BOARD OF SELECTMEN'S MEETING

AUGUST 31, 1998

7:30 P.M. - MUNICIPAL OFFICE BUILDING - HANOVER, NH

The meeting of the Board of Selectmen was called to order at 7:30 p.m. by the Chairman, Marilyn W. Black. Present were: Marilyn W. Black, Chairman; Brian Walsh, Vice Chairman; Katherine S. Connolly; John Manchester; John Colligan; Julia Griffin, Town Manager; and members of the public.

Ms. Black announced that this meeting was being taped by CATV 6 and that hearing enhancement equipment was available for anyone who wishes to use it.

1. PUBLIC COMMENT

There was no public comment.

2. CONTINUATION OF DISCUSSION REGARDING FUTURE STATUS OF HANOVER WATER WORKS COMPANY

Ms. Griffin stated that the issue before the Board regarding the future status of the Hanover Water Works Company is how best to arrive at a recommendation and whether the Board relies strictly on the Board of Directors of the Water Company, which is comprised of representatives from the Town and Dartmouth College, to prepare a set of recommendations for both parties to consider.

Ms. Black stated that she feels the Board of Selectmen first need to decide whether or not they wish to absorb the Water Company as a Town utility.

Mr. Walsh wished to clarify that the discussion is not about the land, but rather about the distribution system and treatment facility.

Ms. Griffin stated that the assumption is that the Water Company would not be facing the issue of what would happen with the water shed land until a point is arrived at in Hanover where a decision is made, either voluntarily or because the waiver is lost through a change in EPA regulations, that a full filtration plant is needed or the idea of wells is pursued as an alternative. At that point, the water shed land would become a major issue.

Ms. Griffin stated that some test wells were drilled, representing only the initial phase in the test well process. The facility has a treatment waiver which mandates the maintenance of a certain water quality; if the allowable bacteria in water sampling is exceeded frequently enough, there is the possibility of the loss of the waiver. She added that the Water Company has had a few violations over the last two years, with one violation occurring recently; however, these are not enough to put the waiver in jeopardy at this time. Ms. Griffin feels that it is more likely that federal regulations will strengthen or the Town's customers may require further treatment of the water.

Mr. Colligan noted that he would be interested in looking at a preliminary proposal that outlines the advantages and disadvantages from the standpoint of the Town. He added that Dartmouth, as the majority owner and partner, should be confronted to see

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> if they are interested in pursuing this idea on a similar timetable so that legal or consulting expenses are not incurred only to have to wait until it becomes a priority for them. Also, he stated his interest in exploring whether or not the AAA credit rating of Dartmouth could be taken advantage of, which may or may not translate into a better transaction commercially for both partners. Mr. Colligan added that another issue, and possibly the most important in the community, is the protection of the water shed. He noted that the community has expressed concerns about the timing of possible restructuring given that it is embarking on a very significant capital expenditure, and wishes to be sure that it is done properly. Mr. Colligan stated that he would like to make sure the long partnership between Dartmouth and the Town continues.

> Mr. Walsh indicated that he feels the right group to deal with these issues is the Board of Directors of the Water Company. Ms. Griffin explained that the members on the Water Company Board of Directors are Willie Black, Jack Nelson, Dr. William Boyle and herself; there are four voting members from the Town on the Board. Dartmouth College has five voting Board members -- Cary Clark, Michael Blainey and Paul Ohlsen are the current members, with two members to be appointed by the College. She added that an excellent attorney who is experienced with utility work in New Hampshire has been immensely helpful.

On the question of the individuals involved, Mr. Colligan assumes that the Hanover part of the Board would have separate advice from the Dartmouth part of the Board, with an analysis then to be presented to the Selectmen as to the pros and cons of the restructuring. He stated that he would prefer to see a formal proposal from the Water Company before voting as a Board whether or not to pursue this matter.

