Board of Education Regular Meeting

Minutes October 4, 2023

ELMIRA HEIGHTS CENTRAL SCHOOL DISTRICT ELMIRA HEIGHTS, NEW YORK

<u>Call to Order</u>: The Regular Meeting of the Board of Education was called to order at 7:00 p.m. on October 4, 2023, by President Joseph Sullivan.

Members Present: Jody Buckley, Christopher Callas, John Cole (7:09), Terrance Day, Michael Lepak, Joseph Sullivan, Mikki Yesesky

Member Absent:

Others Present: Michael Gill, Martha Clark, Andrew Billotte (Welliver), Jessica Green, Krissy McNamara, Christopher Suwak

APPROVAL OF AGENDA/MINUTES

Agenda -

A motion was made by Jody Buckley, seconded by Michael Lepak, and carried 6-0 to approve the agenda with additions for the October 4, 2023 Board of Education Regular meeting.

Minutes -

A motion was made by Terrance Day, seconded Christopher Callas and carried 6-0 to approve the minutes of the following Board of Education Meetings:

September 6, 2023

Board of Education Regular Meeting

Order of Business:

A motion was made by Jody Buckley, seconded by Michael Lepak and carried 6-0 to suspend the regular order of business to accommodate quests, special discussion topics and presentations in an order of business as deemed appropriate.

EXECUTIVE SESSION: see end of meeting

COMMENTS FROM THE PUBLIC AND STAFF

<u>Michael Gill - Superintendent</u> ◆ Coordinating safety drills with SRO, EHPD and EHFD. SRO Ruhmel attending multiple safety conferences this summer. Reunification plan meeting today. ◆ NYSCOSS conference had sessions on zero emissions ◆ "PLC@Work" Board training session on Tuesday, 10/10 at 5pm ◆ NYSSBA coming up!

<u>Krissy McNamara, Elementary Administrator</u> ◆ Elementary participating in homecoming "Spirit Week". ◆ BOCES Cosmetology students will be doing free haircuts for elementary students, permission slips went home today. ◆ Fun events coming up – Costume Party Dance, College Day. ◆ DEIB Committee is working with the Food Bank of the Southern Tier to set up a "Food Bank Center" that house

Martha Clark – Business Manager ◆ Audit focused, first year with Insero, very in-depth. ◆ Lengthy meeting with Grant services ◆ Reviewing Tax Collections, PILOTS. NYSIR Guidebook webinar next week – electrifying of buses. ◆ Drafting budget calendar

<u>Jessica Green, Chris Suwak, Krissy McNamara (Other Staff) – PLC @ Work, Charlotte NC</u> ◆ presented slides reviewing the key points and quality of the SolutionTree Professional Learning Community (PLC) workshops in Charlotte, NC they attended in June.

<u>Christopher Callas – Public Comment</u> ♦ Attended the active shooter training at Bath CSD.

PERSONNEL:

A motion was made by Michael Lepak, seconded by John Cole and carried 7-0 to approve the following recommended personnel items F-1a through F-4a with additions, and being further resolved that upon receipt of final clearance from the State Education Department, any conditional appointments shall be changed to regular appointments, reflecting the effective date of said Board meeting.

F-1 Resignations/Terminations/Retirements Resignation

a. Meagan Rice, Food Service Helper

The Board accepted the resignation of Meagan Rice as Food Service Helper pending appointment as Teacher Aide (Cafeteria) effective October 5, 2023.

b. James Nierstedt, Coach

The Board accepted the resignation of James Nierstedt as 8th Grade Modified Girls' Basketball Coach effective immediately.

c. Nicholas Hart, Coach

The Board accepted the resignation of Nicholas Hart as 8th Grade Modified Boys' Basketball Coach pending appointment as 8th Grade Modified Girls' Basketball Coach effective immediately.

F-2 Appointments

The Board approved the following personnel appointments. Be it further resolved that upon receipt of final clearance from the State Education Department, any conditional appointments shall be changed to regular appointments, reflecting the effective date of said Board meeting.

a. The Board approved the following substitute(s) for the 2023-2024 school year:

Substitute Support Staff: Andrew Holloway Katie Burdick April Kelly(pending fp clearance)

b. The Board approved the following probationary appointments:

Meagan Rice

Teacher Aide (Cafeteria) Effective: October 5, 2023

Probationary Period: One (1) year effective October 5, 2023 thru October 4, 2024.

Compensation per EHESSA Contract: \$15.55/hour (Step 1)

Kali Dayton

Food Service Helper Effective: October 5, 2023

Probationary Period: October 5, 2023 to October 4, 2024/Civil Service Regulations

Compensation per EHESSA Contract: \$15.55 per hour (step 1)

Katie Nicholson

Tenure Area: Elementary Education

Effective: October 5, 2023

*Probationary Period: four (4) years effective October 5, 2023 through October 4, 2027 Certification Area: Initial Childhood Education Grade 1-6 expires January 31, 2028

Compensation per EHTA Contract: \$45,051.00 (Step 2) with 0 graduate hours to be prorated commensurate with effective date.

