

PROJECT MINUTES

Project:	W. Edward Balmer Elementary School Feasibility Study	Project No.:	17020
Prepared by:	Joel Seeley	Meeting Date:	7/17/18
Re:	School Building Committee Meeting	Meeting No:	28
Location:	High School Media Center	Time:	6:30pm
Distribution:	School Building Committee Members, Attendees (MF)		

Attendees:

PRESENT	NAME	AFFILIATION	VOTING MEMBER
✓	Joseph Strazzulla	Chairman, School Building Committee	Voting Member
✓	Melissa Walker	School Business Manager	Voting Member
✓	Alicia Cannon	Representative of the Board of Selectmen	Voting Member
✓	Michael LeBrasseur	Chairman, School Committee	Voting Member
✓	Paul Bedigian	Representative of the Building, Planning, Construction Committee	Voting Member
✓	Steven Gogolinski	Representative of the Finance Committee	Voting Member
✓	Jeffrey Tubbs	Community Member with building design and/or construction experience	Voting Member
✓	Peter L'Hommedieu	Community Member with building design and/or construction experience	Voting Member
✓	Jeff Lundquist	Community Member with building design and/or construction experience	Voting Member
	Andrew Chagnon	Community Member with building design and/or construction experience	Voting Member
	Spencer Pollock	Parent Representative	Voting Member
✓	Adam Gaudette	Town Manager	Non-Voting Member
✓	Dr. Catherine Stickney	Superintendent of Schools	Non-Voting Member
		Building Maintenance Local Official	Non-Voting Member
	Karlene Ross	Principal, W. Edward Balmer Elementary School	Non-Voting Member
	Jill Healy	Principal, Northbridge Elementary School	Non-Voting Member
		Director of Pupil Personnel Services	Non-Voting Member
	Lee Dore	D & W, Architect	
✓	Thomas Hengelsberg	D & W, Architect	
	David Fontaine, Sr	Fontaine Bros, CM	
✓	David Fontaine, Jr	Fontaine Bros, CM	
✓	Jim Mauer	Fontaine Bros, CM	
✓	Mark Abdella	Fontaine Bros, CM	
✓	Joel Seeley	SMMA, OPM	

Item #	Action	Discussion
28.1	Record	Call to Order, 6:33 PM, meeting opened.
28.2	Record	J. Strazzulla announced the meeting will be video and audio recorded with live broadcast and future re-broadcast.
28.3	Record	J. Strazzulla introduced A. Cannon as the new Selectmen representative to the Committee.
28.4	Record	Public Comments - none
28.5	Record	Warrant No. 12 was reviewed. A motion was made by P. Bedigian and seconded by M. LeBrasseur to approve Warrant No. 12. No discussion, motion passed unanimous.
28.6	Record	J. Seeley distributed and reviewed the Project Budget Status Report, dated 6/30/18, attached. Committee Discussion: 1. M. LeBrasseur asked if the uncommitted balance of \$58,677.56 from the \$775,000 appropriation includes the processed invoices? <i>J. Seeley indicated the \$58,677.56 is the balance after all invoices for current commitments have been paid.</i>
28.7	J. Strazzulla	J. Strazzulla will review with the Selectmen the process for establishing a committee to lead the process of discussing possible outcomes for the disposition of NES.
28.8	D. Fontaine T. Hengelsberg	D. Fontaine and T. Hengelsberg to review options for reducing the cut at the front of the site.
28.9	A. Chagnon	A. Chagnon will review the potential of shifting the U-10 playfield west, closer to the 50 feet no building zone.
28.10	J. Strazzulla	J. Strazzulla will review if CPA funds could be used for the playing fields with A. Gaudette and provide the Committee direction.
28.11	A. Gaudette	A. Gaudette to provide direction if the town has developed a timeline for the fire station.
28.12	J. Mauer	J. Mauer to review if the U-10 playfield or the (2) U-6 playfields will be completed early enough to have the required growing seasons completed by the time Phase 1 is completed, in order to utilize for recess during Phase 2 construction.
28.13	T. Hengelsberg	T. Hengelsberg to verify if there will be any storm water discharging off-site.
28.14	T. Hengelsberg	T. Hengelsberg to verify if there will be any active storm water system on the uphill side of the retaining wall to control potential ground water discharge.
28.15	Record	J. Strazzulla provided an overview of the meeting held with the Playground and Recreation Committee on 7/17/18 to review the playing fields.
28.16	J. Strazzulla	J. Strazzulla will schedule a meeting with Baseball, Soccer and Trustees of Soldiers' Memorials committees to review the playing fields.
28.17	A. Gaudette	A. Gaudette indicated the Selectmen voted to approve the Ballot Vote Language and to submit to the Secretary of State, at their 7/16/18 meeting. A. Gaudette will follow-up with the Town Clerk to submit to the Secretary of State by the 8/1/18 deadline.

Item #	Action	Discussion
28.18	J. Seeley J. Strazzulla	<p>J. Seeley distributed and reviewed the draft Town Meeting Article and Motion, attached, that Town Counsel is currently reviewing. Once Town Counsel approves, J. Seeley will forward to MSBA for approval. The Selectmen will vote to approve at their 8/20/18 meeting.</p> <p>Committee Discussion:</p> <ol style="list-style-type: none"> 1. The School Building Committee will sponsor the Article. 2. A. Gaudette indicated a hardcopy of the Town Book will no longer be mailed to the residents, there will be several hundred copies at the Town Hall available for pick-up. The Town Book will also be available on line. <i>J. Strazzulla will determine the dates for including project information in the Town Book.</i>
28.19	Record	J. Seeley distributed and reviewed the MSBA Board approval letter, dated 6/27/18 for the project, attached. J. Strazzulla provided an overview of the MSBA Board meeting, held on 6/27/18.
28.20	T. Hengelsberg J. Mauer	<p>Community Powerpoint Presentation</p> <p>T. Hengelsberg to update the Community Powerpoint Presentation. J. Mauer to add text addressing their control of noise, dust and safety. A. Chagnon suggested breaking the Community Presentation Powerpoint into smaller Stand-Alone Segments that can be posted on Social Media (from prior meeting).</p>
28.21	T. Hengelsberg J. Strazzulla	<p>Mailing Flyer</p> <p>T. Hengelsberg distributed and reviewed a Mailing Flyer, attached. The Committee provided comments. J. Strazzulla indicated the Mailing Flyer can be 5"x7", 8.5" x11" folded paper or 8.5"x11" card stock. The Committee preferred the 8.5"x11" card stock. The postal fee for 6,800 residents is approximately \$1,200 and the printing cost is approximately \$1,600.</p> <p>Committee Discussion:</p> <ol style="list-style-type: none"> 1. M. LeBrasseur asked if mailing the document is acceptable? <i>J. Strazzulla indicated yes, he has discussed with the Town Manager and State Ethics Commission.</i> 2. T. Hengelsberg to incorporate the Committee's comments, including approximate project operating cost information, in the Mailing Flyer and send to the Committee for review prior to 8/13/18. 3. The target date for mailing is 8/13/18 so the residents will receive before Community Forum No. 8 on 8/20/18
28.22	T. Hengelsberg J. Strazzulla	<p>Narrated Fly-Around Video</p> <p>T. Hengelsberg presented and reviewed the draft Narrated Fly-Around Video. J. Strazzulla to record the narration and T. Hengelsberg to distribute for posting.</p>
28.23	C. Stickney	<p>Existing Conditions Video</p> <p>C. Stickney to re-post the Existing Conditions Video on the NPS Facebook and Twitter sites.</p>

Item #	Action	Discussion
28.24	J. Seeley	FAQ J. Seeley distributed and reviewed the updated FAQ. The Committee provided comments. J. Seeley to incorporate the Committee's comments and post on the Project Website
28.25	T. Hengelsberg	Flyer Handout T. Hengelsberg distributed and reviewed the Flyer Handout. The Committee provided comments. T. Hengelsberg to incorporate the Committee's comments and print 300 copies for distribution.
28.26		Press and Blog Posts J. Lundquist distributed and reviewed the first of a series of Press and Blog posts - Why Was the Balmer Site Chosen for the New School? The next in the series may be: <ol style="list-style-type: none"> 1. Why is the New School placed where it is on the Balmer Site? 2. What is the role of the MSBA? 3. Who are the School Building Committee members? 4. What is the cost of doing nothing? 5. When will construction start and will it impact the students?
28.27	C. Stickney T. Hengelsberg M. LeBrasseur J. Lundquist D. Fontaine J. Seeley J. Strazzulla	Project Information Video J. Strazzulla indicated the Project Information Videotaping has been scheduled for 7/30/18 at 4:00pm.
28.28	M. LeBrasseur J. Strazzulla T. Hengelsberg C. Stickney A. Gaudette	Committee Public Outreach: <ol style="list-style-type: none"> 1. J. Strazzulla distributed and reviewed the Upcoming Events Calendar and asked Committee members to attend the events. 2. T. Hengelsberg to provide a New W. Edward Balmer Elementary School titled Poster Board. 3. T. Hengelsberg to provide (5) single poster versions of the Tri-Fold Poster for display at the Community Center, Library, Post Office, Town Hall and one for travelling. 4. J. Strazzulla indicated the Seniors Tax Abatement is at the maximum level and that he will work with A. Gaudette to review strategies to assist seniors in taking advantage of the program. 5. M. LeBrasseur to review with the School Committee if the project name should be changed to something similar to New PreK-5 Elementary School rather than remain with the Balmer name to assist the community in understanding. 6. C. Stickney to schedule a presentation to the Council on Aging.

Project: W. Edward Balmer Elementary School Feasibility Study

Meeting Date: 7/17/18

Meeting No.: 28

Page No.: 5

Item #	Action	Discussion
		7. J. Strazzulla to schedule a presentation to the Chamber of Commerce.
28.29	J. Mauer	Old or New Business - None
28.30	Record	Next SBC Meeting: August 13, 2018 at 6:30 pm at the High School Media Center.
28.31	Record	A Motion was made by P. Bedigian and seconded by J. Tubbs to adjourn the meeting. No discussion, motion passed unanimous.