Mr. Walsh MADE THE MOTION that the Board of Selectmen take the position that they would be interested in hearing a proposal from the Board of Directors of the Water Company for splitting the Water Company into a land holding entity and an operating entity; and further, that the expectation of that operating entity would be structured to become a municipal utility run by the Town of Hanover. Should Dartmouth College not be fully supportive of this proposal, further negotiations at this time will cease. Mr. Colligan SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO TAKE THE POSITION THAT THEY WOULD BE INTERESTED IN HEARING A PROPOSAL FROM THE BOARD OF DIRECTORS OF THE WATER COMPANY FOR SPLITTING THE WATER COMPANY INTO A LAND HOLDING ENTITY AND AN OPERATING ENTITY; AND FURTHER, THAT THE EXPECTATION OF THAT OPERATING ENTITY WOULD BE STRUCTURED TO BECOME A MUNICIPAL UTILITY RUN BY THE TOWN OF HANOVER. SHOULD DARTMOUTH COLLEGE NOT BE FULLY SUPPORTIVE OF THIS PROPOSAL, FURTHER NEGOTIATIONS AT THIS TIME WILL CEASE.

Mr. Walsh further indicated that he would like to see the Board of the Water Company have the best legal and financial advice they can get regarding how to accomplish the restructuring. After the proposal is prepared, he feels that the Town would need to ask someone to review it on the Town's behalf, and the College would need to do the same.

3. RECOMMENDATION TO SET POLLING HOURS FOR NH STATE PRIMARY ON SEPTEMBER 8, 1998.

Mr. Walsh MADE THE MOTION to set polling hours for the New Hampshire State Primary on September 8, 1998 from 7:00 a.m. to 7:00 p.m. Ms. Connolly SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO SET POLLING HOURS FOR THE NEW HAMPSHIRE STATE PRIMARY ON SEPTEMBER 8, 1998 FROM 7:00 A.M. TO 7:00 P.M.

The following schedule was set for Selectmen to be present at the polling hours: Mr. Walsh - 7:00 a.m. to 8:45 a.m.; Mr. Colligan - 8:45 a.m. to 11:00 a.m.; Ms. Black - 11:00 a.m. to 2:30 p.m.; Mr. Manchester - 2:30 p.m. to 4:45 p.m.; and Ms. Connolly - 4:45 p.m. to 7:00 p.m.

4. RECOMMENDATION TO APPROVE LEASE-PURCHASE AGREEMENT WITH ASSOCIATES COMMERCIAL CORPORATION FOR POLICE PORTABLE RADIOS.

Ms. Griffin noted that the police portable radios had been budgeted for. As the lease is a three year lease and only a one year budget was adopted, the lease-purchase agreement needs to be budgeted for the next two years. She noted that standard practice is to be careful to indicate that signing a three year lease does not guarantee the funding will be appropriated by the voters in years two and three. Ms. Griffin stated that the lease-purchase arrangement is a more cost effective way to purchase the 15 radios. Mr. Gilbar in preparing a cost analysis has determined that it makes sense to participate in a lease purchase agreement because it frees up a substantial amount of money in the Police Department budget to use in other ways. In this case, the savings realized were used to buy bullet proof and tactical vests for the Police Department.

Mr. Colligan asked how old the equipment was that was being traded in and its original cost. Ms. Griffin recalled that the radios are at least eight years old, with an original purchase price of approximately \$6,500. The radios belong to the Town at the end of the lease. She added that the old radios are being kept to be used as backups.

Mr. Manchester asked if each individual on the police force gets a radio. Ms. Griffin answered that there are radios for the Chief, Captain, Detective Sgt. and the Detective Sgt.'s assistant, as well as for the three officers on the shift and one radio for dispatch. There is a second set available for emergencies in the event all police officers are called back.

Mr. Walsh MADE THE MOTION that the Board of Selectmen approve a lease-purchase agreement with Associates Commercial Corporation for police portable radios. Mr. Manchester SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO APPROVE A LEASE-PURCHASE AGREEMENT WITH ASSOCIATES COMMERCIAL CORPORATION FOR POLICE PORTABLE RADIOS.

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5. RECOMMENDATION TO UPGRADE DIRECTOR OF ASSESSING AND PLANNING & ZONING DIRECTOR FROM MANAGEMENT LEVEL I TO MANAGEMENT LEVEL II POSITIONS.

