

RECEIVED
91 FEB -5 AM 9:17
OFFICE OF THE CITY MANAGER

Joint Report of the Cambridge/Harvard University
Administrative Working Group

I. Introduction

This report has been prepared by the administrative working group of the City of Cambridge and Harvard University. The group was established in November, 1990 pursuant to the payment in lieu of tax agreement signed by City Manager Robert Healy and President Derek Bok to strengthen and expand the ongoing cooperative efforts between Harvard and the City of Cambridge. The parties agreed to examine new ways in which combined university and city resources might be used in areas already benefitting from collaboration such as public education and affordable housing, and to explore new areas of cooperation such as recycling, employment and training opportunities, traffic and preservation of open space. The group has met monthly since January, 1991. This report will discuss the group's contribution to the communications between the city and Harvard, and review the agenda for the past year.

II. Communications Through the Administrative Group

The administrative working group has been extremely valuable for consultation and decision making. It has offered a new forum, with a regular schedule, for a review of the many issues of interest to both the city and Harvard. The members of the working group are: from the City of Cambridge, City Manager Robert Healy, Deputy City Manager Richard Rossi, Assistant City Manager for Human Services Jill Herold, Assistant City Manager for Community Development Michael Rosenberg, Assistant City Manager for Finance James Maloney and Ellen Semonoff, Assistant to the City Manager; from Harvard University, Vice President for Government, Community and Public Affairs John Shattuck, Director of Community Relations Happy Green and Director of the Planning Group Kathy Spiegelman.

The administrative working group is one of at least four existing channels of communications between Harvard and the community. The other three are: the Joint Committee for Neighborhood-Harvard Consultation (a committee, comprised of representatives of six community groups and Harvard University, which meets monthly for informational updates and discussions on issues of concern to Harvard's neighbors); the continuation of the Mayor's Committee on University-Community Relations (appointed by the Mayor in the spring of 1991 with a mandate to review the relationships between the City and its four institutions of higher education) through an advisory committee; and informal communications between Harvard representatives and City officials which have occurred on a regular and ongoing basis.

The administrative working group's meetings supplement the informal communications between Harvard representatives and city officials which deal with a variety of questions, problems and projects of mutual concern. Informal consultation occurs through telephone calls, small meetings, correspondence, ad hoc working groups on particular issues, and other forms of communication. Public participants include elected officials and employees from all branches of the city administration including the City Manager and his staff, the City Solicitor's office, the Cambridge School Department, the Department of Public Works, the Department of Human Service Programs, the Community Development Department, the Inspectional Services Department and the Traffic and Parking Department, and staff to boards and commissions such as Planning Board, Board of Zoning Appeals, Historical Commission, Rent Control Board, License Commission and others. From Harvard, these informal communications involve individuals not only in the Office of Government, Community and Public Affairs, but also in different faculties and departments of the university, including the Law School, the Kennedy School, the Divinity School, the Graduate School of Education, the Faculty of Arts and Sciences, the Planning Group, Harvard Real Estate, the Facilities and Maintenance department, student public service organizations and many more. This consultation occurs on many issues, including city plans which impact Harvard such as the sewer separation project, Harvard construction and renovation projects, public health and safety issues, human service needs, volunteer efforts and other topics. Conversations at the administrative working group have resulted in, for example, coordinated efforts between the City and Harvard to provide help to people with disabilities. Connections on a variety of projects between the Coordinator of Programs for Persons with Disabilities at Harvard and the Director of the Commission for Persons with Disabilities for Cambridge have resulted. Another example of the benefits of these discussions is the agreement that provides parking for tour buses at Harvard Stadium, providing an improved environment as well as pedestrian and traffic safety in Quincy Square .

In general, the meetings of the administrative working group provide a new opportunity to explore areas of mutual concern with a view toward developing additional cooperative initiatives. Most importantly, the meetings of the working group offer a unique opportunity for candid exchange of information and discussion, prompt problem solving and effective decision making by administrators from the City and the University.

III. Meeting Agendas: Areas of Mutual Cooperation

A. Payments in Lieu of Taxes

The administrative working group was a natural outgrowth of the almost two years of negotiation on the payment in lieu of tax agreement between Harvard and the City of Cambridge. Pursuant to the new agreement, Harvard will pay over \$1.2 million in voluntary payments this year, in

addition to over \$3.3 million in taxes and over \$1.7 million in water, sewer, permit and license fees. Most of the members of the group were active in the negotiation of this new agreement, and the group recognizes that Harvard's financial contributions to the City through taxes, payments in lieu of taxes and many in-kind services are critical to the continued good relationship between the city and university.

