

**Lincoln Public Schools Renovation Projects  
 Lincoln, RI  
 LINCOLN PHYSICAL EDUCATION CENTER BUILDING COMMITTEE**

**MEETING DATE:** 11.30.22  
**MEETING NUMBER:** 21  
**TIME:** 6:30 pm  
**LOCATION:** Lincoln Senior Center  
**CONDUCTED BY:** Lincoln School Building Committee

Name	Present	Company	Abbrev.
Keith Macksoud	<b>X</b>	Lincoln PEC Building Committee	KM
Armand Milazzo		Lincoln PEC Building Committee	AM
Phil Gould	<b>X</b>	Lincoln PEC Building Committee	PG
Kevin McNamara	<b>X</b>	Lincoln PEC Building Committee	KM
Rob Mezzanotte	<b>X</b>	Lincoln PEC Building Committee	RM
John Ward		Lincoln PEC Building Committee	JW
Steven Carvalho	<b>X</b>	Lincoln PEC Building Committee	SC
John Sharkey	<b>X</b>	Lincoln PEC Building Committee	JS
Bob Turner	<b>X</b>	Lincoln PEC Building Committee	BT
Michael Gagnon		Lincoln PEC Building Committee	MG
Jim Jahnz	<b>X</b>	Lincoln PEC Building Committee	JJ
Bruce Ogni	<b>X</b>	Lincoln PEC Building Committee	BO
Jimmy Frost		Lincoln PEC Building Committee	JF
Greg O'Conner	<b>X</b>	Lincoln PEC Building Committee	GO
Deidra Carreno		Lincoln PEC Building Committee	DC
Tiffany McCloskey		Lincoln PEC Building Committee	TM
John Picozzi		Lincoln PEC Building Committee	JP
Al Ranaldi		Lincoln PEC Building Committee	AR
George Boudjouk		Lincoln PEC Building Committee	GB

Stefan Duda		Lincoln PEC Building Committee	SD
Leslie Quish		Lincoln PEC Building Committee	LQ
Tony Feola	X	Lincoln PEC Building Committee	TF
Joe Desanti		Downes Construction Company, LLC	JD
Tony DeMelo	X	Downes Construction Company, LLC	TD
Tracey Donnelly		RGB	TrD
Brian O'Connell		Ahlborg Construction	BO
Lee Matthews	X	Ahlborg Construction	LM
Glenn Ahlborg	X	Ahlborg Construction	GA
Cole Ahlborg		Ahlborg Construction	CA
John Carbone		American Sports Flooring	JC
Tony Carbone		American Sports Flooring	TC

**Items Discussed:**  
(responsibility)

**BIC = "Ball in court"**

<u>Item</u>		<u>Status</u>	<u>BIC</u>
1.4	<p><b>Budget/Funding</b></p> <p>Project budget is currently 8.3 million dollars. Fundraising was discussed to potential add to the budget.</p> <p>1.4.1 – PECBC to determine how donations are to be handled</p> <ul style="list-style-type: none"> <li>- Encouraged that a subcommittee be organized for fundraising and consultant brought on board to participate</li> </ul> <p>1.4.2 – Fundraising – LSBC to continue efforts in fundraising; confirm DCC does not initiate/coordinate fundraising efforts</p> <p>1.4.3 – Requisitions shall be submitted to the Lincoln PEC committee for review</p> <p>1.4.4 – Ahlborg Construction issued an RTA for the release of the pre-engineered metal building contractor. The RTA was submitted to TD on the evening the day before the PEC meeting. TD made Ahlborg aware that it was not to be presented at said PEC meeting and that it will be reviewed by the PEC sub-committee meeting.</p> <p>1.4.5 – Review of the RTA process</p> <ul style="list-style-type: none"> <li>➤ RTA process was clarified with Ahlborg Construction previous to this meeting</li> <li>➤ RTA's are to be prepared for all trades expecting to be procured by Ahlborg Construction as part of early procurement process.</li> <li>➤ RTA's will be presented up until the GMP is issued and amendment for the GMP is accepted. RTA's will not be required after the acceptance of the GMP amendment</li> <li>➤ RTA's are to be prepared by Ahlborg Construction for all trades/vendors for any value</li> <li>- Change Order process reviewed</li> <li>➤ Change orders are prepared when change of scope for the project is delivered after the GMP is accepted</li> </ul>	Open	Lincoln

