# Carver Select Board Meeting Minutes Town Hall Meeting Room #1 October 5, 2021 - 3:30pm

In Attendance: Chair Mark Townsend, Vice-Chair Sarah Hewins, Robert Belbin, Jen Bogart & Jim Hoffman, Interim Town Administrator Rick LaFond & Assistant Town Administrator Elaine Weston.

Motion to adjourn into Executive Session in accordance with G.L. c. 30A §21(a)(7) to comply with or act under the authority of general law (review minutes from Select Board's September 28, 2021 executive session) and in accordance with G.L. c.30A §21(a)(3) to discuss strategy with respect to collective bargaining negotiations with unions (Dispatchers) that may have a detrimental effect of the bargaining position of the town if held in open session, and to return to open session by Hewins, second by Belbin.

Roll call- affirmative: Bogart, Belbin, Townsend, Hewins & Hoffman.

Open Session: 6:00pm

The Chair led the Pledge of Allegiance and read the community prayer.

<u>Citizens Participation</u>: Alan Maynard: asked about the Select Board meeting minutes not being published on the website, asked for an update on 149 & 152 Plymouth Street & asked to speak at the Plymouth Street North Carver discussion to follow up on a prior meeting with the North Carver Water District.

**Pole Hearing**: North Main Street & Montello Street:

Motion to open the public hearing by Belbin at 6:05pm, second by Hewins.

Vote 5-0

Jessica Elder of Eversource present: Eversource is requesting the relocation of 3 poles & installation of 2 poles on North Main Street, and the relocation of 1 pole and installation of 1 pole on Montello Street. This is a road widening project.

Hewins asked if all abutters have been notified. All abutters have been notified by the Town.

Motion to approve by Belbin, second by Hoffman.

Vote 5-0

Motion to adjourn hearing by Belbin, second by Hewins.

Vote 5-0

<u>Ch.61A Request</u>: Federal Furnace Cranberry Co., 104 Tremont Street. Jim Walsh, Director of Planning present: the parcel consists of 781.11 acres. The owner intends to convert 29.79 acres, more or less, portion of the parcel to a commercial solar power use. This was approved by the Planning Board in December of 2020.

Bogart stated that at a previous meeting the Board requested that applicants come before the Select Board prior to the Planning Board. She asked that Planning makes sure that this happens going forward.

Belbin asked why the applicant is not present. Walsh stated he was requested by Townsend to be present. Applicant was contacted and not present.

Motion to table by Belbin, second by Hewins.

Belbin asked if Walsh knew about the proposed request by the Select Board, Walsh stated that once the plan is stamped in, the Planning Board is obligated to take action on the application.

Belbin would like to see a letter from the Select Board for land to be taken out of chapter land to be referred to the Select Board prior to them going to the Planning Board.

LaFond stated that everyone submitting a plan knows their land will be taken out of chapter land.

Hoffman asked when the chapter land committee should send the form to the Select Board as the committee is not having a conversation with the Board on it. Hewins stated that the chapter land committee are Town Department Heads and our experts. Their memo is their recommendation to the Select Board. The decision is up to the Select Board and is based in part on the chapter land committee's recommendation.

Vote 5-0

<u>Deed Amendment from the Redevelopment Authority</u>: The Redevelopment Authority is requesting approval of a confirmatory deed to Slocum-Gibbs Cranberry Co.

Motion to approve by Belbin, second by Hewins.

Vote 5-0

# Discussion and possible vote of appointment of Town Administrator:

Discussion continued from the 9/28/21 meeting.

Motion by Belbin to approve James Kelley for the position of Town Administrator, second by Hoffman.

Belbin stated he is the only other option received by the Board that met the qualifications and the best option for the Town of Carver moving forward.

Hoffman read a statement: In May of 2020 Hoffman chose to run for Select Board as he did not like the process that was used to choose the Interim Town Administrator. He apologized for choosing a person at the last meeting, not the right person for the position. He stated the search should be re-opened. The full statement is attached to the minutes.

Belbin rescinded his motion.

Motion by Hoffman to choose neither candidate re-open the search, second by Bogart.

Hewins stated that a vote to re-open the search is not on the agenda. Townsend stated that the motion is within the scope. Hewins stated again that re-opening the search is not on the agenda.

Hoffman rescinded his motion.

