

JOINT MEETING – COMMITTEE ON INFRASTRUCTURE and
BOARD OF PUBLIC WORKS

FEBRUARY 25, 2026

A joint meeting of the Committee on Infrastructure and Board of Public Works was held Wednesday, February 25, 2026 at 6:09 p.m. in the Aldermanic Chamber.

The roll call was taken with 8 members of the Board of Public Works Commissioners and Committee on Infrastructure present:

Alderman-at-Large Michael B. O'Brien, Sr.
Alderman-at-Large Alicia Gregg (via Zoom – recovering from surgery)
Alderman Richard A. Dowd
Alderman Paula Johnson
Alderwoman Vengerflutta Smith
Commissioner Paul Shea
Commissioner June Lemen
Commissioner Matthew Gregg (via Zoom – scheduling conflict)

Members not in Attendance:

Mayor Jim Donchess
Commissioner Manny Espitia

Also in Attendance:

Tim Cummings, Administrative Serviced Director
Lisa Fauteux, Director Public Works
Joe Sullivan, Owners Project Manager of LeftField

ROLL CALL

GENERAL INTRODUCTORY REMARKS

Chairman O'Brien

Okay. I'm glad at this time to get us into the introduction and going to recognize Mr. Cummings but before I do so, Commissioner Gregg and Alderman Gregg, we are going to bring up the program. It's going to be a slide show on the computer. So what it's going to do, it's got a block – Zoom doesn't really work well with what we see here in the chamber. So if you're going to have anything to say, just give us a shout and I will recognize you and that will be the best way if you have questions. Okay?

Alderman Gregg

Sounds great, thank you.

Chairman O'Brien

Okay, good. We got that all done. So now I will turn the meeting to Administrative Service Director Mr. Cummings.

Tim Cummings, Administrative Services Director

Yes thank you, Mr. Chairman. I'm just going to give a couple introductory remarks to set the table here and then I know we'll go into public comment, approval of the minutes, and then hand it over to Joe Sullivan who will give us the official project update.

But the first couple comments I wanted to give you this evening is as I said, a little bit of a table setting, a little bit of leveling of where we're at with the project. This is the first, I believe, we are meeting in this new session. This group has gotten together over the last year or so to start this project but here we are now in a new legislative session and this is our first meeting. Wanted to bring everyone up to date as to where we're at ever so briefly.

So this is a DPW project for our fleet maintenance and garage. It is often not referred to but could be thought of as a Phase II of a project that we started quite a few years back with the DPW administrative office building and where we're looking to consolidate the operations all at the 848 West Hollis Street site. As we all know, we had finished the administrative office building and a couple years back now and we wanted to start this next endeavor. We started design about a year ago where we have moved this along through where we are now, which is just completing design

development and we've entered a construction document phasing. Ideally, we will finish design this spring and move on to construction this end of spring/summer timeframe. All contingent upon funding. This meeting is happening now. We had set the agenda. What you all know is we had some scheduling snafus a little bit earlier this week so there's a proposal on hand here that I'm going to ask for approval of contingent upon the bond being approved by the full Board of Aldermen a little bit later on in the agenda, but you had been given the information and we were looking to get it approved this evening because we were anticipating, you know, moving the \$5.5 million bond authorization forward sooner than what it is. We had to obviously cancel due to snow and whatnot and it's fair to say time is starting to be of the essence with this project if we're going to keep it on schedule. We built a little slack into our schedule when we started. I have to say we probably used all the slack at this point so we really need to keep the deadlines front and center in our mind.

Beyond that, the only other real substantive matter that will be coming before you this evening besides the project update is the approval of the invoices that we have and those are those are before you as well. So Mr. Chairman want to just give a quick little overview there as to where we're at and I'll conclude by suggesting we move into public comment. Thank you.

Chairman O'Brien

Okay. Before we do just to let new members welcome - Alderman Johnson and Alderman Smith, Alderman Gregg, it has been - if we don't have a quorum, or something happens, any snafu by the By-Laws, Director Cummings and I are approved to pay for some of the bills up to a certain amount.

Tim Cummings, Administrative Services Director

\$50,000.

Chairman O'Brien

\$50,000. Now the reason is we got these wonderful contractors working for us and their kids have crooked teeth, they need dental work, and everything else like that, you know. So they're building the building for us. So it is only for the money for that to approve - to keep the construction going. What happens after that is it will be referred back to the Committee so that you know what Mr. Cummings and I are up to - nothing nefarious or anything else like that.

Tim Cummings, Administrative Services Director

And the record should reflect that you were joking just a few moments ago in case anyone reads the minutes and we're not going to be paying for anyone's dental work.

Chairman O'Brien

No, we're not. But it's a good way to keep the projects right on going. Okay. All right, we'll eliminate that from my joke file.

All right. So we'll jump into Public Comment and I don't see anybody here for this particular discussion so we'll move on to the approval of minutes.

PUBLIC COMMENT - None

APPROVAL OF MINUTES

MOTION BY ALDERMAN DOWD TO APPROVE THE MINUTES OF THE NOVEMBER 20, 2025 MEETING, BY ROLL CALL

ON THE QUESTION

Alderman Johnson

I have a question. I was reading over the minutes and I was trying to watch also the meeting but the audio was really bad because in the building nobody was talking into the mic. So I've got questions about a lot of things on the project. Do you want me ask them about in the minutes or do you want me to just kind of do it in general discussion?

Chairman O'Brien

Well do you have questions on the minutes?

