

**SELECTMEN'S BUDGET WORKSHOP**  
**Minutes of 01-11-10**  
**4:25 p.m.**

**Selectmen:**

*Peter F. Brothers, Chairman*  
*Miller C. Lovett, Vice Chairman*  
*Robert C. Flanders*  
*Charles G. Palm*  
*Colette Worsman*

**Town Manager:**

*Phillip L. Warren*

**Recording Clerk:**

*Karin Landry*

Call to Order: Chairman Peter Brothers called the meeting to order at 4:25 p.m.

**2010 PROPOSED MUNICIPAL BUDGET**

The Chair opened the meeting with a reflection on the hard work that has been done to bring a level funded municipal budget to the Board for 2010. During 2009, the Board kept track of expenditures by effecting holdbacks to compensate for non-property tax revenues that did not materialize. It is anticipated that 2010 will be an equally challenging year. He told the Board that while there will most likely be differences of opinion during the budget process, he will attempt to be as respectful as possible to promote agreement in terms of direction. He thanked everyone involved in the budget process for their time and effort.

The Chair highlighted the proposed budget.

- A fair amount of fiscal strain is built into the model.
- COLA and step increases will be absent this year.
- Vacancies in employment will be thoroughly reviewed before they are filled.
- A hold will be placed on certain equipment and capital purchases.
- Programs and services will be maintained at the current level, with no expansion

The Board knowingly and deliberately came to an agreement on the proposed 2010 budget because the economy dictates that changes must be made.

Director of Administrative Services Brenda Vittner highlighted the 2009 revenues. As of December 31, 2009, there was a surplus of \$86,000 more than the estimate that was used to set the tax rate. Those funds will be returned to the Fund Balance. There were one-time revenues in 2009 that will not be repeated in 2010:

- The state portion of FEMA flood from 2008 - \$ 32,000
- Grant for Longridge project - \$ 85,000
- Closing and re-establishing of the parking trust - \$ 129,000

Total \$ 246,000

The estimated non-property tax revenue for 2010 is approximately \$4.5 million. If the Board does not wish to raise any more taxes than was raised in 2008-2009, approximately \$350,000 must be cut from the proposed 2010 budget; \$246,000 of that amount is attributed to the one-time revenues during 2009. Ms. Vittner will provide the Board with copies of the estimates used to approximate the non-property tax revenues for 2010.

Town Manager Philip Warren made his recommendations for adjusting the proposed budget by \$350,000 while maintaining the current level of service:

- Hold capital improvement projects not yet approved - Approximately \$255,000.
- Hold on road projects that are dependant upon the results of the completed hydraulic model (for example, Upper Ladd Hill Rd.).

Payment on debt service must still be made. If revenues are higher than projected, the Town will have the option to proceed with the projects on hold. Any other solutions would require a reduction in services, resulting in a cut in personnel and what the Town does.

While Selectmen Lovett supports a robust capital improvement plan, he recognizes that capital improvement items are the first thing to go in bad times if they have been adequately or robustly maintained. Cutting service cannot be ruled out in this economy. He is concerned with the cumulative effects of cutting road work and equipment purchases more than one year in a row. The Town Manager reviewed the equipment inventory throughout the various departments, and the need for capital improvements on equipment purchases is not indicated. The Road Service Management Inventory (RSMS) is at 79%, an extremely high percentage. While there are improvements that can be made on roads, they should be addressed when there is non-tax and non-recurring revenue coming in that can be earmarked for doing so.

Selectman Flanders is a strong proponent of maintaining service levels; however, he feels it is incumbent upon the Board to see if some service levels can be reduced without too much impact to assist in the process.

The Chair is not adverse to cutting services as an option. Trying to maintain a reasonable level of services should be part of the operating mission every year. Some of the flexibility the Board had last year in utilizing reserves is not available this year. The impact and cost of additional maintenance as a result of holds on capital improvement equipment purchases must be considered. This is a temporary situation that hopefully will not become a permanent method of operation.

Selectman Palm agrees that the Board could take a look at some services and reduce or do away with them without a significant impact on the operation of the Town as a whole. He noted that a cut in services will have an impact on employee enrollment.

Selectman Worsman is uncomfortable taking a razor to the capital side. Despite the fact that she understands the arguments and buys into some of them, she understands the importance of investing some funds in reserves, or savings accounts, to be used when the need arises. To make

all cuts from capital, and not services, is short sided. The entire budget should be opened to whatever options are available.