	<ul style="list-style-type: none"> <li>➤ Additional work will be priced by Ahlborg Construction and presented to the committee for approval</li> <li>➤ On occasion, when unforeseen circumstances arise and time of the essence, the contractor may be directed to proceed with work on a time and materials basis and a formal change order to follow.</li> </ul> <p>1.4.6 – Ahlborg presented updated budget; delivered it as a “pre-gmp”</p> <ul style="list-style-type: none"> <li>➤ Number included allowances that that need to be reviewed to ensure they are adequate</li> <li>➤ Ahlborg noted the subcontractor numbers are trending lower that what is being carried in the updated budget</li> <li>➤ Ahlborg noted a GMP will be presented in a few weeks</li> <li>➤ Upcoming RTA’s; sitework, concrete and gym floor</li> </ul> <p>1.4.7 – Commissioning agent responses to the RFP were presented to the committee. Two bids were reviewed, SES and Synergy</p> <ul style="list-style-type: none"> <li>➤ SES was low bidder and recommended to the committed to award</li> <li>- 3<sup>rd</sup> party testing agent proposals were presented to the committee.</li> <li>➤ Pricing is established via rate sheets by all bidders</li> <li>➤ Bids are reasonably similar and it was recommended to award to the firm that can service the project</li> <li>➤ Geisser Engineering was recommended to be awarded a purchase order for the work</li> </ul> <p>1.4.8 – DCC presented invoice #1 for OPM services in the amount of \$52,385.00 for work thru August of 2022 – approval requested</p> <p>1.4.9 – Reviewed RTA Log dated 10/5/22 with committee:</p> <ul style="list-style-type: none"> <li>➤ RTA 1 – Pre-engineered metal building \$1,760,000.00</li> <li>➤ RTA 2 – Builder’s Risk insurance - \$7,435.00</li> <li>➤ RTA 3 – Site Work - \$665,000.00</li> <li>➤ RTA 4 – Concrete Work – \$535,000.00</li> </ul> <p>1.4.10 – Presented Ahlborg Construction requisition #2 for approval</p> <ul style="list-style-type: none"> <li>- Presented Sustainable Engineering Solutions requisition #1 for commissioning services</li> </ul> <p>1.4.11 – Presented Downes requisition #2, for work thru 11/30/22 for \$31,035.00</p> <ul style="list-style-type: none"> <li>- Presented Ahlborg draft requisition #3, work completed thru 11/30/22 for \$668,718.00</li> </ul> <p>Reviewed RTA Log, recommendation to amend date of document and issue to the committee</p> <ul style="list-style-type: none"> <li>- Reviewed GMP as presented by Ahlborg Construction; GMP value of \$7,750,000.00. GMP inclusive of design, allowances, permitting and equipment. Contingencies are not included within the GMP figure, owner is carrying all contingencies.</li> </ul>		
1.5	<p><b>Schedule</b></p> <p>DCC to provide master schedule for review</p> <p>1.5.1 – DCC issued and reviewed master schedule indicating 6/30/23 substantial completion date and project milestones</p> <p>1.5.2 – RGB presented look ahead schedule moving forward with weekly meetings to present to the committee design updates</p> <p>1.5.3 – Ahlborg/RGB presented a schedule with anticipated early procurements</p> <ul style="list-style-type: none"> <li>- Ahlborg anticipating on mobilizing the site mid August; School will need to remedy the throwing field orientation prior to the mobilization</li> </ul>	Open	DCC/AC