Ms. Griffin indicated that the Management Level I salaries the Town had to offer would not fill the positions for the Director of Assessing and Planning and Zoning Director with individuals of the quality and caliber required. The additional funds have been realized from a combination of the budget and savings because two of the positions have been not filled, and she and Mr. Gilbar have identified how to fund the remainder.

Mr. Walsh stated that he believes the quality of service will improve and legal cost will decrease as a result of upgrading the positions.

Mr. Colligan asked how the Board could be accountable to monitor the quality of service and decrease in legal cost and report back to the taxpayers. Ms. Griffin answered that the Board can be accountable by looking at the legal expense next budget season in terms of where savings have been realized. Those savings will depend completely on appeals that are filed. On the Planning and Zoning side, she believes the savings will be seen in improvement of processes, which will take time and will elicit much feedback from residents.

Ms. Connolly noted that it is important to differentiate between legal budgets from the amount spent for tax appeals versus the amount spent on Planning and Zoning.

Ms. Griffin indicated that \$120,000 has been spent in the legal budget over the past few years, but this year's came in around \$90,000.

Mr. Walsh suggested that the Town's annual report show a breakdown of the legal budget broken down on an action by action basis.

Mr. Walsh MADE THE MOTION to upgrade the Director of Assessing and Planning & Zoning Director from Management Level I to Management Level II positions. Ms. Connolly SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO UPGRADE DIRECTOR OF ASSESSING AND PLANNING & ZONING DIRECTOR FROM MANAGEMENT LEVEL I TO MANAGEMENT LEVEL II POSITIONS.

6. APPOINTMENTS: ZONING BOARD OF ADJUSTMENT AND DISABLED ACCESSIBILITY ADVISORY COMMITTEE.

Ms. Connolly MADE THE MOTION to appoint the following individuals to the Zoning Board of Adjustment: Michael Hingston and Carol McKinnon as full members, and Steve Fowler as alternate. Mr. Walsh SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO APPOINT THE FOLLOWING INDIVIDUALS TO THE ZONING BOARD OF ADJUSTMENT: MICHAEL HINGSTON AND CAROL MCKINNON AS FULL MEMBERS, AND STEVE FOWLER AS ALTERNATE.

Mr. Colligan asked Ms. Connolly to inform the public as to the process for advertising and interviewing for vacant positions. Ms. Connolly stated that Mr. Fowler was interviewed, along with another interested individual who was not chosen simply because he had not been in Town as long as Mr. Fowler. She noted that Mr. Hingston had been serving on the Zoning Board of Adjustment for approximately three years, and is a valued member of the Board. Ms. McKinnon has been an alternate for six months to a year, and has also become a valued member of the Board. Ms. Connolly noted that there has been an impressive group of people interested in Town affairs who have had previous expertise as well.

Ms. Black MADE THE MOTION to appoint Elaine Harp to the Disabled Accessibility Advisory Committee. Mr. Colligan SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO APPOINT ELAINE HARP TO THE DISABLED ACCESSIBILITY ADVISORY COMMITTEE.

Ms. Griffin indicated that one more citizen volunteer is still needed for the Disabled Accessibility Advisory Committee, and encouraged members of the public who are interested to apply for the vacancy.

7. ADMINISTRATIVE REPORTS

Ms. Griffin reported that she will be taking a comprehensive look at the downtown parking system, including rates, hours of enforcement and where more long term meters should be positioned. She is also in the process of preparing a request for proposals to entertain proposals from outside companies to manage the parking structure and perhaps the municipal parking lot on a contract basis; this will allow a comparison between their cost and the cost of managing it by the Town. Ms. Griffin added that she is in the process of developing a task list in cooperation with Mr. Gilbar and Patrick O'Neill regarding work to be done in the area of parking. She feels that during the construction phase of the parking structure it might be wise to locate more long-term parking meters in the Marshall lot for people working all day in the downtown area. Also being considered is the raising of meter rates prior to the opening of the parking structure. Ms. Griffin indicated that the first item to be accomplished is to figure out what the task list is comprised of and hopefully bring it to the Selectmen for their review in early December.