The Town Manager reiterated that considering the age and quality of the equipment the Town has purchased, and the maintenance performed on it, the Board won't put itself in an upside down position if the purchase of capital items are deferred for 24 months.

### **Capital Improvement Trusts**

Employee Benefits Trust – No addition is recommended for 2010. The Trust is funded at a level higher than most communities, and meets with the approval of the auditors. There is the possibility of two long-term employees retiring in 2010.

Main Street Rehabilitation Trust – The current balance is approximately \$50,000. The hydraulic model will identify if substantial water improvements must be made, and should be completed prior to commencing the project. Doing so will avoid having to tear up the new road if the water infrastructure must be accessed. The Town Manager estimates the hydraulic model will be completed in six to eight weeks. Proceeding beyond that point will require substantial work by the Water System Committee and policy decisions from the Board of Selectmen, and will most likely be completed no earlier than fall of 2010.

Water Infrastructure Trust - The Cattle Landing Docks project is scheduled for 2010. Considering the current construction market, the Town Manager is comfortable that there is adequate money in the Trust at this time to complete the project, and is not convinced that the addition of the \$35,000 programmed for the Trust in 2010 is necessary. A complete inventory of waterfront resources will be done in the coming months to identify how to protect that infrastructure.

Water System Improvement Trust – The current balance of the Trust is approximately \$231,000. The hydraulic model, action by the Water System Committee, and policy decisions by the Board must be completed before moving forward. Once completed, the Town could proceed with some items, or delay them for a year and base them on the new rate structure as it should be. Although the rates should bear 100% of the cost of the utility, it will not happen in the next year. Once the clear well test has been completed at the water treatment facility, the Town Manager will be completely comfortable in not funding the Trust in 2010.

Selectmen Worsman expressed concerns with the cost of major capital projects related to the delivery of water. The Town Manager explained that although the Trust Fund will not allow for major improvements such as building another storage facility, it is adequately funded for the short-term, i.e. the next 24 months. Dialogue ensued regarding the funding of the groundwater study. Phase II of the study is dependent upon the results of Phase I of the study. The Town Manager will explain to the Water System Committee that the decision not to fund the Trust in 2010 is not a change in philosophy, but an economic necessity.

The Town Manager reiterated that his recommendations are a reaction to the economy, not a long-term strategy. Ms. Vittner will provide the Board with a summary of Expendable Trusts as of 12/31/2009.

Parks & Recreation Facility Improvement Trust – In order to meet the goals of the Board, the Town Manager does not recommend the addition of \$60,000 programmed to go into the Trust in 2010. Selectman Lovett supports keeping the \$60,000 for improvements to Childs Park in abeyance.

Ms. Vittner told the Board that fund balance in the amount of \$400,000 must be used in order to achieve a 2010 Total Estimated Budget Reduction of \$360,000. The fund balance will remain at 7.25%.

The funding of Trust Funds will appear as separate Warrant Articles at the Town Meeting. Approved wording must be submitted by the first week in February.

It is incumbent upon the Board to come forward with recommendations whether or not to fund the Trusts. Selectman Lovett suggested funding the trusts with a marker of \$1,000 to allow for an opportunity to explain what is being done as a short-term strategy. Selectman Flanders believes the Board should stand behind a decision not to fund the Trusts, if there is agreement not to do so.

The Chair understands that the Trust Funds are excellent vehicles for getting things done. He pointed to the police and fire station, and fire truck as examples. He has concerns with completely zeroing them out. The objective is not to take advantage of the economy and cut what is considered essential services. It is a goal of the Board to retain long-term, capable employees and provide opportunity for them to be brought in. It is good business to identify services that can be provided more efficiently, better, faster, and at less cost.

Selectman Lovett wants to be sure that capital outlays such as roads and equipment are protected so the Town won't be faced with great difficulties catching up in the future. The Board should consider that most people do not support a raise in taxes in good times or bad. If there is anything that can be cut that won't make a big difference to the public, or anything at all, this is the time to do it.

There was a consensus among the Board to charge the Town Manager with the task of investigating potential savings through service reductions that aren't too disruptive. Board members will share their thoughts with the Town Manager on a one-on-one basis. Dialogue ensued regarding departments that could support additional cutting. The Police Department, Department of Public Works, and Parks & Recreation were offered as three potential places to investigate savings.

