6

CITY OF
CAMBRIDGE
AMERICA'S MOST WALKABLE CITY
Office of the Mayor | Henrietta Davis

May 16, 2013

TO: **DONNA P. LOPEZ, INTERIM CITY CLERK**

FROM: **MAYOR HENRIETTA DAVIS**

RE: **CAPITAL IMPROVEMENTS AND CORRESPONDING EDUCATIONAL PLANNING**

Please place the attached memorandum from Carolyn Turk, Deputy Superintendent of Schools relative to Capital Improvements and Corresponding Educational Planning on the City Council Agenda for May 20, 2013.

Thank you for your cooperation in this matter.

795 Massachusetts Avenue | Cambridge, Massachusetts 02139 | p. 617-349-4321 f. 617-349-4320 TTY. 617-349-4242 | mayor@cambridgema.gov

INTEROFFICE MEMORANDUM

TO: MAYOR HENRIETTA DAVIS

FROM: CAROLYN L. TURK

SUBJECT: CAPITAL IMPROVEMENTS & CORRESPONDING EDUCATIONAL PLANNING

DATE: MAY 16, 2013

Per your request, enclosed please find the following recommendation document and supporting materials: ***Approval of the Identification of the First Building to be Renovated.***

This recommendation was submitted to the School Committee on May 3, 2011.

The supporting materials speak to your questions about connections between capital improvement funding for the school district and corresponding short term/long term educational planning.

Should additional information be required, I will be happy to assist.

Cc: Superintendent Jeff Young

CAMBRIDGE PUBLIC SCHOOLS

159 THORNDIKE STREET, CAMBRIDGE, MASSACHUSETTS 02141

11-53

May 3, 2011

TO THE HONORABLE MEMBERS OF THE SCHOOL COMMITTEE:

APPROVAL OF THE IDENTIFICATION OF THE FIRST BUILDING TO BE RENOVATED

Recommendation:	That the School Committee approve the Martin Luther King Jr. building on Putnam Avenue as the first building to be renovated/reconstructed.
Description:	In a recent meeting with the City Manager to discuss the development of a building capital improvement plan, he stated his intention to request funding in the FY 2012 capital budget for the design phase of the first building to be renovated. The City Manager also stated that it would be preferable if the School Committee identified the first building to be renovated by May 23, 2011. May 23, 2011 is the expected date for a City Council vote on the authorization of a loan order for the design phase of the first building.
Supporting Data:	Please see attached.

Respectfully Submitted,

Jeffrey M. Young, Ed.D.
Superintendent of Schools

The Cambridge School Department is an Equal Opportunity/Affirmative Action employer.

Background

The passage of the Innovation Agenda places Cambridge Public Schools in a position to request a capital improvement program that supports the educational program. Anticipating the completion of the high school renovation project and the possibility of changes in the elementary program, the Facilities Team appointed by the Mayor identified three guiding principles that would be the foundation for requests regarding capital improvements.

Those principles are:

1. The educational programs of the district should drive facilities planning and renovation/construction.
2. Elementary building design and size should be flexible to allow for optimum use now and in the decades to follow.
3. Building design should comply with the City Council and School Committee policies on sustainable building practices.

The Facilities Team went on to recommend five buildings to be renovated or replaced. The team recognized that the economy, available city and state funding and competing projects would impact any renovation/construction schedule. The buildings recommended for major capital work were Graham & Parks, Kennedy-Longfellow, King, King Open and Tobin.

RECOMMENDATIONS:

Short Term

We have begun a review of the buildings identified for use in the implementation of the Innovation Agenda. Over the last few weeks walkthroughs of the Peabody, Tobin, King/Amigos, King Open and the Upton Street buildings have been completed. An inventory and budget for needed short term improvements is being developed and will be forwarded to the School Committee before the end of the current school year. Areas that need short term improvements include, but are not limited to science labs, libraries, cafeterias, technology, classrooms and student lockers. Preliminary discussions have been held with City staff about the possibility of transferring some year end funds to a capital account to fund these short term needs. A final budget and timeline for short term improvements are dependent on the timeline for the major capital improvement program. The capital budget for the short term improvements will be approximately $1,000,000.