*To the extent required by the applicable provisions of Education law §§2509, 2573, 3212 and 3014, in order to be granted tenure the classroom teacher or building principal shall have received composite or overall annual professional performance review ratings pursuant to Education law §3012-c and/or 3012d of either effective or highly effective in at least three (3) of the four (4) preceding years. If the classroom teacher or building principal receives an ineffective composite or overall rating in the final year of the probationary period he or she shall not be eligible for tenure at that time. For purposed of this subdivision, classroom teacher and building principal mean a classroom teacher or building principal as such terms are defined in Sections 30-2.2 and 30-3.2 of this part.

c. Coaching

The Board appointed the following list of coaches for the 2023-24 school year pending all certification requirements.

<u>Sport</u>	<u>Coach</u>	<u>Level</u>	<u>Year</u>	<u>Stipend</u>
8th Grade Boys' Basketball	Levi Howe	2	2	\$ 2,367.88
8th Grade Girls' Basketball	Nick Hart	2	5	\$ 2,367.88

d. Extracurricular Advisors

The Board approved the following extracurricular appointments for the 2023-24 school year:

<u>Position</u>	<u>Appointee</u>	<u>Level</u> <u>Year</u>	<u>Stipend</u>
Freshman Class Co-Advisor	Kourtnie Evans	1 1	\$ 938.22
Freshman Class Co-Advisor	Emily Thresher	1 1	\$ 938.22

e. Tutoring

The Board approved the following as tutor for after-school/home tutoring at a rate of \$30.00 per hour:

Kara Lorden (BOCES)

F-3 Change in Employment Status

a. The Board approved the permanent appointment of the following support staff as they have successfully completed their probationary period in accordance with current Civil Service Regulations.

> <u>Name</u> <u>Effective Date</u> <u>Position</u> Julie Reese <u>October 6, 2023</u> Bus Driver

F-4 Creation/Elimination/Change of Position

a. Change in Position – Bus Driver

Recommendation to change (1) one, 4.5 hr/day bus driver position to (1) one 6.5 hr/day bus driver position effective October 5, 2023.

FINANCIAL

G-1 Reports - acknowledged

A motion was made by Jody Buckley, seconded by Mikki Yesesky, and carried 7-0 to acknowledge the following consent financial reports G1a.

- a. Budget Status Report as of September 27, 2023
- b. Revenue Status Report as of September 27, 2023
- c. Budget Transfer Report as of September 27, 2023
- d. Treasurer's Report for August 2023
- e. Claims Auditor Report for August 2023
- f. Extra Classroom Report for August 2023

G-2 Governance Audit - accepted

A motion was made by Terrance Day, seconded by Mikki Yesesky, and carried 7-0 to accept the 2022-23 Governance Internal Audit Report of Tompkins Seneca BOCES Internal Audit Services, as presented to the Audit Committee on October 4, 2023.

G-3 Corrective Action Plan (Governance audit) - accepted

A motion was made by John Cole, seconded by Michael Lepak, and carried 7-0 to accept the Corrective Action Plan for the 2022-23 Governance Internal Audit Report.

G-4 Financial Statements and Audit Report 2022-23 - accepted

A motion was made by Jody Buckley, seconded by Christopher Callas, and carried 7-0 to accept the District's 2022-23 financial statements & audit report, and the 2022-23 financial statements and the audit report of the Extraclassroom Activity Fund as presented by Insero & CO. CPAs, LLP at the October 4, 2023 Audit Committee meeting.

G-5 Management Letter Response & Corrective Action Plan-Financial Statements 2022-23 - accepted

A motion was made by John Cole, seconded by Terrance Day, and carried 7-0 to accept the Corrective Action Plan for the management letter dated October 4, 2023 concerning the basic financial statement for the year ended June 30, 2023.

G-6 Management Letter Response & Corrective Action Plan-Extraclassroom Audit 2022-23 - accepted

A motion was made by Jody Buckley, seconded by Michael Lepak, and carried 7-0 to accept the Corrective Action Plan for the management letter dated October 4, 2023 concerning the audit of the Extraclassroom Activity Fund for the year ended June 30, 2023.

FACILITIES

The following updates were reviewed by Andrew Billotte from Welliver in the attached Construction report provided with questions and answers:

H-1 2024 Capital Outlay Project

H-2 Capital Project 2021 / Energy Performance Contract (EPC) Update

NEW BUSINESS

N-1 NYSSBA Conference Voting Delegate

Voting Delegate -

Nominee: Christopher Callas - Nominated by Michael Lepak Second by Joseph Sullivan

Being no other nominations, Christopher was elected 7-0 as the voting delegate at the NYSSBA Conference

Alternate Delegate -

Nominee: Terrance Day - Nominated by Christopher Callas Second by Michael Lepak

Being no other nominations, Terrance Day was elected 7-0 as the alternate voting delegate at the NYSSBA Conference

CONSENT

A motion was made by John Cole, seconded by Jody Buckley and carried 7-0 to approve the following consent agenda item K-1 through addition K-8.

