

Timber Framers Guild
Annual Face to Face Meeting

January 31, 2011 – February 1, 2011

Meeting opened at 10:33 AM

In attendance:

Joel McCarty – Executive Director
Lisa Sasser – President
Chris Gunn – Vice President
John Miller – Treasurer
John Mumaw – Clerk
Clark Bremer
Gabel Holder

Absent were Adrian Jones, Collin Beggs, and Randy Churchill – on leave

Lisa began the meeting by noting that it was traditional to take a few minutes for each board member to explain their area of interest. The new board members went first:

Clark Bremer – regional conferences

John Mumaw – apprenticeship program and overall guild strength

Gabel Holder – relevance to average shop workers – apprenticeship

Chris Gunn – HR and relevance to average worker

John Miller – apprenticeship and regional conferences

Lisa Sasser – alliance with like minded organizations (possibly expand 8:08)

Joel said that the new president of the ILBA asked why we weren't having joint conferences and joint memberships.

Ken said that he has taken very seriously the comments of Polaris about the discontinuity in our publications and web page. According to them our web page is very disorganized and doesn't present a good face to the world.

Ken also mentioned that one of the duties of a director of the board is to contribute on article for publication in Timber Framing. Normally he gets one or two per year from the board.

Joel had asked Polaris what it would cost to do for the guild what they were doing for Fraserwood. They replied that what we needed was a re-branding.

Ken said that the question this brings up is whether the guild exists because we have something to sell or do we exist because we want to associate with each other and share what we know.

Lisa said that the issue was codified in our mission statement and our articles of 501C3 incorporation. Education is our mission to our members and to the public.

Joel reviewed the history behind the TFG and the Business Council and the overlap between the two. Originally the guild served the interests of business and individuals but eventually (15 years ago) the Timber Framers Business Council was formed so it could concentrate on member advocacy and industry promotion and let the Timber Framers Guild focus on education. It was at this point that the guild became a 501C3.

Joel mentioned that the overlap between the two organizations was very emotionally charged among some members and it's not entirely clear among either board what the exact relationship is between the Guild and the Business Council. Ken pointed out that the relationship and roles of each organization gets a little murky when research is being funded by both organizations. Clark said that it seemed reasonable since the information gleaned from the research had an economic component and also an educational component. Joel said that conversely the Business Council has helped to fund the development of the apprenticeship curriculum.

Joel said that the existence of the Business Council presents him with an opportunity to deal with things that might not be appropriate for the Guild. For instance when he gets requests for recommendation for a timber framer he can refer the person to the Business Council. A problem that doesn't have as easy a solution is that Joel receives a complaint at least once every two months about a customer that (feels he) has been ripped off by a timber framer. Joel replies that there is absolutely nothing he can do unless the company is a member of the Business Council since they have a code of conduct. Joel would love to hear any ideas that anyone has about better ways to deal with this.

Chris pointed out that we were straying from the agenda.

Joel pointed out that the agenda was to approve the December minutes, the Policy statements, the budget, and to revisit the visioning that has been done twice before, in 2006 and 2008.

Joel asked if everyone had read the December minutes and if anyone any any corrections to them. No one did so Lisa moved to approve the minutes, Chris seconded them.

Lisa asked if everyone had read the Policy statements and said that the Executive committee had recommend they be approved. Chris moved to approve them and Clark seconded.

Lisa asked for revision 4 of the budget to be approved as an operational budget that will be reviewed quarterly. Chris said that it was the board's expectation that Joel will continue to work on the areas that we would like to see improvement in. Gabel said that he hadn't seen revision 4. After some searching on Base Camp it became apparent that it hadn't been posted. Joel said that he thought he had posted it but that it was available for review on a thumb drive where we could access it.

Lisa suggested we table the budget discussion until after lunch so that anyone that hasn't yet seen the most recent budget could review it.

Ken mentioned that he needed access to the most recent budget as well as last year's end of year expenses. John Mumaw said he would email them.

Gabel asked what had changed between the last two most recent budgets. After reviewing the principal changes Joel suggested that in the future this could be addressed by just adding a column for the changes.

Regarding the termination of some major advertising, Chris asked if any attempt had been made to retain them by offering to retool their message, and maybe do a better job of targeting his audience. If that wasn't done he would like to make sure that it's done in the future. Joel said that he had talked to the owner but without success.

