

Save Our Neighborhood

1994 MAY -3 PM 3:46
CAMBRIDGE MA.

May 3, 1994

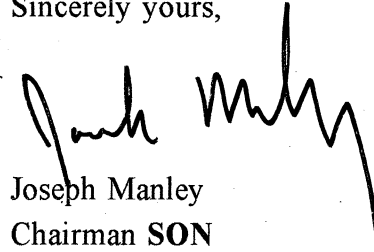
Ms. Margaret Drury
Cambridge City Clerk
City Hall
795 Massachusetts Avenue
Cambridge, MA 02139

Dear Ms. Drury:

I hereby request that the enclosed letter and attachments be incorporated into the permanent records of the Cambridge City Council.

Thank you for your assistance and cooperation.

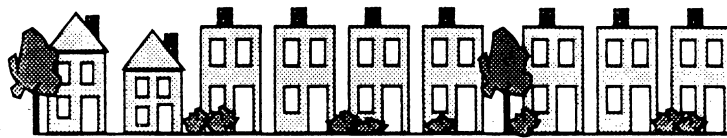
Sincerely yours,



Joseph Manley
Chairman SON

Attachments (3)

JPM/hd



Save Our Neighborhood

May 3, 1994

The Cambridge City Council
City Hall
795 Massachusetts Avenue
Cambridge, Massachusetts 02139

To the Honorable, the City Council:

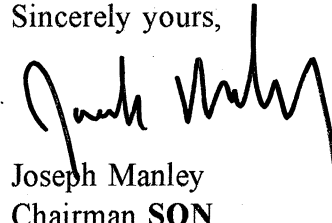
The following letter documents how the Cambridge Hospital has caused itself unnecessary and significant problems for its expansion project.

Its approach to neighborhood relations has not been such as to earn genuine neighborhood support for the project.

This is most unfortunate. **Save Our Neighborhood** has done what it can to rectify the situation. The current outlook is not good.

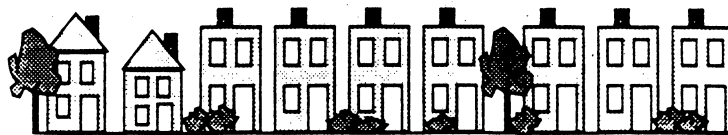
Thank you for your attention.

Sincerely yours,



Joseph Manley
Chairman SON

cc: Massachusetts Department of Public Health
Honorable Michael E. Capuano, Mayor of Somerville
City Clerk



Save Our Neighborhood

May 3, 1994

Mr. John. O'Brien, Administrator
The Cambridge Hospital
1493 Cambridge Street
Cambridge, Massachusetts 02139

Dear Mr. O'Brien:

I am writing to you as a followup to our meeting of April 14, 1994, in which you inquired as to the scheduling of SON member meetings regarding the Hospital project design, making use of the pertinent model and possibly architects and Hospital staff.

For the time being, that is to say the month of May, that does not seem to be useful or productive for 2 basic reasons:

- 1) Uncertainties regarding the actual shape and status of the project, due to the recent MCNA vote, upcoming Council votes, and in general drastic changes in the health care industry. In a month we should know more. In the meantime, discussing details of the design does not appear to be a good investment of time, either on our part, or on the part of the Hospital. At the last Design Review Committee meeting with you, we updated you on member input as it stands now.
- 2) The TAB article of April 25, 1994, written after consultation with Hospital staff, characterized SON as trying to "beat" the project despite Hospital efforts to accommodate our members.

The documented fact of the matter is that the Hospital has simply failed to address the most serious neighborhood issues for the project. SON has doggedly worked to raise and resolve those issues. At the same time, we in recent months have left the door open to further progress without making any public statements of opposition.

The gross misrepresentation in the TAB is most serious and disturbing. While the reporter in question obviously failed his readers by not updating both sides of the story, it is simply not credible that Hospital staff had nothing to do with such slanted, distorted, and erroneous coverage. The article in question follows a pattern of similar distortions in a whole series of articles based on Hospital interviews and press releases, some quite recent, and Hospital staff have even been quoted as asserting that SON is simply out to beat the project and/or stop all building. A copy of one such article is attached.

