

HARVARD UNIVERSITY
GRAYS HALL 16

VICE PRESIDENT
FOR GOVERNMENT
AND COMMUNITY AFFAIRS

CAMBRIDGE, MASSACHUSETTS 02138

April 28, 1975

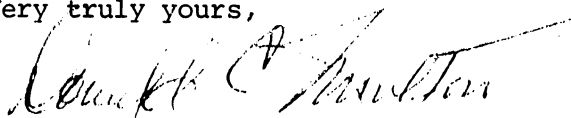
Mr. Paul E. Healy
City Clerk
Cambridge City Hall
795 Mass Ave.
Cambridge, Mass. 02139

Dear Mr. Healy:

Attached is a copy of the joint statement of Harvard and M.I.T. in connection with the Hearing scheduled for tonight on the Tax Reforms proposed by the Cambridgeport Homeowners and Tenants Associations.

We wish to have this made part of the record.

Very truly yours,



Donald C. Moulton
Assistant Vice President
for Community Affairs

DCM/CK

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CAMBRIDGE, MASS.

April 24, 1975

Statement by the Universities Re: April 28, 1975 Hearing
on Tax Reforms proposed by Cambridgeport Homeowners & Tenants Association

A substantial portion of the March 3, 1975, Order of City Councilor Daniel Clinton regarding Cambridge property taxes bears directly on the status of land held and taxes paid by Harvard University and the Massachusetts Institute of Technology. Concerning these and related matters, the universities wish to point out the following facts:

1. Of the 4,000 acres in Cambridge, Harvard and MIT own 428 acres (less than 11% of the total) of which 303 (8%) are tax-exempt. Of Cambridge's 1536 acres which are tax exempt, 57% is owned by the city, 26% by other public and private institutions, and 17% by the universities.

2. Last year MIT and Harvard ranked third and fourth, respectively, in the amount of taxes (including in-lieu-of-tax payments) paid to the city. The two universities together accounted for \$3,741,000 in such payments.

3. The university community spent an estimated \$81,000,000 in Cambridge last year, including over \$37,000,000 in payroll to Cambridge residents, \$16,000,000 in spending by students and visitors, \$11,000,000 in payments for goods and services and over \$9,000,000 in utility payments. In addition to direct expenditures by the universities and their students, the city derives financial benefits from employee spending and from university-related businesses located here.

4. Harvard and MIT are the fourth and fifth largest private employers in the Greater Boston area with a combined annual Cambridge payroll exceeding \$155,000,000. of the Universities' 3,533 teaching staff and 9,591 other employees in Cambridge, approximately 24% are residents of the city.

5. Harvard and MIT own and pay full taxes on 1,030 non-dormitory housing units. The universities have sponsored the construction of 1, 134 housing units for low-income and elderly Cambridge residents.

THE REASONS FOR POOR NUTRITION AMONG ELDERLY

The success of rehabilitation through good nutrition depends as much on the elders will to live, as on good food. The meals program can help old people to develop proper nutrition habits and make them look forward to an enjoyable day. It can also increase the will to live of an old person. The widespread malnutrition in this city and in the country is responsible for many medical and emotional problems. Some of the reasons for malnutrition are:

1. Financial Privation - The high price of proper food and housing make 75% of the Cambridge older population over 65 live below the poverty level.
2. Physical inability to obtain and prepare proper food. - 70% of the elderly have more or less serious problems with shopping and food preparation.
3. No psychological and emotional motivation to procure, prepare and regularly consume a proper meal. This occurs mostly among the old people who live alone. Their hemoglobin count is much lower than that of old people who live with somebody. Many of them are emotionally unstable because they are malnourished. They live on "tea and toast", they think "why bother" and do not prepare food for themselves.
4. The malnourish advertisement of the food industry. The ignorance of people of proper nutrition and the bad food habits of many can easily be overcome with the service of one good meal a day. The adequate diet must provide all known nutrients which are widely distributed in our foods. Since not one food can supply all the nutrients, we must serve a well-balanced diet which contains all nutrients.

