

# STRATEGIC PLANNING COMMITTEE

JULY 19, 2016

A meeting of the Strategic Planning Committee was held Tuesday, July 19, 2016, at 6:10 p.m. in the Aldermanic Chamber.

Alderwoman Mary Ann Melizzi-Golja, Chair, presided.

Members of Committee present: Kim Kleiner, Special Assistant to the Mayor  
Alderman-at-Large Mark S. Cookson  
Alderman Richard A. Dowd  
Paul Bergeron, Vice Chair, Board of Public Works  
Arthur Barrett, Chair, Library Board of Trustees  
Mike Rosenblum, Chair, Airport Authority

Members not in Attendance: Sandra Ziehm, President, Board of Education  
James R. Tollner, Chair of the Police Commission  
Kevin E. Gage, Chair of the Fire Commission

Also in Attendance: Alderman-at-Large Brian S. McCarthy  
Sarah Marchant, Director, Community Development Division  
Tim Cummings, Director, Economic Development Division

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## ELECTION OF COMMITTEE CLERK

Chairwoman Melizzi-Golja called for nominations for the Committee Clerk

### **ALDERMAN COOKSON NOMINATED ALDERMAN DOWD**

### **MOTION BY MR. BARRETT TO CLOSE THE NOMINATIONS**

### **VOTE ON NOMINATION OF DOWD AS COMMITTEE CLERK MOTION CARRIED**

Alderman Dowd duly elected as committee clerk

PUBLIC COMMENT – None

## COMMUNICATIONS

From: Brian S. McCarthy, President, Board of Aldermen  
Re: Consolidated Input – Vision 2020 Public Input Sessions

### **MOTION BY MR. BARRETT TO ACCEPT AND PLACE ON FILE**

## ON THE QUESTION

Alderman Cookson

Alderman McCarthy, would you like to speak to these two communications and specifically reference the fact that they are almost probably in excess of two years old?

Alderman McCarthy

They are six years old. I can explain the background. Starting, I think, in 2010, we had a series of public input sessions to accept public concerns the update to the strategic plan. We have five of those, one in each quadrant and one at the Senior Center. Those were ultimately reduced into the hundreds of post-its that are condensed onto the colored coded pages. When we went back and looked at that, I think this is one of the areas where that process had a shortcoming. When we got the public input, it was all about specific small problems in neighborhoods primarily and not about strategic concerns. We rolled that up into some strategic topics, but most of the recommendations that came back were specific recommendations for things that staff needed to do. I think you will find that a huge number of these were actually addressed afterwards. Many of them were public works issues. Some of them may have been the issues that we ultimately decided not to deal with. But I think that set was generally created. The other memo lists some specific steps for some other things that we intended to do. I haven't looked at it in a while, and I don't know exactly which things we made progress on and which we didn't. I think you'll actually find that they've all become issues that we have dealt with in some extent or another. The second memo is dated 2011. It's 5 ½ years old at this point. I suspect, however, that the list of things in it is still probably pretty close to the list we need to look at, so I would suggest we take a look at that and update it. That's the history of those two communications.

**MOTION CARRIED**

From: Brian S. McCarthy, President, Board of Aldermen  
Re: (DRAFT) Top Items List from Vision 2020 Sessions

**MOTION BY MR. ROSENBLUM TO ACCEPT AND PLACE ON FILE  
MOTION CARRIED**ORGANIZATIONAL DISCUSSION**- Review of Statement of Policy and Strategic Plan Ordinance**Chairwoman Melizzi-Golja

Those were sent to you just to give you a bit of history on where we've been. Alderman Cookson, you were part of the sticky-note process. I think we all remember that fondly. The next thing I would like to do because I know when Trish called people, people were kind of like: "what is this committee and how did I get there?" I asked her to send you the information from the revised ordinances. You have a two-page statement of policy and strategic plan. Originally the committee membership consisted of the department directors. A year and a half ago, the committee met and at that time, Alderman McCarthy was part of that meeting. It was determined that the city employees would in fact be doing the work, but the membership of the committee really needed to be made up of the people who served on the various boards and commissions in the city who were making budget decisions and studying priorities for the city. Alderman McCarthy introduced legislation that was passed December 2, 2014. Hence we have the new membership with the President of the Board of Education or an elected member. If you go down you will see it's the president or chair of either a board or commission in the city or someone designated to represent. I know some of you, and it may not be where you see yourself coming all the time, and it may be someone else you feel would be more appropriate to participate, and that's certainly a conversation you can have amongst your commission or board. But I thank you for coming this evening so we can at least get started and move forward.