	<ul style="list-style-type: none"> <li>➤ School shall determine best method of handling visitors going to the admin area</li> <li>➤ School to provide Summer/Fall schedule</li> <li>➤ Ahlborg to issue RTA's that will be reviewed by DCC and PEC sub-committee</li> </ul> <p>1.5.3 – ACC has started with the modifications to the hammer throw cage, will be completed when the remaining components are delivered</p> <ul style="list-style-type: none"> <li>- Sitework to commence in 1-2 weeks, RTA for sitework to be submitted</li> <li>- Pre-engineered building scheduled for mid November delivery</li> </ul> <p>1.5.4 – ACC construction schedule update:</p> <ul style="list-style-type: none"> <li>➤ Site bulk excavations underway</li> <li>➤ Foundation excavations to start within a week</li> <li>➤ Preliminary schedule for PEMB delivery is the week of 11/15/22</li> </ul> <p>1.5.5 – Excavations for foundation systems near complete</p> <ul style="list-style-type: none"> <li>- Bulk excavation complete to the elevation of accepted material for foundation construction</li> <li>- Building footing formwork and concrete underway in conjunction with the foundation walls</li> <li>- Pre-engineered metal building delivery on schedule per previous update</li> <li>- RTA's prepared for approval for electrical, mechanical, glass and glazing and athletic floor</li> <li>- ACC to invite the athletic flooring contractor to the next PEC meeting to present information to the committee</li> </ul> <p>1.5.6 – Continued construction of the building foundations</p> <ul style="list-style-type: none"> <li>- Pre-engineered building remaining on track to deliver the 2<sup>nd</sup> week of November</li> <li>- Water line has been installed</li> </ul> <p>1.5.7 – Metal building delivered mid November and materials are on site</p> <ul style="list-style-type: none"> <li>- Foundation systems complete</li> <li>- Steel erection has started with building components being sorted and column installation</li> <li>- Continued site grading and drainage work</li> </ul>		
1.6	<p><b>Site Visit</b></p> <p>Site visit to review the project and logistics is scheduled for Friday, 3/11/22. DCC and SBC members to attend</p> <p>1.6.1 – AC/RGB team would like to schedule a site walk thru Monday or Tuesday to review MEP systems and site conditions particularly related to the throwing field</p> <ul style="list-style-type: none"> <li>➤ Site visit was performed on Tuesday 5/24 to review the site and utilities</li> <li>➤ Positioning of the throw field was reviewed based on the positioning of the building as shown in option #2</li> </ul> <p>1.6.2 – of ADA access during construction shall be addressed and details worked out with the High School staff</p> <ul style="list-style-type: none"> <li>➤ Ahlborg Construction to set up weekly meetings to address construction items</li> <li>➤ Ahlborg Construction to re-evaluate construction entrance into the site</li> </ul>	Closed	DCC/Lincoln/AC

<p>1.7</p>	<p><b>Design</b></p> <p>RGB presented 3 schemes indicating site location options for the proposed PEC building</p> <ul style="list-style-type: none"> <li>• Option 1 – freestanding building off the existing drive</li> <li>• Option 2; same as #1 but with future connecting bridge</li> <li>• Option 3 – building located further west with connecting “concourse”</li> </ul> <p>Reviewed potential center column building design to lower project cost; a clear span building with NO center support columns will be the path moving forward</p> <p>Reviewed proximity of throwing field to the proposed PEC; keeping the PEC further east shall mitigate the issues with the adjacent throwing field; it was determined that the permanent and/or temp solution to the throwing field shall be the responsibility of the Town of Lincoln and not the of the building committee and this project</p> <p>Parking concerns raised to insufficient spaces; agreed that parking should not be an issue that this project will resolve as there are ample spaces</p> <p>Reviewed possibility of relocating drainage to a location across the access road</p> <p>Reviewed potential acquisition of state owned property along Rte 116</p> <p>Building height proposed to have a clear height of 24 feet under all structures</p> <p>Potential master plan development; specifically related to the PEC only. Further discussions on the potential scope of such plan</p> <p>1.7.1 – Floor plan was presented, 160 sf of storage as shown is not sufficient. Potential to make storage larger:</p> <ul style="list-style-type: none"> <li>➤ Enlarge current storage are</li> <li>➤ Add storage area to west side of the PEC</li> <li>➤ Overhead door required to manage equipment in and out of the PEC</li> </ul> <p>Variations of building elevations proposed; gable type roof deign most feasible and within budget</p> <p>Items ie: curtain partition, bleachers etc. will be vetted thru the SD estimate</p> <p>Bridge and Connector (Concourse) to remain as alternates to the design and shall be budgeted at the SD phase to determine path forward</p> <p>Site plan was reviewed indicating potential utility locations</p> <p>Throw field was overlayed on the site plan and proposed 15 degree orientation west which will allow the throw field and new PEC to co-exist with no interference</p> <p>GA presented that he will work with the TOL and the committee in aiding in the solution to the throw field which may include a new cage</p> <p>1.7.2 – RGB presented updated floor plan</p> <ul style="list-style-type: none"> <li>➤ Storage layout remains concern; overhead door placement shall provide direct access into the PEC facility in lieu of storage room</li> <li>➤ Pass door at SW corner was noted that it may be used for student access to the throwing field; security shall be maintained</li> </ul>	<p>Open</p>	<p>DCC/AC/Li ncoln</p>
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- Reviewed interior concept for PEC floor color scheme; neutral color and additional striping should be included to show multi use events
- Reviewed exterior elevation options; 1A, 1B, and 2
- Option 1A&B are similar in layout with minor changes to entrance, kalwall location and graphics. Option 2 represents multi roof heights
  - Concerns to darker color as it may be a maintenance issue
  - Kalwall shown can be located as desired as long as limit increasing quantity as it is a costly material
  - RGB to bring a sample of Kalwall to the upcoming meeting
  - Either option can provide future expansion
- Review throwing field; changed to 10 degree rotation from 15 degrees; in combination with new modified cage and screen/barricade at road side will eliminate objects going into the road. The execution of the throw field renovation is not included in this project but shall be presented to the school committee

