

<b>Essex Public Safety Building Project</b>	<b>Meeting Minutes</b>
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Re: Town Building Committee Meeting	Date: May 22, 2019
Location: Town Hall, 2 <sup>nd</sup> Floor Conference Room	Time: 7:00 PM

Attendees:

Name	Present	Name	Present
<b><u>Town Building Committee</u></b>		<b><u>Town Staff</u></b>	
Lisa O'Donnell, Committee Chair	✓	Brendhan Zubricki, Town Administrator	✓
Daniel Doucette, Fire Chief	✓	<b><u>Board of Selectmen</u></b>	
Peter Silva, Chief of Police	✓	Andrew Spinney	✓
Westley Burnham, Planning Board	✓	Peter Phippen	✓
Nat Crosby, Historical Commission		Ruth Pereen	✓
Colleen Enos, Member		<b><u>NV5 (OPM)</u></b>	
Paul Francis, Member	✓	Tim Dorman	✓
Peter Levasseur, Member		Mike Ulichney	
Mark McKenna, Member		<b><u>JRA (Architect)</u></b>	
Stuart Pratt, Member	✓	Stewart Roberts	
Charles Storey, Member		Philip O'Brien	✓
Ramie Reader, Member	✓	Michael Bellefeuille	✓

- Questions from the public: None
- Approve minutes from May 1, 2019: Stuart Pratt motioned to approve the meeting minutes from May 1, 2019. Paul Francis seconded the motion, all were in favor and the motion passed unanimously.
- Review recent decisions involving the Town Meeting and the Annual Election.
  - Town Meeting voted to approve the additional funding needed to complete the design and bid phase.
  - The ballot question allowing for the debt exclusion for project funding passed. This vote is good for up to a 1-year period so that only a Town Meeting vote will be needed for the complete project funding within that timeframe.
  - Two options are being considered for the timing for Town Meeting approval, which would either be based on the 60% Construction Documents Phase cost estimate or on the actual bid results. Depending on the option selected, a Special Town Meeting would be scheduled accordingly.
- General design update from Johnson Roberts Associates.

- Phil O'Brien introduced Michael Bellefeuille, Architect with JRA working on the project team and Dominic Piniello, Mechanical Engineer with GGD, the MEP/FP sub-consultant on the project team.
  - JRA Provided an update on the design progress, summarized as follows:
    - Following the Public Forum, the floor plans were refined to give the building a squeeze to gain some efficiency and reduce the overall size by about 2,200 square feet. This required some reductions to program space and reconfiguration, which included:
      - Reduced bunkroom quantity from 3 to 2 rooms.
      - Reduced personal decon from 2 to 1.
      - Combined the Sargent and Detective offices.
      - The mechanical room was moved to the mezzanine.
      - The changing rooms were reduced in size and the kitchen/dayroom was reconfigured.
      - One of the public restrooms was eliminated on the lower level while still maintaining code minimum.
      - The janitor closet was moved to the public area and the floor plan was reconfigured to maximize the general storage area in the police facility.
    - Materials were also reviewed and some of the brick veneer along the rear elevation was eliminated, however brick has been retained in areas around apparatus bays which will benefit from the more rugged material.
5. Discuss options for and select the type of HVAC system that will be designed for the proposed public safety facility.
- GGD presented an overview of the 3 HVAC options, including general description of how they function and a summary of the life cycle costs for each option. The options include:
    1. VAV System: Hot/Chilled water coil VAV AHU systems with energy recovery wheel serving terminal VAV boxes with hot water reheat coils, high efficiency gas-fired boiler plant and high efficiency air-cooled chiller.
    2. Chilled Beam System: Four-pipe chilled/hot water coil induction units, hot/chilled water coil 100% O.A. ventilating units with energy recovery wheel and high efficiency gas-fired condensing boiler plant and high efficiency air-cooled chiller.
    3. VRF System: Variable refrigerant flow (VRF) terminal evaporator units with air-cooled condensing units, hot/chilled water coil 100% O.A. ventilating units with energy recovery wheels and high efficiency gas-fired condensing boiler plant.
  - It was noted that the first option has the lowest first cost but the highest operating cost. The second option has the highest first cost and the lowest operating cost, however the payback period is estimated to be 20 years. The third options is a hybrid between options 1 and 2 with a

slightly higher installation cost than option 1, but a reduced operating cost, resulting in a payback period of 11 years.

- Option 3 provides for more flexibility in zoned temperature control over option 1. A boiler is still required to heat spaces that aren't air conditioned, such as the apparatus bay.
  - It was noted that Option 3 could be all electric, but it would still require a boiler which would need to be a large electric boiler. The economics would likely not make sense unless coupled with PV. The generator size would also need to increase.
  - It was noted that the Fire Department would like to have radiant floor heating in the apparatus bays for safety reasons.
  - GGD advised that even with radiant floor heating, the apparatus bays would still need to be equipped with unit heaters to get back up to temperature after the doors are opened.
  - Stuart Pratt motioned to proceed with option 3, including radiant heat in the apparatus bays. Westley Burnham seconded the motion, all were in favor and the motion passed unanimously.
6. Review efforts to economize the design for the proposed public safety facility based upon the architect's own efforts, recent choices made by the fire and police departments, and whether or not optional items such as additional excavation, for storage, will be part of the program.
- Concern was raised about eliminating storage under the training room for Police needs.
  - It was noted that the general and property storage areas were increased through the reconfiguration of the spaces. There is also ability to store some items in the garage space.
  - It was discussed that the greatest additional storage need is for larger items which necessitate outdoor access for items like ATVs, Boats, etc., which would not be possible within the space under the training room.
  - Carrying the storage area as an alternate would be difficult to design and confusing to bidders as it would include scope under several different trades.
  - It was noted that there aren't any options on site for additional outside storage due to the topography and wetlands constraints, however additional discussion should be had with the Board of Selectmen for other alternatives in Town.
  - Stuart Pratt motioned to eliminate storage area under the training room from the design. Westley Burnham seconded the motion, all were in favor and the motion passed unanimously.
  - Geotechnical Exploration: It was discussed that a geotechnical exploration program was outlined to proceed with borings and test pits to identify subsurface conditions to inform the excavation parameters, infiltration capability and foundation design. An amendment in the amount of \$15,500 to JRA's contract was proposed for Board of Selectmen approval.
  - Peter Phippen motioned for the Board of Selectmen to approve the amendment to JRA's contract in the amount of \$15,500 for the completion of geotechnical work. The motion was seconded and passed unanimously.

