.

Bill Spencer, 9 Cranberry Lane, asked what the projected enrollment is for each school and for kindergarten.

Mrs. Couture indicated that the projected enrollment is as follows:

- 2019-2020:
  - o GMS 351 PreK-4; K 81 projected
  - o LMS 378
  - o CHS 421
  - o Total 1.271
- 2020-2021:
  - o GMS 359 PreK-4; K 81 projected
  - o LMS 364
  - o CHS 410
  - o Total 1,254
- 2021-2022:
  - o GMS 384 PreK-4; K 81 projected
  - o LMS 363
  - o CHS 373
  - o Total 1,241

Brian Bourque, School Board Chair, 1 Westview Drive, made a motion to amend Article 1 to read:

Shall the Litchfield School District vote to raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by the vote at the first session of the annual school district meeting, for the purposes set forth herein, totaling \$22,849,638? Should this article be defeated, the default budget shall be \$22,824,871, which is the same as last year, with certain adjustments required by previous action of the Litchfield School District or by law; or the School Board may hold one special meeting, in accordance with RSA 40:13 X and XVI, to take up the issue of a revised operating budget only.

This Article has an estimated tax impact of \$0.35.

Mr. Bourque explained that the FY20 Operating Budget was reduced due to a decrease in the cost of the transportation contract.

The motion passed by voice vote.

Hearing no further amendments or discussion, Mr. Regan indicated Article 1 will appear on the ballot as amended.

Mr. Regan read Article 2 and indicated that Mrs. Harrison would speak to the article.

# **ARTICLE 2**

Shall the Litchfield School District vote to approve the cost items included in the collective bargaining agreement reached between the Litchfield School District and the Litchfield Education Association, which calls for the following increases in salaries and benefits at the current staffing level:

Year	Estimated Increase
2019-2020	<i>\$ 394,429</i>
2020-2021	\$ <i>374</i> ,294
2021-2022	\$ 346,391

and further to raise and appropriate the sum of \$394,429 for fiscal year 2020, such sum representing the additional costs attributable to the increase in salaries and benefits required by the new agreement over those that would be paid at current staffing levels.

This Article has an estimated tax impact of \$0.43. This article was recommended by the School Board by a vote of 5-0-0 and was not recommended by the Budget Committee because of a tied vote of 4-4-0.

Mrs. Harrison spoke to the article. She presented the following information:

#### **Contract Overview**

Annual Increase:

Year 1: \$394,429 (3.48%)

Step adjustment for 25 staff equals \$152,749 of the increase

Year 2: \$374,294 (3.52%) Year 3: \$346,391 (3.23%)

- 25 employees have salary steps adjusted to reflect years without step increases in year 1
- Salary schedule adjusted by 2% in years 2 and 3
- Removes requirement for non-union employees to pay yearly union fees
- Reduction in sick days:
  - o hired prior to 2016-2017, reduce from 15 to 12 days, max carried 125
  - o hired 2016-2017 or after, reduce from 15 to 10 days, max carried 110
- Staff members who sub for a colleague during the school day will be compensated
- Establishes a committee to review co-curricular stipends
- Changes/clarifies workday length, retirement dates, grade level subject, doctor note for 4 or more consecutive sick days, calendar year
- Increase yearly Longevity Payments:
  - o Years 15 to 19 increase from \$1,500 to \$2,500
  - o Years 20 plus increase from \$2,500 to \$3,500
- Increase district health insurance percentages and decrease employee contributions with change to School Care Yellow Plan
  - o Choice Fund (\$1000 or \$2000 Deductibles):
    - from 82% district/18% employee to 89% district/11% employee
  - o No Choice Fund (\$2000 or \$4000 Deductibles):
    - from 89% district/11% employee to 93% district/7% employee

Mrs. Harrison indicated there are two goals that are driving the contract. Goal 1 is to attract and retain excellent teachers. She commented that the increase in salaries is due to moving several teachers to a higher step to restore steps for the years that there was no contract (no movement on steps), a 2% increase in steps for years two and three, and an increase in longevity payments.

Mrs. Harrison indicated the priority is to maintain a competitive salary schedule and retain our excellent teachers. She explained that the existing salary schedule was compared to the peer cohort group [that includes Bedford, Bow, Hopkinton, Hudson, Londonderry, Merrimack, Moultonborough, Pelham, Sunapee and Windham] and it was determined that Litchfield's salaries are well below the peer cohort group schedules.