Nutrition Requirements

For practical purpose of food selection, nutritionists have devised four basic food groups. (See a Guide to Good Eating). The menus we serve must meet 1/3 - 1/2 of the recommended dietary allowance from the four food groups. (See Menus).

If the food groups are properly understood, it is simple to make out menus which

meet the recommended dietary allowance for the daily consumption of older people.

The Food Groups (sample of foods supplying the needed nutrients)

1. The Milk Group: 2 servings a day = 1 cup of milk + 1 oz. of cheese
2. The Meat Group: 5 ounces a day = 3 oz. of cooked lean meat or
3 oz. of cooked fish or poultry without bones + 1/2 cup
of cooked strained dried peas or beans + 1 tablespoon of
Peanut Butter + 1 egg.
3. The Bread and Cereal Group: 4 servings. (1/2 cup of cooked cereal or 1 cup of
dry cereal plus 1 medium potato, or 1/2 cup of cooked pasta or
rice and 2 slices of bread.
4. The Fruit & Vegetable Group: 4 servings. (1/2 cup of fresh or canned fruit, plus
1/2 cup juice, plus 1/2 cup of green raw or cooked vegetables, plus
1/2 cup of yellow or red vegetables (raw or cooked).

The nutrients which we must provide in the meals are:

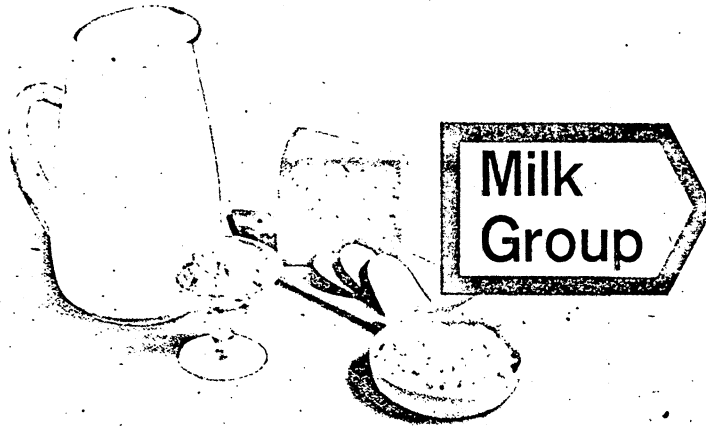
- 75% of the needed protein
- 100% of Vitamin C & B
- 75% of Vitamin A & Iron
- 50% of other needed minerals
- 50% of carbohydrates
- 100% of Fat
- 30% of water.

The rest of the needed nutrients are easily provided in the Breakfast and Supper menus we suggest. (see menus).

Submitted by
Elsa Stern

A Guide to Good Eating

Use Daily:



Milk Group

3 or more glasses milk — Children
smaller glasses for some children under 8

4 or more glasses — Teenagers

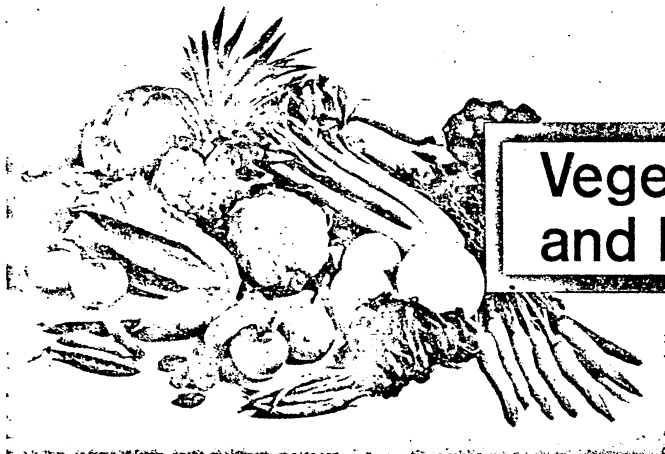
2 or more glasses — Adults

Cheese, ice cream and other milk-made foods can supply part of the milk

2 or more servings

Meats, fish, poultry, eggs, or
cheese — with dry beans,
peas, nuts as alternates

Meat Group



Vegetables and Fruits

4 or more servings

Include dark green or
yellow vegetables;
citrus fruit or tomatoes

4 or more servings

Enriched or whole grain
Added milk improves
nutritional values

Breads and Cereals



This is the foundation for a good diet. Use more of these and other foods as needed for growth, for activity, and for desirable weight.