Such statements and coverage give no credit to the Herculean efforts and great sacrifices we have made to attempt a compromise solution with the Hospital that would enable it to build.

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Save Our Neighborhood Letter of May 3, 1994 to Mr. John O'Brien

Page Two of Four

Linda Chin's very limited acknowledgement of our efforts in a TAB Letter to the Editor published May 2, 1994 covers only relatively minor adjustments covered in project committees. While laudable and productive, such changes do not address the neighborhood's most important issues. Ms. Chin's letter does not account for our more difficult work on the issues of substance essential to a compromise settlement.

By contrast, SON has for some time gone out of its way to give the Hospital credit where credit is due. The attached Boston Globe interview refers.

If such Hospital and press statements were true--if we were simply out to "beat" or "stop" or just oppose the project--that would have been a far, far easier task. It would have meant much fewer meetings. It would have been much less work, loss of income, expense, and we would now have far more members.

The Hospital and press statements at issue do not acknowledge the tremendous labor of months we have spent in negotiating a compromise settlement, trying to identify a project build option that neighborhood could support, and exhaustively recruiting a pro bono attorney to assist in the negotiations. To be brutally frank, such statements are really rather cruel to our Cambridge and Somerville members and myself.

I also caution you that such mischaracterizations, should they be continued by you and/or the media, will become a self-fulfilling prophecy. They inflame and incite neighbors to simply oppose the project.

Our membership shall have to seriously reconsider the effort and resources expended in meetings with the Hospital in regard to the project. Certainly a change in the Hospital's public and private representations of our negotiations with the Hospital shall have to occur for it to be worthwhile to continue to make the necessary investments in time and sacrifice of personal and professional time.

Most importantly, there is also the lack of any real progress in matters of substance over a period of 9 months. We at SON now have very little to show after a very great and sincere effort. This too causes us to reconsider the situation.

In the meantime, I refer you to the attached letter to the City Council which basically summarizes our position on the project. This letter is already part of the Council's permanent records.

We would also like to say more about the major issues the Hospital has failed to address in its negotiations with SON.

Save Our Neighborhood Letter of May 3, 1994 to Mr. John O'Brien
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In our letter of November 18, 1993, we warned you of the strong reaction by MCNA neighbors against the Camelia Avenue takeover. The outcome last Wednesday demonstrates the accuracy of our assessment. In November, your reaction was simply to attack me in secret meetings for having disclosed to the press a matter which is so obviously the public business.

The Hospital's insistence on pursuing the Camelia Avenue takeover has greatly increased neighborhood opposition to the project as a whole, and has raised a great many other questions in neighbors' minds.

The Hospital has for months rejected any compromise on the size of the project. It thereby may have missed a historic opportunity for a neighborhood agreement to the project.

Simply complying with the law can never be construed as a compromise. It is simply your legal obligation. "Downsizing" the project to legally mandated FAR levels can never be viewed as a concession to anything but the rule of law.

Indeed, the Hospital has attempted to subvert the intent of zoning protections with the Camelia Avenue maneuver. This is a ruthless slap in the face of the neighborhood's wishes and interests. It is demonstrably viewed as such by a broad consensus of neighbors.

This is not accommodation, but aggression.

We shall not at this time comment in substance on the zoning relief that the Hospital appears to need in order to build--especially because we have still not been informed as to all the pertinent details and implications. We shall say that the Hospital's actions and demeanor toward the neighborhood for the last 2 years have not created an atmosphere in which any sufferance or concessions on the issue of zoning relief are likely.

The Hospital itself bears full responsibility for that fact, and we shall accept no responsibility for any possible consequences. This is particularly the case since there are concerned parties over whom SON has no control, and who command major legal resources. We have also done more than our fair share to resolve and better the situation.

As you sow, so shall you reap. It is your actions that produce consequences for your institution. At the end of the day, everything else is irrelevant.

