

Selectmen's Minutes
Senior Center

July 21, 2014

Present: Chairman Jeffrey D. Jones, Selectman Lisa J. O'Donnell, Selectman Susan Gould-Coviello, Town Administrator Brendhan Zubricki, and Selectmen's Assistant Pamela J. Witham.

Also Present: Thayer Adams, Virginia Antell, Town Planner Matthew Coogan, Steve Cuthbertson, David Cutter, Fire Chief Dan Doucette, Librarian Debbie French, School Committee Member Alva Ingaharro, Bill Liberti, Morley Piper, Essex Housing Authority Chair Diane Polley, Board of Public Works Chair Paul Rullo, Long Term Planning Committee Chair Andrew St. John, Building Inspector Bill Sanborn, Police Chief Peter Silva, Finance Committee Chair Jeff Soulard, Historical Commission Chair Richard Stevens, Council on Aging Chair Keith Symmes, Town Accountant Roxanne Tieri, Mary Beth Tirrell & daughter, and Nina Walker.

Chairman Jones called the meeting to order at 7:00 p.m. in the second floor meeting room of the Senior Center on Pickering Street and announced that the Board would hear Public Comment.

The Chairman recognized Morley Piper, who said that he would like to thank the Selectmen for their very thoughtful letter recognizing his trip to France, accompanied by four generations of his family, to participate in the celebration ceremonies for the 70th anniversary of a historic World War II battle in which he had participated. The Selectmen thanked him for all he had done and he left the meeting.

The Chairman recognized David Cutter. Mr. Cutter's lawyer has been talking with Town Counsel regarding the possibility of purchasing the lease rights from Jud Pratt for the property at 40 Robbins Island Road. That property is not currently leased and rent and taxes have been unpaid since approximately 2012. Mr. Cutter said that he was there to answer any questions that the Selectmen might have. The Chairman advised him that the Board was inclined to continue the discussion further, providing that he would agree to pay all past due unpaid rent and taxes and that the court cases in which Mr. Pratt was participating against the Town be dropped among other potential conditions. Mr. Cutter said that he was agreeable to those requests. Chairman Jones also reminded him that if the Board were to allow Mr. Cutter to assume the lease rights to the property, it would revert to seasonal use only. The Chairman also said that the Town may never offer the property for sale and that the Town Meeting has never authorized any such sale on Robbins Island to date. Mr. Cutter said that he was also aware that he may never be offered a chance to purchase the property. The Board made no promises or commitments to Mr. Cutter. There were no more questions on either side and Mr. Cutter left the meeting.

Mary Beth Tirrell and her daughter came before the Selectmen to express her concern over receiving a letter from Town Counsel advising that she had until July 31st to produce a commitment letter from a bank to finance the purchase of her leased cottage at Conomo Point, otherwise, the Selectmen would not continue to extend the signing deadline for her purchase and sale agreement, and also, not continue to extend her Bridge Lease which have both already been extended for 18 months. Ms. Tirrell said that she did have a commitment letter from a bank and a letter that she had written to the Selectmen explaining why she needed at least until the end of the year to close on the property. She offered both letters to the Board. Upon review, the Chairman remarked that the bank letter was only a pre-approval letter subject to certain

conditions and did not constitute a commitment letter per se. The Board said that they wanted a true commitment letter and that they may consider a sale that would happen shortly thereafter. The Board indicated that Ms. Tirrell's requests may be considered further and made no promises or commitments.

Thayer Adams said that she would like to talk to the Selectmen about safety at Conomo Point and also offer an update on her meeting with the Historical Commission regarding the proposed demolition permit to remove her cottage at 9 Beach Circle to another site. Ms. Adams said that there is a lot of traffic at the Point and that people drive too fast. There are no speed limit signs on any of the Point roads. She said that there are always lots of little children around and she was concerned for their safety. She also said that she has discussed this matter with the officers that patrol the area and that they had advised talking to the Selectmen. Ms. Adams offered to walk the area with the Selectmen to point out the locations that are, in her opinion, the most dangerous. The Chairman said that Police Chief Silva is the Chief Public Safety Officer and that Ms. Adams should make an appointment to discuss her concerns with him.