Attachments: Agenda, Project Budget Status Report, draft Town Meeting Article and Motion, MSBA Board approval letter, dated 6/27/18, Mailing Flyer, updated FAQ, Flyer Handout, Press and Blog post - Why Was the Balmer Site Chosen for the New School?, Upcoming Events Calendar

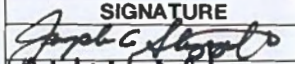
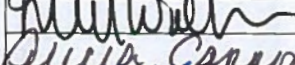
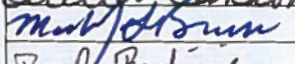
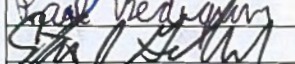
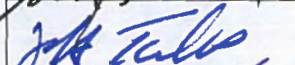
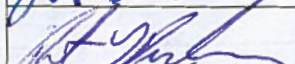
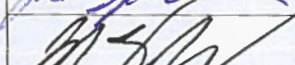
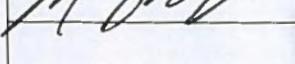
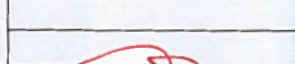
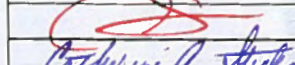
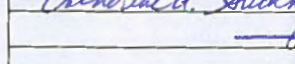


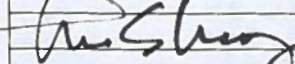
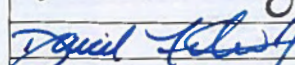
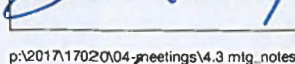
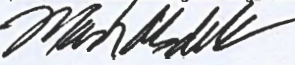

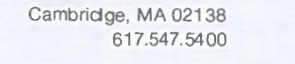



The information herein reflects the understanding reached. Please contact the author if you have any questions or are not in agreement with these Project Minutes

PROJECT MEETING SIGN-IN SHEET

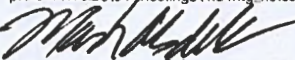
Project: W. Edward Balmer Elementary School Feasibility Study
 Prepared by: Joel Seeley
 Re: School Building Committee Meeting
 Location: High School Media Center
 427 Linwood Avenue, Whitinsville, MA

Project No.: 17020
 Meeting Date: 7/17/2018
 Meeting No: 28
 Time: 6:30pm

Distribution: Attendees, (MF)

SIGNATURE	ATTENDEES	EMAIL	AFFILIATION
	Joseph Strazzulla	jstrazzulla@nps.org	Chairman, School Building Committee
	Melissa Walker	mwalker@nps.org	School Business Manager, MCPPO
	Alicia Cannon	Cannonhome0927@gmail.com	Member, Board of Selectmen, CEO
	Michael LeBrasseur	mlebrasseur@nps.org	Chairman, School Committee
	Paul Bedigian	bedigianps@cdmsmith.com	Representative of the Building, Planning, Construction Committee
	Steven Gogolinski	steve@gogolinskicpa.com	Representative of the Finance Committee
	Jeffrey Tubbs	jtubbs@charter.net	Member of community with architecture, engineering and/or construction experience
	Peter L'Hommedieu	PLHommedieu@shawmut.com	Member of community with architecture, engineering and/or construction experience
	Jeff Lundquist	jlundquist@therichmondgroup.com	Member of community with architecture, engineering and/or construction experience
	Andrew Chagnon	achagnon@vertexeng.com	Member of community with architecture, engineering and/or construction experience
	Spencer Pollock	spencerpollock22@gmail.com	Parent Representative
	Adam Gaudette	agaudette@northbridgemass.org	Town Manager
	Dr. Catherine Stickney	cstickney@nps.org	Superintendent of Schools, NPS
	Steve Von Bargaen	svonbargaen@nps.org	Building Maintenance Local Official
	Karlene Ross	kross@nps.org	Principal, W. Edward Balmer Elementary School
	Jill Healy	jhealy@nps.org	Principal, Northbridge Elementary School
	Kathleen Perry	kperry@nps.org	Director of Pupil Personnel Services
	Lee P. Dore	lpdore@DoreandWhittier.com	Dore & Whittier Architects
	Thomas Hengelsberg	thengelsberg@DoreandWhittier.com	Dore & Whittier Architects
	David Fontaine, Sr.	DFontaine@fontainebro.com	Fontaine Bros., Inc.
	David Fontaine, Jr.	djf@fontainebro.com	Fontaine Bros., Inc.
	Joel Seeley	jseeley@smma.com	SMMA

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Mark Abdella



Fontaine

Agenda

Project:	W. Edward Balmer Elementary School Feasibility Study	Project No.:	17020
Re:	School Building Committee Meeting	Meeting Date:	7/17/2018
Meeting Location:	High School Media Center	Meeting Time:	6:30 PM
	427 Linwood Avenue, Whitinsville, MA	Meeting No.	28
Prepared by:	Joel G. Seeley		
Distribution:	Committee Members (MF)		

1. Call to Order
2. Public Comments
3. Approval of Minutes
4. Approval of Invoices and Commitments
5. Recap from MSBA Board Meeting
6. Review Committee Public Outreach
 - Events Schedule
7. New or Old Business
8. Committee Questions
9. Next Meeting: August 13, 2018
10. Adjourn

Project Budget Status

Updated: 6/30/2018

Feasibility and Schematic Design Phase	MSBA ProPay Code	FSA Agreement 3/22/2017	Budget Revision 7/31/2017	Budget Revision 4/18/2018	Current Budget	Vendor	Committed	Balance
OPM	0001-0000	\$ 200,000.00	\$ (75,000.00)	\$ (20,000.00)	\$ 105,000.00	SMMA	\$ 105,000.00	\$ -
DESIGNER	0002-0000	\$ 525,000.00	\$ (100,000.00)		\$ 425,000.00	D&W	\$ 425,000.00	\$ -
Environmental and Site	0003-0000	\$ 40,000.00	\$ 110,000.00		\$ 150,000.00	D&W	\$ 141,803.50	\$ 8,196.50
Other	0004-0000	\$ 10,000.00	\$ 65,000.00	\$ 20,000.00	\$ 95,000.00		\$ 44,518.94	\$ 50,481.06
Total Budget		\$ 775,000.00			\$ 775,000.00		\$ 716,322.44	\$ 58,677.56

**** Spent from Other**

	Date	Amount	
GraffitiWorks	8/10/2017	\$ 495.00	Banner
First Night Uxbridge, Inc.	8/30/2017	\$ 360.00	Food Invoice for Public Meeting
Richard Vallee Jr.	7/2017-9/2017	\$ 400.00	Videography
Amazon	9/27/2017	\$ 464.94	Magic Master Swinger
James Viana	10/17 - 11/7/2017	\$ 50.00	Videography
GraffitiWorks	11/9/2017	\$ 75.00	Banner
Richard Vallee Jr.	10/3 - 11/21/2017	\$ 250.00	Videography
GraffitiWorks	2/20/2018	\$ 100.00	Signage
Telegram & Gazette	2/4/2018	\$ 198.00	Advertisement
LHS Associates, Inc.	3/6/2018	\$ 1,476.00	Census Mailing
GraffitiWorks	4/11/2018	\$ 200.00	Signage Updates
Richard Vallee Jr.	12/19/17-5/2/17	\$ 450.00	Videography
		\$ 4,518.94	

Encumbrance

Fontaine Bros., Inc.	\$ 40,000.00	CM PreConstruction Services
	\$ 44,518.94	

Massachusetts School Building Authority

Deborah B. Goldberg
Chairman, State Treasurer

James A. MacDonald
Chief Executive Officer

John K. McCarthy
Executive Director / Deputy CEO

June 27, 2018

Mr. Thomas J. Melia, Vice Chairman
Northbridge Board of Selectmen
Northbridge Town Hall
7 Main Street
Whitinsville, MA 01588

Re: Town of Northbridge, W. Edward Balmer Elementary School

Dear Mr. Melia:

I am pleased to report that the Board of the Massachusetts School Building Authority (the “MSBA”) has voted to approve the W. Edward Balmer Elementary School Project in the Town of Northbridge (the “Town”) to replace the existing W. Edward Balmer and the Northbridge Elementary Schools with a new facility that serves grades PK-5 on the existing site of the W. Edward Balmer Elementary School.

The Board approved an estimated maximum Total Facilities Grant of \$46,043,257, which does not include any funds for potentially eligible owner’s or construction contingency expenditures. In the event that the MSBA determines that any owner’s and/or construction contingency expenditures are eligible for reimbursement, the maximum Total Facilities Grant for the W. Edward Balmer Elementary School Project may increase to as much as \$47,564,270. The final grant amount will be determined by the MSBA based on a review and audit of all project costs incurred by the Town, in accordance with the MSBA’s regulations, policies, and guidelines and the Project Funding Agreement. The final grant amount may be an amount less than \$46,043,257.

Pursuant to the MSBA’s regulations, the Town has 120 days after the date of the MSBA’s Board vote to acquire and certify local approval for an appropriation and all other necessary local votes or approvals showing acceptance of the cost, site, type, scope, and timeline for the W. Edward Balmer Elementary School Project. After receipt of the certified votes demonstrating local approval, the MSBA and the Town will execute a Project Funding Agreement, which will set forth the terms and conditions pursuant to which the Town will receive its grant from the MSBA. Once the Project Funding Agreement has been executed by both parties, the Town will be eligible to submit requests for reimbursement for the W. Edward Balmer Elementary School costs to the MSBA. The Project Scope and Budget Agreement signed by the Town and the MSBA will form the basis for the Project Funding Agreement.

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June 27, 2018

Northbridge Project Scope and Budget Authorization Board Action Letter

We will be contacting you soon to discuss these next steps in more detail, but in the meantime, I wanted to share with you the Board's approval of the W. Edward Balmer Elementary School Project in the Town of Northbridge to replace the existing W. Edward Balmer and the Northbridge Elementary Schools with a new facility that serves grades PK-5 on the existing site of the W. Edward Balmer Elementary School.

I look forward to continuing to work with you during the MSBA's grant program process. As always, feel free to contact me or my staff at (617) 720-4466 should you have any questions.

Sincerely,



John K. McCarthy
Executive Director

Cc: Legislative Delegation
Charles Ampagoomian, Jr., Chair, Northbridge Board of Selectmen
Adam Gaudette, Northbridge Town Manager
Michael LeBrasseur, Chair, Northbridge School Committee
Dr. Catherine A. Stickney, Superintendent, Northbridge Public Schools
Melissa Walker, Director of Business and Finance, Northbridge Public Schools
Josepha Strazzula, Chair, Northbridge School Building Committee
Joel. Seeley, Owner's Project Manager, Symmes Maini & McKee Associates, Inc.
Lee P. Dore, Designer, Dore & Whitter Architects, Inc.
File: 10.2 Letters (Region 2)

W. Edward Balmer Elementary School Northbridge Public Schools

FAQs

1. Why did the Town perform a Feasibility Study?

The 50-year-old Balmer Elementary School has served the community well, but it:

- is undersized by about 25%
- no longer meets today's building codes
- lacks handicapped accessibility to the second level
- has inefficient and unreliable building systems
- does not support our educational curriculum

The Massachusetts School Building Authority (MSBA) agrees. The School Building Committee (SBC) studied these conditions and developed a cost effective, sustainable, and educationally appropriate Preferred Solution. The team investigated renovation, renovation and addition, and new construction options, focused on these criteria:

- cost
- educational benefits
- size/scale of building
- minimizing disruption during construction
- community access
- transportation
- student transitions

2. Why was a grade PreK-5 elementary school selected as the Preferred Solution?

Consolidating Northbridge Elementary and Balmer into one new facility and bringing the 5th grade back to the elementary setting, will:

- lower costs by consolidating two outdated buildings
- provide better curriculum alignment
- create fewer building transitions
- allow more uniform expectations of the students
- create opportunities for multi-age learning
- allow better teacher/administrator communication
- place 5th graders where they belong developmentally
- free up space in the middle school

3. What will happen to the Northbridge Elementary School?

The Northbridge Elementary School has served the community well for over 66 years. The school will be reverted back to the Town for sale or repurposing.

4. What will happen to the Middle School?

Creating a 6-8 middle school will allow teachers and staff to more intentionally focus curriculum, programs, and activities to meet the unique needs of early adolescent learners. The School Building Committee is reviewing options for the space vacated by the fifth grade students. Some of the options being reviewed are relocating Central Office to the Middle School, relocating students out of the 1905 wing and closing the 1905 wing.

5. What options were studied?

Ten design alternatives were discussed and evaluated over the course of twenty (20) School Building Committee meetings, several Northbridge Academic Leadership Team meetings, and six (6) community forums. The committee focused on the following criteria when developing the options: educational benefits, size of building, cost, minimal disruption during construction, community access, transportation, and student transitions. The ten design alternatives explored were:

- Option A1 – Repair-Only – Balmer Elementary School
- Option A2 – Repair-Only – Northbridge Elementary School
- Option B1 - Reno / Add Grade 2-4 Balmer Elementary School for 510 students
- Option B2 – New Grade 2-4 Balmer Elementary School for 510 students
- Option C2 - Reno / Add Consolidated Grade PreK-5 Elementary School for 1,030 students
- Option C3.1A – New Consolidated PreK-5 Elementary School for 1,030 students
- **Option C3.1B – New Consolidated PreK-5 Elementary School for 1,030 students - This is the Preferred Alternative**
- Option C3.2 – New Consolidated PreK-5 Elementary School for 1,030 students
- Option C3.3 – New Consolidated PreK-5 Elementary School for 1,030 students
- Option C5 – New Consolidated PreK-5 Elementary School for 1,030 students

6. How long has the Feasibility Study been underway?

In 2009, the Selectmen and School Committee submitted a Statement of Interest (SOI) for the W. Edward Balmer Elementary School to the MSBA requesting to be admitted into the MSBA's grant program. In March 2016, the MSBA agreed that a Feasibility Study should be undertaken on the Balmer School. The Town and the MSBA executed an agreement for the Feasibility Study in November 2016 which has been overseen by the School Building Committee since that time.