Mrs. Harrison indicated that in the years teachers did not have a contract, several teachers missed increases in steps on the schedule. She commented that created a gap between existing staff and new hires. She explained a teacher with 10 years of experience who is still on step 7 would currently be earning a lower salary than a new hire teacher with 10 years of experience who would be placed on step 10. She commented that the existing salary schedule is forcing teachers to leave and go to districts where they can be placed on the step consistent with their years of experience and a higher salary. She noted losing teachers means losing hours and funds spent on

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professional development, college credit reimbursement, mentoring, personal materials for classroom, knowledge of the curriculum, and relationships with students, colleagues, parents.

Mrs. Harrison commented that Goal 2 is to foster better use of healthcare dollars with a shift to a consumer driven plan. She indicated that a change in health insurance was negotiated from a plan without deductibles to a plan with deductibles, with higher contributions toward premiums by the district. She commented the Cadillac plan excise tax is due to hit the district in 2022. She noted that the new health plan will result in lower rates over time, provides incentives for healthy lifestyle choices, and control over healthcare dollars. She indicated that over time it will save the district potentially millions of dollars.

Mrs. Harrison commented other changes to the contract include more flexibility in the school opening date, more flexibility with the 186 days in the work year, defined the work day, and increased co-curricular stipends in years 2 and 3 by 2%.

Brion Hodgkins, Grouse Lane, commented peer cohort towns have more business and tax base than Litchfield. He indicated without that there is no help to offset the taxes for taxpayers.

Ralph Boehm, 6 Gibson Drive, commented on the legislation regarding the start date for schools and indicated he would rather see it left under local control.

Betty Vaughn, 19 Stark Lane, asked the Budget Committee to change their vote after this session. She believes the contract will save money in the long term. She indicated students have been very successful with in Litchfield because of our teachers.

Mrs. Couture indicated the contract was negotiated by the School Board and the LEA. She explained the number in the article has to change in order for the Budget Committee to revote.

Janine Anctil, Tanager Way, asked the Budget Committee to reconsider changing their vote on the article. She commented it is a big shift for teachers with the consumer driven insurance plan and teachers compromised on making that shift. She remarked many townspeople think the teachers have a great deal and this will be a difficult transition. She indicated that it will generate a shift in thinking on how to use health insurance and the School Board offered to ease that impact.

William Barrett, 63 Pilgrim Drive, asked to hear from Budget Committee members that voted in the negative.

Mrs. Couture, Budget Committee Chair, commented that she has been involved with the School Board and Budget Committee for over 20 years and one of the biggest costs is healthcare. She indicated that the School Board has tried to reduce the district's contribution over several years to 80%, which is in line with the Town. She noted that with this contract the district is jumping back up to 89% and 93% and that is an increase that she cannot endorse. She believes the town will not be able to afford it.

Mrs. Douglas, Budget Committee Vice Chair, echoed Mrs. Couture's comments. She expressed appreciation for the work and effort expended to develop the contract. She commented it is a good contract for retaining teachers, but as a Budget Committee member she represents the taxpayers as a whole. She does not believe it will be good for the town. She does not believe that smaller increases in healthcare costs will last and that the healthcare negotiation presented is not a good financial decision for the town.

Phil Reed, 7 Forest Lane, congratulated the School Board on the presentation of the article.

Kathleen Follis, 8 Mike Lane, commented that 70% of school districts in NH have switched to consumer plans. She indicated that Mrs. Douglas believes we were fortunate to have small increases over the last two years, but it has cost us a good amount of money to be on the Green Plan. She understands the taxpayers are concerned with the increase in contributions toward premiums and that there is not a lot of business in the town. She noted our school district makes up a large part of the budget for a reason. She commented the Cadillac tax is coming and will not be fair to taxpayers.

Ralph Boehm, 6 Gibson Drive, commented that he does not believe public employee benefits should exceed private employee benefits.

Robin Corbeil, 4 Nesmith Court, commented that she is concerned about unknown increase, but the Cadillac tax is coming. She indicated there are 25 employees that do not take our insurance at this time. She commented if the contract does not pass those employees could move to the current plan, which will cost half a million dollars.

Mrs. Couture indicated the Cadillac tax has been delayed until 2022, which would be the end of the contract and is not a significant issue with this contract.

Tiffany MacKinnon, Burgess Drive, commented students are successful because of teachers. She asked that we give back to teachers.

Sue Seabrook made a motion to restrict reconsideration of Article 2. Bill Spencer seconded. The motion passed by voice vote.

Sue Seabrook made a motion to restrict reconsideration of Article 1. Bill Spencer seconded. The motion passed by voice vote.

Hearing no further discussion, Mr. Regan indicated that Article 2 will appear on the ballot as written.

Mr. Regan read Article 3 and indicated Mr. Bourque would speak to the article.