Long Term

For the purposes of developing a major capital improvement plan, it is recommended that the buildings identified for renovation/reconstruction in the Facilities Team report be separated

into two tiers. Tier one would include the King, King Open and Tobin buildings as they will be housing the upper school campuses along with the previously renovated Peabody building. The remaining two buildings identified by the Facilities Team, the Graham and Parks and Kennedy Longfellow, will house fewer students and would compose tier two.

While the extent of the capital needs of schools in tier one schools will not be known until architectural evaluations have occurred, it is safe to assume that the three schools that will house the upper school campuses will most likely require major renovations or perhaps tear down and new construction.

We are at a truly exciting point in Cambridge Public Schools where the focus of our educational program, the Innovation Agenda intersect with the City Manager's willingness to include in his capital budget a recommendation to begin the renovation/reconstruction of the first of the tier one schools identified above. I recommend that the first building to be renovated/reconstructed be the Martin Luther King Jr. building on Putnam Avenue. In developing this recommendation I took into consideration both the physical condition of the buildings as well as the fact that the upper school at this building will initially have the highest percentage of free and reduced students of the four new upper schools. While I am confident that the new upper school program as well as changes made in the King School K-5 grade program will lead to improved socio-economic balance in the building's middle grades, I feel that by placing the renovation/reconstruction of this building first, we are exhibiting our strong commitment to ensuring economic balance in the building.

When assessing the building condition of the four upper school buildings, I relied primarily upon the findings of the Building Capital Needs Assessment Study conducted by the EMG Corporation in 2005-2006. That report ranked our elementary buildings as follows:

<u>Candidate for Complete Renovation/Demolition</u>:
King/Amigos
King Open

<u>Candidate for Moderate Renovation</u>:
Graham & Parks
Cambridgeport
Tobin

<u>Candidate for Light Renovation</u>:
Kennedy-Longfellow
Fletcher Maynard

The scope of work that was involved in the EMG Study included a building construction survey team composed of architects and engineers that surveyed buildings and in some cases reviewed previous studies conducted on the buildings. Components of their work included:

- A thorough analysis of school building systems and components determining conditions, life cycle and remaining useful life as well as,
- The identification of building capital needs including soft costs.

In their review, EMG developed Facility Audit Results, (Table I), and a Facility Condition Index, Tables II and III. In both cases the Martin Luther King, Jr. building was ranked highest in need of improvement followed by the King Open building. I have attached summary tables that display the findings.

In keeping with the findings of the EMG Study and the findings of the School Committee Facilities Task Force, I further recommend that the second building to be renovated/reconstructed be the King Open building followed by the Tobin building. Given that the City Manager is expected to include funding for the first building in his 2012 capital budget I can offer the following rough draft of a timeline for the Martin Luther King Jr. building.

Martin Luther King Jr. Building on Putnam Avenue

Spring 2011	School Committee, City Manager, and City Council approval
Late Spring/Early Summer 2011	Architect selection
Summer/Fall 2011	Architect's Feasibility Study on renovation/tear down
January 2012	Design phase first building
Winter 2012-2013	Contractor bid process
Summer 2013	Contractor begins
Fall 2014	Project completed

At this point in time it is difficult to offer timelines on the other two buildings with as much certainty as we can with the first building as they are still requests and have not yet been formally funded. However, should the City Manager and City Council respond favorably to a request for capital funds on the other two buildings an ambitious timeline would be as follows:

King Open Building on Cambridge Street

Spring 2013	School Committee, City Manager, and City Council approval
Summer 2013	Architect selection
Fall 2013 – Fall 2014	Design phase
Winter/Spring 2015	Contractor bid process
Summer 2015	Construction begins
Fall 2016	Project completed

Tobin Building on Vassal Lane

Spring 2015	School Committee, City Manager, and City Council approval
Summer 2015	Architect selection
Fall 2015 – Fall 2016	Design phase
Winter/Spring 2017	Contractor bid process
Summer 2017	Construction begins
Fall 2018	Project completed

Again, it is important to note that the timeline for the second and third buildings estimated with less certainty than building one.