Dialogue ensued regarding Community Center revenues, particularly as they are related to providing activities, services, and meeting room rentals to non-residents. A combination of cutting the Center's expenditures and raising revenues should be considered. The Center is \$600,000 short on revenues vs. operating expenses. The Town Manager will investigate the participation level of non-residents in programs at the Center. The Board confirmed that it was

understood that the Community Center would be funded through a combination of fees and self support. The Board must take into consideration the point where increased fees will decrease usage. Meeting room rentals only account for a small portion of revenues. Selectman Worsman pointed out that as a result of heavy use, the building is beginning to show signs of needing serious repairs. She suggested investigating potential service changes in the operation of the Center to help recuperate costs.

Dialogue ensued regarding police dispatch. If Belknap County is used to provide dispatch, the Town will lose coverage at the police station. Selectman Worsman suggested closing the station at 8 p.m. as opposed to midnight. The Town Manager does not support doing so for public safety reasons. Police and Fire dispatch is currently being reviewed.

The Town Manager answered questions emailed by Selectmen Worsman and Palm prior to the meeting.

The Town Manager answered questions forwarded by Selectman Worsman via email.

#### Administrative Services:

Q: Seasonal/Temp. Can you fill us in with what you anticipate? 2009 - \$854; 2010 budget - \$3,229.

In 2009, the funds were not used as the part time person (Karin Nelson) was paid from the Executive Office full-time line as she was filling in for the vacant position of Administrative Assistant. For 2010, the \$3,229 equates to 10 hours per week x 26 weeks, however, the number of hours could increase but the number of weeks would then decrease. As exhibited by a backlog of filing, the seasonal coverage in Town Hall is grossly underfunded.

#### Assessing:

Q: Can you provide more information on the necessity to encumber funds on software lines.

Although there will not be an encumbrance for software for 2009, the amount needs to remain to cover the additional expenditures for tax maps in 2009 because the Town's GIS system does not have the ability to produce engineer quality maps.

#### Cable Franchise Fee:

Q: Is there any benefit to encumbering the \$7,500 budgeted in 2009 for the 2010 replacement of our microphones?

Work has been performed on the microphones that resulted in better performance; however, the limited life of the batteries must still be addressed. The cable franchise contract is up for renewal in 2013, and the negotiation process will begin in 2011.

#### Capital Projects:

Q: Main Street rehabilitation \$10,000 increase rationale?

The question was addressed earlier in the workshop.

Q: Groundwater source study fund - Since we aren't currently going in this direction, does it make sense to close this out, or leave it for a few years for possible future use?

The Water Committee is moving forward with Phase I of the groundwater study. Phase I, which will cost approximately \$35,000, has been allocated through the establishment of the Groundwater Study ETF and additional funds from the water department budget. If funds are not allocated to the ETF, options for moving forward must be considered.

#### Community Development:

Q: Can you comment on the salary increase of \$23,748?

During 2009, the GIS Specialist position was transferred from Administrative Services to Community Development. The increase in the salary and benefit lines reflect this change. Administrative Services did not show a decrease because the General Assistance line had to be increased to reflect the on-going need.

#### Conservation Commission:

Q: There are more encumbrances than usual.

Selectman Worsman understood that because money was invested in Page Pond, the Conservation Commission would not be asking for additional funds for a certain number of years going forward. Ms. Vittner explained that the additional funds will not go into the ETF, but will fund the Commission's budget. Encumbered funds can be utilized for a variety of projects that have been identified without additional funding.

#### Fire Department:

Q: Part time fire inspector?

In the past, the duties of part time fire inspector were performed by Chuck Palm on a volunteer basis. It is believed that another volunteer will step forward to fill the position. Dialogue ensued regarding the department budget, including additional utility expenses associated with the new station.

Q: FICA 2009 \$485 budgeted/\$3,945 expended/2010 \$4,581 budgeted?

In the fall of 2008, the volunteer firefighters determined that they wanted to continue to be paid once per year; to accomplish this, the volunteers would be 1099 vendors and therefore would not have had FICA or Medicare taken out of their checks. Mid-year 2009, there was a change and

the volunteers wanted to be paid on a monthly basis. This change included the payment of FICA and Medicare that initially was not budgeted.

Q: Department's request for \$80,000 for vehicles?