The nutritional statements made in this leaflet have been reviewed by the Council on Foods and Nutrition of the American Medical Association and found consistent with current authoritative medical opinion.

TYPES OF MEALS PROGRAMS

PROGRAM I

CENTRAL KITCHEN MEALS PROGRAM

2 Meal Sites

Date of opening, Aug. 1, 1975

240 meal days x 60 meals per day = 14,400 meals

14,400 meals x 2 meal sites = 28,800 meals

Total Meals Program I \$28,800

PROGRAM II

ON-SITE MEALS PREPARATION PROGRAM

Sites 1 & 2

Date of opening, Sept. 1, 1975

220 Meal days x 35 meals per day = 7700

7700 meals per site x 2 sites = 15,400 - 15,400

Sites 3 & 4

Date of opening, Oct. 15, 1975

190 meal days x 35 meals per day = 6650

6650 meals per site x 2 sites = 13,300 - 13,300

Total Meals Program #2 = 28,700

PROGRAM III

MEALS ON WHEELS

Starting date, Sept. 1, 1975

220 meal days x 65 meals per day = 14,300

BUDGET SUMMARY

		<u>SOURCE OF FUNDS</u>				
	<u>CITY</u>	<u>CETA</u>	<u>SPONSORS</u>	<u>PARTICIPANTS</u>	<u>TOTAL</u>	
A	ADMINISTRATION COSTS	3,020	19,500		22,520	
B	PROGRAM 1 - CENTRAL KITCHEN MEALS PREPARATION	34,200		14,366	9,576	58,142
C	PROGRAM 2 - ON-SITE	34,194		33,627	9,574	77,395
D	PROGRAM 3 - MEALS-ON-WHEELS	28,600		8,193	7,250	44,043
		<u>100,014</u>	<u>19,500</u>	<u>56,186</u>	<u>26,400</u>	<u>202,100</u>

BUDGET

A ADMINISTRATIVE COSTS

<u>Personnel</u>	<u>Cash</u>	<u>In-Kind</u>	<u>Total</u>
Project Director		11,000*	11,000
Administrative Asst/ Secretary		8,500*	8,500
Travel (\$5x52 weeks x 2 people)	520		520
Training of Staff (sponsors & Adm-Staff)	1000		1,000
Printing & Supplies	500		500
Postage	<u>1000</u>		<u>1,000</u>
Total	3,020	19,500	22,520