7. Exploration of other economizing options that have not necessarily been discussed by the fire and police departments to date.
  - The status of the demolition permit for the barn and its reuse in the project was discussed and summarized as follows:
    - The historic commission determined the barn should be preserved and recommends the following two scenarios:
      - Maintain in its current location and not move; or
      - Incorporate portions into the new building
    - The Community Preservation Committee voted to allocate only \$50k to the project.
    - It was noted that there may be an interested party willing to move the building, however it would require an open procurement process to auction and there would be schedule concerns in getting it moved in time to enable the site work to proceed.
    - Lisa O'Donnell made a motion to incorporate the barn timber frame into the new building. Nate Crosby seconded the motion, all were in favor and motion passed unanimously.
  - It was noted that Peter Lavasseur wasn't able to attend the meeting, but wanted to note ideas of reducing the size of the apparatus bays from 8 to 6, simplifying the roof line and squaring off the building. It was discussed that it wouldn't be prudent for long term planning to design for less than the current equipment need. The roofline is designed to minimize height. Squaring off of the building would not fit on the site as well and would potentially add to the overall building size.
8. Discuss options for project delivery method: Design-Bid-Build vs. Construction Manager At-Risk.
  - NV5 presented a summary of the two public procurement options.
  - Design-Bid-Build is the standard method for a project of this type.
  - CM at-Risk is a possible alternative project delivery method with approval of the Office of the Inspector General.
  - CM at-Risk has an initial cost, but can provide benefits where projects are particularly complicated from a sequencing perspective, have ability to accelerate schedule with early bid packages based on design and benefit from pre-construction review based on design schedule.
  - It was discussed that the type, size and schedule of the project do not provide much benefit on this project.
  - Stuart Pratt motioned to proceed with a Design-Bid-Build project delivery method. Westley Burnham seconded the motion, all were in favor and the motion passed unanimously.
9. Discuss pending purchase of 11 John Wise Avenue, closing set for May 30, 2019.
  - It was noted that the closing date is scheduled for May 31, 2019.
10. Review overall project schedule.



- NV5 presented an updated project schedule.
- The project is continuing on track for fall 2019 bid.
- It was noted that we are approximately in the mid-point of the Design Development phase, so the design is generally fixed based on decisions made to date for program and efficiencies presented at this meeting. Any significant program changes will impact ability to make fall 2019 bid date.

11. Discuss timing of future Town Meeting borrowing/appropriation vote for proposed public safety facility.

- There are two potential approaches to either go for Town Meeting approval based on the 60% CD estimate in mid-September or to go for Town Meeting approval based on final bid number in late-October/early-November.
- The discussion was tabled for a future meeting.

12. Set future Town Building Committee meeting dates.

- It was discussed that the meeting schedule would continue through the Design Development phase on an every other week frequency, with the next two meetings being June 5<sup>th</sup> and 19<sup>th</sup>. Frequency will likely be reduced to once a month as needed through July and August.

13. Items not contemplated by the Chairman in advance of the meeting posting deadline.

- None

14. Public comment.

- The question was asked regarding whether or not the project would obtain LEED Certification. It was discussed that while cost effective energy efficient elements are being incorporated into the design, it is not intended to obtain LEED certification as it carries a procedure and cost.
- The question was raised regarding what the intent is for gaining public support. It was noted that additional public forums and outreach will be held as the design progresses. The debt exclusion passed in May, so the remaining funding vote is Town Meeting.

**Attachments:**

- JRA Presentation
- Agenda
- Sign in list

*-End of Minutes-*

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Tim Dorman, NV5

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Lisa O'Donnell, Committee Chair



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**JOHNSON  
ROBERTS**  
ASSOCIATES INC.

**ARCHITECTS**

# **Essex Public Safety Building**

## **Essex, Massachusetts**

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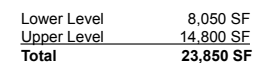
Design Presentation May 22, 2019

