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Dear Mayor Curtatone,

I am pleased to submit the attached report on the views of Somerville residents, business owners and community leaders about the Somerville-Tufts Community Partnership Agreement.

Many members of the community took time to contribute their thoughts via interview, by attending a public meeting, or by responding to a survey. They identified a suite of key issues they hope will be addressed, and they offered many ideas for ways to address these issues. I hope community members' passionate belief about the importance of continually strengthen the connection between the City and the university comes through clearly and that the ideas participants offered will help those of you involved in the negotiation to be creative and wide-thinking.

Sincerely,

Ona Ferguson
Senior Mediator
The Consensus Building Institute

Input and Suggestions from the Community

On the Somerville-Tufts Community Partnership Agreement

Compiled by Ona Ferguson, the Consensus Building Institute
April - June 2018

I. Overview of the Community Input Process

In the spring of 2018, the City of Somerville, Massachusetts, sought public input on what matters to residents and business owners about having Tufts University located in Somerville and what they would like to see included in the next community partnership agreement between Tufts and the City. This community input was collected through individual and small-group interviews of people with diverse perspectives, an online survey open to anyone, and an in-person public meeting held by the Mayor on May 29, 2018. Fourteen community stakeholders were interviewed, approximately 25 people attended the in-person meeting, and 96 unique anonymous responses were submitted to the survey. There was overlap among these groups (for example, some people who were interviewed also attended the meeting). For more on those who provided input and on the themes of the survey responses in particular, see Appendix A. For the interview and survey questions, see Appendix B. Most of the people who participated said that the quality of the relationship between the City and Tufts is extremely important. Some were passionate about the issue.

Somerville has had two previous partnership agreements with Tufts, also sometimes referred to as PILOT (payment in lieu of taxes) agreements. The first was a ten-year agreement that was in place from 2004 to 2013. The second was a five-year agreement that was in place from 2013 to 2018. That second agreement ended on June 30, 2018. Both of these agreements were negotiated by the President of Tufts and the Mayor of Somerville. These partnership agreements are voluntary, insofar as there is currently no requirement or legally binding process for developing or implementing partnership agreements between universities and their host municipalities.

For more on the previous Somerville-Tufts partnership agreements and to see the materials from the May 2018 public meeting, visit:

<https://www.somervillema.gov/departments/programs/somerville-tufts-partnership-agreement-pilot>

Aware that the contents of the partnership agreement were of significant interest to some in the community, the City sought to learn from community members what matters to them in preparation for the upcoming negotiation of a third partnership agreement. The Mayor's Office contracted with Ona Ferguson of the Consensus Building Institute (CBI) to plan and conduct the community engagement effort. During the same timeframe as the City's community engagement effort, a group of community activists from Our Revolution Somerville, Our Revolution Medford and the West Somerville Neighborhood Association worked together to advocate for enhanced community benefits in the partnership agreement. From casual conversations with others outside of these engagement processes, it is clear that there are also many residents who are not interested or concerned about the dynamic between these two large players or the partnership agreement.

This summary was written by Ona and is intended to summarize the essential themes gathered during the community engagement process. Because this document represents the opinions of many, some statements here are contradictory. Input has not been fact checked, and the content of this document represents the views and statements shared by participants in interviews, surveys, and at the public meeting. Statements included in this brief document must necessarily be overly simplified and so make generalized statements that cannot capture the distinctions among an entire city (as an institution and set of individual participants and/or residents) and an entire institution (which also includes both institutional-scale action and individual participants).

II. Tufts and Somerville are Important to One Another

The City of Somerville and Tufts University are both huge, important players in Somerville. They have both existed in the same place for a very long time, and neither is going anywhere. Yet relations have been strained and could be better. People in the community value all that Tufts brings to Somerville, and they want to feel that Tufts values what Somerville provides to the Tufts community as well. People involved in this process want to see the commitment between the two entities deepened and strengthened.