The second page there some information about the establishment of the committee. The committee is going to "develop and maintain an official statement of policy and strategic plan for the City of Nashua. This plan shall be developed in a manner determined by the committee and approved by the Board of Aldermen" - Under B. Under C, again, the committee "shall develop and maintain annually an

operating plan which shall provide for the implementation of the policies set forth in the strategic plan. This plan shall, at a minimum, detail the projected operating requirements as far into the future as is foreseeable. This plan shall be developed in a manner determined by the committee and approved by the Board of Aldermen.”

If you look below that, you will see the vision statement as well as the mission statement. “Nashua is a proud, vibrant, and welcoming community. Nashua offers its people opportunities for personal growth, prosperity, education, culture, heritage, and recreation. Nashua is a City responsive to the needs of its citizens, continuously examining its processes to enable efficient delivery of services that enrich the quality of life.” Then the mission statement: “Nashua City Government, while recognizing fiscal limitations, shall: (1) Develop and allocate sufficient resources to improve the quality of its public education, recreation, safety services, parks, public works, social services, and cultural offerings; (2) Promote the growth of business and economic opportunity without sacrificing quality of life; and (3) Develop and execute long-range plans that make the vision a reality.”

I wanted you to have those so you wouldn't be going looking for it when you went back to meet with your board or commission. In the NROs we discovered the committee membership hasn't been updated yet online, so we have to go to the ordinance and do some cutting and pasting to do this. Now we have the correct version of it.

#### Alderman Cookson

I'm curious if that vision and mission statement was derived from this particular committee or if it was proposed as part of the resolution or ordinance and adopted at the full Board. And, was there discussion around it. Is this somebody's vision and mission statement or is it our vision and mission statement.

#### Alderman McCarthy

It was adopted by the Board. I don't think this last time but I think in previous rounds of strategic planning. It's probably about ten years old. I think you'll find it stated in the ordinances. It was adopted after discussion at the Board.

#### Alderman Cookson

With regard to the committee shall consist of the following members, I see that every single committee or commission that is identified on here either identifies a person or their designee. I think it would be appropriate that we would also look at if we were unable to attend that it might be either us or either the vice chair of the committee or either a designee of that aldermanic committee. I would just throw that out as an opportunity for us to look at and maybe refine it a bit further.

#### Chairwoman Melizzi-Golja

When I looked at this, I thought we should probably elect a vice chair of this committee just in case something happened if a meeting was scheduled and the chair couldn't be here. I think those are all good points. Regarding the vision and mission statement, I think that's probably something we may want to reexamine as a committee, take back to the board of aldermen, take back to your boards and commissions and come back together and see if this is what we feel is the vision for the city and the mission statement and bring that back then to the Board of Aldermen to have them approve or comment on and work on so we have something that we feel is up-to-date and in keeping with where we see this going.

There's also some minutes from the last December meeting. I didn't have Ms. Lovering print those, but there was some general discussion there about the Master Plan being more of a land use sort of

planning document, and the strategic planning really looking at as indicated in the vision and mission statement. Looking at where we're putting our resources, what are our priorities, and then what does that mean for all of our boards and commissions as we work together. What does that look like and how does that play out in our budget and how that drives our priorities. Director Marchant and Director Cummings and I have had some conversations. Originally they were on this committee. I asked them to come and lead off the discussion about strategic planning. Before they start, I would just say that this year the Capital Improvements Committee agreed to fund \$50,000 out of a larger number. This larger number amount of money was supposed to be for next year but they agreed to fund \$50,000 this year to try to kick off the strategic planning.

#### Alderman McCarthy

If I could, the capital improvements committee has nothing to do with the funding or what projects wide up in the budget or not. They simply rank them from top to bottom. In fact, one of the problems with that process is that it is done completely in a vacuum without regard for priorities within the departments. It's a pretty random ranking when you look at it. It never matches what comes in in the budget and that never matches goes out with the budget for the most part. I think that's one area where if we want to fix that, it's got to get fixed to some extent at the state level because the RSAs around master plans define the way you constitute a capital improvements committee and generate a capital improvements plan. That mechanism does not serve communities like Nashua very well.