Alderman Johnson

Well there's things that are said in the minutes, but I don't know if it's overall questions, you know, about like, I mean, I know what the glow plug but I asked the mechanic and they said you really don't need a glow plug for diesel because it starts itself, you know, with - and I don't know the mechanics of it but a family member knows the mechanics of it. But, you know, things like that that's in the minutes that I have questions on. So can I put that through and...

Chairman O'Brien

No, I'm going to entertain your questions now.

Alderman Johnson

You want entertain my questions?

Chairman O'Brien

Yes.

Alderman Johnson

Okay. There's a lot of questions here because I was really going through this because of the fact that I wasn't on the Committee before. and this is all new, and I guess we all have to be brought up to speed on this whole thing since.

First of all, these invoices that are attached to the minutes now is - these are the new invoices. I'll leave that to the end. Is there a website - okay, let me see here. I circled a lot of stuff here. There's over 300 pieces of equipment that we need to house. Is that basically it? It says here the internal parking we talk about it all time. It's a little over 300 pieces of equipment and then Director, I guess, you corrected a 327 pieces of equipment?

Chairman O'Brien

Any questions to anybody in the fellow committee...

Alderman Johnson

May I ask...

Chairman O'Brien

Could you please go through the Chair?

Alderman Johnson

Mr. Chairman, may I ask a question?

Chairman O'Brien

Yes, you may.

Alderman Johnson

Okay, thank you.

Chairman O'Brien

Who are you directing your question to?

Alderman Johnson

To Director Fauteux.

Chairman O'Brien

Thank you.

Alderman Johnson

Thank you.

Chairman O'Brien

Director Fauteux if you would be so kind.

Lisa Fauteux, Public Works Director

I believe that's the total number of vehicles that we have. Alderman Johnson, I believe the garage should it be approved would house about 170 total.

Unidentified Speaker

That is correct.

Alderman Johnson

May I continue?

Chairman O'Brien

Yes.

Alderman Johnson

Director Fauteux so 170 will be in the garage?

Lisa Fauteux, Public Works Director

Yes.

Alderman Johnson

And the remainder will not be right now?

Lisa Fauteux, Public Works Director

That's correct.

Alderman Johnson

Okay. It's just little things like this because I tried to watch and the audio was terrible today.

Chairman O'Brien

I understand.

Alderman Johnson

So through you Mr. Chair to Director Fauteux please.

Chairman O'Brien

Yes.

Alderman Johnson

So you're going to have overhead covered parking for the rest of the vehicle so they're staying out of the element?

Lisa Fauteux, Public Works Director

That's the plan, correct. I don't think we have funding to have covered storage for all the vehicles but for most of them, yes.

Alderman Johnson

Okay.

Lisa Fauteux, Public Works Director

The C span structures that you see currently that we're housing our trash trucks under.

Alderman Johnson

Okay. I appreciate your time, Mr. Chairman.

Chairman O'Brien

I just remind the Aldermen that much of this project has already been pre-approved, you know, so as we go along. So but to bring you up to speed, I have no objection.

Alderman Johnson

Okay, thank you. I appreciate that. I really do.

And my next question Mr. Chair through you to Mr. Cummings - and I just because I've been to so many meetings Mr. Cummings about this trying to get a handle on this. You originally bonded \$2 million for the project. Am I correct?

Tim Cummings, Administrative Services Director

So to clarify that if I may Mr. Chairman?

Chairman O'Brien

Yes you may.

Tim Cummings, Administrative Services Director

There was additional \$2.2 million left over from the previous DPW administrative office building bond that was repurposed for this initiative.

Alderman Johnson

Okay. And again Mr. Chair?

Chairman O'Brien

Yes you may.

Alderman Johnson

So now you're asking for the 5.5, right?

Tim Cummings, Administrative Services Director

Correct.

Alderman Johnson

Okay. So that's over and above that 2.2 that was repurposed for this?

Tim Cummings, Administrative Services Director

Correct.

Alderman Johnson

Okay, perfect. I think I'm good pretty much now.

Chairman O'Brien

No, absolutely. A valuable member of the team, we want everybody to be up to speed so no problem.

A viva voce roll call was taken, which resulted as follows:

Yea: Commissioner Gregg, Commissioner Lemen, Commissioner Shea, Alderwoman Smith,
Alderman Johnson, Alderman Dowd, Alderman Gregg, Alderman O'Brien 8

Nay: 0

MOTION CARRIED

GENERAL PROGRESS UPDATE – DPW GARAGE PROJECT

- Project Status Update
- Design Update
- Overall Project Timeline/Look Ahead

Chairman O'Brien

We're going to discuss the project status update, the design update, and overall project timeline, and look ahead, and we're going to have Director Cummings can you lead us into that?

Tim Cummings, Administrative Services Director

You know what I know time is getting to be a little long here, so I'm going to hand it right over to our OPM Mr. Sullivan for his presentation and update.

Chairman O'Brien

Yeah, we're going to bring up the screen so that we all can see that, even you at home. Again if you have questions, just give us a shout because we cannot see the people on Zoom. Okay.

Joe Sullivan, Owner's Project Manager

Thank you, Mr. Chair.

Chairman O'Brien

Welcome Mr. Sullivan.

Joe Sullivan, Owner's Project Manager

I'd like to just - it's been a while since I gave an update to the Joint Committee and I'd like to just provide an update of the activities that we've done and the next steps as we're moving forward.

So the completed task since November 20th when we presented last, 50% construction documents were completed by the architect, HKT. The team has reviewed and provided comments back to HKT for input of what was provided and some of the minor changes and minor modifications that we've done to it. A project website is nearly complete. We're finalizing the frequently asked questions and it's being refined by the project team, which anticipated for the site to go live. This will allow the city and the residents to have a clear understanding of the project and its progress.