K-1 CSE Recommendations and Funding - approved

The Board approved the student placement determinations from the September 11, 13, 15, 25, 26, 28, 29, October 2, 3, and 4, 2023, CSE/504 meeting(s) and the funds to support such recommendations.

K-2 CPSE Recommendations and Funding - approved

The Board approved the student placement determinations from the September 13, 2023 CPSE meeting(s) and the funds to support such recommendations.

K-3 Food Bank School Food Center Agreement - approved

The Board acknowledged the Food Bank of the Southern Tier 2023-24 School Food Center Program annual agreement and application.

K-4 Drama Production License – The Addams Family - approved

The Board approved the TRW License Agreement for the Drama production of *The Addams Family* on March 9 & 10, 2024.

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K-5 Donation in kind - Clarinet, Flute - accepted

The Board accepted with thanks and appreciation the donation in kind of one (1) Buescher Aristocrat Bb Clarinet estimated value of \$200.00 from Mrs. Barbara Day and one (1) H. Bettoney Columbia Model Flute estimated value of \$300.00 from Mrs. Julianna Brinks to be used in the Cohen Middle School Music Department.

K-6 Donation - Horseheads Elks/\$250.00 - accepted

The Board accepted the donation from the Horseheads Elks #2297 of \$250.00 to be used to purchase supplies for the "Comfort Corner" in Mrs. Southard-Twichell's Health classroom at TAE High School.

K-7 Donation - Visions Loves Educators/\$500.00 - accepted

The Board accepted the Classroom Grant donation from Visions Loves Educators of \$500.00 to be used to purchase supplies for the "Comfort Corner" in Mrs. Southard-Twichell's Health classroom at TAE High School.

K-8 Auctions International contract - approved

The Board approved the contract with Auctions International, for the purpose of selling District surplus and unused property.

DISCUSSION TOPICS

N-1 District Comprehensive Improvement Plan (DCIP)

Superintendent Gill reviewed highlights of the plan.

NEXT MEETING

Wednesday	October 18, 2023	Regular BOE Meeting (if needed)	7:00 pm	TAE Aud
Thurs-Sat	October 26-28, 2023	NYSSBA Annual Convention	7:00 pm	Buffalo, NY
Wednesday	November 1, 2023	Regular BOE Meeting	7:00 pm	TAE Aud

EXECUTIVE SESSION:

At 8:13pm a motion was made by John Cole, seconded by Mikki Yesesky, and carried 7-0 to enter executive session to discuss employment history of a particular persons and real estate strategies (future bus garage location).

ADJOURN EXECUTIVE SESSION:

At 8:51pm a motion was made by Christopher Callas, seconded by Terrance Day, and carried 7-0 to adjourn executive session.

ADJOURNMENT – At 8:52 pm motion was made by Terrance Day, seconded by Mikki Yesesky, and carried 7-0 to adjourn the meeting.

Clerk			

10/04/2023 Guiding Coalition

MTSS & PLC News

Reach New Heights!









All means all

- We need to commit to ensuring high levels of learning for ALL students
- Big ideas that guide a professional learning community
 - 1. A focus on learning!
 - 2. A collaborative culture
 - 3. A results orientation

- How do effective collaborative teams carry out our mission? Follow this cyclical, continuous process.
 - 1. Learn together about the practices proven to increase student learning
 - 2. Apply what we have learned
 - 3. Gather evidence of student learning
- We cannot ensure high levels of learning for all students in isolation... we're better together!
- The four critical questions guide the work of a PLC

TIPS FOR A SUCCESSFUL PLC

- Know you can't do it alone
 - (Coalition) TEAMWORK makes the DREAM WORK
- Set and model norms for adult behaviors
 - Time on task
 - Safe and respectful environment
- Focus on the right work
 - Collaborative teams with collective responsibility
 - Implement a guaranteed and viable curriculum
- What gets monitored gets done
- Track student learning by student/by standard

MTSS Committee: formed and begins review of current systems of support.

MTSS/RTI Conference Series With Solution Tree.