Throughout the community input, participants discussed how important it is for Tufts that Somerville is its host community and how important it is for Somerville to be home to Tufts. They described the value each provides the other as follows:

- Somerville is an enticing place to live for students, faculty and staff. Somerville's desirability draws students (Tufts' primary clients) and contributes to their desire to enroll. Several people mentioned that Tufts' admissions materials to potential students highlight the benefits of life in Somerville and the greater Boston area. Quality of life is essential to making places desirable, and Somerville is an extremely popular place to be for young people. Its location is part of the appeal of Tufts.
- Somerville is a desirable place to be based for research and training because of its density and its proximity to socio-economically and ethnically diverse populations that can provide great settings for academic study.
- Somerville provides Tufts with police and emergency services as backup to what the university provides.
- Tufts brings vibrant, engaged, young people into Somerville. Tufts students sometimes intern or work at local businesses or nonprofits.
- Tufts provides educational opportunities. Tufts works with the Somerville Public Schools, helping with college readiness and providing undergraduate and graduate students to work in Somerville schools as they train for their future professions. Tufts also allows community members to audit classes at Tufts.
- Tufts contributes to the schools. For example, Tufts or Tufts students have run some programs for Somerville students (e.g. Shape Up Somerville, Strong Women Strong Girls).

- Tufts contributes to the local economy as students, staff and faculty spend money and pay rent in Somerville, and as Tufts hires some Somerville residents.
- Tufts makes community partnership agreement payments (also known as PILOTs, or payments in lieu of taxes) to Somerville, most recently at a level of \$275,000 per year.
- Tufts helps address the City’s open space and sport field shortage by allowing Somerville recreation programs to use their fields. For example, Somerville Youth Soccer League play some practices and games on Tufts’ fields. Tufts also lets community members use their outdoor track.
- Tufts adds cultural opportunities to Somerville through performances and lectures that are open to the public.

This relationship matters. People value enormously the relationships they have with individuals from the Tufts community, including students. Yet the relationship with the institution overall is perceived as mixed. Several people mentioned that historically Tufts defended its campus against the city, with Tufts leaders perceiving the city as dangerous. A handful of people mentioned barbed wire and chain link fences along Powderhouse Boulevard to keep residents out. That historically negative message still shapes some of the community’s perception of Tufts. Despite some of the tensions described, participants were broadly very supportive of and appreciative of Tufts students. Their concerns had to do primarily with the institution, not with individual students.

III. Issues to Address in the Agreement and Ideas for Addressing Them

This section describes the key issues that people who participated in the community input process highlighted. For each issue, the primary hopes, concerns, and rationale that participants offered are listed first, followed by some of the particular ideas people had for what could go into the partnership agreement.

Different people focused on different topics, depending on their areas of expertise and interest. This section is intended to explain some of the topics that matter a great deal and to spark the creative thinking of the City and the university as they sit down together to develop a package that works for both parties. People offered their best ideas for addressing the issues they raised. Most of the suggestions were, when gathered from the public, fairly insistent (“Tufts should do X!”). However, the suggestions are described here as options for consideration.

This list of ideas is by no means comprehensive. Furthermore, there are many ways that Tufts contributes to Somerville already, many of which this list does not indicate. Some of the ideas listed may already exist, unbeknownst to the person or people who suggested them. The Director of Tufts Government and Community Relations provided the City with memo outlining the benefits Tufts provides to the city today. This information can be found at:

<https://www.somervillema.gov/departments/programs/somerville-tufts-partnership-agreement-pilot>.

This set of issues and ideas is also not weighted in importance. Indeed, trading across differences in how each entity values different things is likely to help create an agreement that will work. However, it is worth mentioning that in the community engagement process, many people were focused on the total payment that Tufts makes to Somerville, while many others said that cash payments are insignificant compared to the value of stronger communication between the two and shared commitments to working together to address the housing crisis or to substantially enhance educational opportunities.