The project successfully passed the following public meetings: the Planning Board, the Zoning, Conservation Commission, and awaiting final State approval for our submission that were put into them. Throughout the process, we've identified cost saving measures throughout the project. The team continues to review every possible opportunity to reduce costs as we work towards the completion of the construction drawings. Sanborn Head continues coordination with the environmental permitting for the project. There are many steps to ensure we are meeting all of the State regulations. A condition study was performed of the existing maintenance facility. It identified a number of deficiencies and mechanical systems along with the exterior facade.

Project plans. I wanted to be able to just give you a few slides to look at because I mean ultimately, you know, this is a building the city is going to be going to have for the next, you know, 50 to 60 years. I want to show you a little bit of proximity of like the locality of where the building will be located. As you can see, there's an admin building in the front, and then the addition and the maintenance facility, along with the vehicle storage will be directly behind it. But you can see the exterior of the landfill and the proximity of the size of the parcel that its going on.

Next slide, please. This is a little bit more of a detailed drawing showing the indication of, you know, the existing admin building up front. You can see a small portion and highlighted gray there. The larger portion of the building is the addition, locker rooms, then it goes into the vehicle storage, and then vehicle maintenance shortly there behind it. There were a lot of work needed to be done for the turning radiuses for the vehicles, along with the layout that we needed to do as we moved forward.

Next slide please. This is a little more detailed drawing of the interior of the vehicle storage. You'll see the locker rooms just to the lower side of that. You're going to see the number of spaces and their lines to accommodate the 170 pieces of equipment that we're looking to store. Then the vehicle maintenance is at the top portion of that plan where it shows the bays and the areas where they'll actually be performing a lot of the service on those vehicles. Adjacent to it, we do have a wash bay that will allow the mechanics to be able to like service that and clean them up before they have to work on them as well.

Next slide if you don't mind. Next one is a really close interior of the layout of how it's actually going to happen. You look at this particular facility and the way the lines are drawn up, multi vehicles will be able to not only, you know, start up and go out and service an event but they can do it simultaneously instead of having to wait for one to back out, out of the other. A number of vehicles come back out at the same time, enter, and exit this particular facility.

Next slide. This is the vehicle maintenance. It's a little bit more in detail. You'll see, you know, the entrance drive that they're able to go in and exit out. It's going to provide a facility, which they don't have now, to be able to service and maintain the equipment as they move forward. The ventilation is going to be top notch. They're going to have protection and storage needed for this whole facility as well.

Next slide, I want to just talk about next steps. During the next round of cost estimates, LeftField will bring a third party estimator and to reconcile the CM's estimate and HKT's estimate that was previously done. This is to ensure the project stays within budget.

BODE Engineering who is actually doing the pre-engineered portion of the vehicle storage - we did this purposely to save money for the project. We're using a pre-engineered building to do that vehicle storage and we're working closely with those engineers to make sure, you know, the structure is sized appropriately. The entrance, the door entrances are made, and the exterior facade is built for longevity. HKT, Harvey, LeftField are all scheduled to continue the remaining 50% construction drawing through bidding over this next few months. IMEG, our project's civil engineer, continues site development and final permitting requirements. The EPA Storm Drain Construction Permit Notice of Intent will be filed prior to construction. The entire team continues to coordinate and prepare for the March 9th Aldermen meeting.

I think I'm done and that's it. So any questions on any of the information I provided? I could probably give a little more detail.

Alderman Johnson

Thank you very much. Mr. Chairman. How many number of bays you have there for the vehicles?

Joe Sullivan, Owner's Project Manager

For the vehicle - Oh, Mr. Chair, sorry.

Chairman O'Brien

Yes, absolutely. Thank you.

Alderman Johnson

To work on them.

Joe Sullivan, Owner's Project Manager

There'll be 1, 2, 3, 4, 5, 6 - 7 actual bays that they'll be able to drive - and out of the seven, six are going to be drive thru.

Alderman Johnson

Another question, Mr. Chairman.

Chairman O'Brien

Yes, you may follow up.

Alderman Johnson

Thank you very much. I was looking at today, as I'm doing some of my research, and I looked at this design. I was looking at some of the other ones that were like in Chelmsford, and some of the other – Amesbury. Meredith you don't have anything right now because, I guess, that's in design phase or something. So this design looks almost like theirs with their administration building, and then the facility out the back for the for the trucks, and I saw how the trucks were positioned inside the garage. So is that going - I guess I'm going to use Chelmsford more as the example because that's closer to us.

Joe Sullivan, Owner's Project Manager

Mr. Chair is it all right to answer?

Chairman O'Brien

Yes.

Joe Sullivan, Owner's Project Manager

So to answer your question, I'm not physically working on a few of those particular projects that you're asking about, but I can talk generally about how Division of Public Works facilities are set up. Normally and typically, the admin section of it where the public pretty much enters and does their business is typically in the front of most of the facilities. Normally, their staff would have locker rooms adjacent to that and then vehicle storage is typically behind that locality. It's meant to be that way for the safety of residents, as well as, you know, allowing the workers to perform their services uninterrupted.

Additionally to that, usually within the vehicle storage areas, there are a maintenance facility that's typically put in place and that's done twofold for a number of different reasons. If a vehicle becomes, you know, enabled, they want to be able to bring it into the, you know, maintenance area relatively close to the vehicle storage or the proximity of that site to be able to service that equipment. So it is to answer your question directly, it is typical that they're set up that way.

Alderman Johnson

And may I ask one more question Mr. Chairman?

Alderman O'Brien

Yes, you may.