1.7.3 – Committee reviewed elevations and selected option 1B with the entry design from 1A

- Color selections to proposed and decided on at a future time
- Finishes and warranties were discussed; with lighter colors maintaining color for longer as noted
- Final building color selections may have pricing impact
- Kalwall sample provided by RGB
- Updated floor plan presented by RGB which revealed larger storage and 2 sets of double doors
- Color options for the gym floor presented; consideration to wood floor was noted. **NOTE: earlier meetings notes had the committee deciding a floor type for universal use; wood floor was not considered. Cost was another issue for a non-wood floor**
- Elevation of the PEC was noted as lower than the existing gym. Consideration to building elevation is crucial with the “concourse” connector
- Connector may have to include educational space
- Comments to lockers was to have bigger lockers and have fewer so that they may be shared
- Approval to submit to DEM
- Meeting with RIDE to be rescheduled to review submission

1.7.4 – Meeting started at the site location to review building elevation in relationship to the existing gym

- Ahlborg/RGB to confirm existing grade of the site where the PEC is to be located
- Reviewed updated presentation by RGB
- Reviewed locker counts
- Building can accommodate 1,000 people as an assembly space; hvac is to be designed as a Physical Education Center
- Potential signage at the north elevation gable end
- Bathrooms currently designed as “airport style” entrance; rgb to provide option to show entry doors to bathrooms
- Gutters and downspouts; currently the design indicates no gutters at the building eaves

- Building shall be supported as all electric; no gas
  - Building shall be designed to support solar PV panels; discussion on potential “green energy” looped into other buildings within the town
- 1.7.5 – Exterior Color schemes presented; darker color scheme and light color scheme

- Wall and roof panel material samples were provided to reflect the type of panels used; final panel determination will be provided with the final selection of the metal building company
- Energy model is still being calculated by RGB and will determine wall thicknesses and insulation values
- Roof panel is standing seam with fiberglass insulation. Insulation shall have a reinforced backing/scrim to eliminate punctures
- Alternate for insulated sandwich for roof
- Potential soffit lighting was discussed

1.7.6 – Reviewed panel types as presented by Barnes Building Co.

- Reviewed wall systems and panel profiles; micro-rib, embossed panel and shadowline profiles
- Wall finishes are a 20 year Kynar finish
- Reviewed roof systems; insulated sandwich panel and standard standing seam panel with batt insulation system
  - Insulated sandwich panel is a +/- 350k premium
  - Painted finish on roof panel is a premium cost
- Reviewed Toilet and locker room layout showing doors in lieu of airport style
- Toilet rooms indicate pitched slab with floor drains

1.7.7 – Schematic Design approved by RIDE; exception to pedestrian and vehicular traffic patterns which need to be addressed

- TOL to visit with police and fire to address access road
- New access road may be issued as an alternate to the CD
- HVAC discussion
- Three (3) options presented; all electric – zero emissions
- All 3 options are similar with option 3 being the most efficient
- The gym areas will be serviced by two (2) pad mount units and air distributed via exterior duct installed vertically then penetrating the building
- Interior distribution via duct sock
- System to be connected to the existing BMS
- Hammer throw to be enlarged and modified by AC to accommodate construction