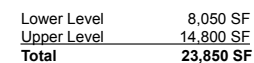
# Essex Public Safety Building Project

## Site Plan



Lower Level	8,050 SF
Upper Level	14,800 SF
<b>Total</b>	<b>23,850 SF</b>





# Essex Public Safety Building Project

Aerial View from John Wise Ave





# Essex Public Safety Building Project

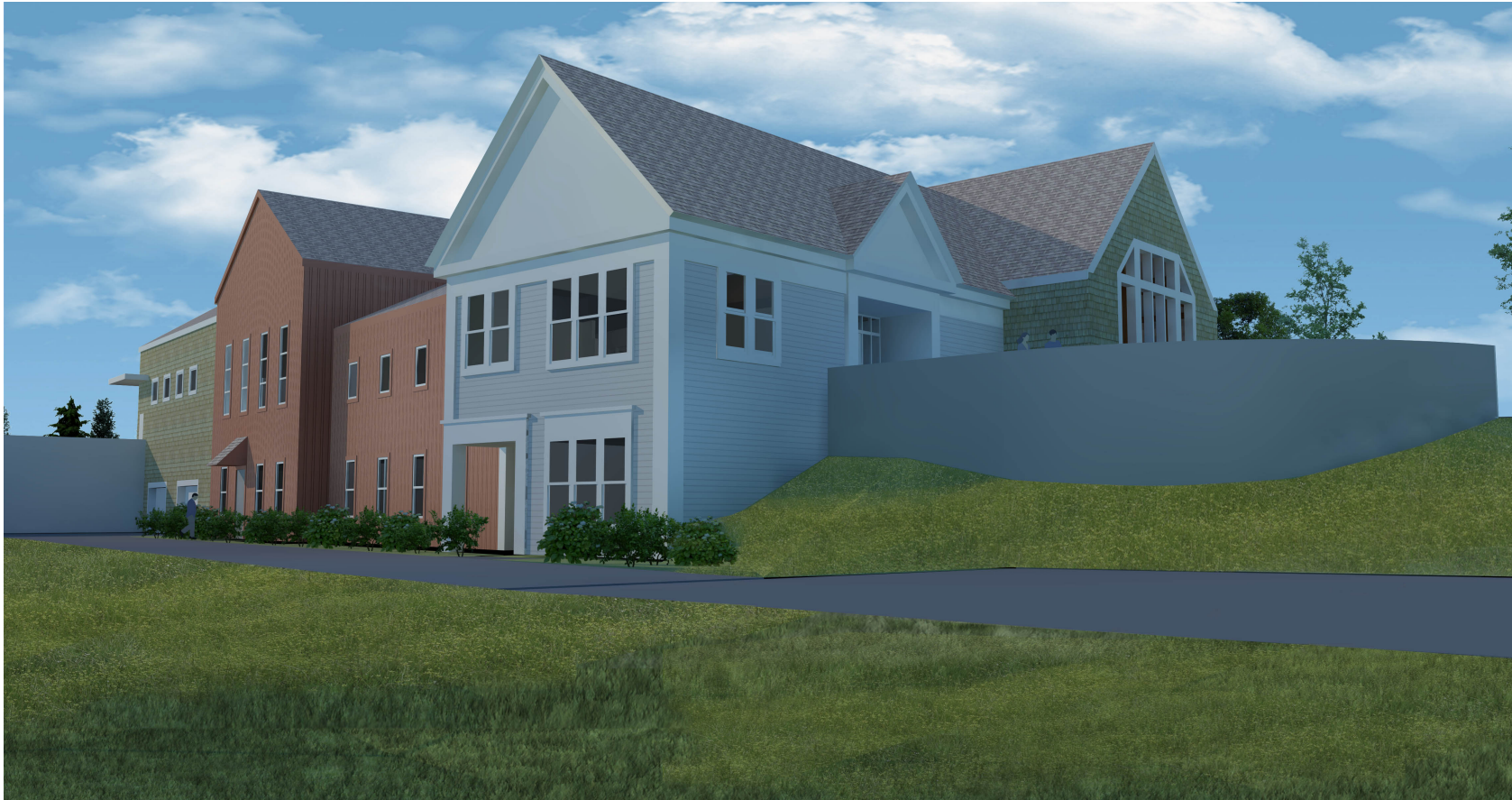
## View of Main Entrance





# Essex Public Safety Building Project

## Rear View



HVAC System Options  
for



Essex Public Safety  
Essex, MA

# **Overview**

## **1.Goal of Economic Analysis**

## **2.HVAC System Option Overview**

- **Option 1 : VAV System w/ High-Efficiency Boilers**
- **Option 2 : CHW Induction Unit System with DOAS**
- **Option 3 : VRF System with DOAS**

## **3.Economic Analysis Methodology**

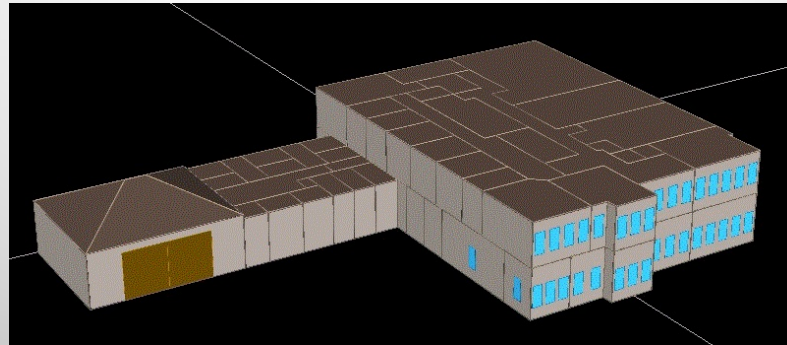
## **1.Questions and Discussion**

# Goal of LifeCycle Economic Analysis

The goal of the mechanical lifecycle engineering economic analysis is to assess the performance of various mechanical systems in comparison to a baseline mechanical system.

Each option is compared to the baseline system to determine the lowest combined savings over a 30 year cycle to determine the most advantageous system considering electrical costs, gas costs, maintenance costs, and initial construction costs.

By comparison of each option to the baseline system, the option with the greatest total life-cycle savings is generally recommended. To further enhance controllability and overall system performance, additional options should be considered that will enhance year round temperature control and comfort at a possible marginal increase in capital cost.