8. SELECTMEN'S REPORTS.

Mr. Colligan

Mr. Colligan reported that Upper Valley Lake Sunapee Regional Planning Commission is conducting a ballot vote for the approval of the regional plan for 1998. If people are interested, they can obtain copies from the Planning Commission.

Referring to a letter distributed to the Selectmen regarding the Wilmot land, Mr. Colligan indicated that the Conservation Commission has made a recommendation that the Town purchase the land.

Ms. Griffin stated that Mr. Wilmot is asking for assessed value on the land, which is \$18,000. The land consists of approximately 12 acres abutting Town forest. She indicated that Mr. Wilmot is anxious to have a response from the Town as to whether or not the Town would be interested in purchasing the land. Ms. Griffin suggested to the Board that they ask the Conservation Commission to consider whether or not the land should be purchased with their funds.

Ms. Black indicated that if the land is purchased with Conservation Commission funds, the purchase does not require Town Meeting approval.

Mr. Colligan was not sure if there is sufficient money in the Conservation Commission fund or budget to purchase the land, but he feels that Mr. Wilmot would appreciate a sense of the Board as to its interest. Ms. Black agreed that a letter should be sent to Mr. Wilmot indicating that the Town is interested in purchasing the land, and that it will figure out the funding of that purchase.

Mr. Walsh asked that if the Conservation Commission is going to recommend that the land be purchased, that their recommendation be more specific as to where funding will come from. Ms. Griffin suggested that she and Mr. Gilbar work with the Conservation Commission to determine whether to use their funds for the purchase or whether purchase through Town Meeting should be pursued. In the interim, she will send a letter to Mr. Wilmot on behalf of the Board indicating that it is enthusiastically pursuing financial options for the purchase of the land.

Ms. Connolly indicated her approval concerning the acquisition of the Wilmot land.

Ms. Black noted that for many years money was put into the Conservation Commission fund; when the capital improvement and land acquisition fund was established, that practice stopped. Ms. Griffin stated that she has looked at the statute and language that Town Meeting acted on when the fund was first created. It is not clear to her based on today's statute whether that fund was legally created so that the Conservation Commission can spend the funds without Town Meeting approval. She stated that she is in the process of drafting a letter to Walter Mitchell to see if it was properly adopted many years ago. If the language of the warrant article is found to be legally incorrect, it might be necessary to go to the voters in May and get clarifying language so that in the future when a piece of property goes on the market, the Conservation Commission can act quickly without requiring Town Meeting approval.

Mr. Manchester

Mr. Manchester reported that the descendants of the Dana property are now ready to address the issue and come to some sort of negotiated settlement with the Town as to how to share the property or subdivide it.

Mr. Walsh suggested that the Robes brothers might be approached to make the Town a proposal for the land. Ms. Black noted that it is a complicated piece of property, and that in the future if people wish to give property to the Town, the Board should make sure it is unencumbered.

Mr. Manchester also reported that there will be a Recreation Committee meeting on September 16th. He added that Selectman Walsh had an art display at Howe Library recently, with another one scheduled for September 18th.

Ms. Black

Ms. Black reported that the Recycling Committee met recently with some new representatives from Dartmouth College in attendance. She stated that ROT is up and running, with the only problem being the transfer of Thayer Hall garbage which landed on the road.

Ms. Connolly

Regarding traffic counts, Ms. Connolly noted that she believes the Upper Valley Lake Sunapee Regional Planning Commission should conduct the counts. This matter will come before the Planning Board at its next meeting. She asked the Board if anyone wished to suggest any other places to take traffic counts. The Selectmen suggested various locations, and Mr. Walsh recommended that this matter would be a good way for the Planning and Zoning Director to get involved in this set of questions.

Ms. Connolly also reported that there will be a Transportation Committee meeting on September 14th. Ms. Griffin stated that she has asked the Chair of the Bicycle Committee if Greensboro Road is still their first choice for a bicycle path. She suggested that one segment that might be pushed for sooner is the West side of Park Street, which is land primarily owned by the College. She noted that this is a major bicycle thoroughfare, and would be a shorter segment to work on than Greensboro Road.