As a cost saving measure Joel removed his and Susan's healthcare benefits in the budget. The board feels that this is unfortunate and is not comfortable with it and that we would like it reinstated as soon as it is reasonable in terms of the economic health of the Guild.

Lisa asked if there were any other comments and discussion. There was none. Lisa made a motion to approve, John Mumaw seconded. Revision 4 of the budget is approved with the understanding that it will be revisited quarterly. John Miller said that the reason for this is that none of us is comfortable with a budget that shows a \$6,000 loss.

Ken is concerned that he doesn't have the information available in a clearly discernible manner that would allow him to make sense of the amount of advertising revenue we have for both Scantlings and Timber Framing.

Lisa asked how we were going to review the visioning statements. Joel said that the principal goal for the weekend was to review the strategic goals for this year and for 2013.

Membership:

Clark said that he felt that the regional conferences illustrated that the middle of the country was not sufficiently reached by the guild. Many people who were at the meeting didn't know what the Guild and timber framing was and were coming to learn. Clark said that one question the conference brought up was what kind of members do we want and how do we want to target them as members.

Chris said that the Guild currently is not relevant for many professional timber framers and that retaining members was essential for the Guild to survive.

Clark asked if we were ignoring potential constituency for the guild and if so do we want to expend effort to broaden our membership, knowing that it might dilute the resources we had to attract and retain professional members. Lisa pointed out that among non-professional Guild members were architects, engineers, park service employees and the like. And that some of them could possibly become professional timber framers.

Joel pointed out that approximately one half of membership self identify as professional timber framers and that the ratio has been consistent for the last decade. He also said that as many members as we have lost in the past few years we still have twice as many members as we did in 1999.

Some discussion ensued about what size membership did the Guild need. Could we continue to exist and provide the services we have become used to with the current size or did we need to grow. John Miller said he felt that there were large numbers of professional timber framers that could become members of the Guild. Chris said that this goes back to the fact that the Guild is not relevant to many.

Gabel suggested that TTRAG conferences could be more integrated into the regular conferences.

Joel reviewed the history of TTRAG.

We adjourned for lunch at 12:30 PM.

The meeting resumed after lunch at 1:30 PM

We returned to the question of how do we attract new membership, or do we need to? Providing value to practicing professional members will also attract other new members. John Miller pointed out that the Journeyworker program is meant to provide content for professional timber framers. He said that the big question was whether we were providing sufficient value for the cost of the program.

Joel asked what was the Journeyworker program doing for non participants. Currently the program curriculum is available for all Guild members. He asked if we should we make project leadership an exclusive right of journey workers or at least make them the first choice. Chris said that the cost of the program kept some qualified people from participating. He is concerned that we should provide benefits to Journeyworkers without being exclusionary. Gabel is concerned that if don't provide suitable benefits to Journeyworkers then the program will fail due to lack of participation.

Gabel said that one of the drawbacks to hiring an apprentice was the cost involved and the needed assurance that they will stay long enough to repay that investment. Lisa said that the National Park Service requires a commitment for training suggesting that perhaps employers could make similar requirements for apprentices.

Chris said that he keeps coming back to what can the Guild do to become more relevant to practicing timber framers. He is afraid that after the initial excitement about finding other timber framers and learning some of the basics that many members feel that the Guild lacks sufficient advanced content. John Miller replied that the Journeyworker program was designed to provide just that content. Each bit of the curriculum that was expanded from outline form provides articles for Timber Framing (the magazine), books, and upcoming sessions at conferences.

Conferences:

Gabel pointed out that we were just starting with coordinating conference and project programming with the curriculum but that it would have to increase because the Guild has an obligation to provide training to apprentices and journeyworkers. An additional hurdle is that the conference structure doesn't allow enough time for adequate training for some parts of the curriculum.

John Miller asked if the apprenticeship curriculum could be the template for all guild educational efforts? (conferences, workshops, projects). Lisa said that the curriculum was the perfect vehicle for providing programming that met the requirements for AIA continuing education credits. John Miller said that making the curriculum the guiding structure for Guild programming would bring the program front and center and to the attention of more people.

Gabel asked how programming was decided now. Lisa and John Miller pointed out that currently the process is in transition moving from Will Beemer being responsible for programming to a committee. John Miller said that if we are going to structure programming around the curriculum that the committee needs more guidance.

