

MEMORANDUM

To: Agassiz Neighborhood Council

From: Charlie Connor, Berry (Construction Mitigation Consultant)
Thomas Lucey, Harvard University Community Affairs
David Zewinski, Faculty of Arts and Sciences

Subject: Construction Mitigation

Date: December 16, 2003

FAS is committed to conducting construction operations in a manner that will minimize the disturbance to the public in areas adjacent to the work. Key elements of this objective are: designation of a construction mitigation manager who coordinates all projects and activities and creation of a comprehensive communication strategy that includes a construction mitigation hotline to address issues that may arise. For projects in the North Yard, FAS commits to the following construction mitigation measures:

I. Designate a Construction Mitigation Manager

Duties of the construction mitigation manager will include but not be limited to:

- Develop transportation plans for truck routes and queuing. The truck routes will be designed to prevent truck traffic on Oxford Street north of Everett Street and to eliminate back up alarms to the extent possible.
- Implement a comprehensive communications strategy including establishment of a construction mitigation hotline.
- Create construction surveys and monitoring plans to control dust, vibrations, work hours, and noise as well as issues such as preventing contractor parking on residential streets.
- Implement the procedure to address complaints in a timely and effective manner.

II. Develop a Communications Strategy

A comprehensive communications plan has been developed which utilizes multiple methods of outreach including mail, web sites, e-mail, newsletters – both from Harvard and in the *Whistler*, community forums, neighborhood association meetings, and public meetings to inform neighbors of projects and construction activities. FAS has established a construction mitigation hotline phone number (617-496-0857). In response to a community request, the construction mitigation phone number will be made accessible via the Harvard University information directory.

III. Coordination of all Projects and Activities

The FAS construction mitigation team monitors the activities of all projects within the North Yard and ensures that activities are coordinated. The Construction Mitigation Manager, Charles

Connor of Berry, leads coordination through regular meetings with representatives of all ongoing projects in the North Yard. Complaints are discussed and responses are reviewed. In matters of police details, Harvard University Police work with the project teams and discuss appropriate issues with the Cambridge Police Department. This coordination will also take the form of ensuring passable pedestrian pathways. An example is ensuring that sidewalk closures associated with the Science Center project will be completed prior to LISE commencement. Once the Science Center is completed, at least one sidewalk on Oxford Street will be unobstructed from Everett Street to Kirkland Street at all times.

Truck parking on sidewalks will be prevented to the extent possible. FAS has asked its appropriate building personnel to convey this prohibition to service providers and the Construction Mitigation Manager will monitor sidewalks on a continuous basis.

IV. Enforcement

The Construction Mitigation Manager and his two assistants will be on site every workday to address any issues that arise. The Construction Mitigation Manager will have the authority to address all concerns immediately. Issues will also be addressed at weekly meetings that include representatives from all current projects in the North Yard. Neighbors and abutters are provided a phone number to reach the mitigation team for any construction related complaints (**617-496-0857**). This phone number is distributed to neighbors/abutters via mail, in newsletters, at neighborhood council meetings, and is available via the Harvard University information directory.

On matters involving City of Cambridge streets, FAS and the Harvard University Police do work with the appropriate city departments, including the Cambridge Police Department to help expedite the resolution of issues raised.

Prior to the commencement of planned FAS projects, Harvard has and will continue to establish mitigation practices that include: noise, dust and vibration controls, work hours limitations, truck controls such as mandatory truck routes and wheel wash stations, contractor parking restrictions, and enforcement measures such as the ability to levy fines.

Summary:

Harvard is committed to providing exceptional construction mitigation for its neighbors. To implement this commitment, FAS has contracted with an experienced construction consultant, Berry, and authorized Berry's Senior Project Manager, Charles Connor, to address any and all issues that arise. Along with other Harvard representatives, we appreciate that in addition to construction issues, the community has expressed concerns regarding noise and light impacts after construction is complete and that building design must consider these factors.

Harvard utilizes multiple communication vehicles (mail, web sites, email, a construction hot line phone number – **(617) 496-0857**, public and neighborhood meetings, etc.) prior to and during construction to ensure that concerns and impacts are managed. Harvard has established appropriate internal protocols to respond to issues in a timely and effective manner.

Attachment: Frequently Asked Questions regarding construction mitigation

FAS Construction Mitigation Frequently Asked Questions

What does Harvard do to prevent its construction projects from having an adverse impact on the neighborhood?

Harvard has developed a comprehensive strategy to ensure that the impacts from its construction projects are minimized. Elements of the strategic plan to achieve this objective include appointing a construction mitigation manager who coordinates construction activities across projects and developing a communications plan that features a construction mitigation hotline (617-496-0857).

Prior to the commencement of planned FAS projects, Harvard will establish mitigation practices that include noise, dust and vibration controls, work hour limitations, truck controls, contractor parking restrictions, and the ability to levy fines on contractors that do not comply with established plans and procedures.

What should I do if I have an issue with a construction related activity?

Individuals are encouraged to call the construction mitigation hotline phone number, (617) 496-0857. This number will connect individuals with the construction mitigation team who is on site every workday to address issues that arise. The construction mitigation manager has the authority to address all concerns immediately.

The construction mitigation hotline phone number is distributed to neighbors and abutters via direct mail, in newsletters, at neighborhood council meetings, and is available via the Harvard University information directory.

Emergency phone calls placed to the Mitigation Call Center during non-work hours will be forwarded to the Harvard Operations Center for immediate action. The Mitigation Manager will be notified immediately of all emergency complaints received by the Operations Center.

I am concerned about truck traffic associated with construction activities. How is Harvard addressing this issue?

FAS requires that no construction vehicles travel on Oxford Street north of Everett Street. If you see a contractor vehicle in an inappropriate location, you are encouraged to call the construction mitigation hotline phone number, (617) 496-0857.

In addition to educating contractors about the appropriate truck routes, the construction mitigation manager has the ability to levy fines on individual companies and drivers that do not comply with established plans and procedures.

What are construction work hours?

Work hours shall be the same as or more restrictive than those allowed by City of Cambridge ordinances: Monday through Friday, 7AM to 6 PM (typical work hours are 7AM to 3:30PM), and Saturday 9 AM to 6 PM. Work on Sundays and holidays shall be restricted and be performed only after advance notice, and necessary permits are obtained.

The Construction Manager shall monitor the site during the hour before the start of work to ensure that no noise is emitted from the site, including but not limited to trucks, equipment, loud talking and other noise-causing activities. Any work to be conducted outside of typical work hours must be authorized by FAS and the City of Cambridge at least three days prior to the start of such work. Night work shall not be permitted unless approved by FAS and the City of Cambridge.

What plans are being made to keep contractors from parking on neighborhood streets?

A shuttle bus is provided for worker transportation to the project site from a remote designated parking area. Worker parking shall not be allowed on site except for company vehicles required to perform the work. Parking on public streets without the appropriate resident stickers will result in fines from Harvard as well as ticketing from the City.

How will residents learn about construction activity?

On-site bulletin boards are used as a communication tool to provide information to the immediate neighborhood. A project website has been created to inform the neighborhood and Harvard community about construction activities. Weekly project information updates are posted on the project website. Late-breaking construction advisories are sent to the neighborhood and Harvard community by e-mail and posted on the web site.