Alderman Johnson

Okay. So is there going to be a break room here for the employees to, I guess, to Direct Fauteux or to Mr. Sullivan for them when they're not working, they have a break room?

Joe Sullivan, Owner's Project Manager

The answer is yes and it'll be adequate enough to service the employees upon an event and then some after.

Alderman Johnson

Okay. Thank you.

Joe Sullivan, Owner's Project Manager

You're welcome.

Chairman O'Brien

Okay, thank you. Any other questions by members of the Committee? Okay, seeing none and that's the end of Mr. Sullivan your presentation. So okay. You're good Director Cummings?

Tim Cummings, Administrative Services Director

Yes, ready to proceed to approval of invoices.

Chairman O'Brien

There we go.

DPW GARAGE PROJECT - APPROVAL OF INVOICES

MOTION BY ALDERMAN DOWD TO APPROVE HKT ARCHITECTS, INC., SERVICES THROUGH NOVEMBER 30, 2025 - #0006-022442 IN THE AMOUNT OF \$98,535.90; AND HKT ARCHITECTS, INC., SERVICES THROUGH DECEMBER 31, 2025 - #0007-022442 IN THE AMOUNT OF \$306,137.81, BY ROLL CALL

A viva voce roll call was taken, which resulted as follows:

Yea: Commissioner Gregg, Commissioner Lemen, Commissioner Shea, Alderwoman Smith, Alderman Johnson, Alderman Dowd, Alderman Gregg, Alderman O'Brien	8
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Nay:	0
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MOTION CARRIED

DPW GARAGE PROJECT – APPROVAL OF CONTRACT/PROPOSALS/AMENDMENTS

MOTION BY ALDERWOMAN SMITH TO APPROVE HKT ARCHITECTS – AMENDMENT #3 – 50% CD – BIDDING IN THE AMOUNT OF \$550,426 AND LEFTFIELD – AMENDMENT #3 – 50% CD – BIDDING IN THE AMOUNT OF \$105,000 CONTINGENT UPON APPROVAL OF THE \$5.5 MILLION BOND, BY ROLL CALL

ON THE QUESTION

Alderman Dowd

Yes, Director Cummings do you think we should list the actual Resolution number?

Tim Cummings, Administrative Services Director

Yes, Mr. Chairman. Yes, Alderman Dowd. I believe that would be a good – and I believe that is R-26-007. Let me double check that.

MOTION BY ALDERWOMAN SMITH TO APPROVE HKT ARCHITECTS – AMENDMENT #3 – 50% CD – BIDDING IN THE AMOUNT OF \$550,426 AND LEFTFIELD – AMENDMENT #3 – 50% CD – BIDDING IN THE AMOUNT OF \$105,000 CONTINGENT UPON APPROVAL OF THE \$5.5 MILLION BOND KNOW AS RESOLUTION R-26-007, BY ROLL CALL

ON THE QUESTION

Alderman Dowd

Just further clarification for the people that don't know what "CD". That's construction documents.

Chairman O'Brien

Thank you Alderman Dowd. Very good.

A viva voce roll call was taken, which resulted as follows:

Yea: Commissioner Gregg, Commissioner Lemen, Commissioner Shea, Alderwoman Smith,
Alderman Johnson, Alderman Dowd, Alderman Gregg, Alderman O'Brien 8

Nay: 0

MOTION CARRIEDWASTEWATER TREATMENT FACILITY – GENERAL PROGRESS UPDATE

- Overall Project Update

Tim Cummings, Administrative Services Director

And actually Mr. Chairman, I wanted to kind of take a moment speak to that if I...

Chairman O'Brien

Oh, absolutely. Please.

Tim Cummings, Administrative Services Director

So actually, Mr. Chairman, what I'm going to suggest is we skip over this at this time. You know, we kind of put a pause in this project. We've been focusing so much on the DPW garage, there isn't much of an update to give. We do have a couple invoices that we do need to approve but other than that, there's been nothing moving forward as we want to get the DPW project garage project well underway. Once we get that under construction, I believe we will turn our attention back to this initiative but for right now Mr. Chairman, there isn't much to do so I'd ask us to move on to the approval of the of the invoices.

Chairman O'Brien

Okay, very good. Without objection of the Committee, we'll take the advice of Administrative Services Director Mr. Cummings, and we'll move on, and refer this to another meeting. Okay.

Tim Cummings, Administrative Services Director

And so with that being said Mr. Chairman, I do believe we have some invoices that are due to be approved and I'd ask that we seek approval on a couple Wastewater Treatment Plant invoices.

WASTEWATER TREATMENT FACILITY - APPROVAL OF INVOICES

MOTION BY ALDERMAN DOWD TO APPROVE HKT ARCHITECTS, INC., SERVICES THROUGH NOVEMBER 30, 2025 - #0004-022511 IN THE AMOUNT OF \$8,950 AND LEFTFIELD, LLC, OWNERS PROJECT MANAGER'S SERVICES THROUGH OCTOBER 30, 2025 - #2025.007.005 IN THE AMOUNT OF \$26,500.00, BY ROLL CALL

A viva voce roll call was taken, which resulted as follows:

Yea: Commissioner Gregg, Commissioner Lemen, Commissioner Shea, Alderwoman Smith,
Alderman Johnson, Alderman Dowd, Alderman Gregg, Alderman O'Brien 8

Nay: 0

MOTION CARRIED

Commissioner Gregg

Excuse me, Mr. Chair.

Chairman O'Brien

Yes.

Commissioner Gregg

I have to take off for that schedule or for that conflict so I'll be leaving.

Chairman O'Brien

Okay, yeah. Do we have enough numbers?