Joel said that since the apprenticeship program was a three year program that maybe we should make sure that every three years our conference/project/workshop programming cover every aspect of the curriculum. Not necessarily to meet the requirements of the curriculum but to help with the programming structure.

Joel suggested that instead of offering value to the journeyworker program by making certain activities such as project leadership the exclusive right of the journeyworkers we could instead offer bonuses at projects for journeyworkers as leaders/trainers while not excluding other qualified participants.

All agreed that there were many benefits to structuring Guild programming around the curriculum. Not only does it provide a convenient organizing structure but it helps to ensure that relevant content is being provide for Guild members.

Lisa asked if there was any retroactive credit for experience and learning at conferences prior to starting the apprenticeship process. Lisa suggested that the equivalent of AIA continuing education credits could be granted for qualifying sessions or workshops for apprentices or potential apprentices.

There was considerable discussion into how much effort should be put into recruiting members from non professionals. Aside from non professionals how do we go about recruiting professional timber framers that aren't yet members? Lisa said that she thinks that it doesn't cost any more to recruit non-professionals that it does to recruit professionals. Lisa said that to help with recruiting we should be making sure that local architects, engineers, preservationists, etc. are aware of the event.

Clark said that he feels that the Guild should actively recruit members. Joel and Ken pointed out that the Guild has made attempts in the past to bring back members that have left. John Miller said that there are groups that are natural fits for Guild membership and that we should make sure these groups know about

us. John Miller and Lisa emphasised that prior to the Western Conference we should make sure any local groups that are good fits should be notified about the event.

John Miller said that there should be a check-list on conference preparation that included notifying local like-minded organizations. Lisa said that the most basic thing would be press releases about Guild activities. John Miller said that based on our conversation that some basic marketing of Guild events should happen. John Mumaw asked if we had a conference handbook similar to a project handbook. This would allow for a checklist to make sure that everything gets covered by the committee in charge of the conference. The move from four paid staff to two has caused some outsourcing as well as volunteer committees to pick up the slack and it appears to some that conference programming in the short run might be suffering.

Joel suggested that a dedicated conference programmer might be necessary. Joel is trying to recruit David Blackwell for conference programming for Leesburg. Ken asked if he had a good track record. Joel said that he thought yes. Chris, John Miller, and Joel all feel that he has the skill set necessary to do the job.

We're going to try to make Leesburg a test of using the apprenticeship curriculum as a template for the conference. Joel will return with an outline for programming at Leesburg in 40 days. Gabel said that if we are going to use conferences to deliver curriculum content then the programming needs to be coordinated with the apprenticeship committee. John Miller said that he would like to see from Joel a plan on how this will be implemented.

Gabel is concerned that a handbook for regional meetings not overly structure future meetings. They should be social and with plenty of entertainment value. The Guild should be able to support this with ideas, videos, and examples of what has been done in the past. The Guild should also be able to support by getting the word out and collecting conference fees.

Gabel asked at what point do the regional meetings take away from the east and west coast conference. Joel said that he felt they didn't compete because they appeal to different demographics. Some attention to timing would be pertinent but he didn't feel that in most cases they would be competition. The next question was how often should he strive to have them. The general feeling was that four times a year would be appropriate. The format should be up to the host and can range from something as sophisticated as Clark's to something mostly social or cultural.

Joel pointed out that when we're considering programming we should remember that as leaders of the Guild we really only represent a small subset of Guild members and that we should keep in mind the members who aren't here.

There was some discussion about whether single or multiple tracks were more desired. It was decided that this wasn't a role for the board to decide but should be the responsibility of the programmer.

Ken has asked for organized information on advertising revenue for 2009 and 2010. Joel said that the information for 2009 will be difficult but not impossible to come up with. The information for 2010 is available but needs to be organized in a better manner. Ken said that he has made repeated requests for this information and he hopes that making this request in front of the full board might get more action. Joel protested that this wasn't a good time to deal with this and suggested that sometime in February would work better.

We are scheduled to start ads on our website soon.