*CETA POSITIONS

Meal Site Managers

52 weeks x 3.00 x 20 hours x 2 people \$6240

Rent

100 mo. x 11 mos. x 2 sites 2200

Utilities

25. mo x 11 mos. x 2 sites 550

Meal Servers & Cleaners

4 people 2 hrs/day x 240 days x \$2.50 hr. 4800

Janitors

2 people 2 hours/day x 240 days x \$2.50 hr. 2400

Supplies

48 weeks x \$10. 480

Transportation

240 days x 20 miles day x \$.12 x 2 sites 1152

Drivers

240 days x 3 hrs day x \$3.00 hr x 2 sites 4320

Meals

28,800 x \$1.25 food prep. cost 36,000

Sub Total 22,142

Total Cost 58,142

INCOME

E.A.T. Committee Reimbursement

1- 27,360 meals x \$1.25 = 34,200

2 Participant donations

27,360 meals x \$.35 = 9,576

43,776

Sponsors cash or in-kind match 14,366

Total Income 58,142

1 This figure allows for a 5% under utilization

2 This is based on a donation of \$.50 per meal with 70% participation

C. PROGRAM II

ON-SITE PREPARATION

Personnel

Cooks

44 weeks x 25 hours x 4.00 hr. x 2 sites 8800

38 weeks x 25 hours x 4.00 hr. x 2 sites 7600

Meal Site Managers

44 weeks x \$3.00 hr. x 20 hrs x 2 people 5280

38 weeks x \$3.00 hr. x 20 hrs x 2 people 4560

Meal Servers and Cleaners

4 people x 2 hrs day x 220 days x \$2.50 hr 4400

4 people x 2 hrs day x 190 days x \$2.50 hr. 3800

Janitors

2 people x 2 hrs day x 220 days x \$2.50 hr. 2200

2 people x 2 hrs day x 190 days x \$2.50 hr. 1900

Drivers

220 days x 3 hrs day x \$3.00 hr x 2 sites 3960

190 days x 3 hrs day x \$3.00 hr x 2 sites 3420

Total Personnel 46,820

Transportation

220 days x 20 miles day x \$.12 mile x 2 sites 1056

190 days x 20 miles day x \$.12 mile x 2 sites 912

Rent

100 mo. x 10 mos x 2 sites 2000

100 mo. x 8 1/2 mos. x 2 sites 1700

Utilities

\$25. mo. x 10 mo. x 2 sites 500

\$25. mo. x 8 1/2 mo. x 2 sites 225

6,393

Supplies

44 weeks x \$10	440
38 weeks x \$10	380
Cooking Utensils & Equipment	-
\$100 per site x 4 sites	400

Meals

28,700 x .80	<u>22,960</u>
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Total Cost	77,395
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INCOME

E.A.T Reimbursement

1 27355 meals x 1.05	34,194
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2 Participant Donations 27355 meals x \$.35	<u>9,574</u>
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43,768

Needed Sponsors in-kind cash match.	33,627
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Total Lincome	77,395
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D, PROGRAM III MEALS ON WHEELS