Here is a brief summary of the issues and suggestions that rose to the very top in terms of frequency of mention and expressed importance to those who provided input:

High level themes

1. Payments: Tufts should pay more each year to the City of Somerville. A significant portion of this payment could be in kind. Some payments could be earmarked to address critical City issues. Tufts should contribute substantially toward long-term infrastructure investments in Somerville that will benefit Tufts.
2. Education: Tufts should continue and deepen its institutional commitment to helping to educate Somerville residents of all ages, increasing opportunities and decreasing costs, especially providing high school students for-credit course enrollment opportunities.
3. Communication: Tufts should communicate with the City and with the public regularly about the partnership agreement, about current university-community issues. Tufts should inform the City of master plans. Tufts should better communicate the many opportunities for those in Somerville to engage with Tufts people, events and facilities.
4. Housing: Tufts should build significant new student housing on campus and should be allowed to build vertically beyond standard zoning limits to provide as much housing as possible.
5. Other elements to consider: Tufts should address traffic and promote transit; align its climate goals with Somerville's goals; offer facility access for community members; addressing abutters' issues promptly; enhance employment practices and improve the streetscape.

The following sections delve more deeply into these five subject areas.

1. [Payments: Tufts should pay its fair share for the City services from which it benefits.](#)

The issue:

- *Tufts receives local services without paying real estate taxes to cover them.* Businesses and residents pay substantial sums to cover the cost of City services. They want to know that Tufts is covering the cost of direct services it receives from the City such as fire, emergency services, etc. People said that while Tufts has campus police, when 911 is called, Somerville police respond. If Tufts does not pay its fair share, it is being subsidized by all the residents and businesses that are paying their taxes. As Tufts is a wealthy, prestigious institution, it should be able to pay for the services it uses.
- *Tufts pays Boston a higher percentage of what would be its local real estate tax burden than it does to Somerville.* Tufts pays the 25% of estimated real estate tax for Boston and closer to 4% of the estimated real estate tax for Somerville. This seems unfair and unjustifiable to the community members, especially as Somerville is the primary host community for Tufts.
- *Tufts enrollment is up.* Tufts should be able to pay more for services and for creating housing or meeting other needs, given that Tufts enrollment has increased by hundreds of students in the last decade.
- *City investments will benefit Tufts.* Somerville's massive investments for a future vibrant and healthy city, including the investments in the MBTA Green Line Extension and the new high school, will benefit Tufts. Somerville has made these investments despite a tight budget, and the community would like to see Tufts investing in the future as well. The City needs support from Tufts to continue to maintain the attractiveness and overall appeal of the city.

Suggestions of how to address issue of payments in the agreement:

- Commit to parity with Boston. Tufts could commit to pay Somerville 25% of what it would pay in real estate taxes for those properties it owns in Somerville that are not taxable, as it does in Boston, with the option of providing some of this value in in-kind services.
- Pay a service fee. Tufts could pay a fee for fire and police services provided to the university in addition to a baseline annual payment, based on estimated annual average level of use.
- Adjust payments over time. Tufts' annual payments to Somerville could be adjusted yearly as property values change (likely rising, given recent trends).
- Invest in Somerville. Tufts could commit some meaningful one-time contributions toward future citywide investments that the City is making to show good faith and a commitment to the greater good. This could include either helping Somerville with its \$50M Green Line commitment or committing to fund amenities for the College Ave. Green Line station, both of which will benefit Tufts for decades to come. Helping with this city debt would slow the potential for increasing residential taxes.
- Clarify costs. Somerville could figure out a way to estimate the value the City is providing to those non-taxable Tufts buildings. Community members really wanted to have a dollar figure for the benefits provided.
- Earmark financial contributions from Tufts. Somerville could earmark annual payments from Tufts for affordable housing or similar community goals.