Tim Cummings, Administrative Services Director

Yep, we're good Mr. Chairman.

Chairman O'Brien

Okay. Thank you for, you know, being here. Okay, we're all set. Thank you.

WASTEWATER TREATMENT FACILITY - APPROVAL CONTRACTS/PROPOSALS/AMENDMENTS - None

OTHER EXPENDITURES FOR APPROVAL - None

OLD BUSINESS - None

ADJOURNMENT

The next joint meeting is scheduled for March 25, 2026 at 6:00 p.m. in the Aldermanic Chamber.

MOTION BY ALDERMAN DOWD TO ADJOURN, BY ROLL CALL

A viva voce roll call was taken, which resulted as follows:

Yea: Commissioner Lemen, Commissioner Shea, Alderwoman Smith, Alderman Johnson,
Alderman Dowd, Alderman Gregg, Alderman O'Brien

7

Nay:

0

MOTION CARRIED

The meeting was declared adjourned at 6:44 p.m.

Alderman Michael B. O'Brien, Sr.
Acting Committee Clerk

February 25th, 2026

NASHUA DIVISION OF PUBLIC WORKS

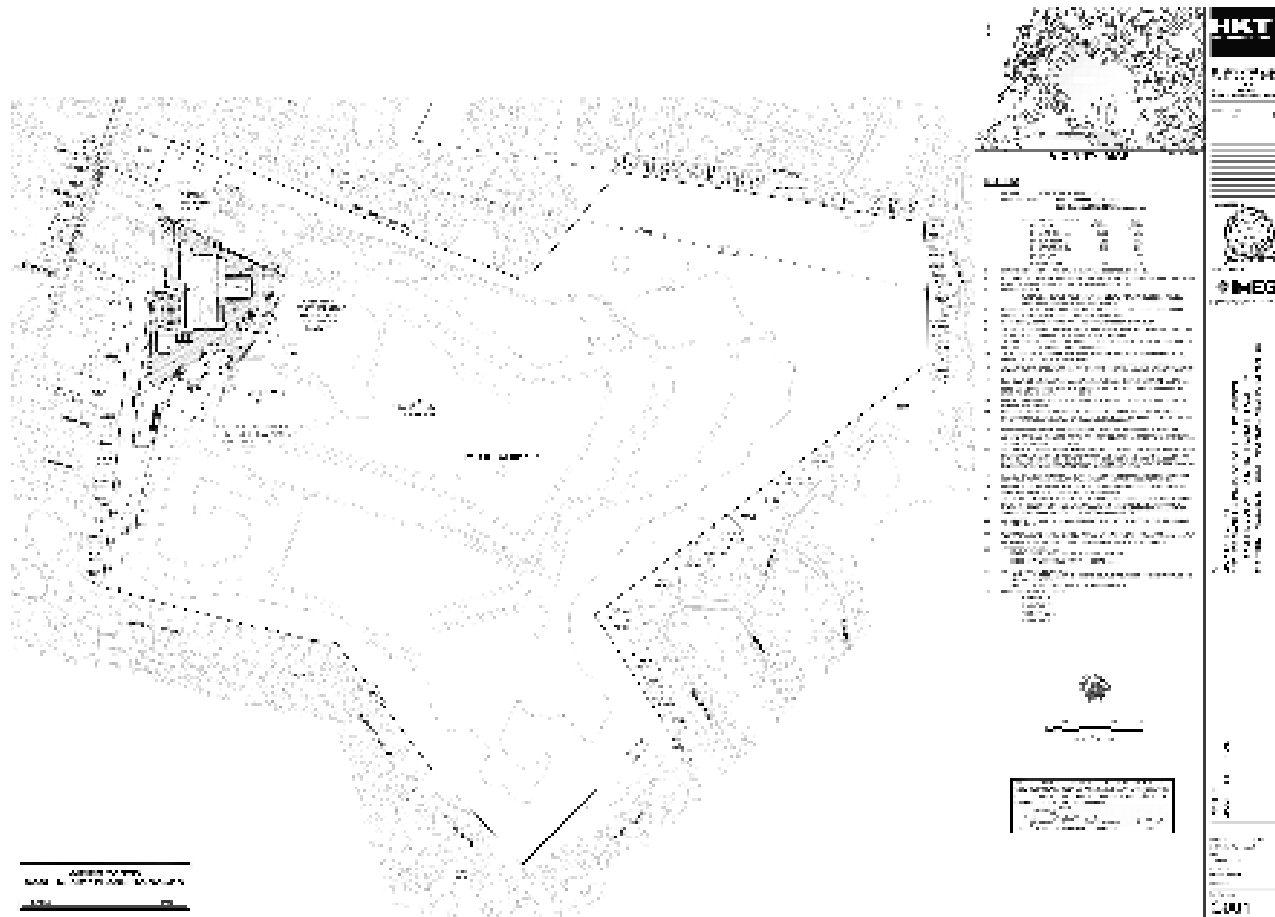
I. GARAGE & MAINTENANCE PROJECT



COMPLETED TASKS

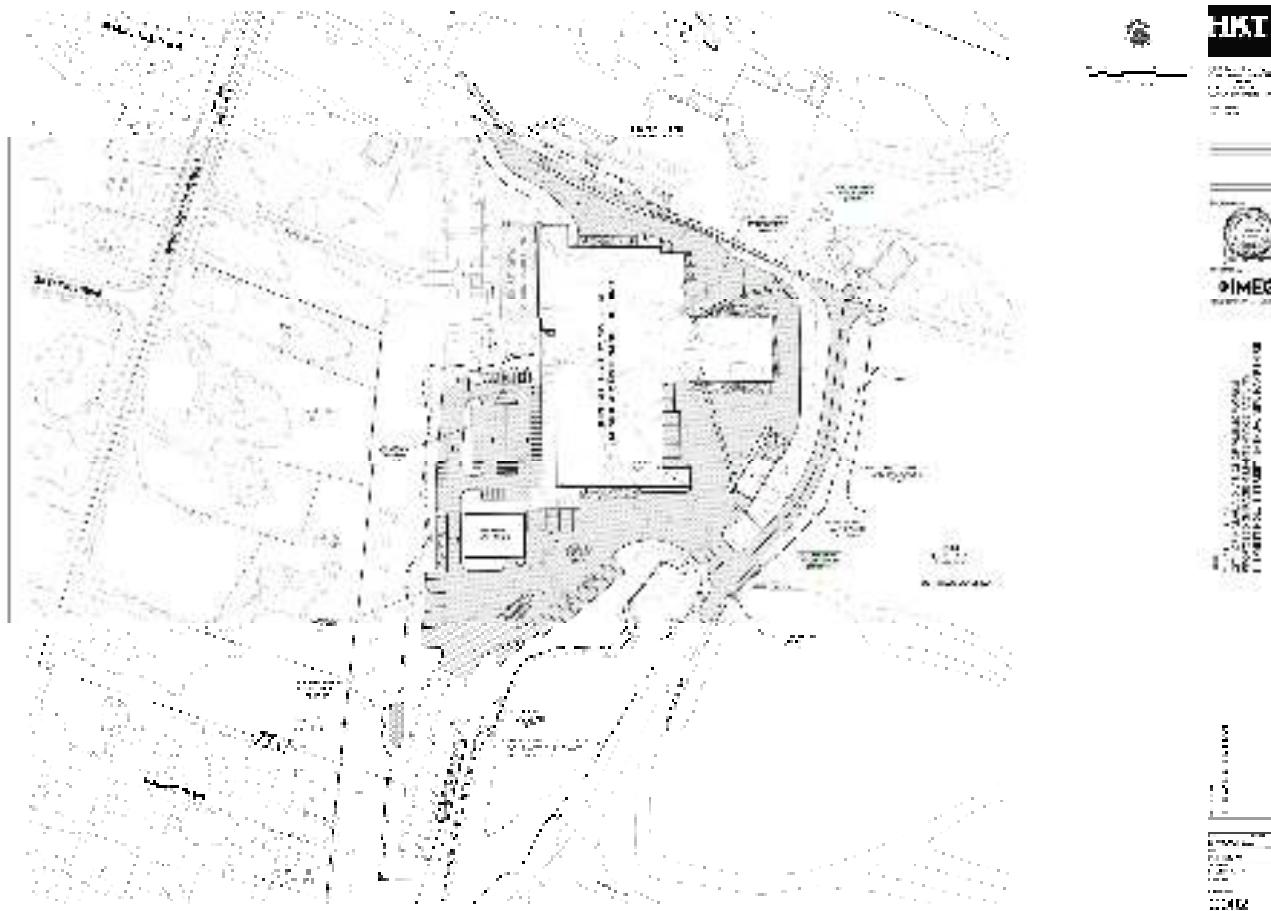
- 50% Construction Documents were completed by the Architect. The team has reviewed and provided comments back to HKT Architects
- A Project Website is nearly complete and final FAQ's are being refined by the Project Team, with the anticipated site to go live. This will allow the city residents to have a clear understanding of the Project's progress.
- The Project successfully passed the following Public Meetings:
 - Planning Board
 - Zoning Board
 - Conservation/Commission
 - Awaiting final state review of submission
- A list of identifying cost saving measures has been identified. The Project Team continues to review every possible opportunity to reduce costs as we work towards the completion of Construction Documents.
- Sandborn Head continues coordination with the environmental permitting for Project. There are many steps to ensure we are meeting all of the regulations.
- A conditions study was performed with the existing maintenance facility. It identified many deficiencies with the mechanical systems and exterior facid.