Facility Audit Results- Building by Building

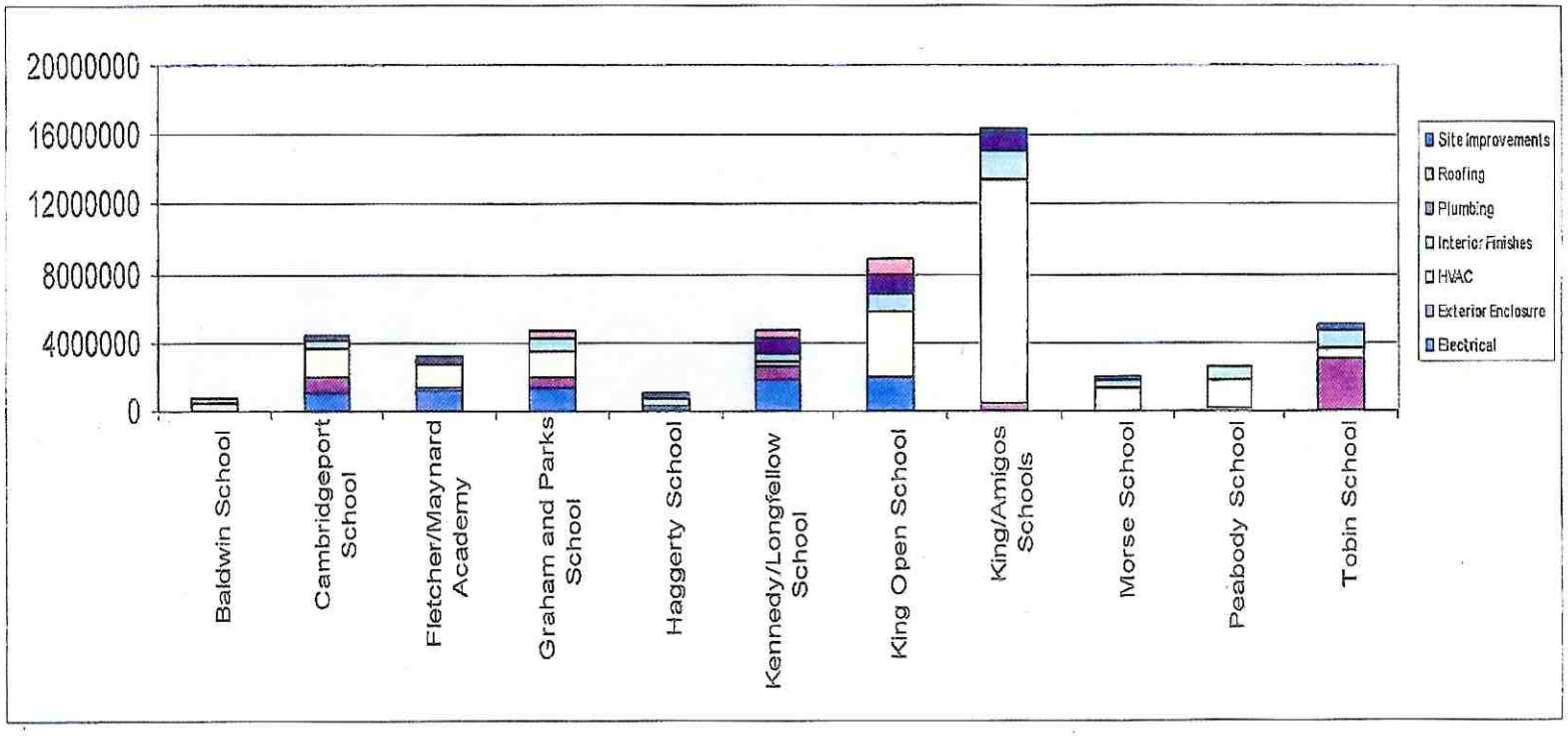

TABLE I

7

Facility Condition Index- Building by Building (fix)