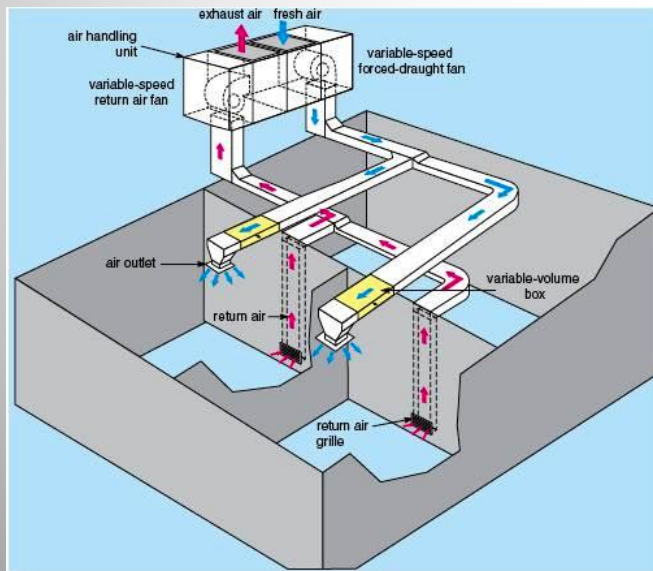


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# Baseline & Option 1 - VAV System

## Pros:

- Lower piping installed costs due to two-pipe system as chilled water piping is not required
- Moderate to high overall installed costs
- Chiller plant and distribution systems not required
- Low maintenance; no condensate drains, fans, or filters at terminal units
- Reduced automatic temperature controls installed costs resulting from reduced control components



## Cons:

- Moderate noise levels
- Reduced temperature control if several rooms are served by the same VAV unit
- Reduced indoor air quality as a result of being a mixed-air system
- Maintenance of equipment is in occupied area
- Higher energy consumption due to increased fan energy
- Higher energy consumption as summertime use of hot water system is required for hot water reheats of VAV boxes
- Overall ductwork costs are greater due to the larger supply and return ductwork systems providing mixed-air rather than ventilation only



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## Option 2 – Chilled Beam Induction Unit System w/ DOAS

### Pros:

- High energy efficiency
- Low noise levels
- Flexibility of installation
- Moderate first cost
- Very low maintenance, no fans or filters at units
- Moderate overall installed costs
- Excellent humidity control
- Higher amounts of outside air required to meet capacity of units in smaller zone areas; resulting in improved indoor air quality
- No electrical requirements for terminal units
- No floor space required for equipment
- Each unit can provide individual control
- Reduced automatic temperature controls installed costs resulting from reduced control components



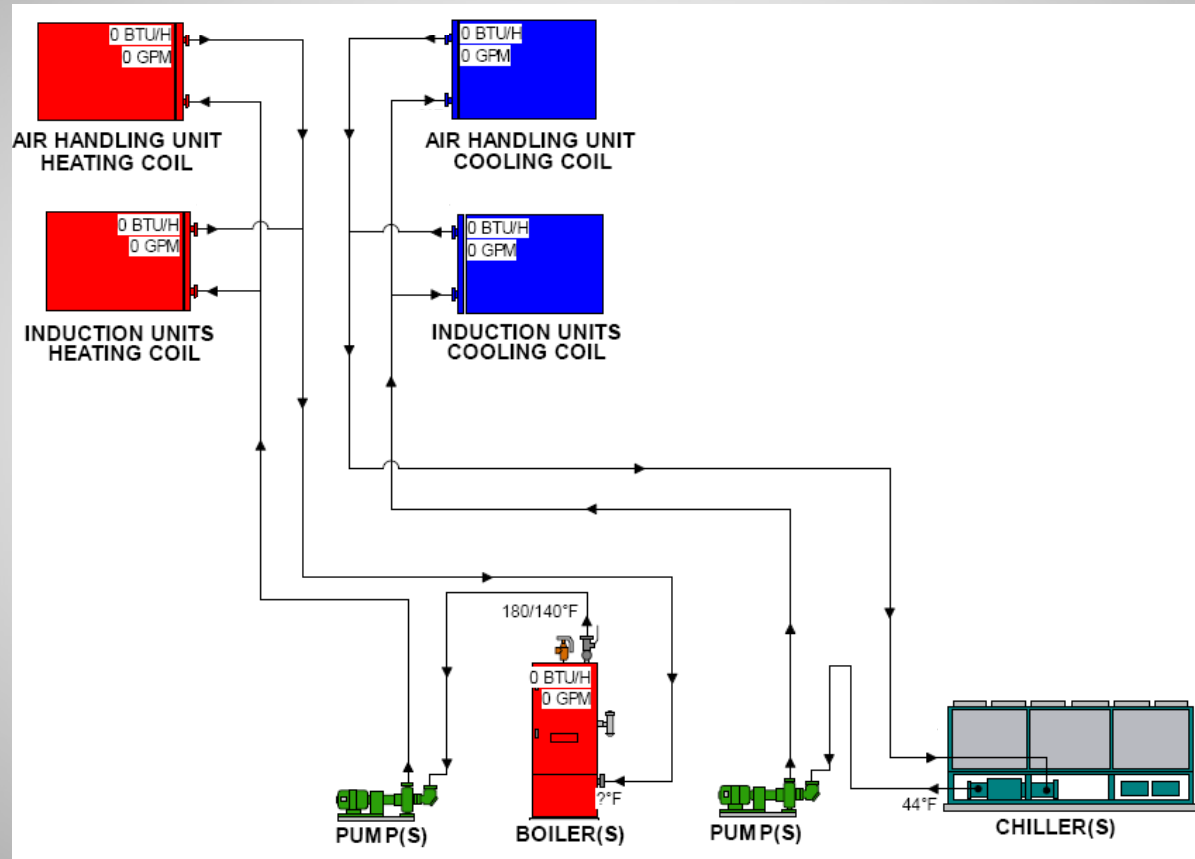
### Cons:

- Requires increased coordination with “ceiling” system. (e.g. additional piping, HW, CHW & condensate piping)
- Requires additional ventilation air in some cases
- Condensate drain maintenance for terminal units