PROJECT PLANS



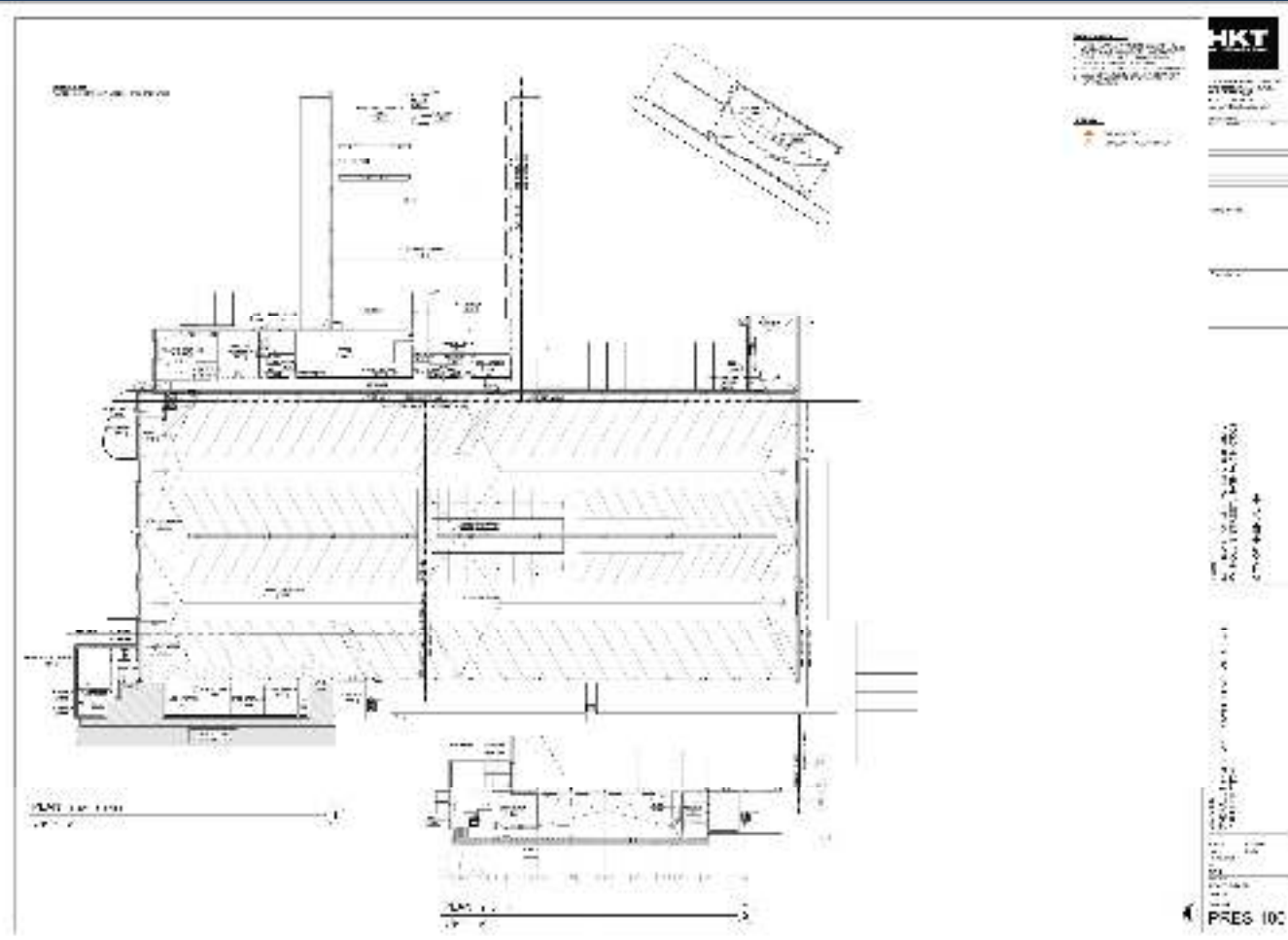
I. GARAGE & MAINTENANCE PROJECT

PROJECT PLANS



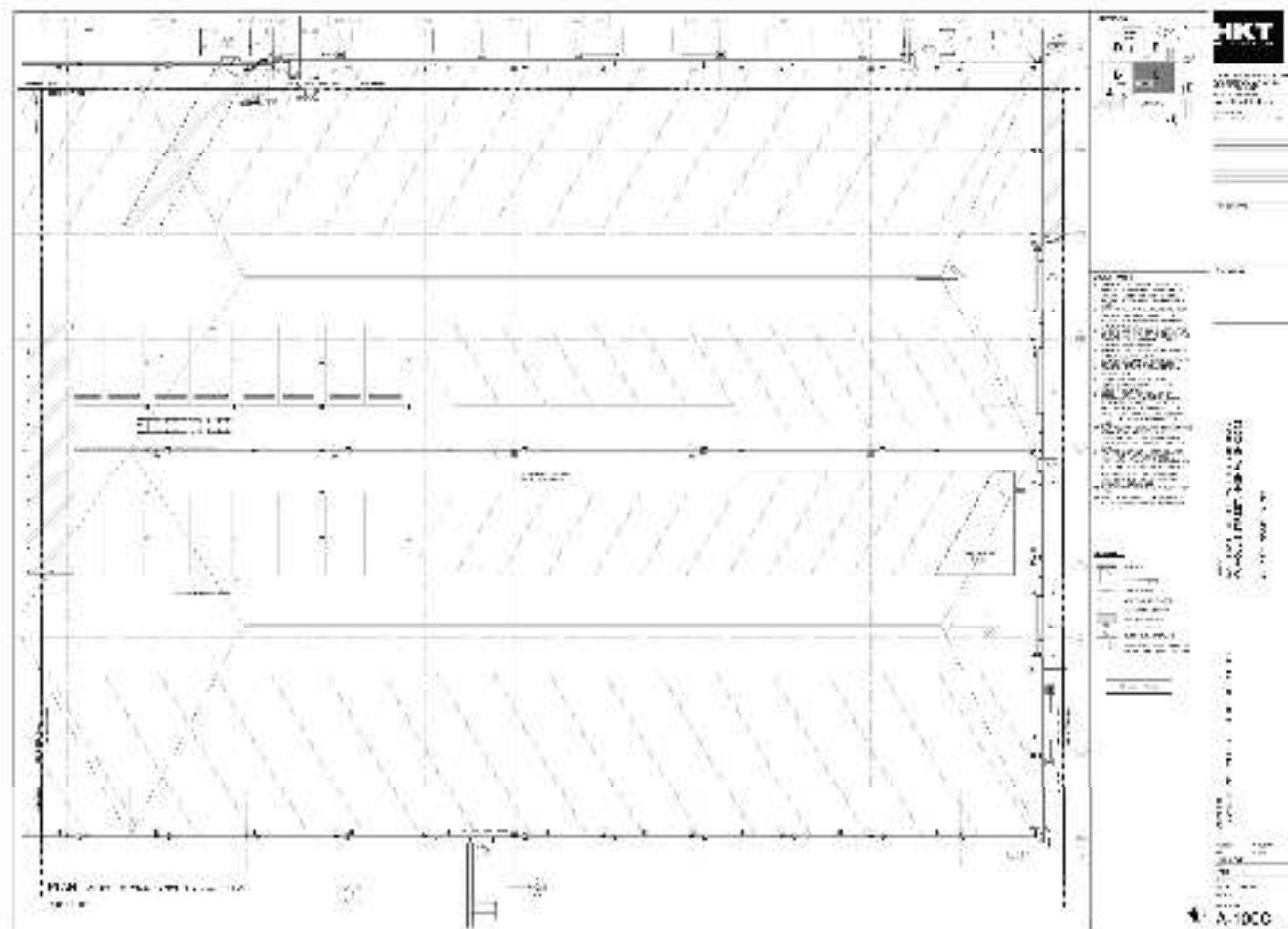
I. GARAGE & MAINTENANCE
PROJECT

PROJECT PLANS



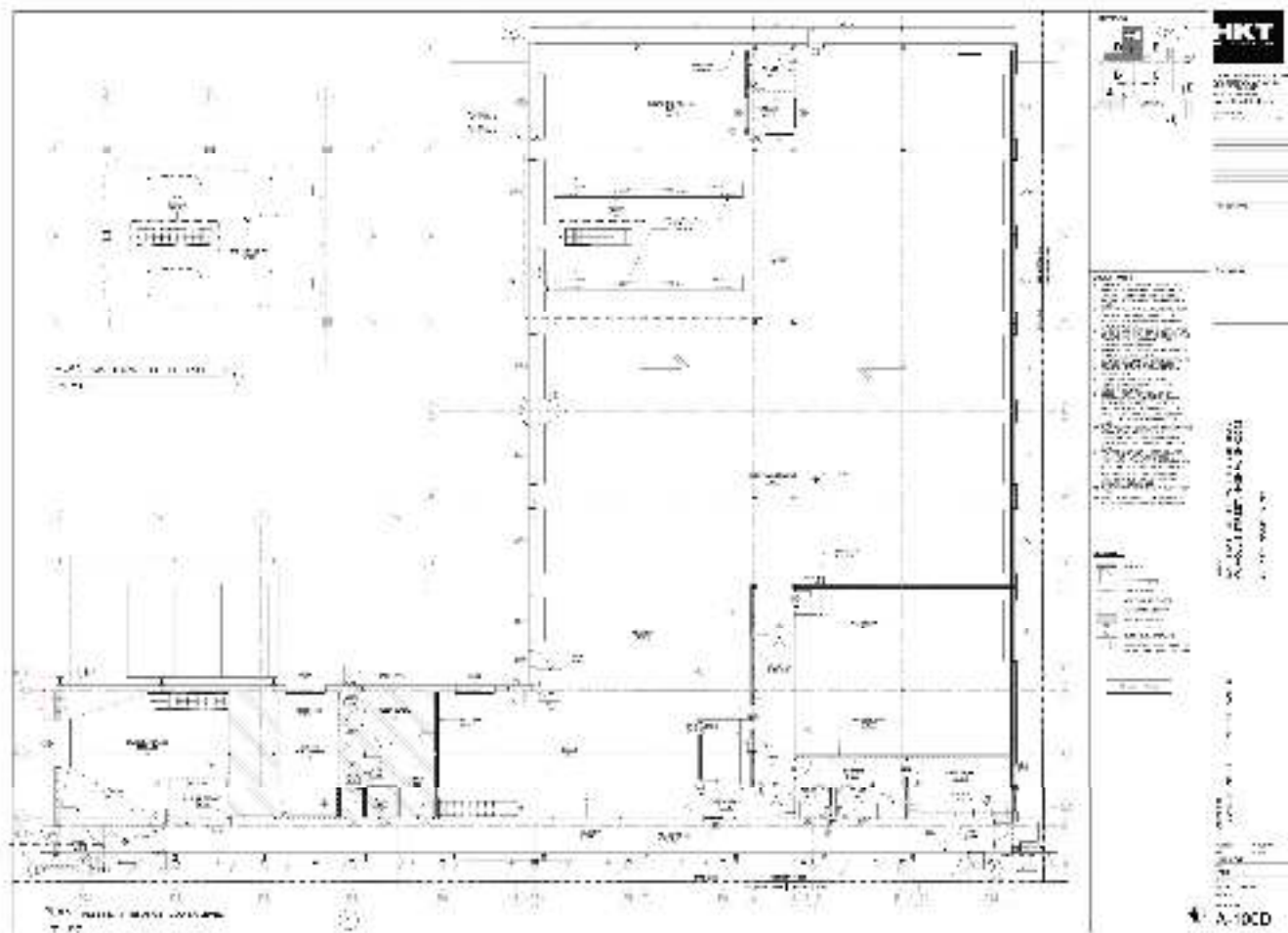
I. GARAGE & MAINTENANCE
PROJECT

PROJECT PLANS



I. GARAGE & MAINTENANCE PROJECT

PROJECT PLANS



I. GARAGE & MAINTENANCE
PROJECT

NEXT STEPS

- During the next round of cost estimations, Leftfield will bring in a third-party estimator, to then reconcile with Harvey's estimate and HKT estimate, to ensure the Project stays within budget.
- BODE Engineers continue to tweak and refine the Pre-Engineered vehicle storage facility.
- HKT, Harvey and Leftfield are all scheduled to continue with the remaining 50% Construction Documents through bidding.
- IMEG, our Project's Civil Engineer continues the site development and final permitting requirements.
- EPA Stormwater Construction Permit "Notice of Intent" will be filed prior to construction.
- Entire Team continues to coordinate and prepare for the March 9th Aldermen Meeting.