The Forestry #1 truck will be replaced at an approximate cost of \$40,000 as opposed to the \$80,000 set forth because the existing pump and tank system will continue to be utilized. Selectman Flanders suggested transferring an underutilized vehicle from another department to be used as the Forestry #1 unit. Based on the Town Manager's observations, all vehicles currently owned by the Town are needed, and he does not support doing so. Dialogue ensued regarding the benefits and disadvantages of hiring contracted trucks to perform snow removal in future years.

Q: Department request to expand students? We need to talk about how the students are working out? Cost/benefit analysis? Before we decide to continue/expand, could you please schedule a workshop on this?

Expansion of the fire student program will be discussed in more detail at an upcoming workshop. Selectman Worsman does not support expansion of the program.

#### Municipal Administration:

Q: We budgeted \$25,000 for union negotiations in 2009, shouldn't we have something budgeted for 2010?

The legal line has been increased by \$7,500. If legal matters move past the negotiation phase, funds will be expended, but not at the budgeted level. A lot of the preparation will be done by staff.

Dialogue ensued regarding milfoil control. Selectman Palm suggested adding additional funds to the line, if there is a way to do so. A \$15,000 encumbrance from 2009 will be relied on for 2010. Dialogue ensued regarding a master plan for exotic plant control in Lake Winnepesaukee and surrounding bodies of water. The Town is investigating how it can use the encumbered funds to move forward in the meantime.

The ambulance contract has been decreased by approximately \$6,300. The reduction was put into effect because of a decrease in calls, and is based on the consumer price index. The contract does not stipulate that there be a reduction in price if the number of calls decreases.

Q: Should Economic Development for Motorcycle Week be in the outside agency category?

The line item will be moved to Regional Agencies. Selectman Worsman suggested having a representative from the Board of Selectman on the committee.

Q: Bonding issue - professional fees: Does it make sense to liquidate this instead of carrying because we having nothing in the works for 2010?

These purchase orders will be liquidated in 2010. There are a few invoices remaining for the conclusion of the borrowing for Page Pond and re-financing of the Fire Department debt.

Parks and Recreation:

Q: Vint has done an awesome job on the department's detail. How was the huge savings in heating oil accomplished?

Vint reviewed the actual expenditures for 2006-2009, and used the four-year average for 2010. The amount budgeted in 2009 reflected a very high cost per gallon for heating fuel. Dialogue ensued regarding the accounting procedures used for allocation of fuel use to each department and the efficiencies that are gained by budgeting for fuel consumption at a specific cost per gallon for each department.

There is a reduction in the copier contract because it was moved to a state contract. The costs for repairs to the Community Center as a result of snow plow damage can easily be avoided in the future.

Q: While doing a brief comparison of our expenses for the "Camp Can Do" it appears our expenses are now many times higher than our revenue. Do we have the means to compare revenue/expenses per camp or per trip?

The Town Manager will work with Vint on this matter. The program revenues for 2009 were adjusted based on year end data. Dialogue ensued regarding substitute program offerings that would be less costly. There was a general agreement among the Board that they should take a look at programs to see if there is a way to keep the costs down while keeping the participants engaged. Selectman Flanders pointed out that there is not much difference between the cost of programs for residents and non-residents.

Police:

Q: What is the \$1,000 salary increase attributed to?

In 2009, five employees (one in the police department) did not take the COLA of 4/1/2009 to help with the 2009 budget. To keep these employees in parity, their COLA's were placed in the 2010 budget as of 1/1/2010.

Q: The detail expenses appear to be in line with revenue. The cruiser?

In an effort to keep a level budget in 2010, the police department did not include the purchase of a cruiser, however the Town Manager felt that it should be included, otherwise we would be faced with replacing three cruisers in 2011. Dialogue ensued regarding the option of transferring police department vehicles for use by other departments.

Library:

Q: Salary increases?

The salary increase is due to a formula error in that was discovered in 2009 and adjusted for this year. One employee was inadvertently budgeted at 30 hours per week instead of the full-time 40 hours per week. The employee was paid correctly in 2009, leaving an over expenditure at yearend of \$10,596.32, which the library made up within their operating budget. For 2010, the increase of \$16,315.26 is to properly budget for the 40-hour week. There are no changes from 2009 to 2010 for labor grades and steps. The library was notified that the matter will be discussed and that a meeting will be arranged if desired by the Board. The Library used the wording "expansion of services" in two of their department objectives, but the Town Manager told the Board that their budget clearly does not show that they are doing that this year, and it was made clear at the meeting with the Trustees that they do not intend to expand services. Selectman Flanders would like to revisit the matter if it is found to be an expansion of services. The Town Manager pointed out that one common thread to all budgets is the 26% increase in health insurance.