Projects:

Gabel asked if there was still criticism of our project and project leadership selection process. Joel said yes there was, and in particular with the John C. Campbell project. Joel said that he could make some of the criticism go away by saying that sitting board members aren't eligible for project leadership positions. Joel also pointed out that some of our more exotic project only offer roles for a few members. The Surinam project for instance only served 17 members. Lisa asked how the fallout from the Surinam project (including the photo in Timber Framing) affected subsequent projects. Gabel and Joel said it has adversely affected our ability to sell projects to this day. We have since tried to refine how we select projects and project leaders. Chris mentioned that the Poland project has the potential for criticism as well, partly because so few members will be involved.

If the Poland project moves forward there will be little time to prepare for it. Joel said we basically would have 12 weeks. Chris pointed out that the project will only directly serve 14 members. John Miller said with Surinam there was a great deal of information generated from it that served the larger membership. Gabel said that he would like to see technical articles come from the Poland project rather than just video. He said that he would like to see someone tasked to provide detailed information. Joel said that someone from the museum would be producing a documentary of the project. Clark said that after every project we need bring home to the rest of the guild technical information about the project so it has more value to those who can't directly participate. John Miller pointed out that he felt it would take a full time non-working member of the project team to do the job well.

John Miller said that on paper it looked like the budget would support a dedicated reporter. Gabel said that he felt someone needed to be charged by the board with this task. Gabel said that he felt that every project should have information generated that can be used to illustrate particular points of the curriculum. Joel said that he wanted to make sure it was noted that the board has decided that projects from this point forward needed to be linked to the curriculum, provide training, articles and other types of documentation for the Guild at large. John Miller suggested that everyone applying for a leadership position should be required to fill out the journeyworkers self assessment form.

Joel pointed out that we have turned down working on a project in Wilmington, NC because the project's business plan revealed that the building would end up being owned by private individuals. The project is being referred to the Business Council. Ideally the successful bidder will choose to have the Guild assist in the project by asking us to building the porte cochere.

The bridge in New Hampshire is still going to happen but we're waiting on the Polish project to make sure both projects aren't happening simultaneously.

Tuesday

The meeting began at 8:58 AM

Joel wanted to bring to everyone's attention (particularly the newer members) that it had previously been decided that we will have a F2F at the front end of the eastern conference. This would allow old and new board members to be at the same F2F. It would also save some money.

Board nominations: Chris is being limited by term limits. John Miller's term is up this year and he said he would run again. Adrian's term is up and John said he would encourage him to run again. The goal is to come up with between three and six viable candidates. Chris suggested that Gabel help with the nominating committee.

The strategic goals suggested by Joel include increasing revenue generated by projects. Ken asked if selling projects was even appropriate when typically people bring projects to us. Gabel said that selling should be viewed essentially as explaining and making known how our project process works to potential project candidates. Gabel said that he was comfortable with the goals set in the plan. Gabel asked how the projects acquisition process works. Joel said that after the first contact he turns things over to Alicia but he remains in touch and up to speed with whatever is taking place. Joel said that eventually he would like to see the project coordinator position turn into a paid position.

Gabel said he would like to see a large domestic project that could involve hundreds of participants. Joel agreed that he would love to find one because for people his age the Guelph project remains a defining moment.

Gabel wanted to know how we remain free of competing with local timber framers in the process of acquiring projects. Joel said that the key historically was to make sure that the organization is a 501C3 and also that the project is under funded.

Gabel asked about Joel's remark Monday about looking for further opportunities for partnering with local TF companies to have a workshop. Joel said that it was important in partnering that no perception be made that a TF company is profiting from such a relationship. Joel said for it to work the company needed to be able to show that the Guild's involvement actually was more bother and more cost than not. In any event it needs to be completely transparent and the board

and director need to be able to answer any questions about funding on the spot.

Chris asked about earmarking some of the profits from Poland for Apprenticeship. Joel gave some history on funds starting with the Guelph bridge. It was the first project that we had a large cash settlement at the end and it funded general Guild operations for some time. He pointed out that Brian Snider was critical of the dumping of auction funds into the general fund and that he thought they should go into an endowment. Joel suggested that we have the conversation about allocation of project funds in August after bills from Poland are paid. John Miller pointed out that we have already suggested that we're going to use some of the funds for technical articles and making sure someone is at the project with the sole responsibility of doing this and that we might be in danger of spending money before we had it.

Joel suggested that maybe we could market auctions and projects as supporting specific items.

John Miller suggested that we include the cost of a documentarian or technical writer as a line item in the budget for future projects.