# **ARTICLE 3**

Shall the Litchfield School District vote to raise and appropriate the sum of \$28,490 to be added to the operating budget for the purpose of funding salary and benefits for a part time Enrichment Tutor position at Litchfield Middle School to support high achieving learners?

This Article has an estimated tax impact of \$0.03 and was recommended by the School Board by a vote of 5-0-0. The article was recommended by the Budget Committee by a vote of 7-1-0.

Brian Bourque, School Board Chair, spoke to the article. He indicated that currently there is no targeted support or services for high achievers. He commented the tutor will provide enrichment both in and outside the classroom.

Hearing no amendments or further discussion, Mr. Regan indicated that Article 3 will appear on the ballot as written.

Mr. Regan read Article 4 and indicated Mr. Bourque would speak to the article.

# **ARTICLE 4**

Shall the Litchfield School District vote to raise and appropriate the sum of \$28,490 to be added to the operating budget for the purpose of funding salary and benefits for a part time Math Tutor position at Litchfield Middle School to support struggling and resistant learners?

This Article has a tax impact of \$0.03 and was recommended by the School Board by a vote of 5-0-0. The article was recommended by the Budget Committee by a vote of 7-1-0.

Mr. Bourque spoke to Article 4. He indicated that there is currently no dedicated support for students struggling in math. He commented this position will provide support for those students in and outside the classroom.

Hearing no amendments or further discussion, Mr. Regan indicated that Article 4 will appear on the ballot as written.

Mr. Regan read Article 5 and indicated Mr. Bourque would speak to the article.

# **ARTICLE 5**

Shall the Litchfield School District vote to raise and appropriate the sum of \$100,000 to be added to the Building Maintenance Capital Reserve Fund established in 2004 with this sum to come from the June 30 unassigned fund balance available for transfer on July 1 of this year?

This article has no tax impact and was recommended by the School Board by a vote of 5-0-0. The article was recommended by the Budget Committee by a vote of 8-0-0.

Brian Bourque, School Board Chair, 1 Westview Drive, made a motion to amend Article 5 to read:

Shall the Litchfield School District vote to raise and appropriate up to \$100,000 to be added to the Building Maintenance Capital Reserve Fund established in 2004 with this sum to come from the June 30 unassigned fund balance available for transfer on July 1 of this year?

Phil Reed seconded.

Mr. Bourque explained that the NH Department of Revenue Administration removed the words "up to" and he is making a motion to restore that language in the article.

The motion passed by voice vote.

Mr. Bourque explained that the School Board is trying to build up the Capital Reserve Fund to replace much needed systems that are failing, such as HVAC systems at GMS and LMS, and to help contribute toward the security of our school buildings.

Hearing no amendments or further discussion, Mr. Regan indicated that Article 5 will appear on the ballot as amended.

Mr. Regan read Article 6 and indicated Mrs. MacDonald would speak to the article.

#### ARTICLE 6

Shall the Litchfield School District vote to permanently name the Campbell High School auditorium after Philip K. Martin, in honor of his service to Campbell High School?

This article is pending School Board recommendation.

Mrs. MacDonald explained that a policy was approved by the School Board on January 9 that includes a process for naming facilities and core areas. She indicated that the proposal for naming the auditorium after Mr. Martin had met the criteria of the policy and a motion was made to put the request on a warrant article.

Elizabeth MacDonald, 46 Naticook Avenue, made personal statements in support of naming the auditorium after Philip Martin, former music teacher and band director at CHS. She highlighted his past experiences at the high school, his accomplishments and awards, and emphasized his support of students and the school community. She commented that he made a difference in students' lives.

Bill Spencer, 9 Cranberry Lane, asked if the article is approved, what will the School Board do?

Attorney Michael Elwell indicated it is an advisory article and is up to the School Board regardless of how the voting results.

Hearing no amendments or further discussion, Mr. Regan indicated that Article 6 will appear on the ballot as written.

Robert Meyers made a motion to restrict reconsideration of Articles 3, 4, 5 and 6. Mr. Bourque seconded. The motion passed by voice vote.

Mr. Regan read Article 7 and indicated Keri Douglas, the author of the petition, would speak to the article. He noted that Mr. Bourque will present the rebuttal.

#### **ARTICLE 7** (Petitioned Article)

Shall the School Board present to next year's annual meeting, an article adopting the provisions of RSA 32:5-b which could implement a tax cap whereby the Budget Committee shall not submit a recommended budget that increases the amount to be raised by local taxes, based on the prior fiscal year's actual amount of local taxes raised, by more than a certain dollar amount or percentage?

This is a petitioned warrant article. This article has not been recommended by the School Board by a vote of 0-4-0.