7. What is the role of the Massachusetts School Building Authority (MSBA)?

The MSBA is the state authority that administers and funds a program of grants for Massachusetts school projects. The MSBA mandates a rigorous multi-step Feasibility Study and approval process be undertaken in order to receive a grant. The MSBA will provide Northbridge a grant of up to 63.78% of eligible Feasibility Study, Design and Construction costs.

8. Why not just repair the Balmer School?

The cost to Northbridge to only repair the aged Balmer and NES buildings is approximately \$53 million, similar to the cost to the Town for new construction or a complete renovation and addition. These repairs provide no educational improvements, do not meet the District's educational program, and the cost would be 100% borne by Northbridge.

9. Why should the 5th grade be returned to the elementary school?

Moving the fifth grade to a PreK-5 school eases student transition to middle school. Fifth grade students are more developmentally age-appropriate to an elementary setting and are more like their elementary peers than their middle school peers. Additionally, much of the Town's curriculum matches the grade bands PreK-5 and 6-8, evident in the Massachusetts State Curriculum Frameworks.

10. What is the total project cost?

The total project cost is \$100.97 million with an estimated cost to Northbridge of \$53.41 million after the MSBA grant.

11. What is included in the total project cost?

The total project cost estimate includes all construction costs - site work, playgrounds, and demolition of the existing school. It also includes building fees, construction-related testing costs, construction contingencies and new furniture and educational technology equipment.

12. Will the MSBA share in the cost of the project?

Yes, the MSBA will provide a grant of approximately \$47.56 million to the Town.

13. What is the tax impact?

The tax impact will be approximately \$1.85 per \$1,000 of assessed residential value. On an average home assessed at \$301,000, that equates to \$558 per year, which is equal to \$46.50 per month or \$1.52 per day.

14. Can the new school option be reduced in size?

In order to provide the educational spaces needed and meet the MSBA requirements, the new school must be sized as it is in the proposed project.

15. Is now the right time to build?

Due to a slowly improving economy, borrowing costs are still at historic lows and, due to the very competitive building climate, construction costs remain low. These costs, however, are currently on the rise and a delay will increase project costs. While we do have a commitment from MSBA for 63.78% of eligible costs for this project, there is no guarantee of this level of State grant should the project not pass and be required to start over.

16. What if the project is not approved by the Town?

The Town would miss the opportunity to receive nearly \$50 million in State grant funding to resolve the deteriorating conditions of the 50-year-old W. Edward Balmer Elementary School and 66-year-old Northbridge Elementary School.

17. If the new building does not pass, can we use the State money to just repair the existing building?

No, the Town would need to submit a new application for a building or limited repair project (roof, windows and boilers only) for consideration and acceptance into MSBA's grant program. The limited repair would only address a small portion of the total amount of repairs needed, and does not include any educational improvements. The School Building Committee does not consider this to be a cost-effective long-term solution.

18. When will the Town be voting to approve the project?

The Town will vote to approve the project funding at the October 23, 2018 Fall Town Meeting. The debt exclusion ballot vote will be held on November 6, 2018 to approve the exclusion of the debt of the project costs from the so-called Proposition 2½.

19. If the project is approved, what is the schedule?

The project moves into the detailed design phases, where the Architect develops the design and construction bid documents. Construction would start in Fall 2019 with the new school opening in the summer of 2021.

20. Will ongoing use of Balmer Elementary be impacted during construction of the new school?

No, there will be separation between construction activity and the day-to-day functions of the existing school to ensure safety and to limit educational disruptions. A fenced-off construction zone, with dedicated construction vehicle access, will be constantly monitored for safety.

21. Will there be a Ballot Question Committee or PAC, in support of the project?

Yes, a Ballot Question Committee has been formed to support the ballot question. This group would operate separate from the School Building Committee.

For questions and comments, please email: sbc@nps.org

**For additional information, please visit the project website at:
<https://www.nps.org/sbc>**

Frequently Asked Questions

Q: Why did the Town perform a Feasibility Study?

A: The 50-year-old Balmer Elementary School has served the community well, but it:

- is undersized by about 25%
- no longer meets today's building codes
- lacks handicapped accessibility to the second level
- has inefficient and unreliable building systems
- does not support our educational curriculum

The Massachusetts School Building Authority (MSBA) agrees. The School Building Committee (SBC) studied these conditions and developed a cost effective, sustainable, and educationally appropriate Preferred Solution. The team investigated renovation, renovation and addition, and new construction options, focused on these criteria:

- cost
- educational benefits
- size/scale of building
- minimizing disruption during construction
- community access
- transportation
- student transitions

Q: Why not just repair the Balmer School?

A: The cost to Northbridge to only repair the aged Balmer and NES buildings is approximately \$53 million, similar to the cost to the town for new construction or a complete renovation and addition. These repairs provide no educational improvements, don't meet the District's educational program, and cost would be 100% borne by Northbridge.



Frequently Asked Questions

Q: The Preferred Option is a grades PreK-5 elementary school. Why was this option selected?

A: Consolidating Northbridge Elementary and Balmer into one new facility and bringing 5th grade back to the elementary building, will:

- lower costs by consolidating two outdated buildings
- provide better curriculum alignment
- create fewer building transitions
- allow more uniform expectations of the students
- create opportunities for multi-age learning
- allow better teacher/administrator communication
- place 5th graders where they belong developmentally
- free up space in the middle school

Q: If the new building vote does not pass, can State money be used to repair the existing building?

A: No, the Town would need to submit a new application for a building or limited repair project (roof, windows and boilers only) for consideration and acceptance into MSBA's grant program. The limited repair would only address a small portion of the total amount of repairs needed, and does not include any educational improvements. The School Building Committee does not consider this to be a cost-effective long-term solution.

Q: When is the Town vote to approve the project?

A: The project funding vote will be on October 23, 2018. The ballot vote is anticipated to be November 6, 2018 to approve the debt exclusion of the costs from the so-called Proposition 2½.

Q: If the project is approved, what is the schedule?

A: The project moves into the detailed design phases, where the Architect develops the design and construction bid documents. Construction would start in Fall 2019 with the new school opening in the summer of 2021.

Q: Will ongoing use of Balmer Elementary be impacted during construction of the new school?

A: No, there will be separation between construction activity and the day-to-day functions of the existing school to ensure safety and to limit educational disruptions. A fenced-off construction zone, with dedicated construction vehicle access, will be constantly monitored for safety.

INFORMATION SHEET

PROVIDED BY THE

NORTHBRIDGE SCHOOL BUILDING COMMITTEE

PUBLISHED June 8, 2018

THE PROPOSED NEW GRADES PRE-K - 5 BUILDING AT

W. EDWARD BALMER ELEMENTARY SCHOOL



This new, modern, and state-of-the-art facility designed to serve Northbridge for many years to come, will feature:

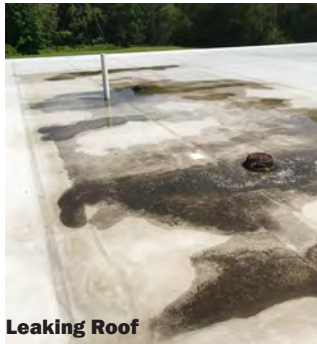
- Larger classrooms, media center, cafeteria/stage, and gymnasium that conform to State standards
- Art and music rooms, creative lab, special education and academic support spaces, and all other required spaces to serve the District educational program
- Convenient community access to the gymnasium, cafeteria, stage, and media center.
- Bright, naturally lit spaces.
- Green building materials and sustainable design features that will improve energy efficiency.
- Improved student safety & security system, fire alarm and a fire sprinkler system.

Page 13 of 16

DEFICIENCIES

Balmer Elementary School and Northbridge Elementary School (NES) are aged facilities past the end of their functional and educational lifespans. They require significant upkeep and lack key educational features. The two buildings share many of the same major educational, operational, and systemic deficiencies. Some of the most pressing include:

- Undersized, misplaced, deficient teaching spaces
- Poor layouts that impede teaching and learning
- Lack of special education and support spaces
- No teacher collaboration/meeting spaces
- Buildings are 22-25% undersized compared to state standards
- Site circulation is compromised, congested, and often unsafe
- Weak entry/ security protocols and systems
- No elevator, and other accessibility deficiencies
- Undersized playgrounds
- No fire sprinkler systems
- Aged, unreliable mechanical & electrical equipment needs replacement
- Room ventilation does not meet code
- Roofs leaking and near failure
- Little insulation value in windows, doors, and walls



Leaking Roof



Leaking, Inefficient Windows



Falling Plaster



Cracked Walls

SOLUTION

Northbridge residents voted at the May 3, 2016 Town Meeting to approve this Feasibility Study, and to seek a grant from the Massachusetts School Building Authority (MSBA) to address conditions at Balmer and NES.

After more than twelve months of planning with the Northbridge community and the MSBA, a vision has emerged to combine Balmer and NES into a single elementary school for the entire Northbridge community. Also, the 5th grade will move back from the Middle School, into a facility that will increase the opportunity and quality of education in Northbridge.

THE PREFERRED OPTION ADDRESSES:

- Site circulation: separated routes for busses, cars, pedestrians, and bikes
- Parent drop-off/ pick-up has ample queue space
- Traffic eased by two separate site entrance/ exits
- Ample on-site parking
- Two age-appropriate, accessible playgrounds
- Vail Field: full replacement of all athletic facilities and play fields
- Enhanced security features: secured entry vestibules, camera systems, and school set back from the street
- Fire and Police access all around building
- Building location and construction phasing avoid portable classrooms

COST

The total project cost is \$100.97 million and the State will reimburse the Town approximately \$47.56 million. Estimated project cost to Northbridge is \$53.41 million.

For a 30-year bond estimated at 4.5%, the average annual tax impact will be approximately \$1.85 per \$1,000 of assessed residential value. On the average home assessed at \$301,000 the estimated tax increase is an average of \$558/ year.

PROJECT SCHEDULE

AUGUST 20, 2018
SEPTEMBER 19, 2018
OCTOBER 10, 2018
OCTOBER 23, 2018
NOVEMBER 6, 2018
NOVEMBER 7, 2018
SEPTEMBER 2019
JULY 2021

COMMUNITY FORUM #8 @ Balmer
 COMMUNITY FORUM #9 @ NES
 COMMUNITY FORUM #10 @ Balmer
 FALL TOWN MEETING - VOTE
 ANTICIPATED BALLOT VOTE
 COMMENCE DESIGN DRAWINGS
 COMMENCE CONSTRUCTION
 BUILDING COMPLETED/ OCCUPIED

COMMUNITY RESOURCES

Project Website:

<https://www.nps.org/sbc>

Project Email:

SBC@nps.org



View of building front from Crescent Street

July 14, 2018

Why was the current Balmer Elementary Site chosen as the proposed site for the new PK-5 Facility?