#### Ms. Marchant

The \$50,000 in the CIP was the starter request for master planning money which was requested for future years. The Mayor and this new administration looked at the CIP and made funding decisions on the budget based on that. I think there are a couple ways we can streamline the CIP process for the budgeting process that we could talk about here that maybe don't need to go all the way to the state level. I agree with you the state RSA reflects how every other community in New Hampshire does it except for Nashua and maybe Manchester.

#### Alderman McCarthy

I just want to make sure everybody understands where the construction of the committee came from. We have some 45 boards and commissions. We took like six of them that came out of there. What it is are the aldermanic committees that are essential big expense items like the budget committee and the infrastructure committee. From the other boards and commissions, we picked the employer boards who control labor agreements. In the case of the airport because the airport has a fairly substantial budget and a lot of capital cost. That board because they influence the submissions that go into the budget. We deliberately left the land use boards out because frankly while the planning board has some responsibility to give input on planning, those are boards that are primarily regulatory and responsible for implementing policy not so much making it, although there is some overlap there. We felt those boards should not be involved in the strategic plan because it puts them in a position of perhaps being questionable when they make decisions later on. I do agree with ought to look at the mission and vision statements. In looking at them tonight, and I haven't looked at them in ages, they sort of remarkably reflect what we are doing. Unless we want to change what we do, they are probably pretty good at the moment.

#### Chairwoman Melizzi-Golja

Would you care to add anything from that meeting a year and a half ago in December?

#### Alderman McCarthy

No, that had more to do with just changing the committee around than the actual plan. We've always had a desire to look forward to what direction are we going. I think we're doing that more so now than ever but in pieces. Maybe to wrap a set of words around that that are a coherent plan makes a lot of sense. I'm looking at some of the items that are in here that were in the longer term memo. We had a clear victory on one. There's one in there about acquiring Pennichuck. There's issues in there on the arts which we

are making some progress on. There's issues on budget and healthcare which we are making some progress on. There's issues in there about the website, which I think is probably the greatest failing to date.

Chairman Cookson

We still have to work on that one.

Alderman McCarthy

I think there's a fairly good framework in there for looking at items that are pretty much still at the top of the pile.

Chairman Cookson

I appreciate the update because I was really curious as to where these two communications really fit into this committee seeing that they are 5 ½ - 6 years old and what did the last administration do with them. As I recall, and Alderman McCarthy, correct me if I'm wrong, many of the actions that came out of this were not necessarily policy-making items or actions that we had to make but they were in fact outside the scope and control of the board of aldermen and they really lied in the hands of the mayor and the different departments and divisions and those employees. It was really the implementation or the correction of some issues that were raised with public works, etc., etc., within the departments themselves.

Alderman McCarthy

I think there may actually be a response to the larger memo somewhere that documents what was done with some of them. I do not have it at the moment.

Chairman Cookson

Are we going to go through the process of reviewing what in essence was post-it notes from 2000 whatever year it was?

Chairwoman Melizzi-Golja

That was not my intention.

Alderman McCarthy

My recommendation on that is that everybody should probably peruse them on their own, compare them to the short list that is in the second memo and let's find whatever things may be missing from the second memo, either from the list or from the fact that there are new items. I think that's where we ought to start from.

**- Strategic Planning Information – Directors Marchant and Cummings**

Chairwoman Melizzi-Golja

I asked Director Marchant and Director Cummings to come here and maybe start a conversation with us about an approach and other ways to look at strategic planning that would get us to those bigger items that would then help us focus on our priorities.

Ms. Marchant

As a quick background, the city does some strategic planning already. It's just not under that title. We have the CIP that comes out every year which is kind of the financial capital improvement projects that if it tied more closely to the budget and we worked on some of those initial processes, it would be a big part of any strategic plan. We have the ERS, the capital equipment fund. The same thing. We have a master plan which does need to be redone. It's going to be 20 years old soon, and it is in desperate need of updates. We have a bunch of other small master plan through the annual budget process that we go through, and this Vision 2020 or whatever the final kind of process document. I think you've said a couple times now, the Vision 2020 seemed to end up being items and not outcome. Strategic planning is about visioning of long term outcomes that you intend to reach and goals and deliverables that are more detailed oriented. What I've experienced in other communities and Tim will speak to as well is that strategic planning is about thinking big about a desired long term outcome for the community and then backing into that through all these different ways to make sure that our budgeting and processes and thinking about it feeds into that.