Personnel

Meals Coordinator

44 weeks x \$4.00 hr x 25 hours week 4400

Driver

220 days x 3 hrs x \$3.00 x 4 drivers 7920

Meal Servers

220 days x 3 hrs x \$3.00 x 4 people 7920

Transportation

220 days x 20 miles day x \$.12 x 4 people 2112

Heating Equipment

4 heatable chests at \$400 1600

Meals Supplies

14,300 meals x \$.12 for disposables 1716

Meals

14,300 x \$1.25 17875

Misc Expense

500

Total Expense 44,043

INCOME

E.A.T. Reimbursements

14,300 x 2.00 28,600

Participants Contribution

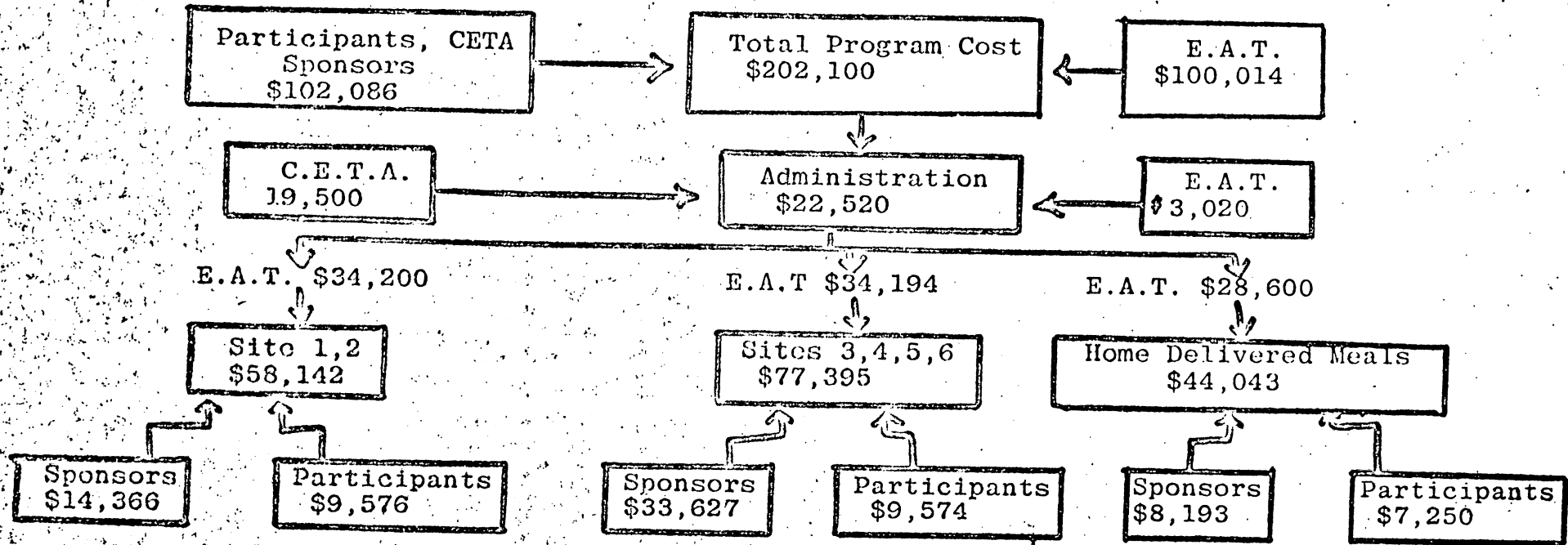
14,300 x .25 7,250

Sponsors cash or in-kind contribution

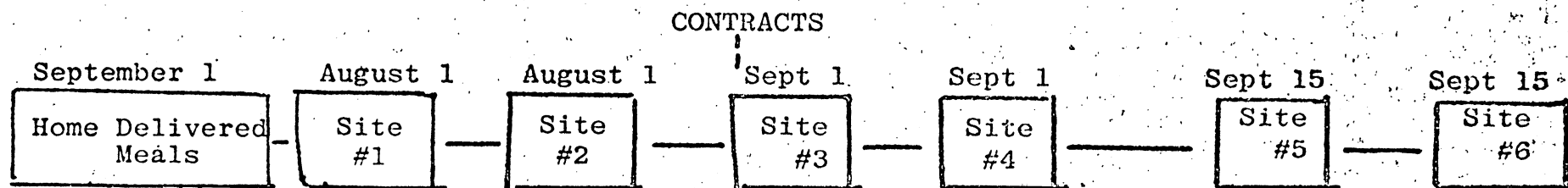
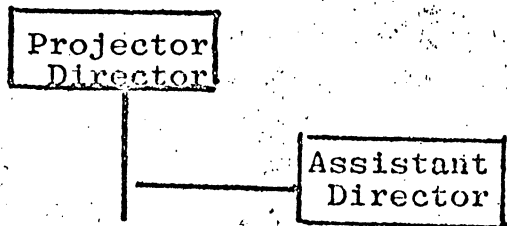
8,193

Total Income 44,043

E.A.T. BUDGET GRAPHIC: Resource Mobilization



E.A.T. PROGRAM



E.A.T.

THE CONTRACT PROCESS:

CONTRACT SPECIFICATIONS - The E.A.T. Committee says what it expects of groups that apply to run sites/programs. Such specifications should include menu types, maximum E.A.T. cost, resources that must be applied by the groups, health standards, site neighborhoods, etc. These specifications are sent to all groups that might be interested in the program and may be considered minimal standards which a group must meet in order to be considered eligible for operations.

PROPOSAL - Groups receiving contract specifications must develop a proposal saying what they're going to do, how they're going to do it, and how much it will cost. The proposal must meet the minimal standards of the Contract Specifications.

PROPOSAL REVIEW - Those groups wishing to participate must submit proposals to the E.A.T. Committee. The Committee reviews those proposals in regards to the Contract process, history of the group, what they want to do, cost, feasibility, etc. This is also done in concert with "where" they wish to operate programs to insure that they are in the Committee's priority neighborhoods and not too close to existing programs.

CONTRACT - After the Committee reviews the proposals and selects those they wish to fund, a contract is developed stating that the groups will do what they promised in their proposals. It is signed by both parties.