In my over 20 years of construction management experience (including over \$1B of school construction), I've always found that one of most important factors of any construction project's success is locating it in the optimum location. Our Balmer facility is no exception, and as part of our feasibility study our School Building Committee (SBC) was charged with recommending the best site for the proposed facility, whether it be the grade 2-4 (510 student) or PK-5 (1,030 student) grade configuration options that the Massachusetts School Building Authority (MSBA) has invited the Town of Northbridge to participate in.

In the spring of 2017, a subgroup of our SBC with the help of our Town Planner, identified sixty-two parcels in town that could potentially be large enough to support a school. These sites were all scored to their favorability for construction and operation of an elementary school in terms of lot size, topography, presence of wetlands or restrictions, utility access, two-way vehicular circulation, and site acquisition costs. Through this process, the subgroup narrowed down the list of viable sites to seven, four of which were town-owned (including the Balmer Site, High School Fields, Riverdale Fields, Linwood Field/Playground), and three privately owned sites. Interestingly, many of these same exact sites were also considered back in 1997 during the High School Feasibility Study.

In the summer of 2017, the entire SBC, with the assistance of our Architect and Owner's Project Manager studied these seven sites in depth. Each of these sites presented opportunities and challenges, and none of the options had everything we were looking for. We reviewed the MSBA guidelines, to ensure we could know all restrictions and make the most fiscally responsible decisions. Two MSBA restrictions that were very relevant are that the MSBA will not participate in site acquisition costs, and they will only fund a fixed portion of site development costs. The MSBA follows these restrictions to ensure they can fairly and evenly distribute their funding to participating school districts around the Commonwealth. For us, these restrictions made the privately-owned sites and those with challenging topography much less attractive options.

Of the public sites, the Balmer site presented the challenge of having to build around an operational school (since the MSBA will not fund swing space or temporary student housing). Topography and access were the biggest challenges of the High School Fields' site. Access, buildable site size, and parkland restrictions were the biggest challenges of both the Linwood Field/Playground and Riverdale Field sites. In the end, the existing Balmer School site became the front-runner by a wide margin as it's town-owned, has favorable topography, better vehicular and utility access than the other sites, is not subject to any parkland restrictions, and is the appropriate size for our new facility based upon comparable schools in other districts. After deliberation and receiving feedback at public forums, The SBC officially voted to declare the existing Balmer site as our preferred site in August, 2017.

If anyone is interested in further information and details on the site selection process, all of the information, meeting minutes, and presentations are available for viewing at <https://www.nps.org/sbc>

Jeff Lundquist, Northbridge Resident & SBC Member

ARTICLE

To see if the Town will vote to appropriate, borrow or transfer from available funds, an amount of money to be expended under the direction of the Northbridge School Building Committee for the new W. Edward Balmer Elementary School, serving grades PreK-5 and located at 21 Crescent Street, Whitinsville, MA, which school facility shall have an anticipated useful life as an educational facility for the instruction of school children of at least 50 years, and for which the Town may be eligible for a school construction grant from the Massachusetts School Building Authority ("MSBA"). The Town acknowledges that the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any project costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town. Any grant that the Town may receive from the MSBA for the Project shall not exceed the lesser of (1) sixty three point seventy-eight percent (63.78%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA.

MOTION/VOTE/ORDER

That the Town of Northbridge appropriate the amount of One-Hundred Million Nine Hundred Sixty-Eight Thousand and One Hundred Ninety-Four Dollars (\$100,968,194.00) for the purpose of paying costs of the new W. Edward Balmer Elementary School, serving grades PreK-5 and located at 21 Crescent Street, Whitinsville, MA including the payment of all costs incidental or related thereto (the "Project"), which school facility shall have an anticipated useful life as an educational facility for the instruction of school children for at least 50 years, and for which the Town of Northbridge may be eligible for a grant from the Massachusetts School Building Authority ("MSBA"), said amount to be expended under the direction of the Northbridge School Building Committee. To meet this appropriation, the Board of Selectmen is authorized to borrow said amount under M.G.L. Chapter 44, or pursuant to any other enabling authority. The Town of Northbridge acknowledges that the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any project costs the Town of Northbridge incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town of Northbridge; provided further that any grant that the Town of Northbridge may receive from the MSBA for the Project shall not exceed the lesser of (1) sixty three point seventy-eight percent (63.78%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA; provided that any appropriation hereunder shall be subject to and contingent upon an affirmative vote of the Town to exempt the amounts required for the payment of interest and principal on said borrowing from the limitations on taxes imposed by M.G.L. 59, Section 21C (Proposition 2½); and that the amount of borrowing authorized pursuant to this vote shall be reduced by any grant amount set forth in the Project Funding Agreement that may be executed between the Town of Northbridge and the MSBA.

W. EDWARD BALMER ELEMENTARY SCHOOL**NORTHBRIDGE SCHOOL BUILDING COMMITTEE
COMMUNITY EVENTS CALENDAR**

Day	Date	Time	Board/Committee/Event	Location	Chair Email	SC/SBC Member Attending
Friday	7/27	10:00-11:00AM	Read Around the Town	Northbridge Town Hall	amckinstry@nps.org	
Friday	8/3	10:00-11:00AM	Read Around the Town	Whitins Community Center	amckinstry@nps.org	
Friday	8/10	10:00-11:00AM	Read Around the Town	Whitinsville Social Library	amckinstry@nps.org	
Monday	8/13	10:00-11:00AM	Grade 1 Popsicle Playdate	Northbridge Elementary School	jhealy@nps.org	
Tuesday	8/14	10:00-11:00AM	Kindergarten Popsicle Playdate	Northbridge Elementary School	jhealy@nps.org	
Thursday	8/16	10:00-11:00AM	Preschool Popsicle Playdate	Northbridge Elementary School	jhealy@nps.org	
Wednesday	8/29	6:00-7:30PM	Kindergarten Curriculum Night	Northbridge Elementary School	jhealy@nps.org	
Thursday	8/30	6:00-7:30PM	Preschool Curriculum Night	Northbridge Elementary School	jhealy@nps.org	
Tuesday	9/18	6:00-7:30PM	Grade 1 Curriculum Night	Northbridge Elementary School	jhealy@nps.org	

THE NEW

W. EDWARD BALMER SCHOOL

NORTHBRIDGE, MASSACHUSETTS



BOARD OF SELECTMEN UPDATE

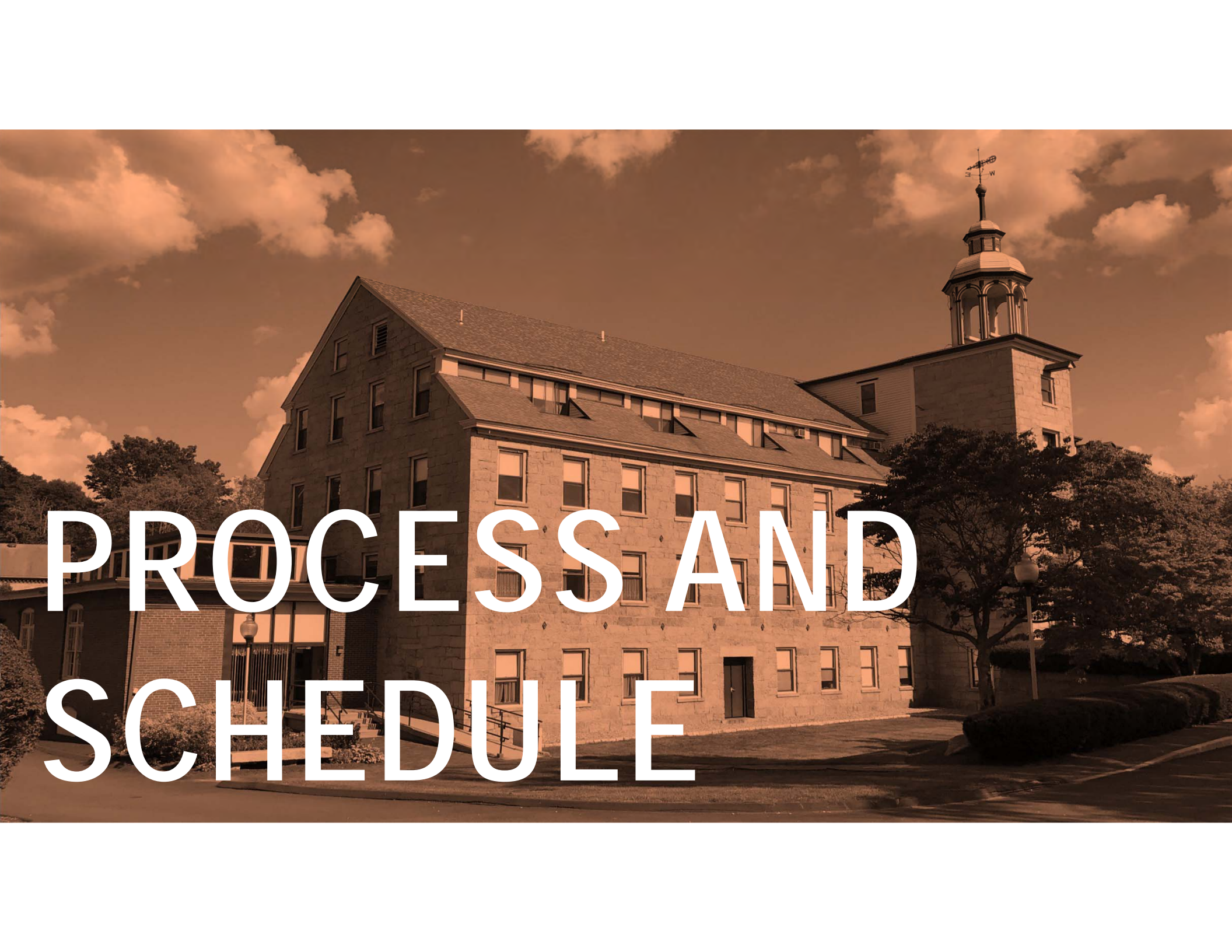
JULY 16, 2018



Massachusetts School Building Authority
Funding. Affordable. Sustainable. and Efficient Schools in Partnership with Local Communities.