On another matter, Ms. Adams said that Bob Marsolais used to do a great job of organizing the management of the waterfront area at the Point, lining up lifeguards, etc. Recently, he has been unable to do this and the Conomo Point Association has found it to be increasingly difficult to fill his vacancy. The Association no longer has the funding nor the manpower to continue to operate as they have in other years. Ms. Adams asked if the Town has been working on a plan to take over management and funding of these activities. Chairman Jones asked Ms. Adams to draft a plan regarding this matter for future presentation to the Selectmen.

Finally, Ms. Adams said that she is working on the subdivision for her property on Southern Avenue so that she can remove the cottage at 9 Beach Circle to its new proposed location there. She said that she had recently met with the Historical Commission regarding her demolition permit and intent to move the building to Southern Avenue. The Commission said that they had no reservations regarding this proposal since it was out of their jurisdiction. She also asked if the Selectmen would be in favor of allowing her to instead move the cottage to the property rented by her father if she demo-ed the building that is there.

The Selectmen thanked Ms. Adams for sharing her concerns with them.

Diane Polley, Chair of the Essex Housing Authority, said that she would like to draw the Selectmen's attention to the fact that there is no affordable family housing in Essex. She said that this type of housing is desperately needed and asked for the Selectmen's help to determine the process by which this goal could be achieved. The Selectmen said that their quarterly department head meeting would be taking place at 8:00 this evening and asked her to speak about this subject at that time when department heads and committee chairs would be present to also offer suggestions. Ms. Polley agreed.

Thayer Adams, Steve Cuthbertson, Bill Liberti, Mary Beth Tirrell and her daughter, and Nina Walker left the meeting.

Mr. Zubricki began the presentation of his Town Administrator's Report for the period July 5th through July 18th, 2014, regarding the following:

Potential Purchase of Police Department Motorcycle: Mr. Zubricki reviewed a *cost analysis* that he had prepared with the help of Chief Silva regarding the procurement and use of a leased motorcycle for the Police Department. The Selectmen agreed to take the matter under advisement for future discussion.

Hiring and Work Plan of Part-Time Town Planner: Mr. Zubricki informed the Selectmen that Matthew Coogan had successfully completed the drug and medical exam and has now been officially hired as the Town's part-time planner. Mr. Coogan's first task will be attending tonight's quarterly department head meeting to allow him to meet everyone and start to become familiar with the operations, needs, and goals of town departments and committees. Mr. Coogan will be working five hours per week.

Downtown Boardwalk Update: Mr. Zubricki reported that he had met with the new proprietor of the restaurant at 112 Main Street, C.K. Pearl, to discuss the possibility of the Town building a boardwalk that will run between the restaurant and the river. Mr. Zubricki plans to meet with the proprietor and the boardwalk engineer in the near future to continue the discussion about coordinating the design of the boardwalk and possibly the redesign of the restaurant deck to mutually benefit the Town and the restaurant.

Conversion of Town Hall Heating Systems to Natural Gas: Mr. Zubricki said that it has been clarified by National Grid that they do not need an easement from the Town (as originally thought) before they can install a gas line to the Town Hall for the conversion of the heating system from oil to natural gas. An easement would require a Town Meeting vote. National Grid said that there is a requirement in their standard contract that once a gas line is installed to a property, the customer has six months to hook up and use the new line. If the customer fails to meet this condition, the customer must reimburse National Grid for the installation of the gas line. National Grid is concerned that the Town will not be able to co-ordinate a hook up in a timely fashion, since no appropriation yet exists. The Selectmen were in agreement with Mr. Zubricki that funding for the conversion should be sought at this fall's Town Meeting, with conversion taking place next summer.

Town Hall Structural Issue: Mr. Zubricki reported that he, Selectman O'Donnell (who is a structural engineer), and an independent structural engineer had inspected the Town Hall recently to view the large crack in the Treasurer's office, as well as the separation of the main stairway from the wall. The independent engineer has issued *an initial analysis* that the building is not in immediate danger. However, the matter needs to be more thoroughly investigated. In the meantime, the engineer recommended a brace on one of the outer walls of the building to hopefully stabilize the situation until a more permanent and esthetic remedy can be implemented. The construction company that is currently completing the improvements to the Town Hall was able to install the brace. Mr. Zubricki said that money will be needed to pay for the engineer's

initial analysis, the labor and materials for the brace, and the more in-depth analysis of the problem. He asked the Selectmen to authorize a Reserve Fund Transfer in the amount of \$15,000 to fund these items. A motion was made, seconded, and unanimously voted to that effect. Mr. Zubricki also asked the Selectmen to authorize Mr. Zubricki's signature of the change orders for the engineer's time to date and future investigatory time related to the brace and permanent fix, the contractor's installation of the brace, and the change order for the uncovering and safety patching during the full investigative study when these change orders become available; and, a motion was made, seconded, and unanimously voted to so authorize Mr. Zubricki. Selectmen O'Donnell said that she has agreed to meet with the Town's insurance carrier's engineer on Tuesday at 10:00 to review the areas of concern.