DPW - Grounds and Maintenance:

Q: Salary reduction? Increase in overtime and temporaries. This is likely good (per detail) but let's spend a few minutes on this.

The salary reduction is a function of the transfer of one employee at a lower labor grade and no COLA or steps for the 2009 estimates.

DPW - Highway Department:

Q: Can we talk about the diesel? Would like to review backup.

Will provide 2007, 2008, 2009 fuel report summaries for review.

Tax Collectors:

Q: Salary increase?

The COLA was effective as of 4/1/2009. The increase takes this into account for the first three months of 2010.

Regional Agencies:

Q: Missing back page of each group. Some questions were not answered.

New packages were disseminated.

Town Clerk:

Q: Salary increases?

The COLA was effective as of 4/1/2009. The increase takes this into account for the first three months of 2010.

Water Department:

Q: Amazing savings .... discuss truck, generator, and water source study.

The groundwater source study is under way. \$35,000 was encumbered in 2009 for Phase I.

There is no truck budgeted within the water department. The generator is necessary because the current generator is undersized and will only run half of the plant at a time. A new generator will allow the plant to run 100% on the generator, if needed. A possible use for the old generator is to move it to the Fire Station to replace the undersized generator there. The generator currently at the fire station can be utilized at Town Hall, which currently does not have a back-up generator. Dialogue ensued regarding concerns in the event of an extended outage, particularly with respect to the use of the fire station as an emergency operations center. If the generator is not purchased, there will be a corresponding reduction in revenue from water rates. The cost is under the \$90,000 threshold for a capital item.

Sewer Department:

Q: What is a muffin monster?

The muffin monster is a grinder/pump for the sewer lift station. "Muffin Monster" is the term used by the industry as a trade name. The Town currently has only one grinder/pump and this is a second unit to replace a manual solids filtering system. All of the debris is then ground up and pumped into the Winnepesaukee Basin interceptor.

Selectman Worsman commented that there is a great matching of annual expenses to annual expenditures in both Water and Sewer.

Q: How will the new rates play in or are they included in revenue projections? Capital expenses.

The new rates have not been determined at this point, however, the new rates will support the budgets as presented, including the capital items. In addition, the Winnepesaukee River Basin is going through a meter and rate review, and the Town Manager intends to monitor the process.

The Town Manager answered questions forwarded by Selectman Palm via email.

Municipal Administration :

Q: Exotic weed control - if we can find a way, we should put more money into this line - this is such an important item for our Town - tourist business, real estate values, etc.

SEE response to Selectman Worsman's questions.

Q: Under Appraisal, there is a comment that appraisal was picking up the auto expense from "Administration Services" - shouldn't this be "Municipal Administration"?

It will be moved to Municipal Administration.

Q: It looks like we eliminated "non system hydrants." I suggest that we "place mark" this line item by budgeting \$100 or so - this is for repairing/installing dry hydrants.

Funding was not included in 2010 as there is \$9,560.91 available between an encumbrance and a reserve. The line will still be available in 2011, even if nothing is budgeted.

Q: We need to get some other opinions on aquatherms from people such as Dave Hamblett, Dan Cornellison, or others who care take islands and waterfront properties - if you check the electric bills for the meter that controls the dock aquatherms, I think you will find we spend a couple thousand to run these, plus it makes a dangerous situation during fishing derby.

The aquatherms cost \$2,200 in 2008 and \$3,000 in 2009 (electrical costs). The Town Manager will investigate the situation. Aquatherms are a danger when the ices starts moving or there is a substantial increase or decrease in the lake level.

#### Police:

Q: We budgeted for a new cruiser in 2010 - the equipment inventory will need to be updated accordingly.

Initially, the police department did not budget for a cruiser; however, the Town Manager felt it was important to budget for that vehicle, to eliminate a three-car year in 2011. If the cruiser is supported for 2010, the inventory will be updated to reflect the change.