- Focus on student use of police department services. Enact contracts to encourage Tufts students not to use unnecessary police services.
- Pay in cash, services and facilities. Tufts could pay its payment in lieu of taxes in equal parts between cash, services (educational, medical, professional) and facilities (athletic and cultural).
- Consider the Council on Aging. Tufts could provide the rent for the Council on Aging space to be provided as part of the in kind services that Tufts contributes through the agreement.

2. Education: Tufts should provide educational opportunities and support for the Somerville Public Schools, their students, and other Somerville residents.

The issue:

- *Tufts has a lot to offer academically.* Tufts is a great university with top-tier educational resources in the form of faculty, students, and facilities. Tufts therefore could provide enormous educational opportunities for Somerville residents, possibly without even placing too much additional burden on the university, which is already providing these resources to its own students.
- *Educational engagement seems ad hoc.* Today, Tufts partners with Somerville Public Schools (SPS) on various initiatives. It places some volunteers and teachers in the schools and offers community members the opportunity to audit one class per semester for around \$300. Some said that Tufts provides an enormous number of educational services to the community but it isn't clear what those services are. To many, this commitment feels ad-hoc and dependent on individual faculty members' level of commitment.
- *Tufts could do more.* People had varied impressions of what Tufts does today with or in the schools, but many of them suggested that Tufts could do more and that it could share its educational resources more generously with the community.
- *Working closely with SPS benefits Tufts.* Stronger linkages to the population of Somerville could enrich the experience of the Tufts student population, which is less diverse than the Somerville community.

Suggestions of how to address the issue of education in the agreement:

- Commit to helping educate Somerville. Tufts could make specific and explicit institutional scale commitments at the Trustee/Administration level to supporting Somerville students and residents, thereby going beyond one-off, faculty-led initiatives. These commitments could be in writing. Tufts could support the SPS system in a long-term way, committing to providing interns, teachers in training, and/or individual support for students.

- Commit to dual enrollment, enabling 300 high school students a year to take Tufts classes for credit at no cost. Tufts could provide Somerville high school students with free enrollment in Tufts classes. This would (a) enhance the educational opportunities for SHS students, (b) teach them what it means to take college-level classes, (c) help them get comfortable on a college campus, (d) save them and/or their families money in tuition for future college classes by arriving at college with college course credit, (e) make the students more appealing to colleges they apply to by showing their academic capacity, and (f) distribute the benefits that Tufts currently provides widely across the Somerville population, rather than centering benefits on the handful of Somerville residents in a given year who enroll at Tufts and receive Somerville-specific scholarships. Somerville could allow a higher percentage of the partnership payment to be in kind if Tufts committed to a program like this.
- Develop a collegiate readiness mentoring program. Tufts and Somerville could develop a mentorship program among Tufts students who are the first to go to college in their family and SHS students who would be the first to go to college. This could include a variety of activities to help the SHS student understand what it takes to get to college and to provide any support needed to help make that happen.
- Assist with college readiness. Tufts could provide middle and high school students with information on college enrollment and readiness (like the Let's Get Ready SAT prep program). Many Somerville middle and high school students could benefit from the opportunity to learn about college and become comfortable in a college setting, especially those whose families did not attend college. This could include enabling SPS students to use their labs for experiences and hosting programs on campus for SPS students in the summer.
- Extend application benefits to all Somerville students. Tufts could waive Tufts application fees and offer scholarships to any high school senior residing in Somerville, not just to Somerville Public School students.
- Reduce the cost of auditing classes. Tufts could reduce the cost of auditing classes to Somerville residents (when space is available), making the first class free or creating a sliding scale.
- Advertise the auditing option. Tufts could better advertise to the community the opportunity to audit classes.
- Provide scholarships to Tufts students from Somerville. Tufts could continue to provide generous scholarships to Tufts students from Somerville. Tufts could provide full tuition and automatic admission annually for the top five seniors graduating from SPS.
- Enroll more Somerville students. Tufts could admit more Somerville High School students.
- Publicize scholarships for local residents. Tufts could make sure that the scholarships that are available for Somerville students who enroll at Tufts are well known in the community.

