



February 24, 2015

Dear Superintendent Jeffrey Young,

As you know, the community process for the reconstruction of the King Open School/ Cambridge Street Upper Schools and Community Complex (KO-CSUCC) is already underway, and we all feel the excitement from the school community and from the neighborhood. As you know, on January 5, 2015, the City of Cambridge held its first public meeting to discuss the construction of the KO-CSUCC. The presentation and minutes from this meeting are available online at [CambridgeMA.Gov/CManager](http://CambridgeMA.Gov/CManager). **The next public meeting will be held on March 26, 2015 at 6:30 pm inside of the King Open School Auditorium.**

Unlike the construction of the Martin Luther King Jr. School (MLK School) on Putnam Avenue, this new schools and community complex project will take 4 academic years to complete, not 3 academic years. The City has looked into ways to consolidate the construction schedule; however, it cannot be done without compromising the ultimate quality of the facilities. The determination that the design and construction the KO-CSUCC cannot be completed in 3 academic years is based on the size and complexity of this project, and lessons learned during the construction of the MLK School.

The following explains in more detail some of the reasons why the KO-CSUCC construction process cannot be expedited:

- **The Dr. Martin Luther King Jr. School Construction Project (MLK School on Putnam Avenue) schedule** - This was an aggressive schedule from the start. The KO-CSUCC project preliminary programming estimate resulted in a building **25% larger** than the MLK School. Knowing this and that the MLK School was already an aggressive schedule was a major factor in the formation of the present schedule.
- **Lessons learned from the MLK School** - To ensure that the MLK School will be open for the 2015-2016 academic year, the City is working diligently with extended workdays, 6 days a week. The school, even with the extended working hours, is still under construction at this time. While all possible efforts have been made to keep to the 3 year schedule, some exterior components of the MLK School (landscaping and play equipment amongst a few) will not be ready for the beginning of the 2015-2016 school year.
- **Unknown Issues at the KO—CSUCC on Cambridge Street** - There are 3 underground fuel oil storage tanks that have been in the ground since the building was constructed. These create a potential threat of uncovering an unknown existing condition, like a leak, that could require extensive remediation. For example, at the MLK School, preliminary testing provided an initial negative result and during removal of the tank, there was leaching of fuel into the soil which required extensive excavation. Also, a 4 month delay at the MLK School was caused by the abatement of an unknown existing condition found during the post testing of abated PCB's. Finally, PCB's were found in the paint during the clean margin testing, resulting in an unplanned abatement of all painted concrete and the removal of interior concrete block as hazardous waste.

- **Buffer time for design & construction related issues** - Inevitably, there will be unforeseen circumstances related to design and construction activities, which is typical for a project of this size. The current plan calls for completing this project within the present schedule and with no significant construction activities required post September 2019.
- **Quality of life for neighbors** - Consolidating the current construction schedule would require crews to work during the day and during extended evening or overnight hours. The very close proximity of this site to residential housing would make extended construction hours overly burdensome on the neighborhood on an ongoing basis. Some construction activities associated with this project will be very loud and intrusive for the neighborhood. Similar to all projects in the City of Cambridge, this project will strive to minimize the inconveniences for residents to the extent possible.

The City Administration truly understands and appreciates the concerns from the school community and the neighborhood about the current project timetable; however, this schedule is necessary to ensure that the facilities to be built will be of top quality and fully functional for the 2019-2020 academic year. Accompanying this letter is the current schedule for the King Open and Cambridge Street Upper Schools and Community Complex.

Sincerely,



Lisa C. Peterson  
Deputy City Manager

Cc: Richard C. Rossi  
James P. Maloney  
Darrell Williams  
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# **King Open and Cambridge Street Upper Schools & Community Complex Construction Schedule**

**FEASIBILITY STUDY:** January 2015 – July 2015

## **DESIGN PHASES**

- Schematic Design: September 2015 – April 2016
- Design Development: May 2016 – October 2016
- Construction Documents: November 2016 – May 2017

## **CONSTRUCTION PHASES**

- Abatement and Demolition: January 2016 – August 2016
- Geothermal Wells: October 2016 – July 2017
- Site work, Concrete and Structural Steel: April 2017 – July 2017
- Construction: July 2017 – July 2019
- Substantial Completion: July 2019
- School Opens: September 2019