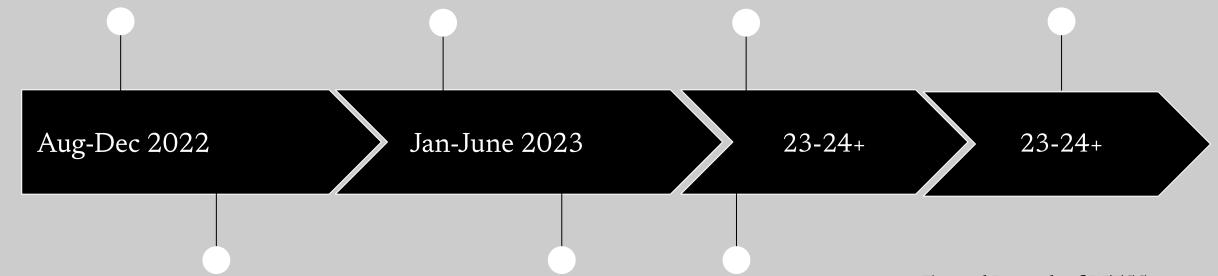
Formal Launch of MTSS Initiative and multi-year plan:

At the January Conference Day the multi-year plan is outlined for all teaching staff, themed "Believe".

Guiding Coalitions formed at

NY PLC at Work Project:

Members of the 1st Cohort of Dist. partnering with Solution Tree to further the PD opportunities and embedded work with consultants.



MTSS/RTI Conference Series:

August: 16 staff participate in a Virtual Conference.

October: 10 staff members attend in-person conference in Louisville, KY.

each building. Initial meeting and PD at March Conference Day.

Essential Standards pilot work begins.

Formal Launch of MTSS Initiative and multi-year plan:

At the January Conference Day the multi-year plan is outlined for all teaching staff, themed "Believe".

The Three Big Ideas of PLCs

Becoming a PLC is a process, it is not a program to simply put in place. Three guiding principles, the three big ideas, steer the process. They are:



We accept learning as the fundamental purpose of school and therefore are willing to examine all practices in light of their impact on learning.



We are committed to working together to achieve our collective purpose. We cultivate a collaborative culture through the development of collaborative teams.



We assess our effectiveness on the basis of results rather than intentions. Individuals, teams, and schools seek relevant data and information to promote continuous improvement.

Our Mission as a PLC: to ensure that ALL students learn at grade level or higher.



slidesmania.com

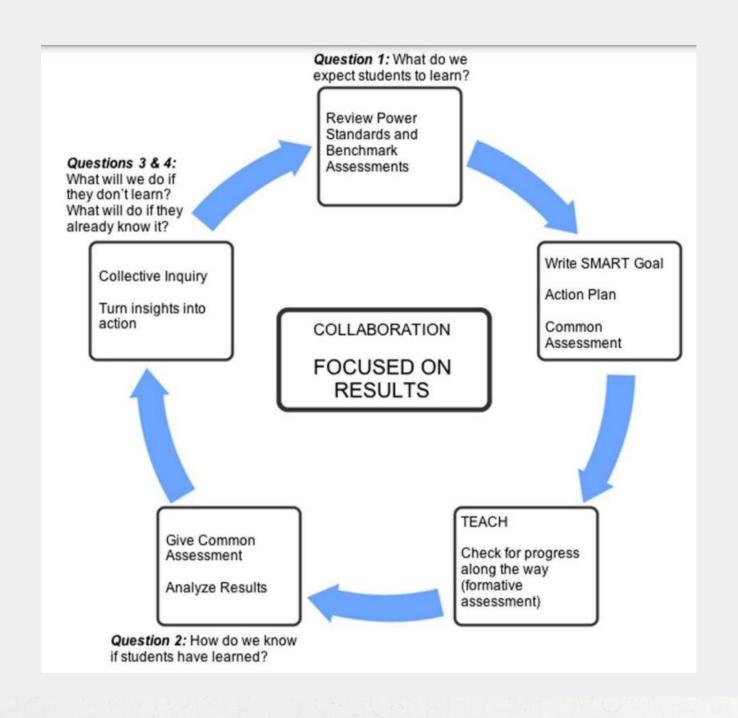
Results Focused

3 Rules of Data

- Easy and timely access to data
- Purposeful arrangement of data
- Public collaborative discussion of data

The point of collaboration on data is to say...

- HERE'S WHAT
- SO WHAT
- NOW WHAT



Loose Tight Leadership

- Importance of Norms
- Suggestion: Start every meeting with a grounding slide articulating how the days work aligns with the 3 big ideas and 4 critical questions
- Celebrate with substance- Don't forget to Play!

23-24 District Leadership Team Meeting Agenda September 14, 2023

Big Idea 1: Purpose. Ensure all students learn at high levels.

Big Idea 2: Collaborative and Collective Effort.

Big Idea 3: Results Orientated.



4 Criti	4 Critical Questions in a PLC		Cohen Middle	Thomas A. Edison	Administration
1.	What do we want all students to know and be able to do?	Melanie Beach (2024)	Jen Horigan (2024)	Tracie Hayes (2024)	Tom Boyanowski
2.	How will we know if they learn it?	Nancy Kennison (2025)	Shane Devlin (2025)	Bobby Roe (2025)	Brandon Foley Mike Gill
3.	How will we respond when some students do not learn?	Carol Cady	Michele Knott,	Callie Black, ETHTA Pres.	Krissy McNamara
4.	How will we extend the learning for students who are already proficient?	Caror Cady	SS (2024)	Jessica Green	Alisha Jack Megan Molina

Team NORMS

In PLCs norms represent protocols and commitments developed by each team to guide members in working together.