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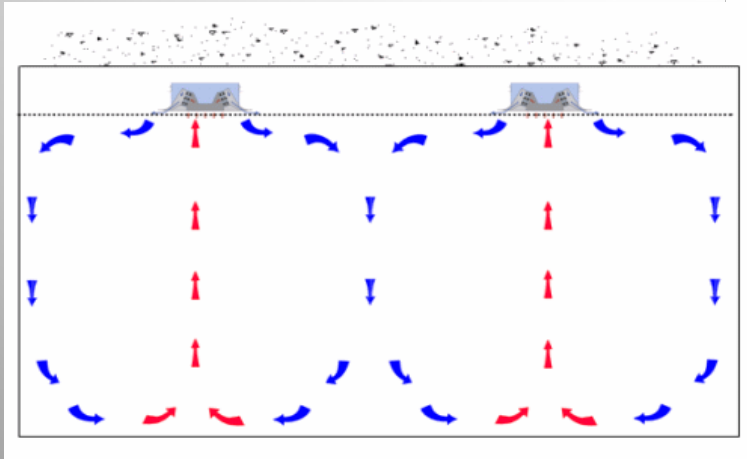
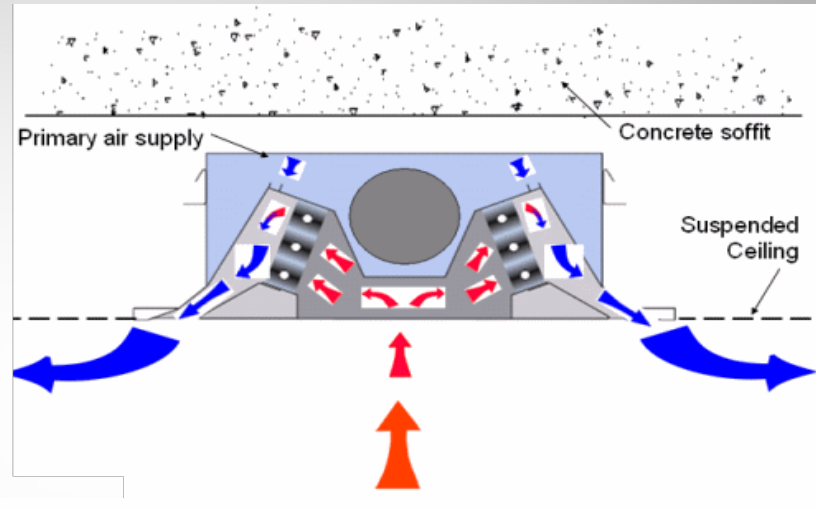
## Option 2 – Chilled Beam Induction Unit System (Piping Diagram)





## Option 2 – How Chilled Beam/Induction Units Work

- Primary Air supplied to plenum and discharges through nozzles
- Room air is induced through the heating/cooling coils
- Mixture of Primary and Room air is delivered to room through diffuser slots.



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# Option 3 – Variable Flow Refrigerant (VRF) System w/ DOAS

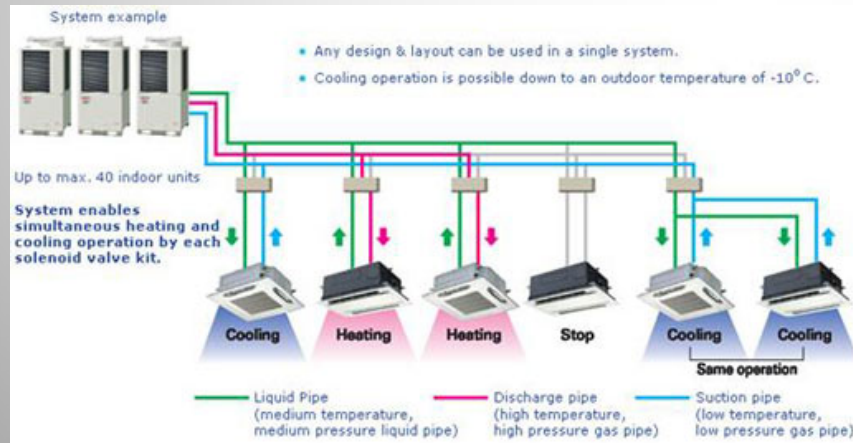
## Pros:

- Lower piping installed costs due to refrigerant piping system only
- Moderate overall installed costs
- Chiller plant and distribution systems not required
- Reduced boiler plant size
- Single cabinet can be utilized for both heating and cooling applications
- Smaller central ventilation ductwork as only the code required ventilation air is provided to meet occupancy load



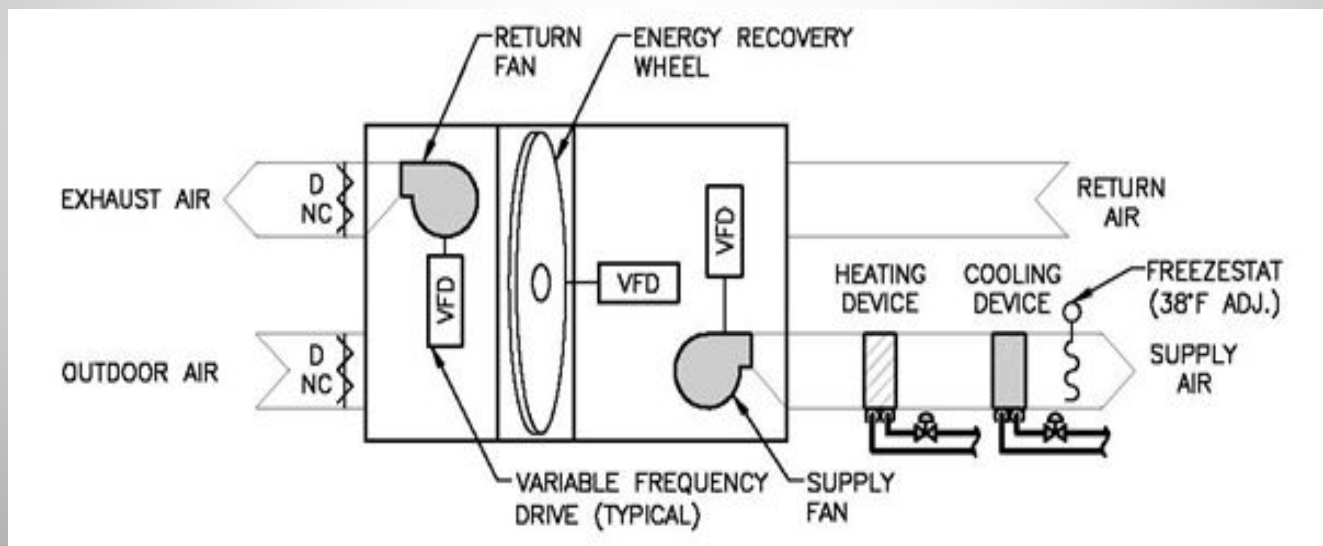
## Cons:

- Individual fan motors in space
- Higher noise levels
- Quarterly filter changes per unit
- More complex automatic temperature controls
- Higher automatic temperature controls installed costs on a per unit basis due to amount of control devices required
- Condensate drain maintenance for terminal units
- Maintenance of equipment is in occupied area
- Higher energy consumption due to increased electric heating



# Dedicated Outside Air Handling System

- Typical to System Options 2 & 3
- Increases Energy Efficiency due to:
  - Energy Recovery
  - Sizing Equipment for Specific Duty (AHU for Latent Cooling and Terminal Units for Sensible Cooling)



# HVAC Plant and Supplemental Systems and Equipment

## Boiler Plant (All Options)

- High efficiency (90%+) gas-fired condensing boilers
- Boiler temperature reset controls
- Variable speed pumps with VFD's



## Chiller Plant (Option 1&2 Only)

- High efficiency air-cooled chiller
- Chilled water temperature reset controls
- Variable speed pumps with VFD's

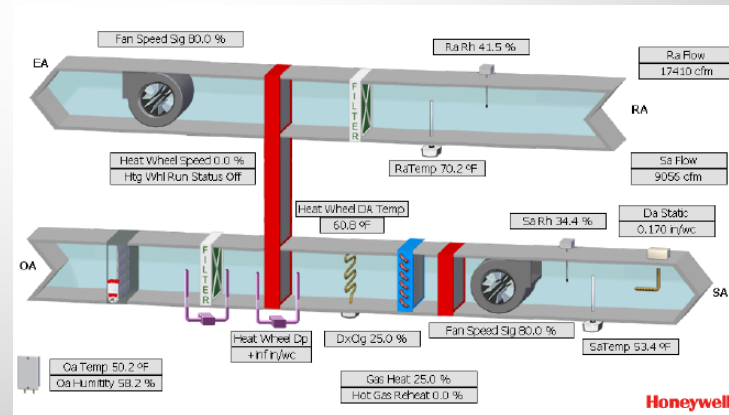


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# Building Automation and Energy Management System