Keri Douglas, author of the article, explained the article does not result in an immediate tax cap. She indicated the School Board will have nine months to evaluate data to see if a tax cap can be implemented. She commented that she would like to see the district budget get in line with the town budget. Mrs. Douglas indicated people have expressed interest in starting a conversation about a tax cap for the school district budget. She commented the signing of the petition does not indicate a lack of support for our teachers. She explained some people signed it because they are concerned about the increasing budgets and these are the same people whose taxes support the schools. Mrs. Douglas commented if a tax cap is not feasible the School Board can bring forth a reasonable position why it will not work. She commented each year the school district spends hundreds of thousands of dollars with cushions built into the budget. She indicated the article is to engage the community in the discussion.

Mrs. Douglas commented that the School Board Chair is planning to ask each person who signed the petition to stand up. She believes that is not appropriate. She indicated this measure is to facilitate discussion between the School Board and the community to discuss spending.

Mr. Bourque commented that since the tax cap was implemented on the town budget, their budget has increase 6.67% in 2017; 7.9% in 2018; and 8.74% in 2019; whereas the school budget has increase 1.78%, 2.86% and 2.84% in those same years. He indicated the district returns the money that is not spent and there is no cushion in the budget. He noted the Budget Committee examines the budget line by line and makes reductions. He indicated the budget is presented to the public and the process is transparent.

Mr. Bourque indicated mostly everything in the budget is mandated by the State. He commented if there were a tax cap hundreds of thousands of dollars would be lost and warrant articles would not able to be recommended by the Budget Committee, which could include an article with a contract.

Mrs. Douglas commented the tax cap is on the tax increase and not the budget increase. She indicated that she is asking for the discussion only to address conversations we are currently having. She noted there is no statement of the maximum request the School Board can bring forward in the article.

Cindy Couture, 43 Stark Lane, made a motion to amend Article 7 to read:

Shall the School Board study the impact of an article adopting the provisions of RSA 32:5-b which could implement a tax cap whereby the Budget Committee shall not submit a recommended budget that increases the amount to be raised by local taxes, based on the prior fiscal year's actual amount of local taxes raised, by more than a certain dollar amount or percentage?

Susan Jozitis seconded the motion.

Mrs. Couture explained that it changes the wording to requesting a study, which would allow the School Board to examine data and hold discussions regarding the impact of a tax cap on the school district budget. She indicated it makes the wording a little less concerning and a study will assess the impact on the school district.

Bill Spencer, 9 Cranberry Lane, commented that the amendment is a delay. He indicated it is obvious what the School Board will come up with. He noted he was not in favor of the amendment. Mr. Spencer commented this article follows the same process that occurred with the town. He noted an article was proposed, the tax cap was discussed and established the following year. He believes there has been no problems associated with it.

# The motion passed by voice vote.

Frank Byron, 8 Mallard Court, indicated the statement '3/5 ballot vote required' stated below the article is not required because the article is not proposing the adoption of a tax cap.

The School Board confirmed with legal counsel that the statement will be removed from the warrant article.

Ralph Boehm, 6 Gibson Drive, commented he was a Selectman, a School Board member and a Budget Committee member for 23 years. He indicated the Board of Selectmen and the School Board cannot spend more than their budget. He noted the Board of Selectmen and School Board returns money to the town, but the Board of Selectmen is allowed to retain funds as mandated by law.

Mrs. Couture commented that a tax cap does not restrict the School Board to bring forth a budget that exceeds the tax cap; however, it does restrict the Budget Committee from bringing forward a budget higher than the tax cap. She indicated since a tax cap was instituted in the town the Budget Committee has had a very challenging time trying to get the budget under the tax cap, which impacted an employee's health insurance. She noted that many articles could not be recommended by the Budget Committee as well. Mrs. Couture indicated the State is downshifting the cost of education to the district, which becomes a burden to the district as they are required to have certain line items. She commented a tax cap sets up a problem for the Budget Committee to be able to offer the best budget to the people.

Bill Spencer, 9 Cranberry Lane, commented that the wording to study the impact of the RSA and not implement the RSA delays the potential adoption of a tax cap another year.

Hearing no amendments or further discussion, Mr. Regan indicated that Article 7 will appear on the ballot as amended.

The Moderator thanked all who attended and accepted a motion to adjourn at 12:00 p.m. The motion was seconded. The motion passed unanimously by voice vote.

A true record of the Litchfield School District Deliberative Session,

Prepared by:

Administrative Assistant to the Litchfield School Board

A true record of the

Litchfield School District Deliberative Session

Attest:

Lynn Baddeley School District Clerk

Submitted: February 13, 2019