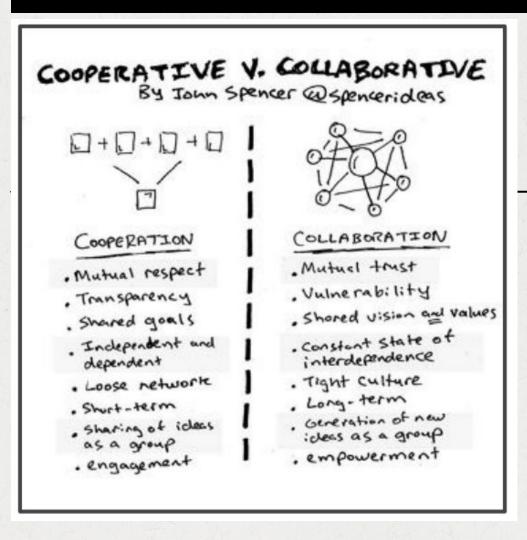
Norms help team members clarify expectations regarding how they will work together to achieve their shared goals

- 1. Focus on the Controllable not the Uncontrollable
- 2. Honor people's time
- 3. What gets monitored gets done (stay on agenda/task)
- 4. ELMO (enough let's move on)
- 5. Share openly and honestly (vegas)
- Leave meeting clear about action steps (Set agenda for next meeting, who needs to do what)



Topic Time Discussion

Bill Ferriter: COLLABORATIVE TOOLS for LEARNING TEAMS in a PLC





Understanding the Impact Personalities Have on Collaboration:

- 1. Which tool would be a good metaphor for your personality? Why?
- 2. What is it about your personality that moves your learning team **forward**?
- 3. What is it about your personality that can **hold your** learning team back?

WE ALL **BRING VALUE**But also have behaviors that can **DERAIL MOVING FORWARD.**

Possible Team Structures

Same-course or Grade-level

For example, all algebra teachers or all the second grade teachers in a school would form a collaborative team.

In small districts this could look like same content areas at the secondary level.

Vertical

Vertical teams link teachers with those who teach content above or below their students.

Electronic

Use technology to create powerful partnerships across the district.

Logical Links

Logical links put teachers together in teams that are pursuing outcomes linked to their areas of expertise.

Interdisciplinary

Interdisciplinary teams found in middle schools and small high school can be an effective structure if members work interdependently to achieve an overarching curricular goal that will result in higher levels of students learning. Ex. Cross-curricular

academic skills

MORE GREAT THINGS TO COME

- Ensuring time for collaborative team meetings in the 2024-2025 school year
- Working to determine essential standards
- Continued learning on conference days
- Sharing of our PLC Cohort 1 learning with Guiding Coalitions and Staff





What to say when colleagues ask, "What is a PLC and why do we want to be one?"

Our Mission as a PLC: to ensure that ALL students learn at grade level or higher.

We ENSURE, rather than merely providing an opportunity for learning.

We shift from a focus on teaching to a focus on learning.

Educators work collaboratively in recurring cycles of collective inquiry and action research to achieve better results for the students they serve.

"Kids learn more when adults learn more!"

Teacher teams work collaboratively and take collective responsibility for every student's success.

Work to establish CRITICAL standards from state standards. Are they realistic and doable?

Can we guarantee learning?

Let go of practices that aren't working. Get great at the practices that work!

Create guaranteed and viable curriculum. Coordinate outcomes across teams and

schools. Results are measured on the standards we think are essential.

Use common assessments in a formative way, to guide further instruction. Examine the results as a team to improve performance as a teacher.

We want to be a PLC, not for the teachers, but for the students. MELIORA (always pursuing better)!

Protocols for Results

- WHO ARE WE? What does the data say about who we are?
- Collaborative teacher teams are teams of educators whose classes share ESSENTIAL student learning outcomes.
- Work collaboratively in recurring cycles of collective inquiry and action research to achieve results.
- Time must be embedded into the professional week for collaboration.
- The focus on continual improvement and results requires educators to CHANGE TRADITIONAL SCHOOL PRACTICES and revise prevalent assumptions.
- School practices and policies and the BELIEFS that underlie them pose the biggest obstacles, NOT kids homelife or background.
- What you monitor gets implemented.
- 3 Rules of Data
 - Easy and timely access to data
 - o Purposeful arrangement of data
 - o Public collaborative discussion of data
- The point of collaboration on data is to say...
 - HERE'S WHAT, SO WHAT, NOW WHAT
- There is a difference between Teamwork and Collaboration.
- ACTION requires COURAGE and builds CONFIDENCE. Inaction often indicates FEAR and builds DOUBT.
- 3 Agreements of students & staff...
 - Makes the most of every moment
 - Do what it takes
 - o Remains open
- YOU WILL GET OUT OF IT WHAT YOU PUT INTO IT!