John Miller asked whether Joel could fulfill his responsibilities as executive director and still be at all projects (thinking especially of the Polish project which will last close to a month). Joel said that he had also considered the question. John Miller suggested that Joel should consider the idea of hiring a project manager on a case by case basis for projects. Gabel pointed out that this was a large project and there was a very real possibility that things could go wrong and that we needed a highly skilled project manager.

Auctions:

Joel said that in terms of the auction (as in the area of projects) how we build a budget around highly volatile revenue streams is an area of board management. He said that he would love for example for the board to say this auction will support the apprenticeship program and the Poland project will support technical programs. Gabel suggested earmarking funds from the auction for specific items by shuffling items on the existing budget. While not providing extra funds for the item in question it would provide an excitement factor for bidders that might help to bring in more money.

Clark had business in the morning and arrived at this point so we paused for a moment to bring him up to speed. He said that he just wanted to suggest one thing regarding projects and that was to have clips or videos of past projects as inspiration for potential project hosts. Gabel said he was sure that we had that available. Clark suggested that we could make it available at slide shows or running in the lobby at conferences.

Gabel cautioned that having big ticket auction items pre-sold (or at least having interested parties) was critical to success. He said that the strategic plan for auctions was possible but we needed to focus on preparation ahead of time. Gabel also suggested that it would be helpful if we had someone lined up to store big ticket items locally until they could be picked up. Lisa suggested sending an email to the Guild and other interested parties prior to the conference advertising our big ticket item. Joel said that a photo of an Azumaya (similar to the one being built at Fort Worden) would appear in the next Scantlings. He also said that he thinks he has already identified one potential buyer.

Revisiting Conferences:

We have set up a test in lower expense conferences. Hopefully programming can be improved (be made more relevant) by using the curriculum as an outline for programming. Clark said that he has reviewed the most recent Scantlings and thought that it presented the Fort Worden conference in a good light by highlighting the many inexpensive lodging and dining options.

Joel mentioned that he would like to get back to having conference tags be color coded for affiliation and for new members. He would also like to have pre-printed hats or teeshirts made available for journeyworkers to wear at conferences as a way to leverage recognition. He would like board members to be able to easily spot new members or attendees and welcome them.

John Miller said he thought that the target attendance numbers in the strategic plan for conferences was reasonable.

At 11:00 Joel took Ken to the airport while the board had a board only session.

At 2:45 the full meeting resumed with a discussion of the action points that the board would like to see addressed by Joel.

Action Items:

1. Weekly (or biweekly) reports from Joel similar to his transition progress reports for all major areas of responsibilities (conferences, projects, workshops).
2. Weekly reports similar to myhours report.
3. An outline in forty days of the eastern conference programming and how it will meet the goal of being primarily applicable to the apprenticeship curriculum.
4. An outline of how this same template of following the curriculum will be applied to other areas of guild activities.
5. If the Polish project goes forward the board wants within 10 days a project plan including a list of project managers to interview.

Joel asked regarding item one what his next milestone was. Chris said that was for him to determine and that we weren't interested in micromanaging but merely needed a way to keep the board more informed. Lisa said that this was in part spurred by the feeling of several members that the western conference programming was spinning off into nowhere and that not enough effort was being made to publicize it.

Joel said that he was still compiling Myhours report and Chris suggested that maybe that could be distributed prior to the monthly conferences. Joel said that the easiest thing to do would be to just include it in his weekly reporting.

Joel said that currently his plans were for Alicia to run the Poland project although she doesn't need to run it alone. Joel said that he is not adverse to coming up with another project team.

Lisa asked if this was the type of guidance Joel was looking for from the board and if not what he would like to see. Joel said let's try it for thirty days and see.

Revisiting Memberships:

Electronic memberships will be the default for student memberships. Joel asked if we had names to add to the list of organizations to target. Lisa suggested adding to the list the National Council of Education Preservation (60 schools). Gable ask how the joint TFG/ILBA memberships would work. Joel said that the arrangement and details were still being worked out. Lisa asked if we shouldn't make all new memberships default to electronic memberships. Gabel was concerned that existing memberships shouldn't change to electronic without a specific request. Clark asked if we also sent electronic versions to members getting paper version. Joel said no but that it was available on line.

Joel added that we did have some misprinted membership directories.