Property	FCI Factor
King/Amigos Schools	0.61
King Open School	0.42
Graham and Parks School	0.27
Cambridgeport School	0.26
Tobin School	0.23
Fletcher/Maynard Academy	0.22
Kennedy/Longfellow School	0.20
Peabody School	0.010
Baldwin School	0.010
Morse School	0.001
Haggerty School	0.000

TABLE II

Facility Condition Index- Building by Building

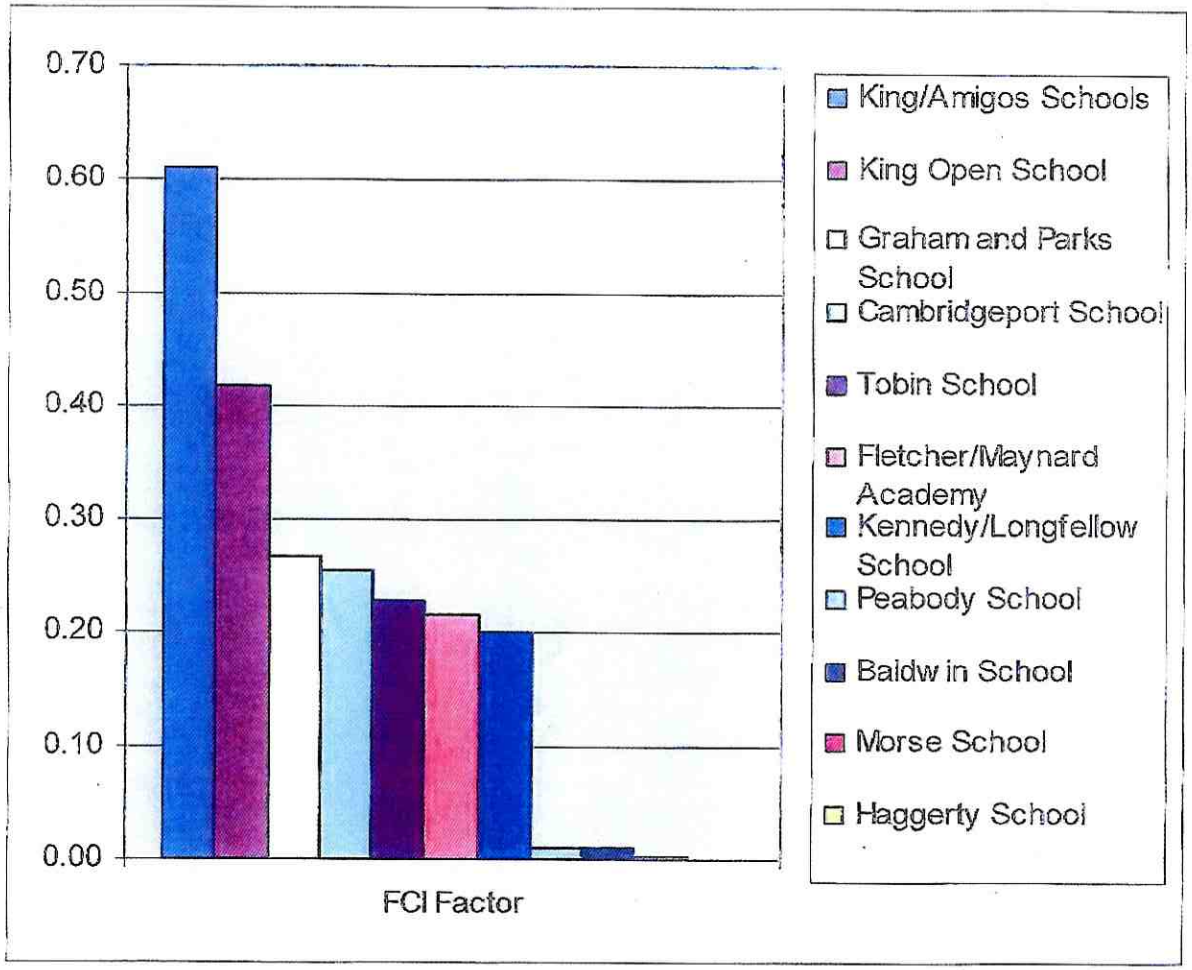

TABLE III