1.7.8 – Review soffit color that was depicted in the site sign; blue in lieu of red is desired. Soffit to be blue

- Meeting to be set up with police and fire departments to address RIDE requirement to have sign offs for the CD submission
- Set up meeting to have a “page flip” review

1.7.9 – Meeting to be coordinated to review technology and equipment needs

- Plan review shall be on the agenda for the next PEC meeting
- Set of plans and specs to be delivered to the Lincoln HS so staff can review and make comment to the drawings

1.7.10 – Review RGB plans, permit set; comments as follows:

- Contractor to submit periodic erosion control inspections to the Town of Lincoln
- Remove swing gate and speed bumps
- No UG connections to the existing building are shown
- Narrative on how the drainage/bioretention pond functions
- Is there a rain run off collection device for the canopy
- Add coiling door at the interior wall of the athletic storage
- Three (3) exterior access points into the building; main entrance, stair entrance, and overhead coiling door
- Hand dryers to be located in locker rooms
- Toilet partitions to be composite material
- Lav sinks to be separate sinks and not integrated into the countertops
- Tile should be applied to the walls surfaces at the locker rooms and toilet rooms; 48" to 60" and full ht at wet walls
- TF to review toilet accessories
- TF to review door hardware
- Plumbing fixtures to match units installed in the existing high school
- All interior doors shown as wood need to be metal
- Ceiling light fixtures in lobby and locker areas etc to be lay-in type not recessed cans
- Confirm total locker count
- Exterior stair handrail design as shown on architectural drawings should be reflected on the civil drawings
- Batting catch shall be relocated to the long side of the track opposite sprint lanes
- Confirm installation of batting cage provided by Owner
- Coordinate ductwork with backboard supports (all)
- Lines on sports floor to include basketball cross courts
- HWH relocated to space above ceiling in locker area to make room for ice machine in utility room
- Review general lighting around exterior of building
- Delete SL1 pole mounted site lights
- Information of lighting operation; switching, night lights, motion sensors, BMS etc.
- Confirm locations of controls for backboards etc
- Confirm connectivity to existing building for telecommunications
- Review foundation design re: interior full depth walls which may be eliminated

1.7.11 – Interior Design Review:

- Reviewed lobby design – Carpet, ceiling and ceiling selections acceptable; consider logo projected onto floor
- Additional attic stock of ceiling material due to multiple colors
- Locker area – Ceiling to be a standard ceiling with lay-in lighting, wall tile to be included on all walls and not just the “wet” walls
- Floor and ceiling tile pattern and type acceptable
- Sink is a “Bradley” type; RGB to send material to TF for approval
- Gym – Acoustical panels shall be designed with alternative design; work to be deferred as it is not currently in the budget
- Present alternative floor colors with added lines for pickleball and crosscourt lines
- Review adding of screens on the end court of the two basketball courts



	<ul style="list-style-type: none"> <li>➤ Wall impact pads with logo shall be modified to have less graphics</li> <li>➤ Project to be named “Physical Education Center”</li> </ul> <p>1.7.12 – Eliminate 3 point line at cross courts</p> <ul style="list-style-type: none"> <li>- Cross courts shall have only a small “marker” for free throw line only</li> <li>- Options for vestibule were presented which included graphics options etc</li> <li>- Locker area finishes presented as per previous meeting direction</li> <li>- Reviewed court area finishes including logo designs</li> </ul> <p>1.7.13 – Confirmed that cross courts will not have boundry/out f bounds lines</p> <ul style="list-style-type: none"> <li>- Outlets and data to be added at center between the 2 main courts</li> <li>- American Sports floor presented proposed floor system</li> <li>➤ Recommended that non-marking baseballs used in the batting cages</li> <li>➤ Moisture mitigation is included as part of the system proposed</li> <li>➤ American sports floor to include moisture testing; slab moisture to be no more than 85%</li> <li>➤ Floor prep to be performed by ASF; it is recommended that a \$10,000 allowance be included within their scope of work</li> <li>➤ Alternate is being provided to add a high strength coating which shall increase the puncture resistance of the floor; it is being recommended to accept it due to the multi-use nature of the facility</li> <li>➤ Colors for floor markings shall be selected and determined during the shop drawing submittal process</li> </ul>		
1.8	<p><b>State Property</b></p> <p>Procurement of State Property along Rte 116 was reviewed. Survey required and presented to Town Council.</p>	Open	TOL
1.9	<p><b>Ground Breaking</b></p> <p>Ground breaking discussed</p> <ul style="list-style-type: none"> <li>➤ Potential dates in September</li> <li>➤ To be held when students are available to attend and participate</li> </ul> <p>19.1 – Ground breaking will be held on Thursday, September 8, 2022 at 6:00pm</p> <p>19.2 – Construction sign to be prepared for the ground breaking; RGB to send draft design for approval</p>	Open	TOL
2.0	<p><b>Vote</b></p> <p>A motion to concluded the meeting.</p> <p>2.0.1 – decision to move forward with option 2 with the building to be rotated 90 degrees. Design development shall include alternate of the connecting concourse/bridge</p> <p>2.0.2 – decision to move forward with elevations 1A &amp; 1B</p> <ul style="list-style-type: none"> <li>➤ PEC committee to present question to TD by Tuesday the 14<sup>th</sup> so that RGB can incorporate design changes into the next presentation for final vote</li> </ul> <p>2.0.3 – PEC committee voted to maintain the elevation of the new PEC in approximate elevation of the existing grade in lieu of raising the floor elevation</p> <ul style="list-style-type: none"> <li>- PEC committee voted to move forward with building elevation option B as presented</li> <li>- PEC committee voted to allow Ahlborg Construction to engage in an early procurement of the pre-engineered metal building package</li> <li>- PEC committee voted to not include PV in the scope of work</li> </ul>	Open	