Motion by Belbin to take no action on the appointment of a Town Administrator at this time, second by Bogart.

Bogart read a statement: She would like to appoint someone she is confident in, not just for any person and not for a self-imposed deadline. Kelley was respectful in his interview and after much consideration she is not convinced he is the right choice for Carver and has reservations about LaFond. In her opinion, she would like to take more time and not rush a decision to make the right one. The full statement is attached to the minutes.

Hewins stated this is a very important decision and some of the things stated are puzzling to her, such as, we don't have the right person. She questioned if we would ever have the right person for the other members who have spoken. There are two very large projects going on in town and we need people who understand the finances and intricacies and although we have lost a Finance Director, we have gained a Finance Director. We have also gained a Building Commissioner. We need someone who cares about the employees, someone who has their respect and trust. Hewins is unsure with what departments Hoffman has spoken to in regards to bad morale. Hewins stated LaFond has respect from all of the Department Heads, staff and most of the unions. She is confident he is the right person for the position and is disappointed in the Board.

Hoffman stated as far as town morale, he has gone to every department and asked. He asked if Hewins has gone to each department and she stated yes.

Belbin has concerns about morale in Town Hall and employees as well as things that have gone on year after year. He is frustrated that the Board is unaware of the severity of several different issues going on in town.

Townsend would like to have the Board make a decision to open the search or vote on a permanent administrator. All options will be on the next agenda to make a decision.

Vote 4-1 (Hewins)

<u>Select Board Goals & Objectives</u>: Belbin does not feel that the meeting was focused on the goals. Townsend would like to see long-term goals set for the ARPA funds. Townsend would like to see a future agenda item on this. Bogart stated there are a lot of ideas the Board members want to bring forward.

## **Town Administrator Update:**

<u>Cares Act/ARPA funds</u>: 8 of 11 Cares submissions have been reviewed and approved in some capacity. The large submission of \$289,382 is under review and #12 will be submitted and is currently being prepared. \$920,000 of our submissions have been approved to date. LaFond mentioned funding for affordable housing and partnering with Habitat for Humanity. Belbin stated there are other organizations that the Town can work with and not be pigeon holed into one option as the Town had an issue with Habitat for Humanity in the past.

Townsend stated the Board should decide what their priorities are prior to having an organization come before the Board. Belbin also stated the Redevelopment Authority has funds that can be utilized for properties for affordable housing. Hewins stated this would need to go out as an RFP, the Town could not just choose Habitat for Humanity.

<u>Plymouth Street Water Line Update</u>: The installation of the line is complete and the Town has met the requirements of the Administrative Consent Order. A deadline needs to be established for the residents to be hooked up to the water line. A topic of subsidizing the water costs has come up. Belbin asked if testing for pfas is being done. LaFond stated that the next quarterly report should contain pfas testing. Bogart asked about waiting for a decision from the DEP prior to setting a deadline, LaFond stated we are seeking confirmation that the Town has completed the obligations under the Administrative Consent Order. Belbin would like to see a deadline of October 27 for the residents to let the Town know if they want to hook up to the water line. Bogart asked if Mr. Maynard could speak on this topic.

Mr. Maynard stated there were a number of contentious items at the meeting with the Health Agent, one of which was the pfas testing and he asked if it can be done if it is being offered. He would like to connect. Townsend asked if the testing requirements have changed, LaFond stated the changes will be happening next year. Bogart asked what the Town can do to get that testing. Bogart asked if we can reach out to them and ask them to do that. LaFond stated he would do that. Hoffman confirmed that the Select Board has no jurisdiction over the North Carver Water district. LaFond confirmed this.

Route 44 Project Update: The RDA has set up a page on the Town's website for updates. The lack of information from Hillwood is making it not feasible to hold a special town meeting to request a change in the Zoning By-Laws and it is currently questionable if it will be ready for the spring Town Meeting. The goal is to secure the services of a consultant to provide peer review, public relations and overall guidance to the RDA.

Montello Street Interchange/Massworks update: Construction is slated to begin October 11 and updates and plans are on the website under the Route 44 project tab. All abutters have received a notification of the work.

<u>Cranberry Point Energy Storage Facility</u>: This is a 150MW/300MW battery storage system that is intended to be located at 31R Main Street at the Eversource substation. The town and the proponent will engage in negotiations for a PILOT agreement.