Q: We all need to keep in mind that the equipment inventory shows replacing the Suburban in a couple of years. This vehicle was transferred from the fire department to the police department. The current fire department Tahoe is up for replacement about the same time. Can we make another transfer?

The transfer would make sense, as the Suburban is working out for the police department. We can reference this item on both the police and fire department inventories.

Q: It looks like we moved a cruiser from the duty status to "unmarked" status, with the black and white configuration. What is the cost of having black and white's?

In 2010, the new cruiser would replace an old black and white duty cruiser. There is no intention of adding an additional unmarked, that number would stay at two vehicles. In the future, when an unmarked needs to be replaced, it will be ordered as one color, or we would have to paint an

older black and white, which would cost approximately \$1,000 - \$1,500. Historically, the individuals utilizing the unmarked vehicles always took the older vehicles out of the duty rotation and kept them an additional few years and kept the duty vehicles up to date.

#### Buildings and Grounds:

Q: Do we have a recap of the true savings on the janitorial change. The concept is good, but what really bothers me is what has been commented on in the past - too many people in Buildings and Grounds.

The Town Manager provided a summary by year of outside janitorial services from 2005 to 2009. The library will maintain an outside service at this time, so the total for the other operating departments was used for comparison purposes. It is proposed to add additional part-time hours totaling \$6,500, with benefits (FICA & MEDI - \$497.25) for a total of \$6,997.25, for a net reduction in the 2009 amount of \$44,388.75. The intent is to better utilize full-time staff and only supplement with part-time staff as needed. The buildings will be cleaned during normal business hours, so overtime costs will not be a factor.

#### Highway:

Q: Accounting procedure for allocation of fuel use by department?

SEE response to Selectman Worsman's question.

Q: There are two budget recaps at the bottom of the road spreadsheet - what is the left hand one? How does all this tie into the road inventory work that was to be completed some time ago?

The left hand column indicates projects that should be scheduled, however, with the budget constraints, the second column indicates the projects which will be scheduled for 2010. Decisions for the budget were made using the data from RSMS.

Q: Solid Waste - it appears that we have a big anticipated increase in demo disposal, with no increase in revenue.

\$45,000 was budgeted in 2009, with an encumbrance of \$30,000. There is no encumbrance this year, so \$75,000 has to be budgeted. There is no increase in the 2010 budget when the 2009 encumbrance is considered.

#### Parks and Recreation:

Q: The question came up at last week's meeting regarding CAP - the lease is \$14,400 - which sounds like a pretty reasonable fee.

The lease agreement is reviewed annually to be sure that the percentage CAP pays for the lease is reasonable based upon the percentage of the community center used on a yearly basis and utilities.

The line item will be entitled "Senior Center Lease" to avoid confusion with other CAP programs, such as the fuel assistance program. The charges for those programs are directly related to the level of services received by Meredith residents.

Personnel Administration:

Q: What happened to the opt out insurance program?

The employees that are part of the opt-out program should have that expense charged to the department they are in. In reviewing the 2009 budget, the opt-out amounts were budgeted within the departments, however, they were not charged to the departments.

General:

Q: Have we encumbered sufficient funds for the Annex and Prescott Park parking?

The contracts are covered under a capital project line item.

Q: Do we have a listing of last year's and this year's encumbered amounts so they can be compared?

The listing will be provided within one week.

Q: Fire Department - The Board should review the minutes relating to the student program - the comments in this year's budget are quite different.

A workshop will be scheduled to review the matter.

Ms. Vittner will provide the Board with spreadsheets that include encumbrances and balances in the Trust Funds. A breakdown of anticipated revenues will be available for Tuesday's meeting.

The Board was assigned is to look at areas that will generate \$360,000 in the aggregate with the objective to keep the tax rate the same. The Town Manager's proposal includes \$255,000 out of the capital improvement program and \$105,000 in hold items. The Chair instructed the Board to share their suggestions for reductions in services with the Town Manager so they can be included as part of the budget discussions.

*Selectman Palm motioned to adjourn the meeting at 7:25 p.m. Seconded by Selectman Lovett. 5-0. All in favor. Motion passed unanimously.*

Respectfully submitted,

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Phillip L. Warren, Town Manager

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Peter F. Brothers, Chairman

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Karin Landry, Recording Clerk

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Miller C. Lovett, Vice Chairman

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Robert C. Flanders

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Charles G. Palm

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Colette Worsman