REIMBURSABLE COSTS - The contract further states that E.A.T. will reimburse groups at \$1.25 for each meal served in a congregate setting and \$2.00 for each Home Delivered Meal. The Contract makes it clear that all other costs must be mobilized by the participating group. Groups bill E.A.T. for reimbursement based on the number of meals served.

MONITORING - The Director and the Committee monitors contractors throughout the year to see that they are meeting the terms of the contract and billing properly.

EVALUATION - The Committee will conduct an evaluation of each contracting group at the end of 6 months to measure the effectiveness of each program. This evaluation will serve as a basis for planning next year's program and deciding whether the Committee will continue contracting with that group.

E.A.T. PROGRAM

IMPLEMENTATION TIME TABLE

- May 12, 1975 - Request 2 C.E.T.A. Positions (Director, Asst. Director)
- June 2 to 20, 1975 - Recruit, Interview and Hire C.E.T.A. Positions
- June 2 to 20, 1975 - E.A.T. Committee Priorities Neighborhoods and Programs; Develops Contract Bid Specifications
- June 23, 1975 - C.E.T.A. Positions Begin; Contract Specifications Mailed to Community Groups, Agencies, Churches, Schools, etc.
- July 1, 1975 - Funds Received From City
- July 11, 1975 - Contract Proposals Returned to E.A.T.
- July 14 to 18, 1975 - E.A.T. Committee Reviews, Priorities Proposals; Awards Contracts
- August 1-2, 1975 - 2 Sites Open
- September 1-2, 1975 - 2 Sites open; Home Delivered Meals Begin
- September 15, 1975 - 2 Sites open
- August 1 to June 30, 1976 - Monitoring of Contracts by E.A.T. Committee and Projector Director
- February 2, 1976 - Formal Evaluation of All Sites and Programs by E.A.T. Committee Begins
- March 1, 1976 - Evaluations Finish of On-Going Programs
- March 15 to 31, 1976 - E.A.T. Committee Reviews Evaluations; Plans Program for Coming Year.
- April 1, 1976 - Submission of Proposed Program and Budget for Coming Year to City Manager
- June 1 to 30, 1976 - Year End Evaluation of Program by E.A.T. Committee, Council on Aging, City Officials, and Program Participants

There is evidence that the diet of the elderly is often precarious. Studies have revealed that some of the deficiency is economic; however, much is due to social factors, difficulties in shopping such as transportation problems; indifference, and loneliness.

This survey represents an attempt to gather data on elderly nutrition needs and to translate the data as a meaningful resource for planning.

The survey had several objectives:

1. to show the distribution, throughout eleven neighborhoods the need for meals as a means to determine which target areas have the greatest need.
2. to ascertain to what extent the issue of transportation is problematic.
3. to study the places the elderly prefer for meal sites.
4. to find out what proportion of elderly desire home delivered meals.
5. to determine how many persons would be interested in shopping at a food coop.

This survey was conducted among 16,500 elderly citizens of Cambridge using both mailout and handout questionnaires. Voter registration lists were used as a source of names.