- Provide English language training. Somerville residents who are not native English speakers are in need of opportunities to continue to develop their English skills after they have completed the basic English courses that are available. Tufts could offer these more advanced courses for local residents, possibly through teacher training programs or as volunteer opportunities.
- Provide a discount for community programs. Tufts could provide discounted tuition for programs like the Tufts Magic Circle Theater summer program.
- Link to other universities. Tufts and Somerville could include other local universities in creative programs they establish (Harvard, MIT, Lesley, Bunker Hill).
- Provide access to online education. Tufts could offer online professional development opportunities to Somerville staff who often cannot audit classes because of scheduling conflicts. Tufts could offer online course enrollment for SHS students whose schedules don't allow them to audit regular in person Tufts courses.
- Provide more afterschool or summer programs. Tufts academic groups and clubs could offer more after school opportunities for Somerville school students across topic areas and Somerville school locations. For example, the Confucius Institute at Tufts started an after school Chinese language and culture club this year at West Somerville Neighborhood School. Tufts could help provide out of school learning opportunities for middle school students.
- Work with medical programs. Tufts dental and medical schools could offer care to SPS students, like the dental schools in Boston offer.
- Provide math tutoring. Tufts could create a formal tutoring program for SPS's math and STEM commitments.
- Connect to graduate programs. Tufts could help the city understand how to partner with the Fletcher School of Law and Diplomacy and science graduate programs in particular.

3. Communication: Tufts should improve communication at an institutional level and with abutters.

The issue:

- *It can be hard for community members to know how to engage with Tufts faculty, staff or the institution.* The community wants to engage with Tufts in whatever ways are possible. They see the value of having this incredible institution right here in Somerville. Yet many of them don't know how to connect with the university. While some individuals in the community know how to engage with and thereby benefit from particular aspects of Tufts (programs, departments, faculty, students, etc.), many do not. Many people don't know how to find an intern or hire a student from Tufts. They don't know that it's possible to audit classes. They don't know where to find listings of events that are open to the public. They don't know how to match their need with a faculty member's research interest to the benefit of both parties. There is an opportunity to make the ways community members can engage with Tufts more open, welcoming and clear.

- *Tufts has a poor record on its communication with abutters, but it is improving.* People described decades past when Tufts didn't address the concerns of abutters. That seems to be receding somewhat, but is still in peoples' minds. Some described a long-standing concern about college students partying (with related noise and other nuisances to their neighbors) or creating nuisances like noise and poor trash-management. Others said it is to be expected, no big deal, and that some neighbors might have unrealistic expectations given that they live beside a huge institution. Community members spoke fondly of Tufts students for the most part.
- *The community does not trust Tufts representatives to follow through.* Many people said that Tufts representatives will meet with the community but that because they don't then see meaningful follow up or progress, it feels as though the university isn't committed to improving relations with the City.
- *City leaders would like Tufts to talk and work with them on long-term planning.* For City leaders to be able to plan for the future appropriately, they need regular and clear communication with Tufts, which manages thousands of working and living spaces, acres of land, roads, buildings, and more. They would like this to include discussions of long-term plans about actions that will impact the community at large, including changes to the size of the student body. For a number of years—and increasingly in recent years—the City administration has requested that Tufts share their long-term plans, and the university has failed to adequately do so. The institution's lack of commitment in this area is of great concern to City leaders and others. The City has filed a home rule petition to require that large institutions submit institutional master plans to the City. City leaders would like to know in particular how Tufts is planning to help deal with the housing situation (see below) and any other significant construction plans they are working on. Boston, Cambridge and Northampton currently have such requirements.