- 
1. Process and Schedule
 2. Site Design Update
 3. Building Design Update
 4. Construction Process Updates
 5. Project Budget Data
 6. Next Steps
 7. Questions, Comments, Feedback



PROCESS AND SCHEDULE

Massachusetts School Building Authority

Deborah B. Goldberg
Chairman, State Treasurer

James A. MacDonald
Chief Executive Officer

John K. McCarthy
Executive Director / Deputy CEO

June 27, 2018

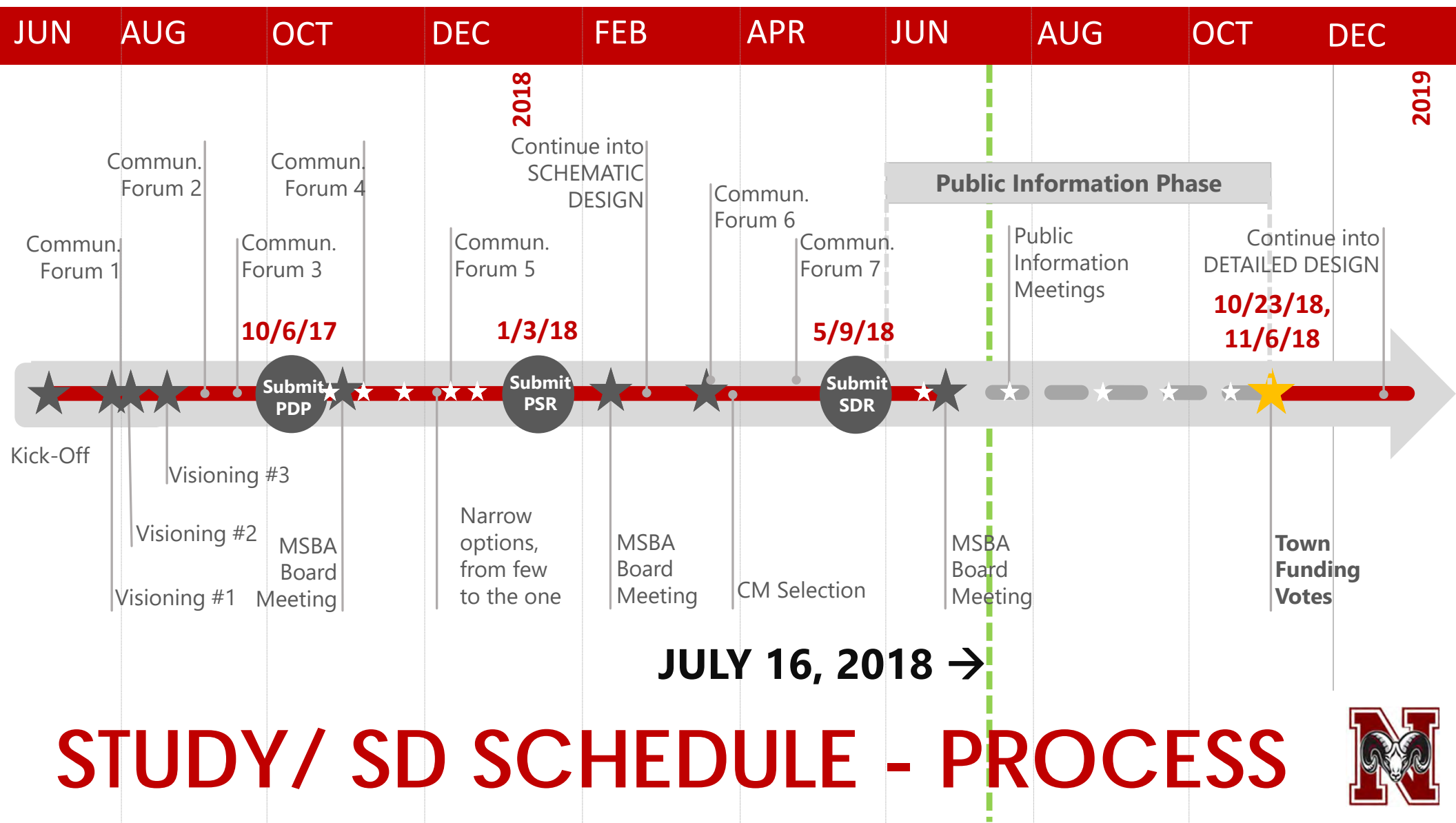
Mr. Thomas J. Melia, Vice Chairman
Northbridge Board of Selectmen
Northbridge Town Hall
7 Main Street
Whitinsville, MA 01588

Re: Town of Northbridge, W. Edward Balmer Elementary School

Dear Mr. Melia:

I am pleased to report that the Board of the Massachusetts School Building Authority (the "MSBA") has voted to approve the W. Edward Balmer Elementary School Project in the Town of Northbridge (the "Town") to replace the existing W. Edward Balmer and the Northbridge Elementary Schools with a new facility that serves grades PK-5 on the existing site of the W. Edward Balmer Elementary School.





QUESTIONS?



SITE DESIGN

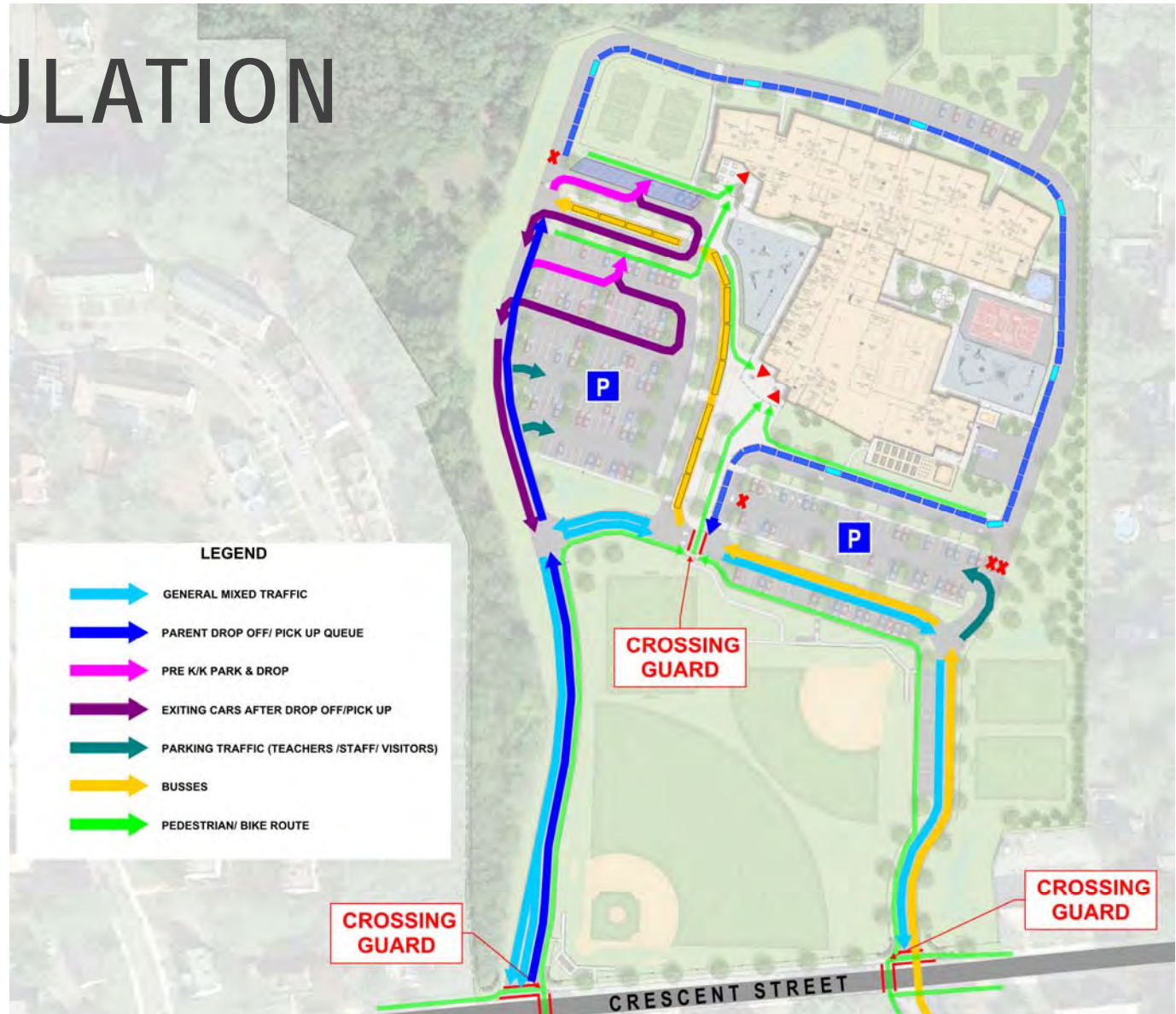
SITE PLAN



SITE CIRCULATION DIAGRAM

SEPARATED PATHS:

- Parent Drop-off
- Bus/Van
- Pre-K/ K
- Cars parking
- Pedestrian/ Bike





PROPOSED SOUND CONTROL MEASURES

- 6' wood stockade fence at property line
- Dense planting buffers
- Road cut-in and down-slope from houses
- Distance
- Trucks: No idling policy

Mechanical Equipment:

- Select quieter equipment
- Specify sound attenuators and wraps
- Use sound-absorptive rooftop equipment screens that direct sound upward

QUESTIONS?



BUILDING DESIGN



SOUTH ELEVATION VIEW – MAIN ENTRANCE



VIEW OF MAIN ENTRANCE



- Maker Space central to academic wing
- Public Circulation Spine
- Media Center with public access
- Cafeteria separated into two areas, each with "Quiet Room"
- Double-sided stage between Café 1 and Gym



VIEW OF EAST DRIVE AND GRADE 3-5 PLAYGROUND



INTERIOR VIEW OF EXTENDED LEARNING AREA

QUESTIONS?

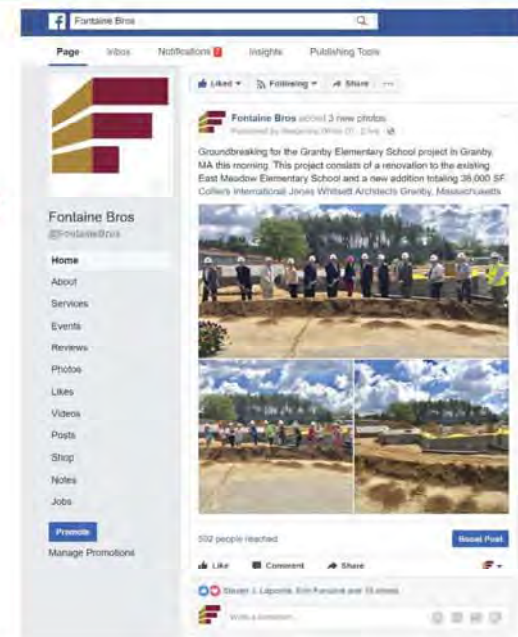


MANAGING THE CONSTRUCTION

CONSTRUCTION OVERVIEW

- CONSTRUCTION IS SCHEDULED TO **START** DURING **SUMMER VACATION 2019**
- NEW BUILDING WILL BE READY FOR THE **START** OF THE **2021-22 SCHOOL YEAR**
- **SAFETY** WILL BE A TOP PRIORITY
- CONSTRUCTION WILL BE **SEPARATED** FROM SCHOOL **ACTIVITIES**
- CURRENT **SCHOOL TRAFFIC** WILL CONTINUE **UNINTERRUPTED**
- **HIGHLY EXPERIENCED FIELD TEAM** WHO WILL BE IN **DAILY COMMUNICATION** WITH THE SCHOOL AND NEIGHBORS
- PARKING, TRAFFIC, DUST, NOISE, VIBRATION WILL ALL BE **TIGHTLY MANAGED**

W. Edward Balmer Elementary School | Town of Northbridge



Project updates will be shared with the community throughout construction.


FONTAINE BROS., INC.



SAFETY & SITE LOGISTICS

- COMMUNICATION AND SEPARATION ARE KEY TO **SAFETY**
- **BARRIERS, FENCING, AND SIGNAGE** WILL BE USED TO CLEARLY **SEPARATE THE CONSTRUCTION ZONE** FROM SCHOOL OPERATIONS
- ALL **CONSTRUCTION TRAFFIC** AND **DELIVERIES** WILL BE **PROHIBITED** DURING SCHOOL DROP OFF AND PICK UP HOURS
- ALL CONSTRUCTION PARKING WILL BE ON-SITE WITHIN THE CONSTRUCTION ZONE TO **AVOID DISRUPTION** TO NEIGHBORS
- ALL SITE **SAFETY PLANS** WILL BE DEVELOPED WITH AND APPROVED BY LOCAL PUBLIC SAFETY OFFICIALS
- ALL WORKERS WILL COMPLETE **CORI CHECK**

W. Edward Balmer Elementary School | Town of Northbridge

SAMPLE SIGNAGE

**ALL VISITORS
MUST REPORT
TO THE
FONTAINE
FIELD OFFICE**


FONTAINE BROS., INC.

IT MAY BE OUR JOBSITE
BUT IT'S THEIR
HOME AND
NEIGHBORHOOD

NO WORK BEFORE 7AM
PLEASE NO FOUL
LANGUAGE

THANK YOU!


FONTAINE BROS., INC.