FEMA Flood Insurance Program – Map Evaluation: Mr. Zubricki reported that he had consulted with Rockport regarding Rockport's recent efforts to challenge the methodology used to create the new FEMA Flood maps. He said that no fees are charged to municipalities seeking changes to the maps, but that individuals seeking changes are required to pay in excess of \$5,000 for each appeal. The Selectmen were in favor of the Town submitting an application for map changes and authorized Mr. Zubricki to contact Attorney John Guerin regarding Mr. Guerin's offer on behalf of a group of private individuals to work in concert with the Town on this matter. Mr. Zubricki will forward Rockport's information with Mr. Guerin and the Selectmen.

Potential Non-Resident Boat Launching or Trailer Parking Fee: Mr. Zubricki said that now that two of the three marinas in town are no longer offering boat launching services, the Town's public launching ramp is increasingly busy and that has resulted in a parking shortage for the tow-vehicles and their trailers. Suggestions have been made that the Town should begin charging for use of the launch ramp and/or parking. Residents have also expressed concerns that these amenities should be reserved for town residents and not monopolized by out-of-towners. In the past, the Town paid for attendant for two seasons to collect launch fees and lost money. Mr. Zubricki said his survey of other local towns did not furnish any helpful suggestions, since none of them have this same problem. The Selectmen agreed to take this matter under advisement. In the meantime, Selectman Gould-Coviello asked Chief Silva if his large message sign could be used to help direct people to appropriate parking spaces and the Chief was in favor of allowing it to be used for this purpose. All acknowledged that the recent restriction of the paved municipal lot trailer spaces for residents only was a great success.

Mr. Zubricki said that it had come to his attention that the sign at the Town Landing and the sign behind the Fire Station regarding parking contradict each other. The Selectmen asked Mr. Zubricki to devise new language for the Town Landing regulations that would better match the municipal area parking requirements and Mr. Zubricki agreed to draft something for future review by the Board. Parking signage can be revised thereafter. On a related matter, Fire Chief Doucette asked if signage could be created to direct people to the public bathrooms in Memorial Park and Mr. Zubricki agreed to consult with Superintendent Paul Goodwin regarding the request.

Treasurer/Tax Collector Virginia Antell came before the Selectmen to request approval of the renewal of the Permanent Water Loan in the amount of \$113,000. A motion was made, seconded, and unanimously voted to approve the renewal of the Water Loan.

Chairman Jones asked Mr. Zubricki to begin the Department Head/Committee Chair Quarterly Meeting by introducing Matthew Coogan, the newly hired Town Planner. He said Mr. Coogan will be working five hours per week: 7:00 – 8:00 a.m. on Tuesday, 5:00 – 7:00 p.m. on Wednesday, and the remaining two hours as possible. Mr. Coogan will be working with Town groups to help them with their planning needs and his first project will be to facilitate the Town's certification as a green community.

Stretch Stevens, the Historical Commission Chair, reported that the Spring Street Cemetery Fence Project is now underway. It is a four-phase project to restore approximately 180 feet of the iron fence at the cemetery. It is anticipated that 80 feet of fence will be completed and installed by October 31 of this year, with the remaining 100 feet cast and installed next year. Mr. Stevens suggested that a sign-off place for the Historical Commission in relation to the demolition delay by-law should be added to the Town building permit forms. He also said that he would like to see more information regarding the demolition bylaw in the Town permitting guide on the Town website. Recently, the Commission has approved the demolition of 105 Eastern Avenue and 9 Beach Circle.