Suggestions of how to address the issue of communication in the agreement:

- Hold an annual meeting on the partnership. Tufts and the City could conduct an annual public check about the partnership agreement, with an update about key activities or upcoming changes at Tufts (undergraduate and graduate programs) that community members might be interested in. This would be an opportunity to raise broad awareness of important initiatives at Tufts. It would provide City leadership and residents the current information they need to trust that they had a real sense of the direction of the university. This would also provide an opportunity for community members to share any concerns with Tufts and each other. Cambridge and Harvard currently have an annual meeting stipulated in their partnership agreement.
- Provide annual reports on the partnership. Tufts could write up an annual report of its services to Somerville. Those drafting the report could look at the reporting that universities provide for other partnership agreements as examples of what such a report could contain, e.g. the Cambridge-Harvard agreement.

- Share master plans with City leaders. Tufts could commit to inform Somerville leaders (department heads, Board of Aldermen, the Mayor, etc.) every year or two about their long-term plan, increasing frequency if significant updates that will be acted on imminently are added. This would not need to be any sort of request for approval, just a commitment to at a minimum talk through what is proposed. It would ensure a “no surprises” policy.
- Share master plans with the community. Tufts could conduct meaningful community processes on university planning that would impact the community to learn about community concerns and work to address those concerns early and often.
- Do not object to the home rule petition. Tufts could promise to not object to the home rule petition that is before the state to impose an institutional master plan requirement in Somerville.
- Meet regularly. Tufts could meet regularly with Somerville leadership.
- Raise awareness about events open to the public. Tufts and the City could publicize Tufts events that are open to the public more widely, including raising awareness of the Tufts events calendar, which lists cultural and educational events open to the public.
- Create a portal for those seeking to engage with Tufts. Tufts could provide an online or other system that helps residents figure out who to talk to at Tufts when they are in search of, for example, someone to hire part-time, or someone to work on an important research question. This system could describe and make clear the method for learning who to go to and how. It could include jobs boards, opportunity listings, a listing of community-based research.
- Continue to welcome the community. Tufts could continue to host Community Day, which people expressed appreciation for as an opportunity to build goodwill and relationships.
- Provide open lines of communication. Tufts could welcome emails from neighbors about any concerns and respond to them quickly. Tufts could define how they will address and resolve neighbors’ issues with Tufts students when they arise.
- Inform students of relevant zoning and City rules. Tufts could inform students about rules like noise ordinances and fire safety (grilling) rules to help them be good neighbors.

4. Housing: Tufts should work to address the housing shortage for undergraduates on campus and the housing shortage in Somerville.

The issue:

- *The Boston area is in the midst of a regional housing emergency.* Greater Boston is in an acute housing crunch, with rapidly rising housing costs leading to the displacement of long-term and low-to-moderate-income residents.

- *Tufts has brought hundreds more residents into Somerville without providing them with housing, exacerbating the housing shortage in the city.* Tufts has admitted significantly more students in the last decade without increasing their on-campus housing stock, thus contributing to the housing shortage for other residents of Somerville by driving undergrads to seek rental housing in abutting neighborhoods. People repeatedly stated that though the university has more than five thousand undergraduates, it has campus housing for only slightly over half of them. The recent increase in demand is seen by many as one of the reasons that Somerville rents are so high and that other residents are being driven out. Furthermore, people said the situation for students who have to move off campus can be expensive, stressful and uncertain. The housing shortage on campus is problematic for students, who face housing uncertainty, and for others who want to rent or own in Somerville and find ever less available and less affordable rental and ownership housing stock.
- *College student off-campus housing may be substandard.* Residents in neighborhoods around Tufts are concerned about poor conditions of rental units rented to students. They also expressed concerns about overcrowding, which happens because prices are high, which happens when demand is high, which is exacerbated by thousands of students who need convenient housing near Tufts. Someone noted that the Tufts Daily edition around graduation time included a feature article on this topic, “The State of Housing at Tufts: On Campus Shortages and Off Campus Exploitation.”