FONTAINE BROS., INC.



PHASE I NEW BUILDING CONSTRUCTION | SEPT 2019 - JUNE 2021

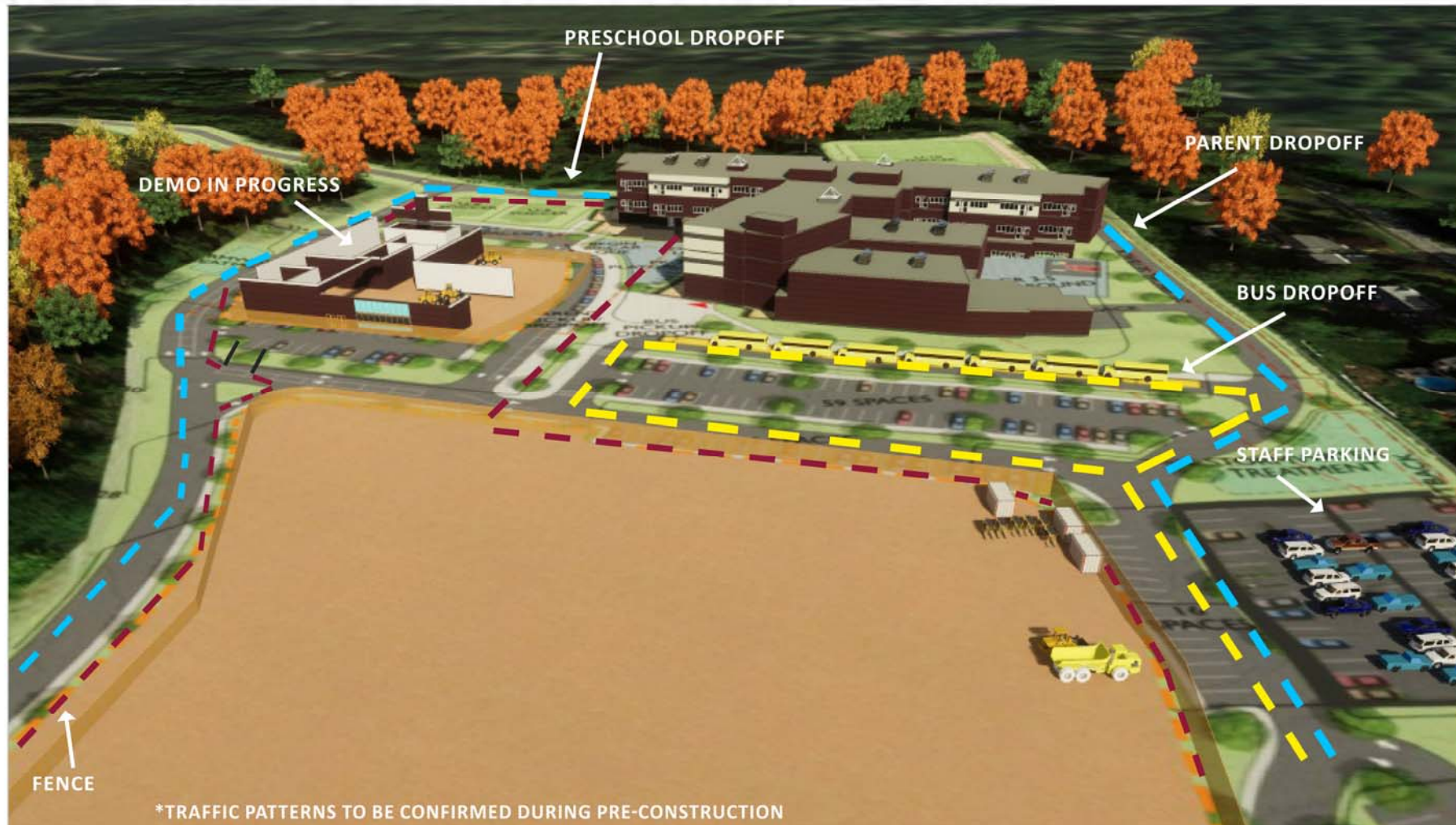


W. Edward Balmer Elementary School | Town of Northbridge


FONTAINE BROS., INC.



PHASE 2 DEMOLITION/SITEWORK | JUNE 2021 - DEC 2021

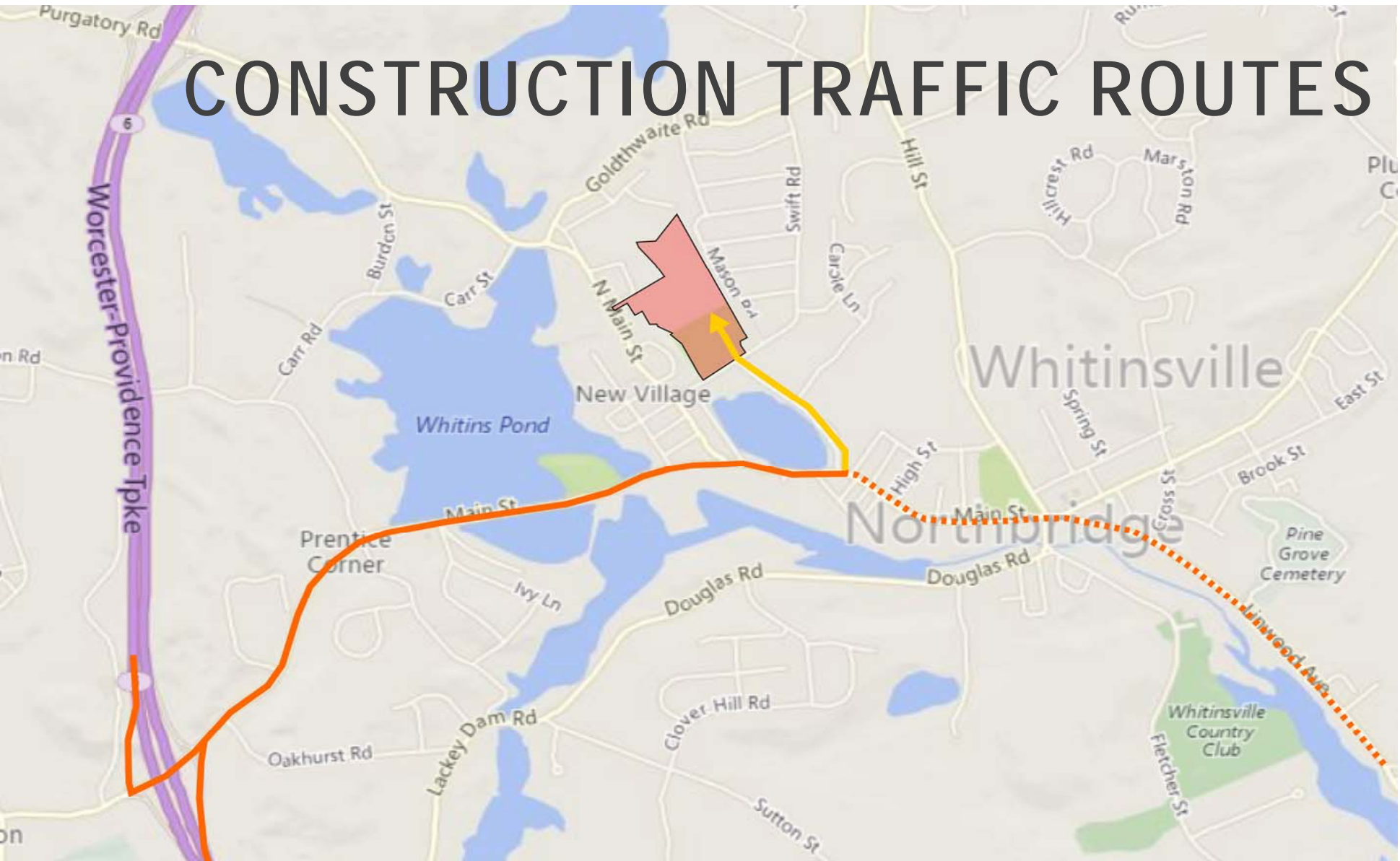


W. Edward Balmer Elementary School | Town of Northbridge


FONTAINE BROS., INC.



CONSTRUCTION TRAFFIC ROUTES



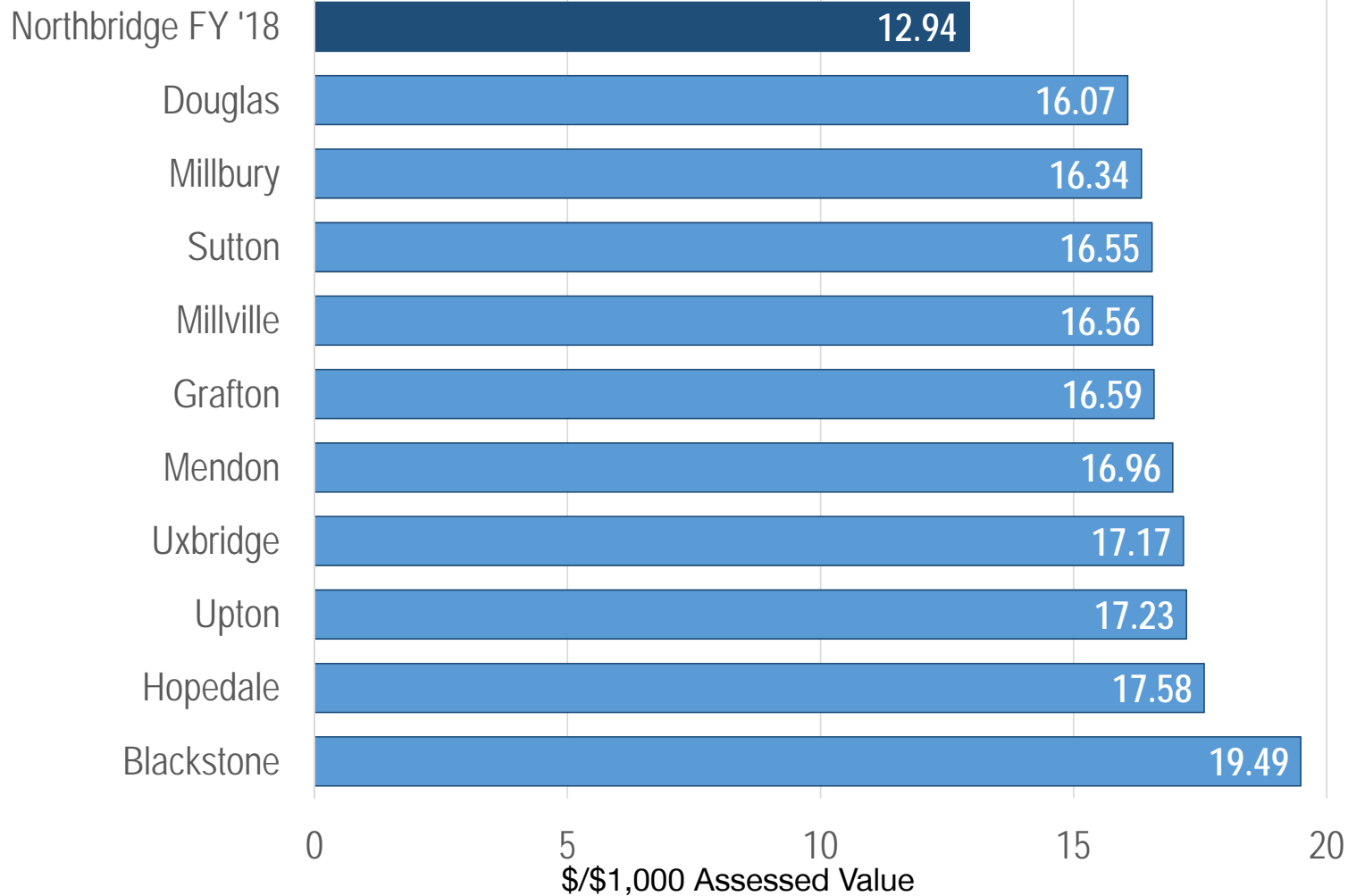
QUESTIONS?