Council on Aging Chair Keith Symmes began his report by asking about the status of the annual elevator inspection at the Senior Center. Mr. Zubricki said that it is in the process of being rescheduled due to the inspector's sudden illness on the day of the scheduled inspection. Mr. Symmes reported that the lighting at the Senior Center has been replaced with more energy efficient lighting as part of the Town building lighting replacement project. The installation of the generator has been completed and Mr. Symmes is currently working on the application forms for the annual State grant to the COA. A motion was made, seconded, and unanimously voted by the Selectmen to authorize Chairman Jones' signature on the grant application forms outside of a Selectmen's meeting when they become available. Mr. Symmes gave the Selectmen the last Comcast bill for service at the Senior Center. The COA will fund future bills out of their grant money. Mr. Symmes is arranging to have large, cement bollards installed around the generator behind the Senior Center to protect it from collision with motor vehicles. He said that the COA has recently purchased awnings for the doors which will be installed in the near future.

Librarian Debbie French said that it has been very busy in the Library. While operating during the construction of the Town Hall/Library improvement project has provided some challenges, she said that she wanted to commend the construction workers for being exceptionally considerate and understanding of the Library's schedule and needs.

Fire Chief Dan Doucette reported that all is well at the Fire Department. The transfer to the Regional Emergency Center initially has some snags, but is now working out extremely well. The Fire Station, like certain other Town buildings, is part of the energy saving lighting upgrade

project and all the lighting has now been replaced. The generator is also in good working condition.

Police Chief Pete Silva agreed that the operation of the Regional Emergency Center is improving every day. He announced that the regional police lockup is now operational and Essex is now transporting prisoners to Middleton instead of Manchester. However, it is mandated that persons arrested for being under the influence of alcohol must take a Breathalyzer test. Neither Essex nor the Regional Lockup have one and it has been agreed that the Lockup and Essex will each pay ½ of approximate \$10,000 cost to purchase one. The Chief said that money left over from the cancelled contract for use of the Manchester Lockup will be used for the purchase. He reported that Alex Edwards is graduating from the Police Academy and that Dan Bruce is getting ready to start classes there. Chief Silva said that people have expressed a lot of concerns for safety regarding attempts to cross Main Street in front of the Catholic Church. The Chief said that he has worked with the State to obtain a free solar-powered crossing caution light for this crosswalk. The Chief also reported that the electronic speed signs in Town are all out of order, but are still under warranty and will be replaced.

Regarding Harbormaster duties, the Chief said that he has received several inquiries regarding provisions for dinghy tie-ups, and also, an inquiry regarding the operation of a launch service for members in the Town mooring areas. He reported that the lowest bid to provide a new motor and bracket for the newly acquired used boat from the State was from Pike's Marine in the amount of \$18,729.99. Pike's Marine would like to get an advance of approximately \$7,000 to pay for the cost of certain materials once they arrive at the marina. Subsequently, a motion was made, seconded, and unanimously voted by the Selectmen to approve and sign the contract with Pike Marine. The Chief said that he is expecting to have the boat operational by the end of August. The Chief said that the department sponsored a boating safety class and a boating safety inspection day, both of which were highly successful. He has added a new transient mooring which rents for \$25/day is getting a lot of use. Once the new, used boat is outfitted with the new motor, the Chief plans to auction the old boat and two old motors. In closing, he said that two officers have been trained and certified in child car seat installation.

Building Inspector Bill Sanborn reported that things are running smoothly in his department. He said that he refers every request for demolition to the Historical Commission regardless of the age of the structure. He said that sometimes people do not get permits and he would like to be notified if anyone discovers a demolition without a permit. He said that he also refers people to the Conservation Commission before approving their permit if the permit mentions moving of soil.

Shellfish Constable Billie Knovak reported that all the equipment is working. He is hoping to get one more year out of the fourteen-year old truck. He said that a small group of clammers have asked permission to place nets on some of the clam flats in an effort to help increase the clam population. This group is composed of the same volunteers that assisted in removing the nets last year. The Shellfish Constable said that the clam population continues to decrease in Maine and in Massachusetts and it is forecast that it will become nonexistent in the near future.

Essex Housing Authority Chair Diane Polley told those present that the town has no affordable family housing and has a great need for it. She said that Community Preservation Money is available to use for the purchase of affordable housing, but its use must be approved at Town Meeting. She said that recently a two-family house in town was for sale, but it sold in two days before the Town could even begin to initiate a possible purchase. Ms. Polley asked everyone present for their help and suggestions regarding how the Town could begin to provide affordable family housing.