Harvard's tradition of making voluntary payments to Cambridge dates back to 1929, and the agreement signed last November renews a commitment first made in 1968 to make a substantial in lieu of tax payment on Harvard's affiliated housing. Two new elements of the agreement reflect a positive spirit of cooperation: (1) for the first time, Harvard agreed in writing to make a voluntary payment in addition to the payment related to affiliated housing and, at the same time, to increase that voluntary payment from the previous average amount of approximately \$270,000 to \$370,000 per year, an increase of \$1 million over the ten year life of the agreement; and (2) an express recognition by Harvard of the potential negative impact on the city from the removal of property from the tax rolls due to conversion to academic (non-taxable) use, with an agreement to pay the equivalent of 1990 taxes on all property converted in that year, for the life of the agreement.

The working group offers a forum for Harvard and the City to continue the discussion which led to these commitments by the University and to discuss the impact of future conversions in the context of all of Harvard's activities including those such as the construction of the Inn at Harvard which will have a positive impact on the tax rolls. Additional contributions from Harvard (money, use of facilities or other in kind contributions) are considered in the context of the many existing contributions and collaborations already familiar to the group. One outcome of conversations in the group has been an agreement to expand the PILOT agreement for payment for the student portion of the new housing on DeWolfe Street.

B. Public Education

The working group's discussions on public education include an ongoing review of the work of Cambridge Partnership for Public Education (a four-year-old collaborative effort of the Cambridge public schools, universities and businesses in the city, dedicated to improving the quality of public education in Cambridge by channeling university and corporate resources to the public schools). As a result of the working group's discussions, Harvard and the Cambridge School Department have updated a compendium of educational connections and programs between the two entities. A second outcome generated from an idea first discussed in this forum has been that Harvard and the School Department will add to an existing early intervention program which highlights the opportunities and possibilities of higher education for Cambridge students between Harvard and the School Department. The new program for seventh-graders will complement the existing program for Cambridge students in the 3rd, 9th and 11th grades that shows higher education as a realistic opportunity

through information on college admissions and financial aid in general and various activities connecting Cambridge students with higher education.

C. Public Service Programs

The administrative working group regularly shares information regarding the dozens of ongoing public service linkages between Harvard and the various divisions of the Human Service Department including the Council on Aging, youth and recreation programs, planning and development, homeless services, community schools and child care programs. Many of these collaborations depend not only on funding from Harvard, the city and other sources, but also on Harvard volunteers. The working group has worked to help resolve funding issues involving public service programs jointly funded by the city and Harvard, such as the Cambridge Youth Enrichment Program sponsored by the Phillips Brooks House Association, and other programs for which Harvard provides significant support, such as the Soup Kitchen at the Cambridge Committee of Elders. Current discussions involve creating linkages between the proposed new senior center and Harvard.

The working group looks for new opportunities for Harvard to provide monetary and in-kind contributions, including volunteers. For example, last year Harvard was the major sponsor of the Department of Human Service Programs' Annual Road Race, "Stride for Seniors", which benefitted Council on Aging programs. This sponsorship was a direct result of discussions between the administrative staff at the Department of Human Service Programs and staff at the Harvard Office of Government, Community and Public Affairs.

Through the discussions at the administrative working group, Harvard learns of community needs for volunteers which may be met through this volunteer network. Harvard is making an effort to promote faculty and staff volunteerism through the Harvard Volunteer Network (HVN), a computer program based in Holyoke Center that offers information to all members of the Harvard community on charitable organizations and volunteer opportunities in the Cambridge and Greater Boston area.

Finally, the administrative working group has pledged to develop joint fund raising events for targeted problems, perhaps similar to the September 1989 James Taylor Concert to House the Homeless in Harvard stadium which raised \$250,000, including \$100,000 for the Cambridge Fund for the Homeless administered by the city's Multi-Service Center.

D Affordable Housing

The working group is exploring new avenues for collaboration between the City and the University aimed at increasing and preserving the stock of affordable housing in the city. These discussions build upon recent activity,

such as Harvard's lease of the former St. Paul rectory building on Mt. Auburn Street to the Cambridge Housing Authority (for \$1 per year) for redevelopment as an 19 unit lodging house for elderly and disabled residents and two family units. The rectory building was acquired by Harvard from the Archdiocese of Boston, together with adjacent parking lots which Harvard has developed into student and faculty housing. The working group is interested in identifying future collaborations which might meet both the city's needs for affordable housing and Harvard's needs for affordable housing for graduate students and other affiliates. Harvard continues to support affordable housing through the HELP fund, funded by Harvard for \$550,000. Kathy Spiegelman, Harvard's Director of Planning, serves as a member of both the administrative working group and the city's Affordable Housing Trust Fund, making an important connection on housing issues.