Mr. Cummings

I've seen strategic planning handled a couple of different ways in various communities, some more successful than others. I think what really helped the community I was in most recently was the consensus building that happens at the foundation level so everyone bought into the ultimate deliverable that came about. Then the goalsetting, making sure everyone understood the goals that were being created. Then they directed the policy decisions after that to develop the outcome that would meet the goals and objectives that were outlined. Here's an example. The community made it a goal that they wanted to maintain their services that they currently provided. Looking at today what is it that we do? We pick up trash collection. We provide healthy services in terms of hazardous waste collection. We have payroll we need to make. We have all these various deliverables operationally. We want to maintain those core services. How do we maintain a stable residential tax rate, understanding fixed costs continue to rise, and still be able to provide those operational services that the residents have come to rely on and frankly expect. They had this conversation. They ultimately decided that the policy statement and the goal that they actually articulated was stable residential tax rate. What they did was they realized that they needed to over a 20-year period raise in new growth, new dollars into their budget system an additional, I think, one billion dollars. Over a 20-year period they needed to find one billion new dollars to be able to just maintain their level of service. They did some forecasting and they did some analysis and they looked through this process which ultimately led to a plan that they gave out to the different boards and commissions that everyone agreed to. Then it was reinforced by the staff that the decisions were made based off of this. That is an example of a really high level goalsetting exercise which help derives the consensus necessary to bring all the different key players into the conversation. One of the things I'm learning here is Nashua is a little bit more of a decentralized form of government. I think having some sort of long term strategic plan like that in place can help keep all of the key players understanding the fiscal realities that the community is struggling with and make more informed decisions as they move forward.

One of the things that I think would help is to maybe receive a fiscal update from the finance team here in the city. I think that would be a good starting off point, a jumping off point to actually understand what the fiscal situation is here. I would suggest that we consider also adding in staff, like Sarah and I, maybe someone from the finance team to be part of the ongoing discussion.

Alderman McCarthy

I want to comment what I think is probably the elephant in the room with regards to strategic planning which is as we know from the budget process, we have a constrained budget based on two things. One is the Spending Cap and two is what we can reasonably expect we can tax rates by and keep the place livable. We run a business that is almost entirely driven by labor costs. I think one of the reasons for

the current consistency of the committee is just that. If we ever want to make progress on anything else, the first thing we have to understand is what is the affordability matrix in the out years for what we can do for our employees. We are going to have to ultimately wrestle with that challenge and see what is a sustainable way to pay the employees in such a way that they are compensated fairly and the good ones will stay but that we are able to worry about anything else besides that in the annual budget process. If we really want to make progress on this, that's one of the things we are going to take one in the medium term. I think there's some financial modeling we don't have because when we get the contracts, we look at them and say, well this person got a six percent raise. We clearly can't do that. Actually when you look at the mechanics of something like the school department, depending on turnover, we may be able to. What we need to look at is what is the percentage increase in the bottom line of the salary budget, not what the individual numbers in the matrix are. That's the number that determines what the budget sensitivity is. I don't think we have those numbers anywhere to understand how they work out. The school department, they actually do work out over time because there is such a large employee base and the turnover makes it fairly smooth. In Sarah's department, for example, there's not that many people. If one person retires and is replaced, that's a big downshift but then the upshift in individual positions is cumulative over the years so it's hard to see how to flatten that out. I think those are the things we need to be able to look at and understand. There's basic fiscal planning exercises as Director Cummings points out that we haven't ever really done well. We've got to figure out with the staff how to get that out of the way if we're going to make any progress.

Ms. Marchant

I think that's key of the idea of why strategic planning is so important in Nashua. As Director Cummings pointed out, we're so decentralized. There are so many different players in this and we have a Spending Cap in place. There's some known numbers that we need to look at and determine what those goals are. If we don't know those number to start, it's hard to formulate long term goals and outcomes.