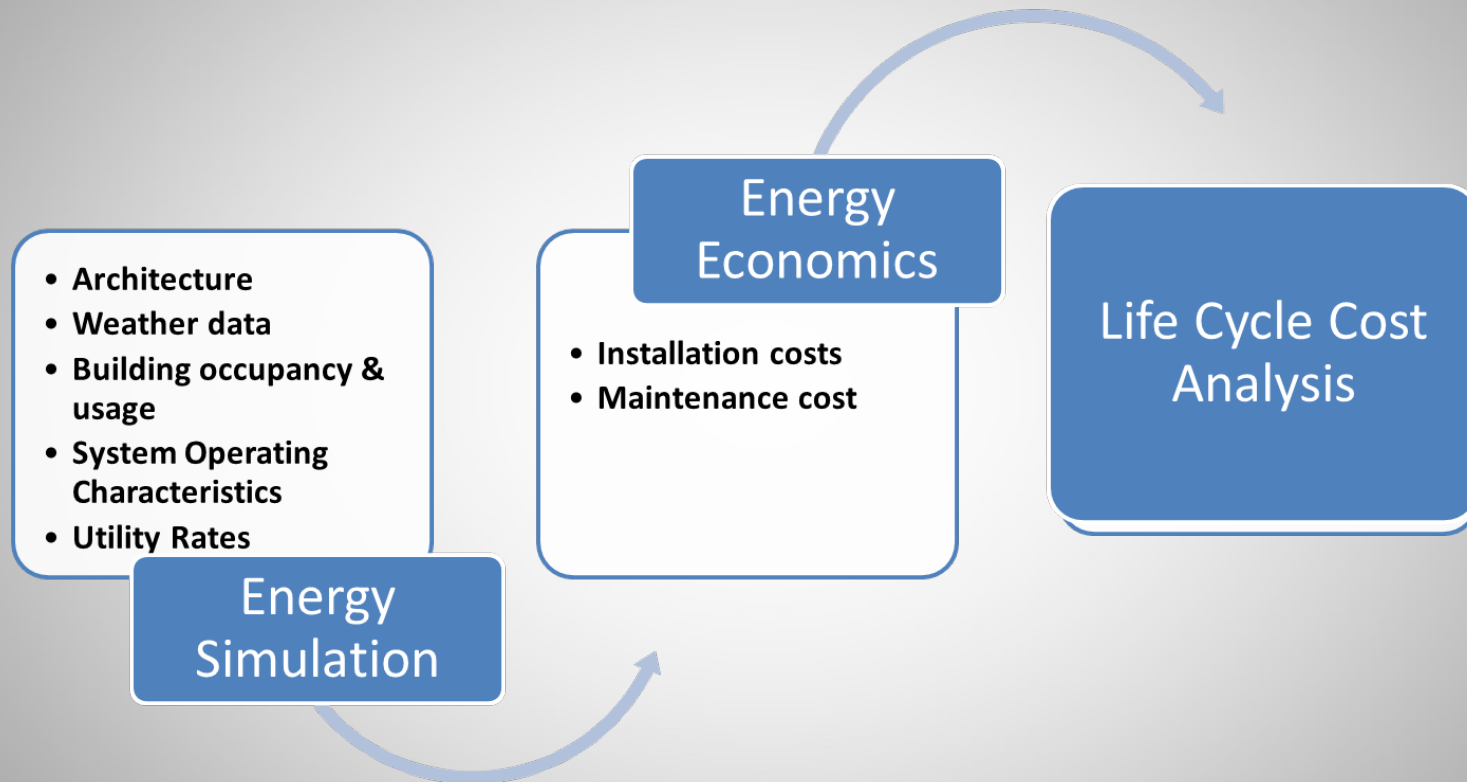


- System (Zone) Scheduling
- Occupied-Unoccupied Control
- Night Setback Operation
- Lighting Control System Integration
- Increased Energy Savings
- Integrate with Preventative Maintenance Scheduling



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# Energy Economics Methodology





# Energy Model Analysis Methodology

- Computer Simulation of **Building Energy Usage** using Department of Energy (DOE-2)/eQuest.
- Model consists of project specific:
  - Architectural features (geometry, orientation, envelope)
  - Lighting Power Density
  - Local Weather Data
  - Occupancy, Lighting, Equipment Schedules
  - HVAC System Data (specific to each system option)
  - Regional or Actual Owner Utility Rates
- Computer calculation of HVAC System economics utilizing NIST BLCC 5.
- Calculation factors:
  - HVAC System and Maintenance Cost Estimates
    - Prepared in house using recent project cost data and industry standard estimating references.
  - Standard Industry Discount, Inflation, and Interest Rates



Essex Public Safety - Mechanical System Payback Summary

Baseline	System	Gross Capital Investment*	Annual Elec. Cons. (kWh)	Annual Gas Cons. (MBTU)	Annual Electric Cost	Annual Gas Cost	Combined Utility Cost	Annual Utility \$/s.f.	Annual kBTU/s.f. (EUI)	Annual Maint. Cost	Combined Annual Expense	Combined Expense Savings**	Total Life-Cycle Savings***	Discounted Payback (Years)****
-	1. Hot/chilled water coil VAV AHU systems with energy recovery wheel serving terminal VAV boxes with hot water reheat coils 2. Standard efficiency gas-fired boiler plant 3. Standard efficiency air-cooled chiller	\$1,145,476	313,030	4,201.4	\$50,084	\$50,417	\$100,501	\$3.24	169.98	\$11,550	\$112,051	-	-	-

Option	System	Gross Capital Investment*	Annual Elec. Cons. (kWh)	Annual Gas Cons. (MBTU)	Annual Electric Cost	Annual Gas Cost	Combined Utility Cost	Annual Utility \$/s.f.	Annual kBTU/s.f. (EUI)	Annual Maint. Cost	Combined Annual Expense	Combined Expense Savings**	Total Life-Cycle Savings***	Discounted Payback (Years)****
1	1. Hot/chilled water coil VAV AHU systems with energy recovery wheel serving terminal VAV boxes with hot water reheat coils 2. High efficiency gas-fired boiler plant 3. High efficiency air-cooled chiller	\$1,195,476	307,620	3,440.3	\$49,219	\$41,283	\$90,502	\$2.92	144.84	\$11,550	\$102,052	\$9,999	\$183,600	5
2	1. Four-pipe chilled/hot water coil induction units 2. Hot/chilled water coil 100% O.A. ventilating units with energy recovery wheel 3. High efficiency gas-fired condensing boiler plant 4. High efficiency air-cooled chiller	\$1,534,969	248,050	3,171.6	\$39,688	\$38,059	\$77,747	\$2.51	129.61	\$10,500	\$88,247	\$23,804	\$153,384	20
3	1. Variable refrigerant flow (VRF) terminal evaporator units with air-cooled condensing units 2. Hot/chilled water coil 100% O.A. ventilating units with energy recovery wheels 3. High efficiency gas-fired condensing boiler plant	\$1,340,274	288,820	2,640.7	\$46,211	\$31,688	\$77,899	\$2.51	116.97	\$14,400	\$92,299	\$19,752	\$272,408	11

## **Conclusions and Recommendations**

Our observations of the Mechanical System Payback Summary suggests that option three, a VRF unit system, represents the most cost effective solution by yielding an approximate \$141,121 savings over the 30 year study period with an instant payback in comparison to the baseline system.

**Thank You**

**Questions and  
Discussions**

# Essex Public Safety Building Project

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## Value Engineering Changes

- Reduced building area by ~2,200 square feet from SD
- Narrowed Apparatus Bay by 4' overall
- Eliminated of (1) Bunk Room & (1) Personal Decon Room
- Combined Sergeant & Detective Offices into shared office
- Relocated Mechanical Room to Mezzanine (less basement excavation)
- Reduced size of public areas, including eliminated (1) Toilet Room
- Reduced brick at exterior (brick remains at driving areas for durability)
- Eliminated Basement Storage under Training Room

# Essex Public Safety Building Project

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## Rowley Comparison

- **Escalation:** construction midpoint ~2 years later than Rowley
- **Site:** tight, sloped site w/ wetlands (flat site w/ limited cut/fill at Rowley)
- **Structure:** multi-story steel/concrete structure (single-story wood framing at Rowley)
- **Zoning:** physical and mechanical separation of red, green and neutral zones (no separation at Rowley)
- **Finishes:** robust CMU in booking, brick at drivable areas, etc. (GWB, composite siding, etc. at Rowley)
- **Program:** Spaces not included at Rowley (Police Garage, Patrol Room, separated support spaces at Apparatus Bay, etc.)