<u>Green Communities Update</u>: The Town was awarded \$160,526 for the continuation of a 5-year energy reduction plan by the Department of Energy Resources.

<u>Health Insurance Update</u>: Looking to bring in high deductible plans which can save 20-30% on the Town's overall insurance costs.

Town Planner Jim Walsh has given his resignation.

Belbin stated that Walsh also serves as the Executive Director of the Redevelopment Authority.

## 5- minute break at 7:05pm

<u>Joint meeting with School Committee - School Committee applicant interviews for one</u>
<u>vacancy</u>: Members present for the School Committee: Chair Stephanie Clougherty, Andrew
Cardarelli, Colleen Zaniewski and Jennifer Pratt. The vacancy was created by the resignation of
Jason Greenwood.

Clougherty called the School Committee meeting to order at 7:11pm. She stated that Bill Cullum withdrew his application.

Clougherty reviewed the details of the process and to make motions to make sure the joint committee agrees on the process: There will be three motions and all motions will be roll call votes. The first motion will be to approve the chair to ask three questions to all applicants on behalf of the school committee:

Question #1 (Q#1): What makes you the ideal candidate for the position of School Committee member in Carver?

Question #2 (Q#2): As a member of the School Committee in Carver, how would you determine budget priorities?

Question #3 (Q#3): What do you see as the major issues facing public education and education in the Carver Public Schools?

The second motion is to have each member of the joint committee ask only one follow up question of each candidate related to Carver School Committee issues, and will ask to be recognized by the School Committee Chair before asking their follow up question. The third motion outlined the interview and voting process as follows: Candidates will be interviewed and voted on in the order of their application date. Each candidate will be given 3 minutes to

introduce themselves, 3 minutes to answer each main question and 2 minutes to answer any follow up questions.

Upon completion of interviews, the joint committee will vote on each candidate by a Roll Call vote, and each joint committee member will only have one yes vote for one candidate. To clarify, Clougherty added that only one candidate can receive a yes vote from any member of the joint committee. Any candidate who receives 5 or more yes votes will be appointed to the Carver School Committee. In the event that two or more candidates receive any number of votes that result in a tie and/or no candidate receives 5 votes, the joint committee will conduct additional rounds of voting until a candidate receives 5 or more yes votes.

Motion by Cardarelli, to have Clougherty as School Committee chair ask the same questions to each candidate on behalf of the school committee.

Belbin asked who created the questions and process. Clougherty stated these questions were created with Superintendent Knief and they were reviewed with the School Committee and School counsel, and research was done with other communities.

Hewins stated that Knief sent the questions to the Board and asked that all statements read at the meeting be submitted for the record.

Townsend asked if there was a limit of follow up questions that can be asked by the Select Board. Clougherty stated there can be a discussion on the motions and it was created to be in the essence of time.

Belbin asked if candidates will be in the room during interviews. Clougherty stated all the candidates are in the room.

Motion rescinded by Cardarelli.

Motion by Pratt for the School Committee to ask their three questions as previously presented, and the Select Board can ask questions, second by Belbin.

Motion amended by Pratt to allow the Select Board members to each ask one interview question, second by Belbin.

Roll call: Affirmative For the School Committee: Zaniewski, Pratt, Cardarelli, Clougherty

For the Select Board: Bogart, Belbin, Townsend, Hewins, Hoffman

Motion by Cardarelli in the essence of time, each member of the joint committee will be allowed to ask one follow up question as it relates to the Carver School Committee and will be asked to be recognized by the Chair prior to asking their follow up question, second by Belbin.

Roll call: Affirmative For the School Committee: Zaniewski, Pratt, Cardarelli, Clougherty

For the Select Board: Bogart, Belbin, Townsend, Hewins, Hoffman

Motion by Cardarelli on the Interview/Voting process: Candidates will be interviewed & voted on in the order of their application date. Each candidate will be given 3 minutes to introduce themselves, 3 minutes to answer each main question and 2 minutes to answer each follow up question. Upon completion of interviews, the joint committee will vote via roll call on each candidate and each joint committee member will only have one yes vote for one candidate. Any candidate who receives 5 or more yes votes will be appointed to the School Committee. In the event that 2 or more candidates receive any number of votes that result in a tie and /or no candidate receives 5 votes, additional voting will continue until one member receives 5 votes, second by Belbin.