Mr. Walsh stated that two or three feet added on the West side of Park Street would make it safer for bicycling and would not kill the trees located there.

Ms. Connolly also reported that the Planning Board will commence after a month's hiatus. At the last meeting of the Selectmen, she indicated that she had said the Planning Board had covered all of the Buck Road properties, but they have not; hopefully, the Planning Board will commence on the last Buck Road property at its September 1st meeting.

Ms. Connolly indicated that Planning Board hearing of the parking structure has been postponed for various reasons. The only other item on the Planning Board agenda is conversion of a house on Sargent Place to a business.

Mr. Colligan asked if there were any issues with the parking structure as far as questions from the public that were not faced earlier. Ms. Griffin indicated that there are some issues that are Town issues, such as the recommendation of Resource Systems Group study which strongly urged the Town to consider eliminating two parking spaces in front of Rosey Jekes. She added that a special exception was required from the Zoning Board because the number of parking spaces that Dartmouth needs offsite has increased by five spaces because of the design of the structure. She stated that the ZBA was deliberating the issue, but it was not clear if a decision would be reached due to their heavy workload. Ms. Griffin indicated that the earliest that construction could begin on the parking structure would be after the holiday season.

Mr. Walsh

Mr. Walsh reported that he and Mr. Colligan, along with Judy Davidson, had interviewed three of the candidates for the Conservation Commission with another four candidates to be interviewed soon. He hopes to have interviewed all seven candidates who have shown interest and have a recommendation to the Board for the September 14th meeting. Mr. Walsh stated that he is encouraged with the numbers of people interested in serving on the Town's boards and commissions.

Ms. Connolly noted that it is nice to have a backlog of candidates, even though they might not be appointed immediately.

Ms. Black reminded the Board that the Municipal Law Lecture Series is planning a presentation on local environmental regulation, and suggested that members of the Conservation Commission or interested members of the public might wish to go. Ms. Griffin noted that the Law Lecture Series is an excellent series, and she strongly urged all sitting Board members to attend. She indicated that the presentations are held in Lebanon.

Mr. Walsh stated that it would be helpful if the Planning and Zoning Task Force were in place by that time; they could be strongly encouraged to attend, as well as people interested in being on subcommittees.

9. APPROVAL OF MINUTES: AUGUST 17, 1998.

Mr. Colligan MADE THE MOTION to accept the minutes of August 17, 1998, as corrected. Ms. Connolly SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO ACCEPT THE MINUTES OF AUGUST 17, 1998, AS CORRECTED.

10. OTHER BUSINESS.

Mr. Colligan wished to enter the following statement into the record:

"RSA 36A provides for the establishment of municipal conservation commissions. The purpose for having a conservation commission is to focus on the proper utilization and protection of the natural resources and the protection of the watershed resources of a municipality. The statute authorizes the specific responsibilities including informing the public about the nature of and reasons for any environmental issues and/or proposals. Six of the eight conservation commission members recently responded to a Hanover citizen's letter to the Valley News editorial page about concerns about the erosion of the rural character of Hanover through development. In addition to responding and informing all concerned Hanover citizens, the main purpose was to remind people that there is a specific process to address these and other very important issues facing the Hanover community. Perhaps our greatest challenge is to work to always encourage more participation from all Hanover citizens. Hanover is very fortunate to benefit from a strong tradition of many talented, devoted volunteers on its independent boards and task forces. As always, the complexity and demands of governing greatly benefit from a public engaged in the dialogue and decision making."

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11. ADJOURNMENT.

Mr. Walsh MADE THE MOTION to adjourn the meeting of the Board of Selectmen. Mr. Colligan SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO ADJOURN THE MEETING.

Ms. Black MADE THE MOTION to go to non-public session to discuss a matter which may affect the reputation of an individual. Mr. Walsh SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO GO TO NON-PUBLIC SESSION TO DISCUSS A MATTER WHICH MAY AFFECT THE REPUTATION OF AN INDIVIDUAL.