We also point out that the Hospital has to date not put the issue of zoning relief on the negotiating table with SON, where it belonged along with all the other project issues. This is despite the fact that you were aware of the zoning relief problem at least as early as last December, due to statements to that effect you made at that time to a select group of MCNA neighbors. Thereafter, Hospital staff and architects refused outright to provide any

Save Our Neighborhood Letter of May 3, 1994 to Mr. John O'Brien
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information on this subject, despite numerous SON requests at meetings and in writing. The Hospital thereby made a timely neighborhood resolution of this problem impossible.

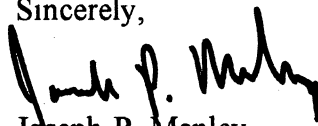
When will the Hospital ever learn that this seemingly endless cycle of secrecy, surprise, and opposition damages its own interests?

We at SON always remain open to new proposals, new stances, and changed behavior on the part of the Hospital that would be in the interest of the neighborhood and our two cities. We at this time also remain open to exploring any avenue the promises to be productive. We are not shutting the door. We are not ceasing communication. We shall not cease to work with you in whatever way would be useful.

We shall be consulting this week with our pro bono counsel, William McCarthy, Esq., of Sherburne, Powers, and Needham, and shall be prepared to meet with you in the near future should it appear productive.

Thank you for your attention.

Sincerely,



Joseph P. Manley
Chairman

Save Our Neighborhood

cc: Cambridge City Council
City Manager Robert Healy
City Clerk
Honorable Michael E. Capuano, Mayor of Somerville
William McCarthy, Esq., Sherburne, Powers, & Needham
Prof. Francis Fiorenza, Chairman, MCNA Design Review Sub-Committee
Cambridge Chronicle
The TAB
Boston Globe
Somerville Journal

November 25, 1993

CITY SIDE

CAMBRIDGE CHRONICLE

PAGE 5

Hospital seeks to buy property in expansion try

BY AMY MILLER
Chronicle Staff

Cambridge Hospital is trying to scale back a proposed expansion to meet density limits, but no more than it must.

In order to meet its promise to stay within density limits, hospital officials are hoping to buy neighboring property, which would expand the boundaries on what they can build.

After significantly reducing the original expansion plans a year ago, hospital officials realized this year they would have to scale back even further to meet zoning requirements favored by neighbors.

"Our goal is to not exceed the maximum allowed square footage," said Linda Chin, director of planning and development.

The city hospital is trying to buy 10 Camelia Ave., which would increase the size of the hospital lot and allow 12,000 more square feet of construction. But the hospital would still have to scale back its recent \$40-million proposal if it's going to meet density laws, said Chin.

Last year, the hospital agreed it would meet the request of Cambridge neighbors and aim for a building project within the zoning limit.

The leader of Somerville group that has been fighting the expansion from the start was angered last week by the hospital's efforts to increase the size of the lot, and thus allowable building.

"Failing a downsizing, SON will pursue all avenues to oppose the project as a whole," threatened Joseph Manley of Cooney Street in Somerville, a leader in Save Our Neighborhood.

Over the last year, the hospital has been negotiating with residents of 10 Camelia Ave., which abuts the hospital. The facility already owns 8 Camelia Ave., but this lot probably cannot be figured into the lot size unless the hospital owns the property in between as well.

Manley claims the attempt to in-

crease the lot size and thus floor area ratios, the figure used in determining mass, is reneges on promises made to Cambridge neighbors.

"As of last spring, we knew that they couldn't have much more than 60,000 under zoning regulations and now they've made plans to acquire 10 Camelia Ave.," said Manley. "This increases the land area about 10,000 square ... and increases the allowable construction by 20,000

said John Pitkin of Fayette Street. But, Pitkin acknowledged, "I was a little surprised to see it included in their FAR calculations."

Pitkin suggested airing through the press each suggestion, and particularly sensitive negotiations for property transfer, could eventually hurt the community.