## Essex Public Safety Facility Schedule Overview

[illegible]

## Essex Public Safety Facility Schedule Overview

[illegible]



### Potential Options Comparison

Full Funding Approval Based on 60% CDs	Full Funding Approval Based on Actual Bids
<ul style="list-style-type: none"><li>▪ Schedule: Mid-September, prior to issuing Invitation to Bid</li><li>▪ Pros:<ul style="list-style-type: none"><li>○ Bidders assured funds are in place to award contract</li><li>○ Less risk of delaying award</li></ul></li><li>▪ Cons:<ul style="list-style-type: none"><li>○ Must carry contingency and/or Add Alts to mitigate risk of bids exceeding budget</li><li>○ Voters may prefer to know that budget is based on hard bid numbers</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ Schedule: Late October, after bids received and prior to issuing notice of award</li><li>▪ Pros:<ul style="list-style-type: none"><li>○ No risk of bids coming in over budget</li><li>○ Voters may prefer approving budget based on actual bid numbers</li></ul></li><li>▪ Cons:<ul style="list-style-type: none"><li>○ Depending on what other project are out for bid, participation from bidders may be diminished</li><li>○ More constrained window for Town Meeting</li></ul></li></ul>

## Overview of D-B-B and CM at-Risk

Design - Bid – Build (M.G.L. Ch. 149)	Construction Manager at Risk (M.G.L. Ch. 149A)
<ul style="list-style-type: none"> <li>▪ “Traditional approach” for public construction projects in Massachusetts</li> <li>▪ Design and construction stages proceed sequentially</li> <li>▪ Owner completes design, issues bids on completed design</li> <li>▪ Lowest “Eligible and Responsive” General Contractor is awarded the contract</li> <li>▪ Owner executes lump sum contract with General Contractor</li> <li>▪ Best suited for less complicated projects that are budget sensitive but not schedule sensitive and not subject to change</li> </ul>	<ul style="list-style-type: none"> <li>▪ CM at Risk selected in the design stage</li> <li>▪ CM at Risk selected on qualifications and fee</li> <li>▪ Owner first executes preconstruction contract with CM for constructability reviews, construction scheduling, and project cost estimates during the design process</li> <li>▪ Owner negotiates Guaranteed Maximum Price for the project – contract becomes a cost plus fixed fee contract for construction phase</li> <li>▪ Best suited for complex projects that are schedule sensitive, require complicated phasing and high level of oversight and difficult to define</li> </ul>

### CM at Risk Advantages:

- Ability to select contractor based on qualifications
- Ability to release early packages under same contractor to accelerate schedule and time to market
- Contractor involved early in the design process prior to bid release to provide preconstruction services such as constructability reviews, phasing analysis, cost estimates, and value engineering
- Trade contractors know the contractor prior to submitting bids

### CM at Risk Disadvantages:

- Approval required by the Office of the Inspector General
- Less competition from non-trade subcontractors
- Cost of CM services including pre-construction (adds 2-3% to initial cost)
- GMP may not be executed until after construction begins thus reducing options if pricing comes in over budget

### Considerations for the Essex Public Safety Project:

- Overall duration of design schedule would not allow for early CM input or opportunities for early bid packages, reducing benefits to cost premium
- New Construction minimizes the frequency of changes and claims
- The Project will be completed in a single phase on an unoccupied site
- Additional cost for Pre-Construction Phase would be incurred prior to total project funding approval
- Design-Bid-Build more typical in projects of this scale - ample pool of qualified bidders

**Town Building Committee**  
**Board of Selectmen**  
Wednesday, May 22, 2019  
7:00 p.m.  
Town Hall, 2<sup>nd</sup> Floor Stage Conference Area  
30 Martin Street

**AGENDA**

- Questions from the public.
- Approve minutes from May 1, 2019.
- Review recent decisions involving the Town Meeting and the Annual Election.
- General design update from Johnson Roberts Associates.
- Discuss options for and select the type of HVAC system that will be designed for the proposed public safety facility.
- Review efforts to economize the design for the proposed public safety facility based upon the architect's own efforts, recent choices made by the fire and police departments, and whether or not optional items such as additional excavation, for storage, will be part of the program.
- Exploration of other economizing options that have not necessarily been discussed by the fire and police departments to date.
- Discuss options for project delivery method: Design-Bid-Build vs. Construction Manager At-Risk.
- Discuss pending purchase of 11 John Wise Avenue, closing set for May 30, 2019.
- Review overall project schedule.
- Discuss timing of future Town Meeting borrowing/appropriation vote for proposed public safety facility.
- Set future Town Building Committee meeting dates.
- Items not contemplated by the Chairman in advance of the meeting posting deadline.
- Public comment.
- Adjourn.

# Essex Public Safety Building Project

Town Building Committee

Sign-In List

Location: Essex Town Hall

Date: 5/22/2019

Name	Email
1 <u>Tim Dorman</u>	<u>tim.dorman@NV5.com</u>
2 <u>Don Doucette</u>	<u>ddoucette@essexma.org</u>
3 <u>Wesley Burnham</u>	<u>w-burnham@Comcast.net</u>
4 <u>Ruth Pereen</u>	<u>ruthpereen@gmail.com</u>
5 <u>Lisa O'Donnell</u>	<u>lodonnell@essexma.org</u>
6 <u>Andrew Spinney</u>	<u>andy@anchorseal.com</u>
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