PROJECT BUDGET

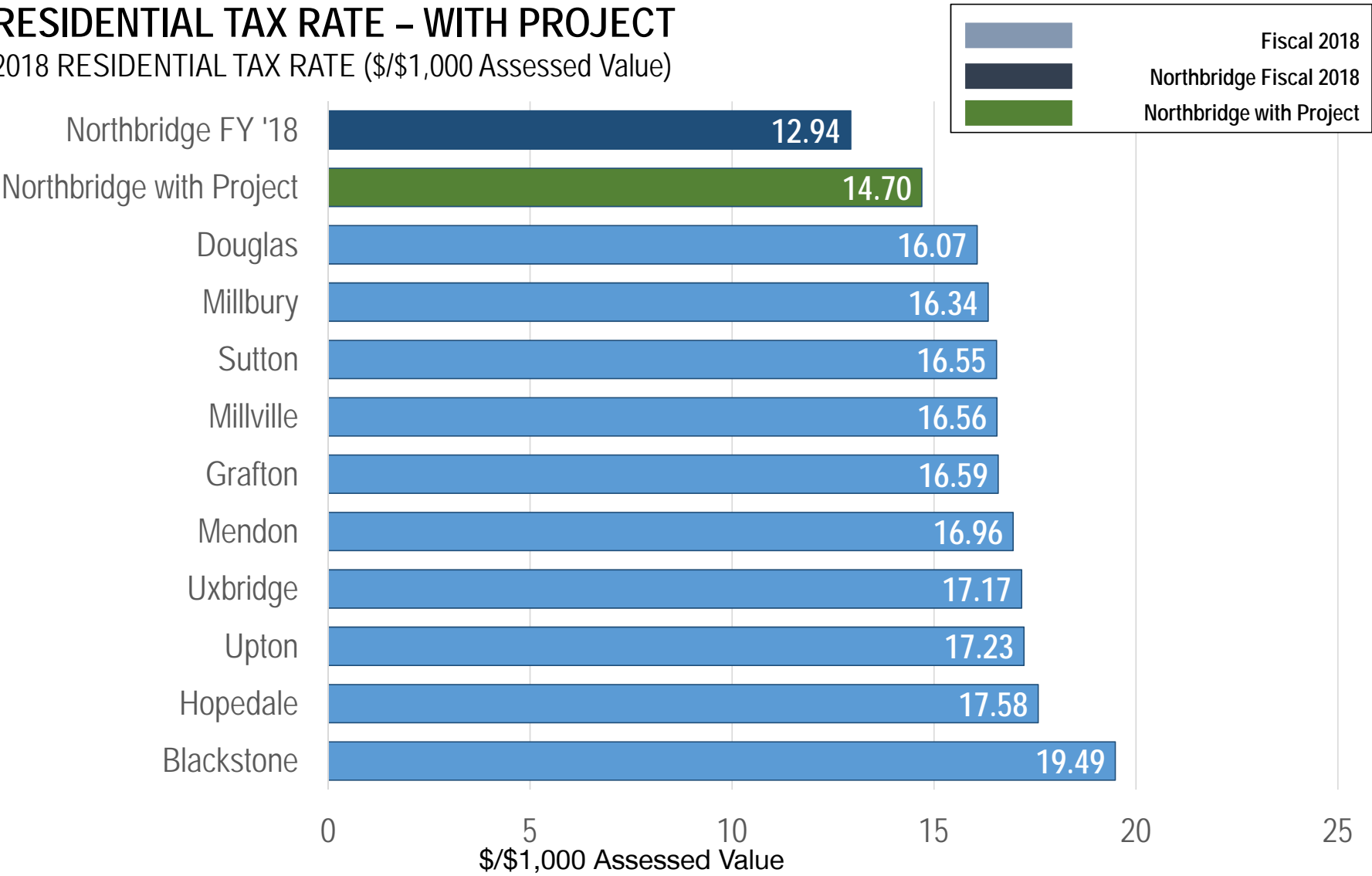
RESIDENTIAL TAX RATE – CURRENT LEVEL

2018 RESIDENTIAL TAX RATE (\$/\$1,000 Assessed Value)



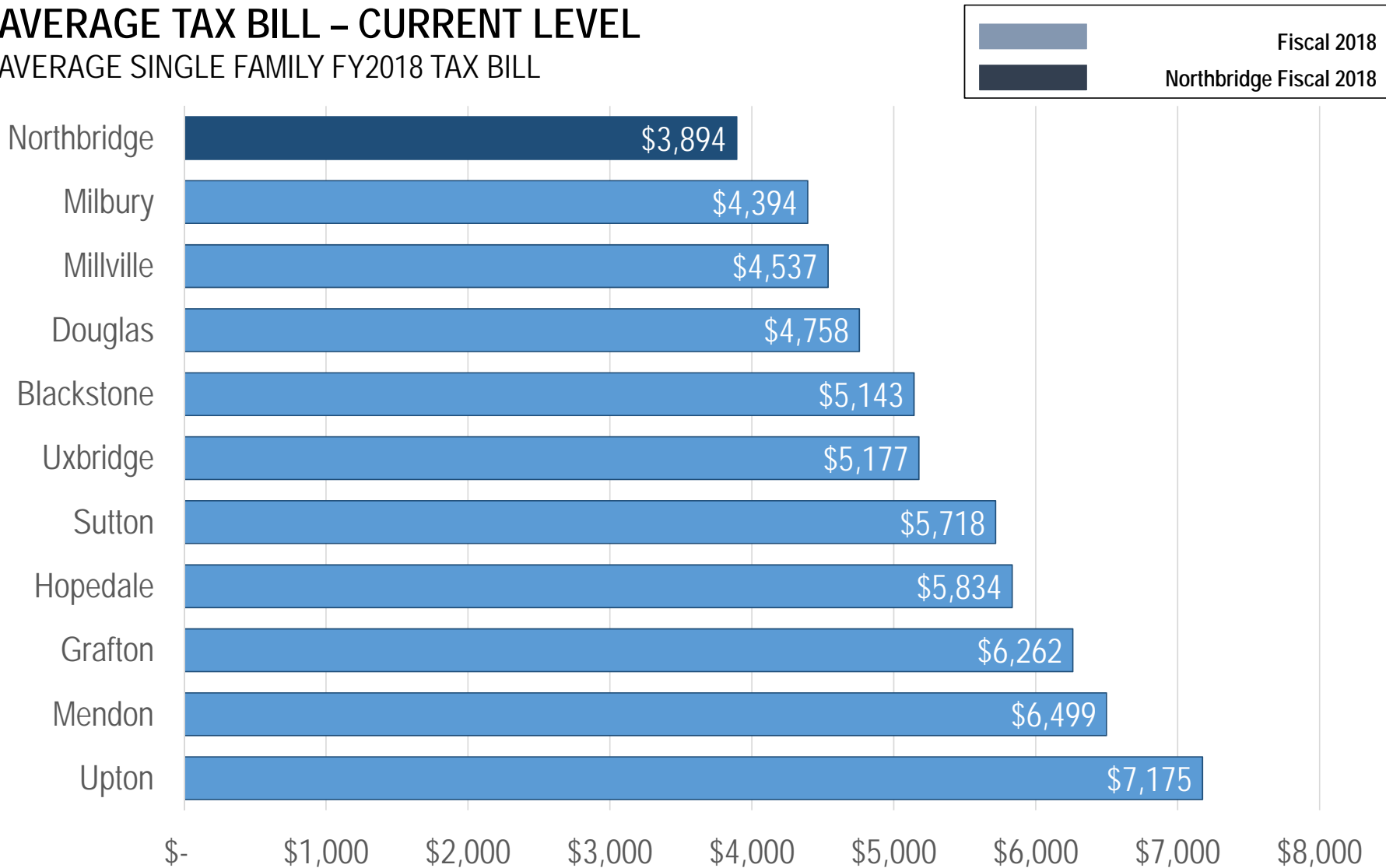
RESIDENTIAL TAX RATE – WITH PROJECT

2018 RESIDENTIAL TAX RATE (\$/\$1,000 Assessed Value)



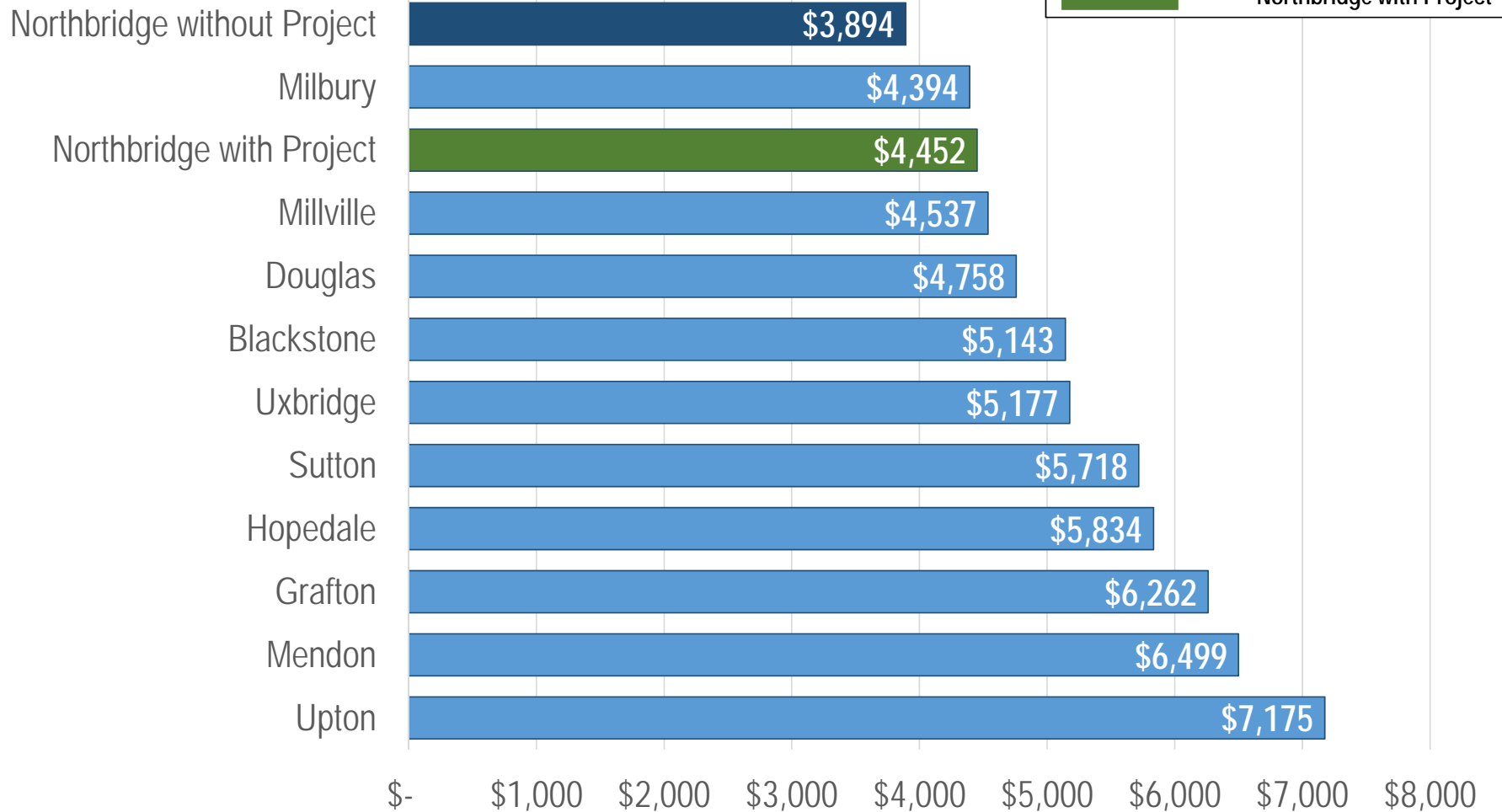
AVERAGE TAX BILL – CURRENT LEVEL

AVERAGE SINGLE FAMILY FY2018 TAX BILL

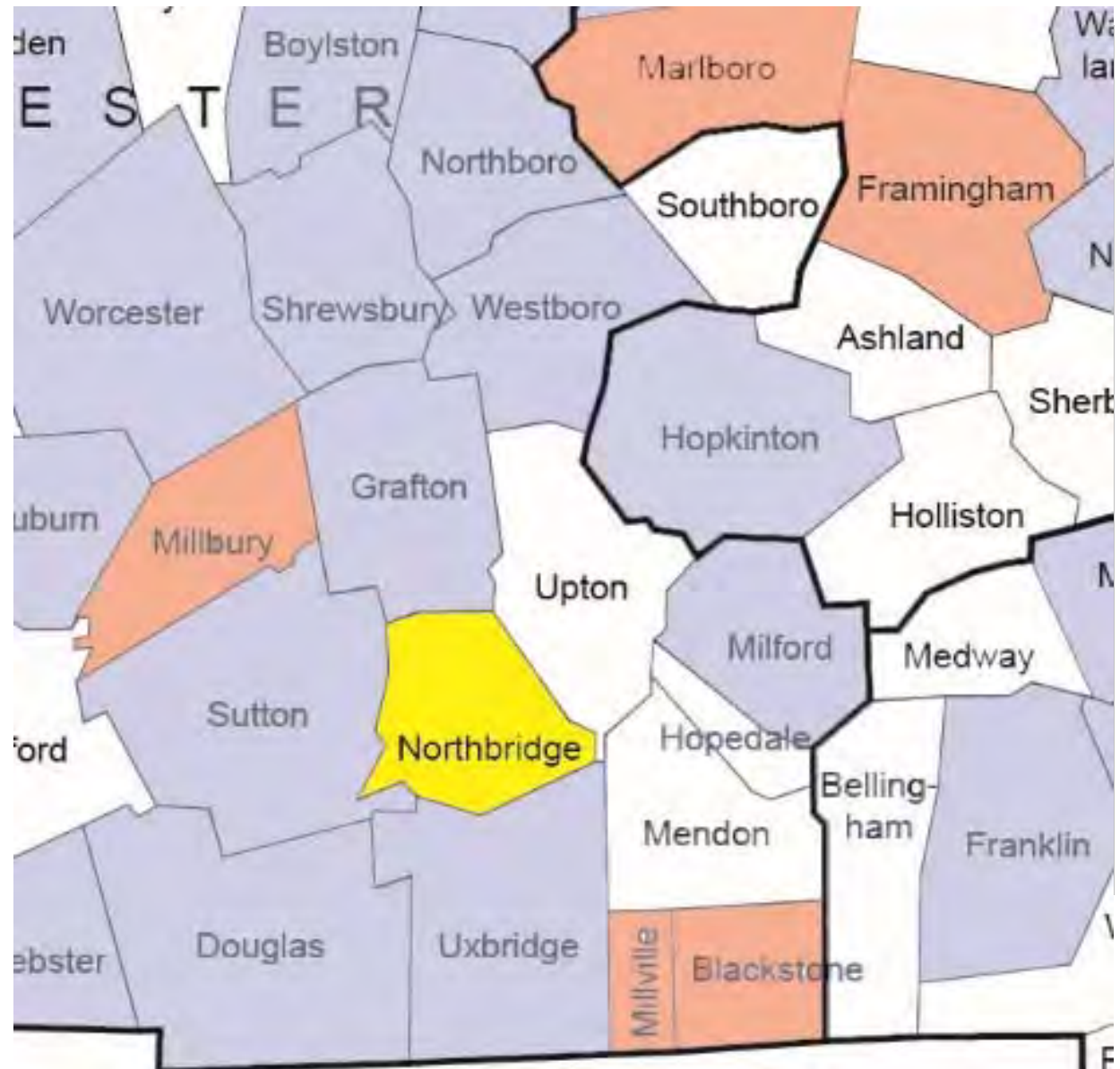
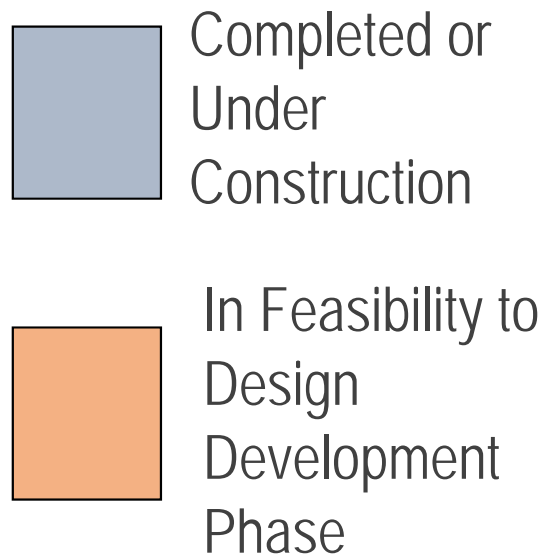


AVERAGE TAX BILL – WITH PROJECT

AVERAGE SINGLE FAMILY FY2018 TAX BILL



**MAP SHOWING
MSBA CORE PROGRAM
PROJECTS IN
NEIGHBORING TOWNS**
(within past ten years):



HOW DOES THE NEW BALMER SCHOOL COMPARE TO SIMILAR MSBA PROJECTS?

TOWN	AREA (GSF)	YEAR START CONSTRUCT'N	PROJECT COST	ESCALATION YEARS	APPROX. ESCALATION @ 3.5 YRS	ESCALATED TOTAL COST	ESCALATED TOTAL COST/SF
LUDLOW – CHAPIN ST. ES	106,250	5/1/2019	57,451,421	0.0	1.000	57,451,421	541
TAUNTON – MULCAHY ES	119,693	1/1/2019	64,971,831	0.5	1.018	66,108,838	552
IPSWITCH – CHAPIN ES	123,700	3/1/2019	69,789,269	0.5	1.018	71,010,580	574
AMHERST – WILDWOOD ES	122,272	10/1/2017	67,207,225	2.0	1.070	71,911,731	588
NORTHBRIDGE – BALMER ES	167,352	8/1/2019	100,968,194	0.0	1.000	100,968,194	603
HARVARD – HILDRETH ES	81,836	1/1/2019	48,618,000	0.5	1.018	49,468,815	604
LEXINGTON – HASTINGS ES	110,000	6/1/2018	65,339,418	1.0	1.035	67,626,298	615
TISBURY ES	75,390	5/1/2019	46,567,962	0.0	1.000	46,567,962	618