SUMMARY

- 1. Mr. Walsh MADE THE MOTION that the Board of Selectmen take the position that they would be interested in hearing a proposal from the Board of Directors of the Water Company for splitting the Water Company into a land holding entity and an operating entity; and further, that the expectation of that operating entity would be structured to become a municipal utility run by the Town of Hanover. Should Dartmouth College not be fully supportive of this proposal, further negotiations at this time will cease. Mr. Colligan SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO TAKE THE POSITION THAT THEY WOULD BE INTERESTED IN HEARING A PROPOSAL FROM THE BOARD OF DIRECTORS OF THE WATER COMPANY FOR SPLITTING THE WATER COMPANY INTO A LAND HOLDING ENTITY AND AN OPERATING ENTITY; AND FURTHER, THAT THE EXPECTATION OF THAT OPERATING ENTITY WOULD BE STRUCTURED TO BECOME A MUNICIPAL UTILITY RUN BY THE TOWN OF HANOVER. SHOULD DARTMOUTH COLLEGE NOT BE FULLY SUPPORTIVE OF THIS PROPOSAL, FURTHER NEGOTIATIONS AT THIS TIME WILL CEASE.
- 2. Mr. Walsh MADE THE MOTION to set polling hours for the New Hampshire State Primary on September 8, 1998 from 7:00 a.m. to 7:00 p.m. Ms. Connolly SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO SET POLLING HOURS FOR THE NEW HAMPSHIRE STATE PRIMARY ON SEPTEMBER 8, 1998 FROM 7:00 A.M. TO 7:00 P.M.
- 3. Mr. Walsh MADE THE MOTION that the Board of Selectmen approve a lease-purchase agreement with Associates Commercial Corporation for police portable radios. Mr. Manchester SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO APPROVE A LEASE-PURCHASE AGREEMENT WITH ASSOCIATES COMMERCIAL CORPORATION FOR POLICE PORTABLE RADIOS. Mr. Walsh MADE THE MOTION to upgrade the Director of Assessing and Planning & Zoning Director from Management Level I to Management Level II positions. Ms. Connolly SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO UPGRADE DIRECTOR OF ASSESSING AND PLANNING & ZONING DIRECTOR FROM MANAGEMENT LEVEL I TO MANAGEMENT LEVEL II POSITIONS.

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- 4. Ms. Connolly MADE THE MOTION to appoint the following individuals to the Zoning Board of Adjustment: Michael Hingston and Carol McKinnon as full members, and Steve Fowler as alternate. Mr. Walsh SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO APPOINT THE FOLLOWING INDIVIDUALS TO THE ZONING BOARD OF ADJUSTMENT: MICHAEL HINGSTON AND CAROL MCKINNON AS FULL MEMBERS, AND STEVE FOWLER AS ALTERNATE.
- 5. Ms. Black MADE THE MOTION to appoint Elaine Harp to the Disabled Accessibility Advisory Committee. Mr. Colligan SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO APPOINT ELAINE HARP TO THE DISABLED ACCESSIBILITY ADVISORY COMMITTEE.
- 6. Mr. Colligan MADE THE MOTION to accept the minutes of August 17, 1998, as corrected. Ms. Connolly SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO ACCEPT THE MINUTES OF AUGUST 17, 1998, AS CORRECTED.
- 7. Mr. Walsh MADE THE MOTION to adjourn the meeting of the Board of Selectmen. Mr. Colligan SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO ADJOURN THE MEETING.
- 8. Ms. Black MADE THE MOTION to go to non-public session to discuss a matter which may affect the reputation of an individual. Mr. Walsh SECONDED THE MOTION and the Board of Selectmen VOTED UNANIMOUSLY TO GO TO NON-PUBLIC SESSION TO DISCUSS A MATTER WHICH MAY AFFECT THE REPUTATION OF AN INDIVIDUAL.

The meeting was adjourned at 8:56 p.m.

Respectfully submitted,

John Colligan Secretary

These minutes were taken and transcribed by Nancy A. Richards.