Mr. Bergeron

I couldn't agree more. I think you can see that in Public Works. The last couple two or three years that I've been on the Board, our increases have been even lower than the other departments. The wages of the employees are like two percent a year. They are reasonable contracts, but our budget increases for the first two years for like one percent and then this year like 1.6 percent or a little bit higher. That's where you can see what works in our department. When I joined the Board and everything came up, a truck or something, they would say it's on CERF, don't worry about it. I was like, I'm the new person. Wait a second. Time out. I got the CERF plan and every time a truck would come up, I would pull it out, I would look, I'd highlight it. If it checked out when the truck was due and Commissioner Pappas and I always ask questions. It's on there but do we really need to purchase this truck. It is scheduled to be replaced, but in fact does it still need to be replaced right now. Most of the time it does. That worked. With paving, we didn't do anything with paving. We can see where that hasn't worked. Now it's been presented that the paving we're talking about bonding an outrageous amount of money. We need at least \$5 million a year to just maintain what we have now which is not adequate. Everybody wants more paving. This is something doesn't work. Now they are talking about possibly bonding 25 or 30 million dollars for paving just to catch up. Can we do that and then the \$5 million which is not a plan, not through anybody's fault. It's just with the budget constraints, it is just easy to say we'll put off that.

Mr. Barrett

I was on the Board of Alderman back in the 1960s. I was the father of the capital improvements program. It's interesting to hear your comment, Brian, about what should be done to bring that up-to-date. In those days we were operating without any limit on the taxation. They didn't have any plan for the future in anything. The mayor was an advocate for whatever was going to be done, and the aldermen agreed to say yes or no. The capital improvement program I introduced. It was a major step in bringing things into better control than they had been in the past. You still have a copy of that. The

library board, we come and make our requests every year. It is still working from that aspect, but as far as the dollars for it, that's long term and something that is needed there.

#### Alderman McCarthy

The process as it works is reasonably good. The list of priorities that comes out, I have some issues with it but they mostly have to do with issues with items that ought not to be in the capital improvements project to begin with. You get in there and we get fire houses, we get airport runway expansions. We get things that are real capital improvements. And then you get down to a list of new guardrails we ought to have and traffic lights we ought to have. Those are not capital improvement decisions. Those are policy decisions that should be made elsewhere. I think that works. I was the capital improvements committee for 18 years. The first year I was on, the top rated project from the CIC was the Ledge Street Fire Station, as it had been for the previous 12 years. It had never been funded and done. I finally just clipped up some spreadsheets to show what the tax rate impact was of the bond for that station to get it unplugged because we weren't ever going to do anything as far as I could see until we got passed that. What's missing in it is it doesn't take into account the effects that things are having inside the administrative branch, for example. We see just the external cost benefit. We don't see what it is doing to the operation of the city at the same time. I can understand where that process comes from. When you look at New Hampshire law it is basically based around a lot of towns of 2000 farmers who don't trust each other and how they govern. That's not the situation in Manchester or Nashua or Portsmouth or the larger communities. There's some need there for a more concise process that takes into account the fact that we have full time staff doing a lot of things that other communities don't.

#### Alderman Dowd

Planning will work if we outline what we think is important for the city, the timeframe and the funding source. Otherwise, this is the dream in the sky. The budget process that the city follows is a one-year budget and not thinking ahead. I think people say we do think ahead, but not with a three or five-year budget. We started doing that with the Board of Education. I wanted to do five years, I think they ended up with three. If you want to plan something in the out years, you've got to put it in the budget plan. Otherwise, it is not going to be there. The way we are going, we're having a hard time just holding our own as far as the statement on maintaining services. What I see in the next two years, that's not going to happen. Anything we plan in the next two years, if something doesn't happen up at the state level, there's not going to be money to do anything.

#### Ms. Kleiner

I have to agree with Director Cummings. I heard Alderman Dowd mention the strategic planning at the last budget meeting of the Board of Aldermen. It struck a chord with me because that is something that they changed at the Board of Education. What you saw was a general consensus to maintain the budget, stay within the budget, to look for those items in the next few years that were of real importance. That's important when you know that you have to work within a budget to maintain what you want in your outer years, to work towards those goals. It's interesting, Alderman McCarthy's comment on labor costs, because one thing that I saw when I was on the Board of Education was there wasn't a real discussion upon keeping those labor costs within a means citywide. There wasn't a lot of conversation between the Board of Education and the city. As a city, what do we want to maintain those labor costs at? Then you get into the conversation of the different labor contracts coming in, but it's after the fact. It's not a strategic planning process in my opinion in not having those conversations beforehand.