E. Recycling

As Cambridge prepared for curb-side recycling to begin July 1, 1991, the administrative working group discussed the need to assure that ongoing Harvard recycling efforts were not in conflict with the city's program. A representative of the administrative working group met with Harvard's Recycling Coordinator Rob Gogan and Cambridge Recycling Coordinator Jan Aceti to discuss any potential problems that could have arisen when the city's curb-side program began this summer. There had been a concern that students or others living in Harvard housing might try to take advantage of the curb-side pick-up and burden the city collection with their recyclables. This has not been a problem, as most Harvard buildings have active voluntary recycling programs already established. In the future, the coordinators are pursuing the possibilities of pooling some recyclables which typically may not be recycled economically due to insufficient volume.

Harvard hosted a forum in May on "Recycling and Waste Reduction for Businesses", coordinated by Rob Gogan and co-sponsored by the City of Cambridge Advisory on Environmentally Desirable Practices, the Cambridge Chamber of commerce and the Harvard Square Business Association. The conference, held at the Taubman Center for State and Local Government, offered an opportunity for Cambridge businesses to share information about costs and benefits of solid waste recycling and reduction. The administrative working group is committed to this type of collaborative effort, and will be encouraging future cooperation between the city and Harvard on recycling.

F. Employment opportunities

1. Summer Youth Jobs

The administrative working group has discussed Harvard's participation this year in the summer job campaign as a member of the Business

Advisory Committee of the Citywide Youth Employment Office established last year to coordinate the twelve youth employment and training programs operating in the city. The committee includes representatives from the business community, Harvard, the Cambridge School Department and the city administration and city council. Harvard for many years has worked to create summer jobs with TeenWorks, and welcomed the chance to coordinate its effort with all the city's programs through the Citywide Youth Employment Office.

The administrative working group supports the long range goal of the Business Advisory Committee to work with the city's Community Development Department to anticipate job trends and do some strategic planning for job training for high school students that will prepare them for the future jobs which will be available in Cambridge. Discussions within the Administrative Working Group first identified a needed link between Harvard and the City in the field of biotechnology and biohealth training which has resulted in the commitment by Harvard to serve on an advisory committee to establish appropriate training curriculum.

2. Harvard as Employer

The administrative working group has discussed ways to promote the Harvard employment opportunities for Cambridge residents. As the largest employer of Cambridge residents (with over 3,500 residents on Harvard's payroll), Harvard has a strong interest in continuing and expanding on this relationship with potential future employees.

Last spring, Harvard introduced a new Cambridge Rindge and Latin Day inviting interested juniors from CRLS to spend a day at Harvard exploring career choices. They attended orientations for Harvard and Cambridge youth employment and workshops on job search skills, shared lunch with Harvard employees who graduated from CRLS, toured Harvard Yard and were introduced to career resources at Harvard and Radcliffe which are available to the public. The day expanded the fall CRLS day on campus which introduces CRLS freshmen to Harvard and Radcliffe Colleges.

G. Preservation of open space

The most significant open space issue under discussion this year between the city and Harvard (and many of its neighbors) is the development of a public park in Quincy Square, at the east end of Harvard Square. The administrative working group has been following the progress of the city manager's Quincy Square Park Committee, which is working on the design for a public park at Quincy Square. Harvard University is committed to the development of a park on that site: a representative of Harvard Real Estate is an appointed member of the Park Committee, and Harvard has contributed approximately \$30,000 in landscape design services to the committee's effort.



CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

TEL. 349-4300
FAX. 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

February 7, 1992

To The Honorable, The City Council:

Attached is a progress report from the Administrative Working Group of the City of Cambridge and Harvard University. As you may recall, the group was established in November, 1990, pursuant to the payment in lieu of tax agreement, to strengthen the cooperative efforts between the City and Harvard. The group will continue to meet monthly during 1992. We will continue to provide you with periodic updates.

Very truly yours,

A handwritten signature in dark ink, appearing to read "Robert W. Healy", written over a horizontal line.

Robert W. Healy
City Manager

Very truly yours,

A handwritten signature in dark ink, appearing to read "John Shattuck", written over a horizontal line.

John Shattuck, Vice President
Government, Community & Public Affairs
Harvard University

RWH/JS/mev
attachment

Consent Agenda # 14. S 121

Progress report from the Administrative
Working Group of the City of Cambridge
and Harvard University.

In City Council,

February 10, 1992

Placed on file