If the hospital cannot buy the Camelia Avenue property, hospital officials still intend to meet the FAR

size is "another missile that Joe Manley is creating."

In an agreement with the Mid Cambridge Neighborhood Neighborhood Association, the hospital agreed last year to do its best to meet the limits of so-called FAR (Floor Area Ratios) limits set by local zoning laws. At that point, the hospital had already scaled the proposal down from 103,000 to 72,000 square feet of "functional" or usable space, a figure that is less than that used to determine FARs.

The hospital reduced the scope of the original \$57 million proposal both in response to Cambridge neighbors and after an Ernst & Young financial report said the hospital did not need to build such a large addition.

But after doing calculations, however, officials concluded even the smaller proposal would exceed the limit. To meet the agreement, the hospital is considering relocating some services off-site. Department heads have been meeting in recent weeks to discuss where space can be saved, and which programs can move out of the central Cambridge Street building.

The cost of the project would stay roughly the same whether or not programs are off-site, said Chin.

The smaller expansion plan called for a two-level garage, a new four-story ambulatory wing, a roof top addition to the main building and extensive renovations. The house at 8 Camelia Ave. now houses administrative offices.

"We knew that they couldn't have much more than 60,000 under zoning regulations and now they've made plans to acquire 10 Camelia Ave. This increases the land area about 10,000 square ... and increases the allowable construction by 20,000 square feet, which is 25 percent larger than anything discussed."

Joseph Manley, Save Our Neighborhood

square feet, which is 25 percent larger than anything discussed."

But Chin said hospital officials have been talking about acquiring 10 Camelia Ave., home of Susan and Karl Frieden, for more than a year and they have been open about it.

"We've been in discussions with the owners for well over a year," said Chin. "And we've made it clear to the neighborhood it was our intent to buy this property."

In any event, the couple has indicated they may not be comfortable living through the construction, said John O'Brien, CEO at Cambridge Hospital.

And the president of the Mid-Cambridge Neighborhood Association was more muted in his response to hospital plans, saying the proposed designs are too preliminary for public discussion.

"It's not new that they've been negotiating to buy that property,"

limits, said Chin.

"What we told the [Cambridge Advisory Council] ... was we restated our interest in purchasing the property and we've been in discussions and if we can't purchase this we'll adjust allowable development."

So far, there is no agreement. But without the Camelia property, the hospital could build only 68,000 in gross product and less than that in usable space, Chin estimated. Using these figures, the Camelia Avenue purchase would increase the project by nearly 20 percent.

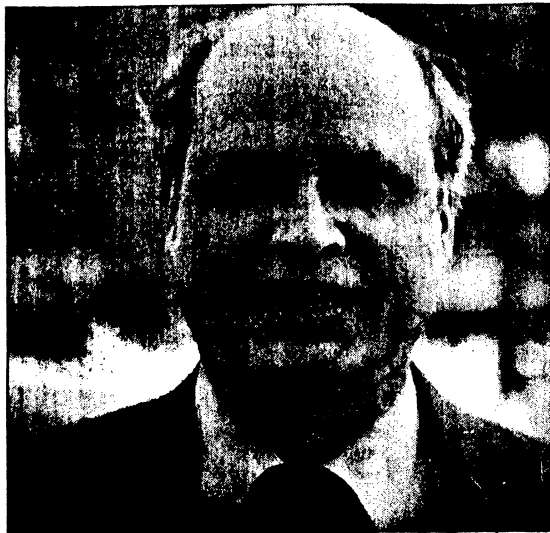
Noting that SON does not want Cambridge Hospital to build at all, Chin said claims about increased

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Community group chairman shares his vision for Cambridge and Somerville



Save Our Neighborhood is a community group best known for its quarrels with Cambridge Hospital's expansion plans. But the chairman of the 40-member group, Joseph Manley of Somerville, says the organization's goals extend far beyond the hospital issue. In an interview with Jennifer Kingdon Bloom, Manley, a language translator and classical singer, describes his vision for the community.

What are the goals of Save Our Neighborhood?