Elmira Heights Central School District

Construction Report 10/04/23

Joseph Sullivan Sr., President Michael Lepak, Vice President Jody Buckley, Christopher Callas, John Cole, Terry Day and Mikki Yesesky



Michael F. Gill, Superintendent Martha Clark, School Business Executive Todd VanHouten Director of Facilities & Transportation Supervisor

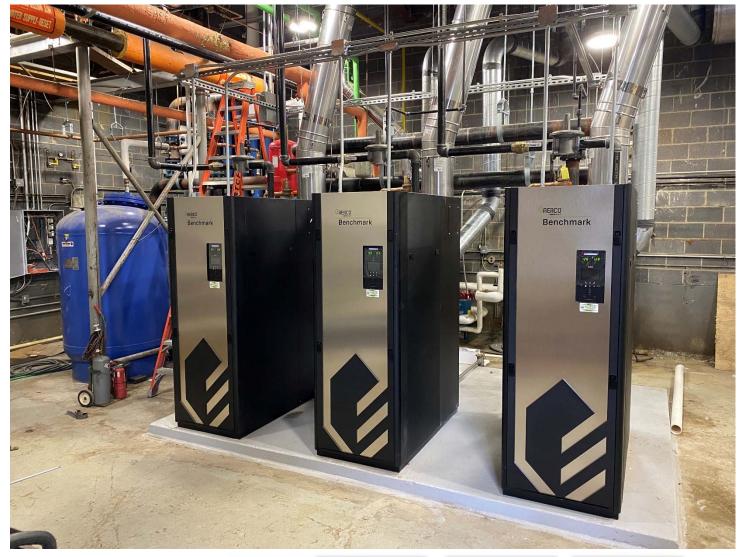










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SECTION 1

CAPITAL PROJECTS STATUS REPORT

EHCSD Board Meeting 10/04/23

1. PROJECT UPDATES

- **a. 23-24 Outlay** Contractors have received comments on submitted scopes of work. After revisions of scope and cost the project will move forward.
- b. Capital and Federal Funding New work is underway on the first and second floor Cohen toilet rooms. The second floor slab will be poured over Columbus day. This will allow new work to continue on the second floor while under slab operations are being completed on the first floor. Work will continue in the toilet rooms until anticipated completion at the end of this calendar year. At the exterior of the building new fencing has been installed at the loading dock. Later this fall the edge of dock lift is scheduled to arrive for the Cohen loading dock and will be installed as soon as it arrives. Installation of piping required for the third floor cooling will soon resume. This work will be performed after the normal school day has concluded. At the rear of Edison the new loading dock leveler has been installed and is operational. The brick and precast work at the new sitting area has been substantially completed. The masons will continue work at the rear of the building completing masonry restoration and cleaning up from the brick and precast work. New handrails have been ordered for the loading dock and sitting area and will be installed later this Fall. The locker room roofing work has been substantially completed and HVAC equipment is currently being reinstalled. Edge metals at this roof area will be completed this Fall. The three new boilers are operational. A revised delivery date for the two new boiler pumps is not yet known. Provisions have been made to allow the two new boiler pumps to be installed when they arrive onsite. Exterior masonry restoration and sealant work will also continue this Fall. All running track striping has been completed. Track trench drain covers have also been replaced. Work in the community room is beginning Monday October second and will continue until completion. This work includes technology Audio Visual and connectivity upgrades. New exterior lockdown security blue lights have been installed at both buildings. These new notification devices will be tested this Fall. The new devices notify all people approaching the exterior of the building that the building is in a lock down.
- **c.** Energy Performance Contract Building weatherization is anticipated to begin the middle of November and be completed by the end of November. On demand ventilation work will be completed this Fall.

				Project Budge	et Report					
Original Budget Program	BOE Approved Budget	Bid Day Construction Costs	Phase of Project	Project Contingency Less Change Orders to Date	Executed Change Orders to Date	Construction Costs	Incidental Costs	State Contract	Total Project Costs	BOE approved Budget Vs. Total Project Costs
10,475,000	10,475,000	6,485,795	Construction	498,029	63,084	7,046,908	2,190,948	1,225,331	10,463,187	(11,813)
	ı									
1,186,560	1,186,560	927,705	Construction	-	-	927,705	162,595	100,000	1,190,300	3,740
	l l									
	10,475,000	10,475,000 10,475,000	10,475,000 10,475,000 6,485,795	10,475,000 10,475,000 6,485,795 Construction	Original Budget Program BOE Approved Budget Bid Day Construction Costs Phase of Project Contingency Less Change Orders to Date 10,475,000 10,475,000 6,485,795 Construction 498,029	Original Budget Program BUE Approved Budget Bid Day Construction Costs Phase of Project Change Orders to Date Orders to Date 10,475,000 10,475,000 6,485,795 Construction 498,029 63,084	Original Budget Program BOE Approved Budget Bid Day Construction Costs Phase of Project Project Contingency Less Change Orders to Date Construction Costs 10,475,000 10,475,000 6,485,795 Construction 498,029 63,084 7,046,908	Original Budget Program BOE Approved Budget Bid Day Construction Costs Phase of Project Project Contingency Less Change Orders to Date Construction Costs Incidental Costs 10,475,000 10,475,000 6,485,795 Construction 498,029 63,084 7,046,908 2,190,948	Original Budget Program BOE Approved Budget Bid Day Construction Costs Phase of Project Project Contingency Less Change Orders to Date Construction Costs Constr	Original Budget Program BOE Approved Budget Bid Day Construction Costs Phase of Project Project Contingency Less Change Orders to Date Orders to Date Construction Costs Incidental Costs State Contract Total Project Costs 10,475,000 10,475,000 10,475,000 6,485,795 Construction 498,029 63,084 7,046,908 2,190,948 1,225,331 10,463,187