Joel said that the digital versions of our magazines would have live links in the ads. Clark suggested that announcements should also have live links for events and anything else potentially linkable. Joel added that he had no intention of discontinuing the paper versions of our publications.

The president of the ILBA is presenting at Fort Worden.

Joel said that he would make the same deal concerning joint memberships with the Carpenters Fellowship if there was any interest.

Gabel asked if we were interested in attracting new members no matter the margin. John said as he understands it the goal of reduced price memberships (discounted) was that the member would be introduced to the full range of Guild services, and would purchase a book, go to a conference, etc. and hopefully renew the following year at a normal rate. Clark asked how many discounted memberships turn into full memberships. Joel said that going forward we should be able to track that.

Currently our member database is on Filemaker. We will port our member-data to CivCRM. Lisa said that the database system she help PTN set up was a bear to set up but once it was set up it was very flexible. Joel said that he did have a budget for transitioning the database although it may be too low. The target database system is a CRM system and according to Joel it is very flexible. Gabel said he would like to see the ability to extract member data information from our database going forward.

We agreed that the membership revenue increase in the strategic plan was modest and should be achievable. Gabel and Chris said that they would like to see the plan documented through the year with reports of the progress.

Merchandise:

We are going to have two new merchandise items to sell in the near future. A Calendar is one item and the other is a very large sliding bevel gauge. Clark is spearheading this item. We are still trying to get out of the business of selling saw bases other than for modification. Timber Wolf Tools will buy the bulk of our inventory and bolt them on to new saws. We will continue to sell freestanding saw bases. This will allow the guild not to have to carry a large inventory of saw bases.

Putting merchandise items on the front page of our web site seems to be very productive.

The new web site is in production (design is nearly complete). Updating the web page will be done in house once all the templates are complete. Some discussion ensued that the current web page is sorely out of date in some areas. Joel said that he just needed an email to point out where the web page needed updating.

We all agreed that the goals and strategy for merchandise was achievable.

Joel said that every member gets a 15% discount on most items in the Guild store. Gabel said that every email to members should mention the discount to members even if nothing else needs to be mentioned.

Publications:

Joel said that as a crisis management tool (because publications was such a large part of our budget) that if we had a budgeting emergency we could convert all publications to digital for a limited time. This would only be as an alternative to a line of credit. Digital membership is currently being encouraged by reminding people at renewal time of the discount available.

Joel said that we are tracking the number of auto-renew members.

Joel is trying to convince Ken of the benefits of using print-on-demand for future publications. Lulu is the company we are experimenting with. It is attractive in that it doesn't require us to carry inventory. An order for a book would result in an invoice and a drop ship from Lulu.

Gabel asked what the time line was for the new web site. Joel said that he hated to predict but that the good news was that it could be rolled out incrementally. The template for the the new web page is complete or nearly so. Content is remaining to be found.

Advertising:

Chris said that he questioned running ads for people who owned us money. Joel said that there was a tremendous amount of fallout when we discontinued advertising for a long-time client when they fell behind. Joel pointed out that they ended up paying what they owed and that they had supported us for years with large advertising budgets. But currently (and perhaps because of this incident) they have not returned to advertise. However, he said that at the time he felt it was the right course of action, although perhaps it could have been handled better.

We are proposing to have a Timber Framers Guild ad next to a Timber Frame Business Council ad in Home Buyers Publications. Joel likes Home Buyers Publications because of the large readership.

John Miller recommended that for the new web site the events section should receive top priority but that we also needed to fix the existing page in the short term.

Lisa asked if the increase in advertising revenue was mostly due to web based advertising. Joel said yes and that he thought that print base advertising would continue to decline.

We discussed briefly the one new publication due this year which is a volume of reprints from Timber Framing with some additional content from Andrea Warchaizer. John Miller said that ideally this publication would have content keyed to the curriculum but that it was probably too late for that. Lisa pointed out that if it was a digital publication it wouldn't take much to update down the road. Gabel said that Will had the entire curriculum outline in his head and was probably already working on it.

As an aside Joel said he had to turn down an opportunity to build a bridge in Ossipee, NH because the guild would basically be supplying cheap labor for the preferred contractor. Joel did say that there might be a way for the Guild to participate if the contractor could work for us instead. This might be possible if the first round of bids come in over budget but that the whole process might take a few years.

We adjourned the meeting at 5:01 PM

Respectfully submitted by John W. Mumaw