School Committee Member Alva Ingaharro reported that the Committee is now reviewing the various insurances held by the school and that there is a budget meeting being planned to include the Finance Committees from each town. She said that it is anticipated that next year there will be a request for an operational override.

Treasurer/Tax Collector Virginia Antell reported that things are going well in that department. She has just completed the revenue reports. They are working to collect past due taxes.

Finance Committee Chair Jeff Soulard said they are working on closing out FY2014. He commended Chief Doucette, Chief Silva, and Superintendent Paul Goodwin for obtaining many items needed by the Town through grants and gifts.

Town Accountant Roxanne Tieri announced that the Town now has two new sources of revenue. Recently, the Town earned \$57,500 from the newly established meals tax that was collected from October 1, 2013 through April 30, 2014; and, approximately \$20,000 in interest on the sale of real estate proceeds. She is also working on closing out FY2014 and would like to implement procedural changes to streamline the fiscal year ending paperwork for the future.

Board of Public Works Chair Paul Rullo reported that the Water Department is working on an energy efficiency project with Weston and Sampson. He also reported that the Sewer Department's largest pumping station, the one at Harlow Street, has two pumps and one of them has failed. The Highway Department is busy paving a section of Southern Avenue and a portion of Conomo Point. His department has installed the new park benches along Main Street and is planning on improving the sidewalk at Landing Road.

Long Term Planning Committee Chair Andrew St. John said that the Committee continues to work on a report to the Selectmen that evaluates the Town's community defined resources. Both he and Selectman O'Donnell thought that it was time for the LTPC to evolve into a strategic planning committee composed of representatives from all groups in Town who would work, not just on future needs, but also on current needs.

Selectman O'Donnell said that now that the Town has decided that it wants the town offices to continue to occupy the Town Hall, she, as the Chair of the Town Building Committee, would like to resume meeting after Labor Day to determine the further improvements needed to keep the Town Hall operational.

Mr. Zubricki reported that it is anticipated that there will be an article on the warrant for the Fall Town Meeting to start a fund to be used for the coming anniversary celebration of the Town.

Mr. Zubricki briefly reviewed for those present, the recent concerns regarding the structural integrity of the Town Hall, the status of the ongoing Town Hall/Library improvement project, the Boardwalk project that recently received funding from the State for design completion and construction, plans to sell four properties located in central Conomo Point, and the grant to fund the eelgrass restoration project.

Chairman Jones, Selectman O'Donnell, and Selectman Gould-Coviello thanked everyone for coming and all left the meeting.

In other business, a motion was made, seconded, and unanimously voted to approve the weekly warrant in the amount of \$192,160.05.

A motion was made, seconded, and unanimously voted to approve the minutes for the Selectmen's July 7th, 2014, Open Meeting and Executive Session.

A motion was made, seconded, and unanimously voted to sign the warrant for the 2014 State Primary.

A motion was made, seconded, and unanimously voted to approve a request from Chief Silva to appoint Troy Perry to the position of Assistant Harbormaster for a partial term of three years, ending June 30, 2017, subject to passing drug and medical testing. The Selectmen signed the appointment card.

The Selectmen signed the revised Selectmen's minutes for 6/3/14 which were approved at their meeting on 7/7/14.

A motion was made, seconded, and unanimously voted to approve the following requests for a One-Day Wine and Malt License:

- Chebacco Liquor Mart, Inc., Paul Chisholm, for use on Sunday, August 17, 2014, between the hours of 6:00 p.m. and 10:00 p.m. within the confines of the Cox Reservation at 82 Eastern Avenue.
- Chebacco Liquor Mart, Inc., Paul Chisholm, for use on Saturday, September 27, 2014, between the hours of 1:00 p.m. and 10:00 p.m. within the confines of the Waterline Center at the Essex Shipbuilding Museum at 66 Main Street.
- Chebacco Liquor Mart, Inc., Paul Chisholm, for use on Friday, October 3, 2014, between the hours of 6:00 p.m. and 10:00 p.m. within the confines of the Waterline Center at the Essex Shipbuilding Museum at 66 Main Street.

The Selectmen were reminded that the next regular Board of Selectmen's meeting will take place on Monday, August 11th, 2014, at 7:00 p.m. in the TOHP Burnham Library on Martin Street.