MILLIS – CLYDE BROWN ES	89,852	2/1/2018	53,365,857	1.5	1.053	56,167,564	625
MARLBOROUGH – RICHER ES	108,730	3/1/2019	67,525,253	0.5	1.018	68,706,945	632
NEEDHAM – HILLSIDE ES	90,702	6/1/2018	57,862,414	1.0	1.035	59,887,599	660



TOTAL PROJECT COST

CONSTRUCTION COST (BUILDING + SITE WORK+ MARK-UPS)	\$79.5M
FEES & EXPENSES	\$12.4M
FURNITURE, FIXTURES & EQUIPMENT	\$3.51M
CONTINGENCIES	\$5.56M
TOTAL	\$100.97M



DID PROJECT COST GO DOWN?

PREFERRED SCHEMATIC ESTIMATED PROJECT COST

(JANUARY 3, 2018)

\$105.2 MILLION

SCHEMATIC DESIGN ESTIMATED PROJECT COST

(MAY 6, 2018)

\$100.98 MILLION

TOTAL COST REDUCTION

\$4.22 MILLION



WHAT WILL THE MSBA GRANT BE?

	REIMBURSEMENT RATE (%)
BASE REIMBURSEMENT RATE	59.21
MAINTENANCE	1.57
CM-AT-RISK	1.00
RENOVATION	0
GREEN SCHOOLS	2.00
TOTAL	63.78 %*

* OF ELIGIBLE COSTS



WHAT WILL BE NORTHBRIDGE'S SHARE?

PROJECT COST	\$100.97M
APPROXIMATE MSBA GRANT	\$47.56M
APPROXIMATE COST TO NORTHBRIDGE	\$53.41M



QUESTIONS?

NEXT STEPS

- SUMMER 2018 - Public Information at events around town – look for our tabletop!
- August 20, 2018 – Community Forum #8 at Balmer School
- September 19, 2018 – Community Forum #9 at N.E.S.
- October 10, 2018 – Community Forum #10 at Balmer School
- October 23, 2018 – Town Meeting Vote
- November 6, 2018 – Debt Exclusion Vote



COMMUNITY RESOURCES

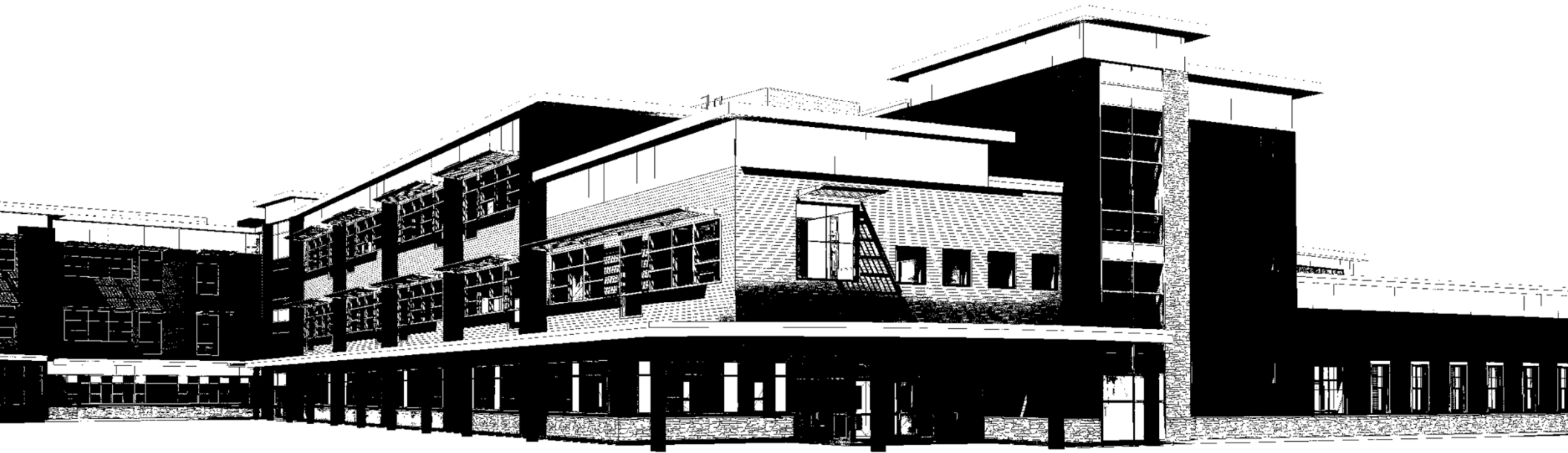
Project Website:

<https://www.nps.org/sbc>

Project Email:

SBC@nps.org





Thank you for your attention!
Questions? Comments?