Suggestions of how to address the issue of housing in the agreement:

- Build more housing; ideally a lot of it. Tufts could build more housing on campus for students (at least for their undergraduates), using an urban, dense, vertical model of housing to solve this problem. It could build a big dormitory. Tufts could commit to building dormitories for undergraduate students and subsidizing the cost of that housing to encourage students to live on campus. Tufts could cap their enrollment until more student housing has been built.
- Develop programs to match students with housing and community. Tufts could help students find affordable housing with community members who can provide living space inexpensively in exchange for company and some support. Harvard and MIT are doing this, see Nesterly.
- Create a joint committee. Tufts and the City could create a joint committee to work on strategy, planning and implementation to address on- and off-campus student residential life, housing and university-neighborhood interactions. This group could hold regular community meetings for students who live in the neighborhood, other residents, and university staff to build understanding and reduce conflict and complaints.
- Build more offices on campus. Tufts could build more offices on campus, instead of continuing to transform residences in the neighborhood into offices and institutional space. Tufts could commit to stop or change its purchase of neighborhood housing that gets transferred to tax exempt status.

- Set a housing increase timeline. Tufts could commit to working toward housing a specific percentage or number more of its undergraduates on campus by a particular date.
- Waive height limits to allow higher buildings. Somerville could permit Tufts to build higher in the center of campus than would be allowed in the adjacent neighborhood to help Tufts address this crucial issue.
- Invite Tufts experts to help. Tufts could provide some technical expertise to the City in the form of faculty members who work on urban planning who might be able to help the City work on the housing crisis.
- Build student housing in other places. Tufts could build housing near future green line extension stops or near other hubs where a lot of housing could be supported.
- Contribute to affordable housing. Tufts could contribute directly to affordable housing funds or similar municipal efforts, given the significant impact of the university on housing in Somerville.

5. Other elements to consider in the agreement

The following issues and ideas were mentioned or suggested during the community input process by a handful of people:

- *Address vehicular traffic and promote transit.*
 - Tufts people contribute to traffic problems in Davis Square and Powderhouse Circle.
 - Tufts could subsidize transit cards for students, staff and faculty to encourage them not to drive for both traffic and environmental reasons.
 - Tufts could work with the City to improve bus service in and around the Tufts campus.
 - Tufts could find off-street space to allow Blue Bike docks to remain in operation all winter long to benefit residents and Tufts students. The Packard/Teele Square docks are currently removed in the winter.
- *Align climate goals with Somerville and reduce CO2. Somerville is trying to become carbon neutral by 2050. To help accomplish that,*
 - Tufts could share more data with the City on its emissions.
 - Tufts could expand their use of renewable or nuclear energy, including purchasing excess solar capacity in Somerville (enabling solar programs for renters).
 - Tufts could commit to build all future buildings to passive house standards.

- Tufts could set transparent and accountable energy benchmarks to move Tufts facilities to carbon neutral by 2050, with fines to cover equivalent emissions elsewhere in the city if they miss their benchmarks.
- Tufts could invest in electric vehicle charging stations or other renewable energy projects.
- *Offer access to recreational, fitness, meeting and library facilities.*
 - Tufts could keep enabling recreational use of sports facilities and fields. The fields are crucial for the city, given how little open space is available for sports otherwise.
 - Tufts could offer free or low-fee access to its fitness centers.
 - Tufts could provide unrestricted library and internet access to Somerville residents.
 - Tufts could offer discounts on music and theater performances.
 - Tufts could let the City use conference space for things like off-site staff retreats that the City might otherwise have to pay for.
 - Tufts could offer lower registration costs to The Osher Lifelong Learning Center for people with lower incomes.
- *Address abutters issues promptly.*
 - People said that Tufts as an institution can be a poor neighbor to direct abutters. There are immediate issues that arise for people who live adjacent to the university that aren't dealt with in a way that satisfies their concerns (e.g., trash after moving day, noise from partying students, parked plows continually parked on the sidewalk). Several people did note that Tufts does an excellent job clearing sidewalks of snow.
 - See joint committee suggestion to provide a regular forum for communication and discussion.
 - Tufts and Somerville could put out inspectors on moving day like Boston does to ensure that trash is disposed of promptly.
- *Enhance employment practices.* Tufts could commit to hiring a certain percentage of staff from Somerville, or create a program to train Somerville residents for available jobs at multiple levels including middle management. It could commit to hiring not just janitors but mid-level managers locally. It could reduce the number of positions it outsources. It could hire union workers and allow free and fair union elections. Provide a training program to prepare local residents with the skills for Tufts jobs.
- *Improve the streetscape.* Some of the streetscapes around Tufts are barren, lacking trees and character, specifically around Powderhouse Square. Tufts could work on enhancing those landscapes for livability and beauty. Tufts could organize community clean ups.