Mr. Zubricki said that he had discussed the formation of the Cape Ann Regional Response Team and its mission statement with Town Counsel. It is not appropriate for the Town to be involved with a private corporation which pledges the use of Town resources and/or Town employees to the corporation. Chief Silva should remove the pledge of any Town resources, personnel, authority, or equipment from the corporation as soon as possible. Chief Silva could achieve this by simply withdrawing from the corporation and ensuring that no reference to the Town of Essex remains in the articles of incorporation. A motion was made, seconded, and unanimously voted to authorize Mr. Zubricki to work with the Chief Silva to end any type of Essex pledge to or membership in the corporation and to determine an appropriate manner (perhaps a mutual aid agreement) in which the Town could still participate in the corporation's activities at a later time.

The Selectmen discussed the construction contractor's change orders 1 through 8 relative to the ongoing Town Hall/Library improvement project. Mr. Zubricki said that he is still waiting for a recommendation on whether or not change order 9 is advisable. A motion was made, seconded, and unanimously voted to approve these change orders, to sign change orders 1 through 8, and to authorize Mr. Zubricki to sign change order 9 outside of a Selectmen's meeting when and if it becomes available.

In addition, there was a designer's change order and a motion was made, seconded, and unanimously voted to approve one in the amount of \$1,000 for structural preparation to the Town Administrator's ceiling.

Mr. Zubricki reported that it has been brought to his attention that Centennial Grove is being used more and more by non-residents. The Selectmen asked Mr. Zubricki to work on a plan, to be implemented next season, which would preserve parking/use of Centennial Grove for town residents.

Concerning Conomo Point Matters, the Selectmen reviewed and discussed two Conomo Point Extensions for properties in the southern section.

- Mr. Zubricki said that he has received a communication from Joan Brown Herrmann, who is out of the country right now, that she believes that her subtenant is considering buying the lease rights to the property at 92 Conomo Point Road (Map 19, Lot 46). After discussion, a motion was made, seconded, and unanimously voted to ask Town Counsel to send a letter to Ms. Herrmann, along with an extension agreement for the month of August, requesting Ms. Herrmann's buyer send a letter of commitment to purchase the property, contingent upon financing, by August 15; otherwise, if no letter is received, Ms. Herrmann may continue to sublet the property on a month-to-month basis, through October 15, 2014, at which time all parties will have to vacate. If the letter is received, the Selectmen will work out terms for a lease transfer which will be followed by purchase of the property.
- The Selectmen discussed Ms. Tirrell's request for additional time to secure financing to purchase the property she leases at 20 Cogswell Road, Map 19, Lot 54. Subsequently, a

July 21, 2014

motion was made, seconded, and unanimously voted to ask Town Counsel to send a letter to Ms. Tirrell, along with the Selectmen's signed extension agreement for the month of August, referencing Town Counsel's recent letter to Ms. Tirrell, and stating that the Selectmen would like to have a closing on this property no later than September 30, that they will likely also offer an extension for September; but if no closure has occurred by September 30, they are prepared to offer her a lease-only extension on a month-to-month basis through October 15, 2014, and she will then have to vacate the premises.

Mr. Zubricki reported that he had received an estimate from the asbestos assessment company in the amount of \$63,000 for 138 Conomo Point Road and 103 Conomo Point Road. A motion was made, seconded, and unanimously voted to authorize Mr. Zubricki to prepare a bid specification for both jobs combined and also to separately procure an assessment engineer to oversee the project.

At 10:05 p.m., citing the need to discuss pending litigation concerning the case of the Town of Essex v. Leah Maher, et al., Essex Superior Court C.A. No. ESCV2014-00522D; and the lease, sale, and value of real property at Conomo Point; the Chairman entertained a motion to move to Executive Session. He stated that discussing these matters in Open Session would be detrimental to the Town's negotiating and litigating strategies and invited the Town Administrator to attend the session. He said that the Board would be returning to Open Session only to adjourn the meeting. The motion was moved and seconded. Following a unanimous Roll Call Vote, the Board and their Assistant and Mr. Zubricki moved to Executive Session.

The Board returned to Open Session at 10:25 p.m.

A motion was made, seconded, and unanimously voted to adjourn the meeting.

Documents used during this meeting include the following:

Motorcycle Cost Analysis
Initial Structural Analysis

Prepared by: _____
Pamela J. Witham

Attested by: _____
Lisa J. O'Donnell