	<p>2.0.4 – PEC committee voted to go in the direction of a lighter color scheme for the building as shown in the presentation</p> <p>2.0.5 – PEC committee voted to proceed with the roof material to be standard galvalume standing seam roof no paint finish. Roof system to have batt insulation with reinforced scrim attached to the bottom of the purlins (secondary framing system)</p> <ul style="list-style-type: none"> <li>- PEC committed voted to proceed with Kingspan insulated panel. As the plans indicate different panel profiles, the bottom panel to be “Micro-Rib profile” and the top panel to be “Shadowline profile”</li> <li>- PEC committee voted to proceed with the following colors for the walls: <ul style="list-style-type: none"> <li>➤ Walls – bottom panel – “Dove Gray” – Kynar #432R1021</li> <li>➤ Walls – top panel – “Bone White” – Kynar #431R454</li> <li>➤ Gutter &amp; Roof Trim – “Regal Blue” – Kynar #436R1030</li> <li>➤ Downspouts shall match each of the 2 walls colors</li> </ul> </li> </ul> <p>2.0.6 – PEC committee voted to accept commissioning proposal by SES in the amount of \$54,000</p> <ul style="list-style-type: none"> <li>- PEC committee voted to accept 3<sup>rd</sup> party testing services proposal from Geisser Engineering based on the rate sheet presented</li> </ul> <p>2.0.7 – PEC committee voted to approve DCC invoice #1 in the amount of \$52,385.00</p> <p>2.0.8 – PEC committee voted to approve ACC requisition #2 in the amount of \$1,625,815.00</p> <ul style="list-style-type: none"> <li>- PEC committee voted to approve SES requisition #1 in the amount of \$3,430.00</li> <li>- PEC committee voted option 1 for the vestibule design which shall also include colored LED overhead projected downlight logo</li> <li>- PEC committed voted option 2 for the court area design, with log on the pads at the center of the building wall</li> </ul> <p>2.0.9 – PEC committee voted to approve DCC invoice #2 in the amount of \$31,035.00</p> <ul style="list-style-type: none"> <li>- PEC committee voted to approve ACC requisition #3 in the amount of \$643,718.00. This amount reflects an adjustment to RGB invoicing, design costs withheld until RIDE CD submission</li> <li>- PEC committed voted to approve ACC GMP presentation in the amount of \$7,750,000.00</li> </ul>		
2.1	<p><b>Questions/Comments</b></p> <p>PEC committee asked if RGB meeting notes be put on a share file system</p> <p>2.1.1 - DCC to present commissioning and 3<sup>rd</sup> party testing recommendations</p>	Open	DCC

**Next meeting(s); Thursday, January 12, 2023 @ 6:30pm**

Prepared By: *Tony DeMelo, Project Executive*  
Owner’s Project Manager

Copy To: All Attendees