#### Alderman Cookson

I'm going to try to reiterate what Director Cummings made in his example. That was if you want to maintain your services, whatever they may be, you have to generate X amount of dollars in excess above and beyond, and that's what we don't do. We don't think about other opportunities, other things

that we should be doing. We have to bring in additional revenue into the city somehow, someday. That's what we need to be thinking about in addition to everything that's already been stated. You have to think about the additional revenue component and what it is that we can build, how we can build Nashua into something bigger, better, greater in this next version of whatever it is. How do we entice the businesses to come, more businesses to come. This is what Director Cummings is here for. What do we do with the community? What do we do with the riverfront? What do we do with the real estate? What's going to happen with the Broad Street Parkway and the additional land that we just opened up? When are we going to see some businesses popping up and moving into this area? These are the additional opportunities that we need to start thinking about. This is where you are going to be engaging with the policy component of the Board of Aldermen to help entice some of these actions to take place. I agree with everything that has been said. I just don't think we can lose sight of we have to bring additional funds, monies into the community in order to make it happen.

#### Ms. Marchant

I absolutely agree with that, but I also think having all these other policy level boards around the table have individual future goals as well. In another community that I worked in on strategic planning, the police had a very specific goal about the level of service for their community and the intended outcome for that community. We need to look at the financial piece of it, but as Director Cummings and I were talking about earlier, there are features of BPW long term outstanding goals too. There are goals from the other pieces that need to feed in and be part of this. If we're only trying to maintain services, we are not going to be meeting those goals that each of these individuals on these boards serve to better the community. I think starting with our financial analysis is the best way, but also knowing that when you bring information back to BPW, you're going to be bringing something back to this group. This is all great, but we have this ultimate outcome and we need to figure out how this fits in the pie too. Everybody around this table starts to understand the highest priorities for everybody else. That's when this becomes successful. Update it every two years because everybody feeding in especially with the cycles of the terms of the different boards, we can align those in the beginning so we know where we are, where we are going. Doing it once doesn't get us very far.

#### Alderman McCarthy

I want to agree with that assessment. We need to figure out what the spending side is constrained by the revenue side and by the other things we need to do. If you recall I had a couple years' back, I used to have some sessions discussing the land use code as it pertains to the southern terminus of the Broad Street Parkway for exactly that reason. I think we have an opportunity there. I would hate to see us have development go on that is of a lower density than we can sustain given that transportation network because that simply denies us a revenue source that we really need to have. I think we are now seeing with Cotton Mill Square and with the Renaissance project and with the work that Brady Sullivan is doing, some fairly high priced projects that will uplift our revenue ability. We want to make absolutely sure we can maximize that. I think those are projects that put proportionately low additional demand on services compared to the single family home development that we've gone through for the last 30 years. As we develop our urban core, I think there is a real opportunity to do that. We need to make sure we capitalize

#### Alderwoman Melizzi-Golja

To go along with that, as we look at things at the end of the day, that's how we maintain deliverability for the residents in our city and continue providing quality of life but not impacting their tax dollar but trying to build what we get from our commercial properties. Next step, sounds like everyone should go back to their board and commission and share our discussion and maybe start the conversation there about what's your big goal and think about what is going to come back to this table so we can move forward with that piece. Do we want to look at adding someone from Finance to be assigned here, not necessarily as a member but talk to the Mayor about someone being available to participate?

Alderman McCarthy

That's a good idea.

Chairwoman Melizzi-Golja

I'm thinking we take August off. I felt if we didn't at least have a meeting, we'd be in November before we started doing anything. Maybe towards the end of September have a meeting and get an update and start with that piece. The other two things is putting together legislation to do something around the membership of the committee chair as well as adding a vice chair to this committee. Does that sound like reasonable next steps? And, the vision and mission statement, maybe think about it and when we meet in September, talk to your boards and commissions, and see if people are comfortable with that. We can then decide what to do with that as we move forward.

Alderman McCarthy

Maybe not upfront, but at some point, I think we need to talk to some external groups such as the Chamber about issues that they may have input for us as well.

**Next Meeting Date**

Chairwoman Melizzi-Golja

If I look at the calendar for September and give everyone plenty of notice, I'll get something out and we'll set a meeting date. In the meantime, everyone can go back and decide who will be your representative here. If you could let Ms. Lovering know who is going to be representing your board or commission so we make sure we get the information to the right person.

PUBLIC COMMENT

REMARKS BY MEMBERS

ADJOURNMENT

**MOTION BY ALDERMAN COOKSON TO ADJOURN  
MOTION CARRIED**

The meeting was declared closed at 7:02 p.m.

Alderman Richard A. Dowd  
Committee Clerk