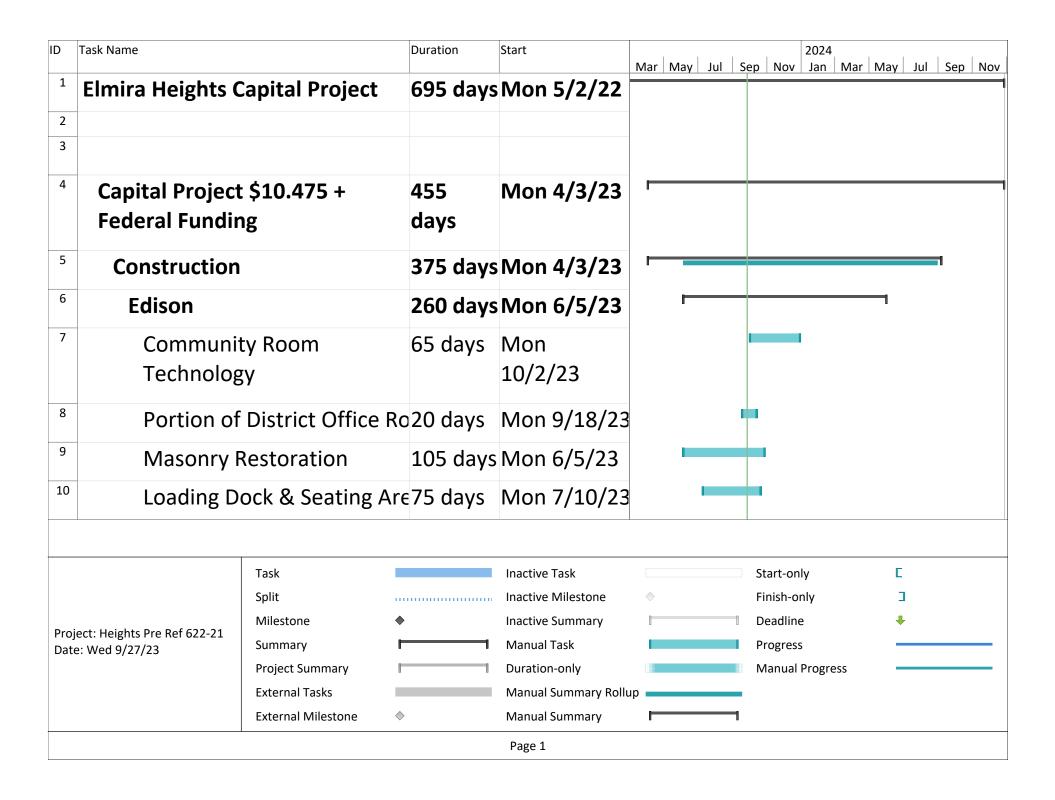
Elmira Heights Central School District Capital