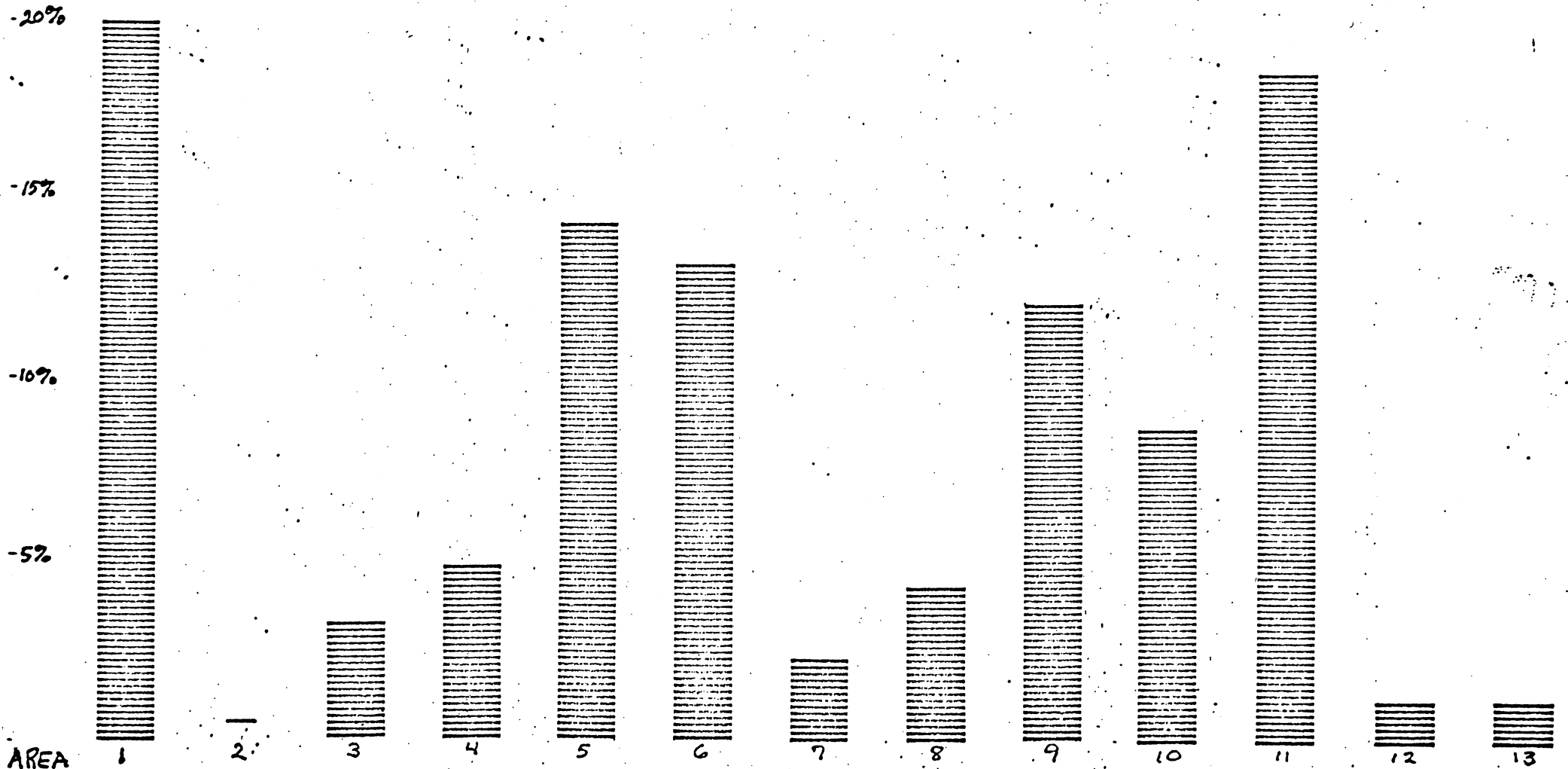
The data collected was hand tabulated and analyzed by means of simple frequencies and percentages.

The main find are summarized accordingly:

1. Approximately 12% of the total population sampled responded.
2. 75% of those who responded supported a hot lunch program and furthermore, felt city funds should be used to fund a hot meals program.
3. Another significant factor is that 50% of the respondents indicated they would attend a hot meals program.
4. Respondents were asked to indicate if they needed meals on wheels. 311 persons responded affirmately.
5. Comparison among neighborhoods showed that areas 1,5, 6,9, and 11 expressed the highest need for the program. (see attached bar graph)
6. Also of interest is the fact that 50% of the respondents would be interested in shopping at a low cost food store, such as a food coop if transportation were available.

E.A.T. (Elderly Action Taskforce)

% DISTRIBUTION OF DESIRE FOR HOT LUNCH PROGRAM BY AREA





CITY OF CAMBRIDGE
INTEROFFICE CORRESPONDENCE

To

Date

From

Reference

Subject

SW

184

Comm. from Harvard and M.I.T.
hearing schedule on Tax Reform