Roll call: Affirmative For the School Committee: Zaniewski, Pratt, Cardarelli, Clougherty

For the Select Board: Bogart, Belbin, Townsend, Hewins, Hoffman

## **Interview of applicants:**

## Jacqueline Lake:

<u>Background</u>: Lake stated her interest in being on the School Committee, she is an Assistant Director, has a child in Kindergarten, has been living in Carver for about a year and would like to see the school system thrive. She has looked at policy, has to keep people accountable, is good at grants and has a good piece to bring to the committee.

<u>Q#1</u>: Lake stated she has experience in community based programming, networking, outreach and has experience in state regulations, policy building and also supervising, setting goals and is very resourceful and is a good problem solver.

<u>Q#2</u>: Lake stated she would start with safety and making sure the policies and what they are doing are making their kids safe. She would go to the unions that support what they do. She would go to the curriculum and computers and make sure that the support system is there for the kids to learn, as well as health and wellness.

<u>Q#3</u>: A lot of kids are in need financially, and being tired as well as special needs growing and teachers having to manage different behaviors in the classroom, some teachers may not be able to manage those. There is back and forth on what type of curriculum is being used, and wanting to keep the integrity of the town with the different curriculums that are being used as well as programs on bullying, budget in general and having those conversations with the town in general, getting grants and fundraising.

<u>Zaniewski:</u> Thanked Lake for coming here and asked her to tell the committee what she does for a living on a day-to-day basis. Lake stated she has been working with children for over 20 years. Her current role does not involve working with children, it is for an applied behavior therapy in the mental health field.

<u>Pratt:</u> Asked if she has experience in working with school districts in the past. Lake stated she was a science teacher for one year in California and in Marshfield she worked in a SPED classroom working 1 on 1 for 2 years.

<u>Belbin</u>: Stated part of the role is communication- do you think the School Committee should answer questions given to the Committee during the open comment period? Lake stated if a new agenda item was referenced, it would need to be put on to the next meeting, but if possible, it is best to get answers right away, but would follow the process that is set forth.

<u>Hewins</u>: Why do you really want to 'run' for school committee? Lake stated she has always been a community person and it is something she has the skills for and wanted to do it.

#### **Deborah Gesualdo:**

<u>Background</u>: Gesualdo is a retired teacher from the Carver schools and was a teacher in the school system from 2003-2019. She is a teacher inside and out and has been a teacher most of her adult life.

<u>Q#1</u>: Gesualdo stated she is an ideal candidate as she is an educator and values education at all levels. She is committed to the education of Carver's children and feels she has passion as she has served on numerous committees, worked on goals to be achieved. She has the experience at all levels to bring Carver from a good school district to a great one.

<u>Q#2</u>: As a lead teacher and curriculum team leader, you need to listen to the teachers, administrators, paras, parents and children to understand what is important and what they need to succeed and then balance everything that is coming at you. Then you would start looking at mandates and what the community wants for the children.

<u>Q#3</u>: The budget has to be looked at as- how do we get the best out of the budget and how can we participate in the greater budget in the state, does the school need to participate in the standardized testing process in the state. We need to make sure we are doing right by our students.

<u>Belbin</u>: Do you think the School Committee should answer questions during the open comment period? She stated she sees the frustration in not answering the questions, but she understands the parliamentary reason for public comment. It is a way to have equal access and she understands that it is frustrating when things come up, but understands why it is the way it is.

<u>Belbin</u>: Are you for or against the MCAS: She stated it is not if she is for or against it, it takes up a lot of learning, time, stresses children, teachers and administration and the data coming from it is not timely. There are other tools to assess the children and make adjustments to accommodate the needs to ensure the students understand. The time taken up is too costly.

<u>Hewins</u>: Why do you really want to 'run' for school committee? Gesualdo stated she feels she brings a lot to the table, such as building committees, she lives and breathes education, she will speak the truth no matter what. She stated conflict is a part of everything as well as resolution.