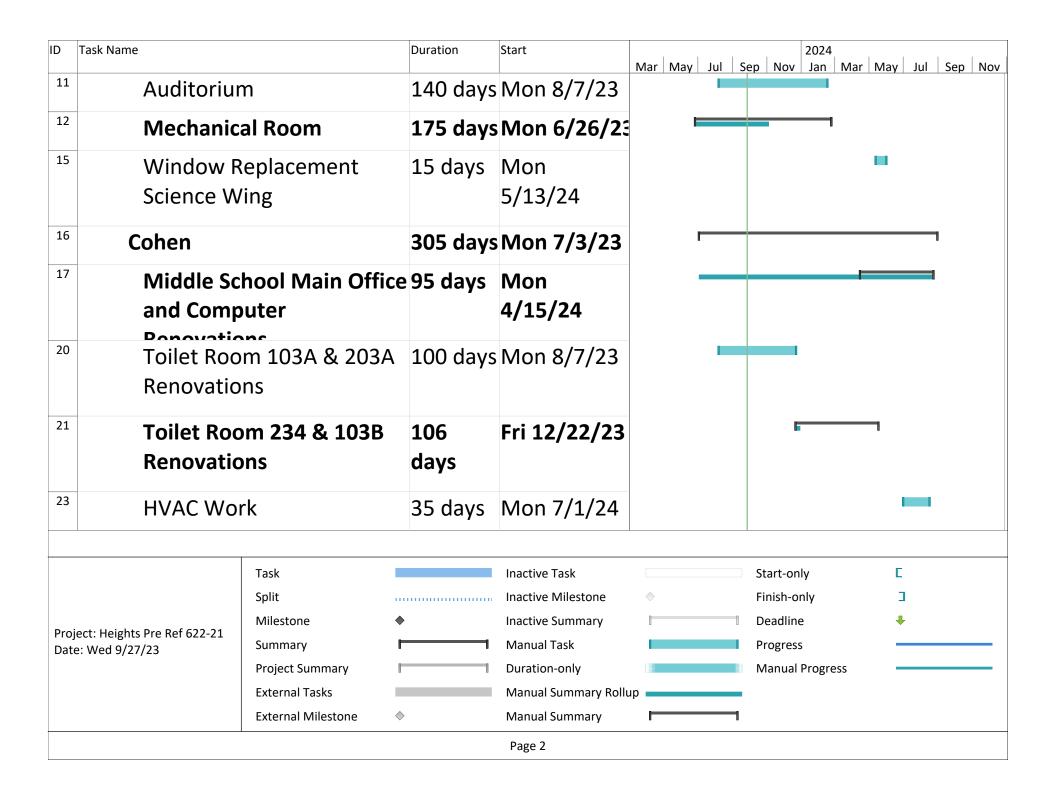
Federal Funding	1,186,560	1,186,560	927,705	Construction	-	-	927,705	162,595	100,000	1,190,300	3,740
Column Totals:	11,661,560	11,661,560	7,413,500		498,029	63,084	7,974,613	2,353,543	1,325,331	11,653,487	(8,073
Funding Resources	11,661,560										

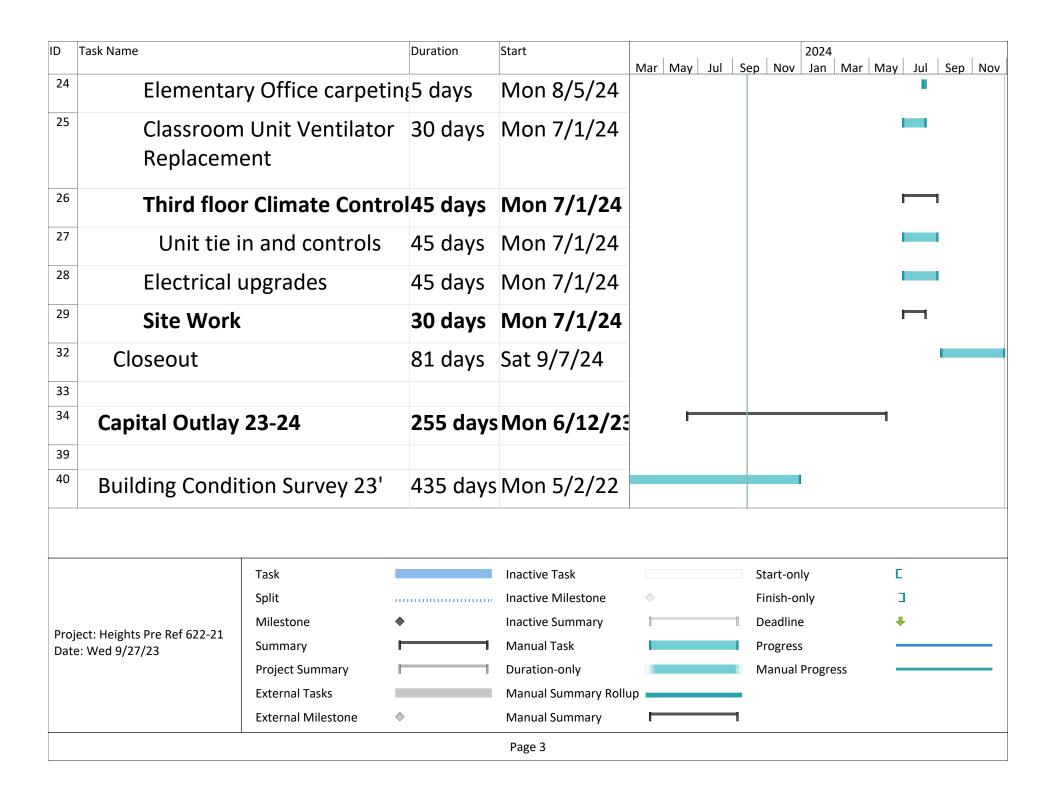
Total Project Costs:

Variance:

11,653,487 8,073















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