The basic goal is to protect and preserve the residential quality of the neighborhood, and therefore the quality of people's lives and the environment they live in every day. More basically than that — and here I'm quoting from our bylaws — “to involve and empower all members of the community to work together to protect our neighborhood.”

What exactly is the neighborhood

that we're talking about?

As an organization, that's very broad. It's how any member interprets it. Our focus at this time is the neighborhood on both sides of the [Cambridge-Somerville] city line. . . . We have members even as far as way as Cambridgeport. There was a basic group of 10 or 11 people who were in at the founding meeting on April 20, 1993, and we were searching for a name. We always contemplated that it would be both a Somerville and Cambridge organization, and I was suggesting some geographic terms, but Carl Johnson [director of the group's executive committee] all of a sudden said “SON — save our neighborhood.” Because it encompassed more, it was immediately chosen.

How was the group organized?

People in the neighborhood on an ad hoc basis have joined together for

quite some time to deal with individual issues. In the summer of 1992, we started to coalesce, then in the spring of 1993 the hospital issue came to the fore. We suddenly had been told that there would be no environmental study after we had been waiting for it for seven months. We didn't want to have to reconstitute ourselves on an ad hoc basis every time an issue came up, so we decided we should found an organization.

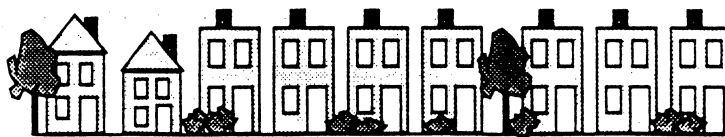
What are members' concerns about the hospital's plans?

A major concern is that . . . this residential neighborhood could really become a hospital district. It could be taken over for all kinds of institutional uses in a flash. They're contemplating having over 300,000 patient visits come through this crowded and congested neighborhood every year. Just the number of people they want to bring here, plus the size of

the facility is a threat. No matter how you mitigate, it's bound to have a profound effect on the quality of life.

Has the hospital been responsive to your concerns?

It's a mixed picture. On issues of substance, I would say not yet responsive. The fact that we got organized and we got vocal alerted them to the fact that the project potentially faced legal challenges. They have scaled back the project due to that — an unquantifiable percentage of that was due to us. On some identifiable issues, they have been responsive, have done the right thing. But in terms of size, in terms of the numbers of people they're going to be sending to our neighborhood, so far there's no give on that. We always leave open the door for discussion and change.



Save Our Neighborhood

March 14, 1994

The Cambridge City Council
City Hall
795 Massachusetts Avenue
Cambridge, Massachusetts 02139

To the Honorable, the City Council:

It is incumbent upon me as a representative of the Cambridge and Somerville community to advise you, as Cambridge's chief elected officials, of a major public inaccuracy regarding the Cambridge Hospital controversy.

The press, Hospital officials, and certain MCNA members have repeatedly stated that **Save Our Neighborhood's** position or purpose is to oppose the expansion project. **It is a matter of record that SON's policy from its founding has been to pursue a compromise settlement with Cambridge Hospital.**

This is documented not only by our "Community Resolve on Cambridge Hospital Expansion" signed by hundreds of residents of Somerville and Cambridge, which was submitted to the Council, but is also recorded in one of our founding resolutions adopted on April 20, 1993. This resolution was immediately reflected in our April 26, 1993 letter to Cambridge Hospital Administrator John O'Brien, a copy of which was provided to the Council. This resolution was also enshrined in our Bylaws adopted on November 16, 1994. Copies of such resolution and the April 26, 1993 are attached for your reference.

Though many members disagree with the need and/or the advisability of the project, at least as proposed, we have approached the Hospital as a neighbor and property owner with whom we wished an accommodation.

The Hospital has to date utterly failed to make such a compromise possible.

The principal problem is the size of the project. No meaningful and valid agreement with the community will ever occur without a resolution of this issue.