Cardarelli: Prior to being on the School Committee, there were unsustainable budgets, resulting in layoffs. He is an advocate of a sustainable budget and several times as a union member, Gesualdo came to the School Committee with a request to increase the School Budget and vote an amount above what the Town can afford. Many steps have been taken to have a sustainable budget. If there was a contract the Town could not afford, would you agree to a budget that was within the confines of the budget or approve it above the means of the Town. Gesualdo stated years ago, when there was conflict with the Eversource funds, she was on the 'cut list' her first 7 years she was employed in Carver. She attended an EAPC meeting. Every educator in Carver was at that meeting. She stood up and asked that people give back salary at that meeting. She was able to command enough attention and respect, that teachers agreed to it. She stated she will do what is right every time, every day, no matter what. She is prepared and has the experiences for this. She has Open meeting law training, has a Master's degree, has sat on several different committees and stated she is the person for this job. She will set an example and set policy together. She would be an educator which is what Greenwood was, and he was voted in. She respects every administrator and everyone who works in the school department.

# Sandra Duffy:

<u>Background</u>: Has lived in Carver for 3 years and has three children, 2 of which are in the Carver school system. She is originally from France and has been a citizen since 2015. Her background is in law translating legal documents, is a photographer and works part-time.

<u>Q#1</u>: She has 2 children in the school and has no plans on moving. She cares about the education of her children and children in general. She see directly what is happening going through the school system. She does not have a reason that is more important than that.

<u>Q#2</u>: Duffy stated she would look at what needs to be done and hear what everybody has to say as far as what is most important and would look at the big picture. Cardarelli stated all candidates will go through training and the budget process is something you will pick up as you go and you decide on what you support and don't support at that time.

Duffy stated by looking at the current issues she will make the right decision.

<u>Q#3</u>: Duffy stated at the moment it is Covid-19 and if this wasn't there, it would be something else. She knows the children are tired of wearing masks and she has never put a stigma on the children for having to wear a mask. Her own children tell her sometimes they can't breathe in the mask after recess, or it hurts their ears, etc.

Zaniewski: Can she appreciate the divisiveness of the issue out there and that the School Committee needs to consider the opinions of all the parents and to see every side of the situation on the subject. Duffy stated she understands both sides and respects them, but she needs to stick to what she believes. She knows it is not easy from what she has seen from the past few School Committee meetings.

<u>Belbin</u>: Do you believe the School Committee should be answering questions during open comment: Duffy stated she learned that it is a rule, but if you have an answer then why not, as it would appears some of the tension of some people.

<u>Hewins</u>; Why do you really want to 'run' for school committee? She would like to be of service through community or in the Boston legal service, in the hotel industry & she is also a yoga instructor. Duffy stated she likes to help people.

## **Kelley Niemi:**

<u>Background</u>: She is a long-term resident of Carver for about 43 years and has been through the Carver system and has a child in the Carver school system. She is an IT professional working at various corporations doing corporate training working for various companies as well as working for the State. She is a people person and is calm and rational. She can build bridges, as opposed to tearing them down.

Q#1: Niemi stated with the divisiveness that is going on, she has worked in a variety of different positions and has been able to build bridges with cultural divides, is outgoing, has built relationships within the community and can leverage those relationships to help the committee work through issues. She would be a good liaison through these different things, as well as be open-minded and fair. Niemi stated she will maintain rationale through difficult times and will bring something new to the table as far as problem solving.

<u>Q#2</u>: She is unfamiliar with the budget and would listen to all parties involved to figure out what they need to their job would be the first step. She would like to see a program on bullying and realizes what these kids face. She would like remediation on the education that was lost last year and would like IT to be up to date budget wise. Niemi would listen to what the school needs and see that those are met first.

<u>Q#3:</u> Niemi stated funding – there is never enough money to do all the things we want to do for the children. Second is safety and also class size- she would like to see steps taken to be sure that double sessions never happen again. She feels strongly about maintaining and attracting talent. There are a lot of fantastic teachers in Carver and feels strongly the school should be doing everything they can to retain the talent within the budget.

<u>Zaniewski</u>: What do you think the priorities in assisting students in education should be: Niemi stated Carver is already doing a lot of those things. She would like to see more team building

with the children where they are learning how to work together, be kind to one another and more parent involvement. She would also like to see a mentor program for those parents who are unable to attend parent/family events.

<u>Belbin</u>: Do you believe the School Committee should be answering questions during open comment? She stated she does within reason, if it is a simple answer and can be given in that time.

<u>Hewins</u>: Why do you really want to 'run' for school committee? She stated Carver has given so much to her over the years and she wants to give back. She is becoming more involved in community activities and would be more involved.

#### Susan Beaulieu:

<u>Background:</u> Has lived in Carver for 33 years and has raised 4 sons in the school system and all of them have graduated from the Carver school system.

Q#1: Beaulieu stated she is a community account representative and she interacts with property staff and residents of over 200 people a month. She has an operating budget she needs to maintain and be fiscally responsible for. She makes sure people are able to communicate with her and that she communicates with them and that problems are resolved within 24-48 hours. She enjoys working with the community and helping the people with any kind of issue they may have.

Q#2: Beaulieu stated she has looked at the budget overall and the main items in the budget are salary, building expenses, health expenses and transportation. She was looking at what possible ways there are to save money. She would like to see if there is a way to save money in health care and the building expenses. The company she works for uses solar panels and her company makes a lot of money off of the solar panels, this is a way to save money. Having electric cars also saves money. The quality of education should be building up and that will draw people into the community. A committee could be performed to do an energy audit and how can the savings from that be put into education.

<u>Q#3</u>: Covid is a big issue and listening to the parents and students is important. Vaccinations will be coming up soon as a hot topic that they will have to deal with. Inflation will also be an issue. Rising costs will effect the budget. She does not want energy costs to get ahead of the budget.

<u>Belbin</u>: Do you believe the School Committee should be answering questions during open comment? She stated parents should be aware that parents can get in touch with the School Committee and the Committee should get back to the parents, but she would go by the rules. People can express their opinion and they should know there are ways the public can connect to the School committee.

<u>Hewins</u>: Why do you really want to 'run' for school committee? Beaulieu stated she loves people, kids are grown, wants to give back to the community. Her experiences have matured her to want to give back to the community and give back and work as a team.

Roll call votes were taken on each applicant in order that they were interviewed:

Jacqueline Lake: Affirmative: Pratt

Negative: Belbin, Bogart, Cardarelli, Clougherty, Hewins, Hoffman,

Townsend, Zaniewski

Deborah Gesualdo: Affirmative: Clougherty, Hewins

Negative: Belbin, Bogart, Cardarelli, Hoffman, Pratt, Townsend,

Zaniewski

Sandra Duffy: Affirmative: Bogart

Negative: Belbin, Cardarelli, Clougherty, Hewins, Hoffman, Pratt,

Townsend, Zaniewski

Kelley Niemi: Affirmative: Belbin, Hoffman, Townsend, Zaniewski

Negative: Bogart, Cardarelli, Clougherty, Hewins, Pratt

Susan Beaulieu: Affirmative: Cardarelli

Negative: Belbin, Bogart, Clougherty, Hewins, Hoffman, Pratt, Townsend,

Zaniewski

Motion to amend the prior motion on the voting process by Pratt for a run-off vote to do a roll call vote in which each committee member states the name of the committee member they wish to vote for out of the two, second by Townsend.

Roll call: Affirmative: Belbin, Bogart, Cardarelli, Clougherty, Hewins, Hoffman, Pratt, Townsend, Zaniewski

The top two candidates with the most yes votes are: Deborah Gesualdo and Kelley Niemi. A run-off vote was held between these two candidates:

Deborah Gesualdo: Clougherty, Hewins

Kelley Niemi: Belbin, Bogart, Cardarelli, Hoffman, Pratt, Townsend, Zaniewski

Kelley Niemi has 7 votes and is the new School Committee member until April 2022.

The School Committee closed their meeting at 8:50pm by Pratt, second Cardarelli.

Roll call: Affirmative: Zaniewski, Pratt, Cardarelli, Clougherty

Niemi will get sworn in by the Town Clerk at her earliest convenience.

Next Select Board Meeting: 10/19/21 at 6:00pm

# Minutes of 8/17/2/1 & 9/28/21:

Motion to approve 8/17 by Belbin, second by Hoffman

Vote 5-0

Minutes of 9/28 by Belbin, second by Hoffman as amended.

Vote 5-0

# **Select Board Community Announcements**:

Bogart: none

<u>Belbin</u>: Thanked Carver Sportsmen club for the programs they run. Next meeting will be

discussion issues going on with the transfer station

Hoffman: none

Hewins: none

Townsend: none

Motion to adjourn by Belbin at 8:55 pm, second by Hoffman

Vote 5-0