Whereas the maximum size the neighborhood could tolerate without unacceptable damage to our residential environment is 45,000-50,000 square feet, the Hospital presently insists on 79,000 square feet. This is despite the fact that the Hospital Administrator stated in our earliest negotiations on May 6, 1993 that the Hospital then planned 64,000 square feet, which is in fact the approximate figure allowable with the Hospital's current lot under zoning regulations. He also stated that the 64,000 was subject to negotiation, "on the table", and we stated that we wanted to see a major reduction.

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Save Our Neighborhood Letter to the Cambridge City Council

March 14, 1994

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The Hospital has in fact moved in the opposite direction from any compromise, particularly with their proposed Camelia Avenue maneuver.

This is despite hard work and considerable good faith effort by SON.

Negotiations aimed at a settlement were requested immediately after our founding in our letter of April 26, 1993, and the first negotiating meeting occurred on May 6, 1993 pursuant to a Council Order. Due to the outrageousness of the Hospital's response to our first attempts at negotiations, as documented by our letter of May 21, 1993, we expended great time and effort to secure pro bono representation.

Assisted on a pro bono basis by Sherburne, Powers & Needham of Boston, and in particular Attorney William McCarthy Jr., the SON negotiating team recommenced negotiations on August 25, 1994. Attorney McCarthy expended considerable time and his firm's resources on his first assignment, which was to help negotiate a compromise.

After promising for some months of negotiations to do a downsizing of the project, the Hospital on November 15, 1993 announced their intent to build 79,000 square feet instead of the 64,000 initially proposed in May.

Shortly thereafter the Hospital, without discussion or consultation with SON, unilaterally terminated the joint SON/MCNA project committee process. Discussion of this process had consumed much of the negotiating time since August 25 of that year.

The separate MCNA and SON committees simply gather community input as to how the unacceptably sized project will be implemented. They do not and cannot address the issues of substance that divide the Hospital and the community. They therefore do not and cannot constitute meaningful negotiations.

Such is the unfortunate status of the project at this point in time.

SON continues to be open to discussion, change, and progress in this regard.

In your capacity as elected officials of Cambridge, you are entitled to this information regarding a city department. It is in turn my obligation to so inform you, not only in my capacity as representative of the SON membership, but in consideration for the many citizens and taxpayers who are members of no organization, but who will nonetheless be seriously affected by this major capital project.

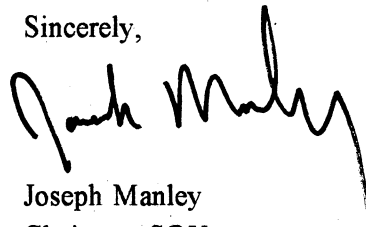
Save Our Neighborhood Letter to the Cambridge City Council

March 14, 1994

Page Three

Thank you for your attention.

Sincerely,

A handwritten signature in black ink, appearing to read "Joseph Manley". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Joseph Manley
Chairman SON

Enclosures

JPM/hd

cc: Honorable Michael E. Capuano, Mayor of Somerville
Massachusetts Department of Public Health
State Representative Patricia Jehlen
City Clerk



RESOLUTION ADOPTED UNANIMOUSLY AT THE
FOUNDING MEETING OF SAVE OUR
NEIGHBORHOOD on April 20, 1993.

Resolution No. 2

We favor a negotiated settlement as to the scale, scope, impact, and duration of any hospital construction project, in which Somerville * abutters and community members, as represented by our association, participate as parties with rights equal to those of the hospital. The Hospital must, to the fullest possible extent, endeavor to meet its legitimate needs by renovating and modernizing the present structure. The Hospital must not be allowed to engage in exponential growth in its patient load without neighborhood association consultation and approval. If such growth is the only option, the Hospital must find another site that does not require such a heavy sacrifice from a neighborhood.

[emphasis added]

- * This wording is due to the fact that the founding meeting was attended by Somerville residents. Cambridge members soon joined the organization, and this resolution has become part of the bylaws that apply to all members.

Consent Communication #4

S-211

A comm. was received from Save Our Neighborhood
re: a followup to their meeting of
April 14, 1994.

In City Council May 9, 1994

Placed on file