IV. Themes and Conclusions

The community partnership agreement between Tufts and the City of Somerville matters to a lot of people and will have an impact – hopefully positive - on many more.

People in the community who are attentive to this issue will need to see the big issues they've raised addressed in some way in the next partnership agreement. Section III above outlines these issues and provides some ideas for addressing them. There are surely more great ways to address the concerns described here that will be generated in future discussions.

People in the community are hopeful that leaders in both Tufts University and the City of Somerville will think creatively and courageously about stepping up their commitment to one another in ways that benefit the Tufts and the Somerville communities. They hope that leaders in the two entities will understand how deeply intertwined Tufts and Somerville are and therefore that it is worth making commitments to work together on shared issues and concerns. They are looking forward to ever-improving relationships, communication, and mutual-support.

And finally, in terms of the negotiating process, people suggested:

- *Duration* – Given how fast Somerville is changing, several people suggested that it might be in the City's interest to negotiate a shorter agreement this time, say three years. Many said they wouldn't want the City to negotiate an agreement that is longer than five years. The last agreement was five years long, the one before it was ten.
- *Seek creative opportunities* – Because this is a voluntary agreement, many people indicated that it makes sense to work together to find a range of actions to which Tufts can commit that are of significant value to the city but don't burden Tufts too much. Expanded school engagement and increased recreational opportunities might fall into these categories. The City should look for elements to include in the agreement that will most benefit the community.
- *Participation* – Many people suggested that it would make sense for Somerville leaders beyond the Mayor to be involved in the development of the partnership agreement.
- *Relationships* – Many noted that the relationship is important for a variety of reasons and that the two parties should see the negotiation as an opportunity to build connections and benefits across the two entities.
- *Learn from other agreements* - Many suggested looking at other partnership agreements for ideas and examples of what is possible.

Appendix A: Participants and Survey Themes

People interviewed

Katjana Ballantyne, President, Somerville Board of Aldermen (Ward 7)
Joe Beckmann, Democratic City Committee
Edward Beuchert, West Somerville Neighborhood Association
Lance Davis, Somerville Board of Aldermen (Ward 6)
Ben Echevarria, The Welcome Project
Susan Eldridge, Our Revolution Somerville, West Somerville Neighborhood Association
Andre Green, Somerville School Committee (Ward 4)
Lindsay Griffin, Lindsay Griffin Boston Hairstylists and Company, Ball Square business owner
Meredith Levy, Somerville Community Corporation
Jim Monagle, West Somerville Neighborhood Association, a neighborhood representative to the first
Neighborhood-Tufts negotiation committee (in the late 1980s)
Carrie Normand, Somerville School Committee (Ward 6)
Mary Jo Rossetti, Somerville Board of Aldermen (at large)
Mary Skipper, Superintendent, Somerville Public Schools
John Wiseman, President, Middlesex Federal Savings

May 29, 2018 public meeting participants and themes

Approximately 25 participants attended the May 29 public meeting. Attendees included long-time Somerville residents and Tufts neighbors, including members of Our Revolution Somerville and the West Somerville Neighborhood Association, Alderman-at-large Mary Jo Rossetti, local union members, and Tufts students and employees. Approximately eight (8) project staff and representatives attended including Mayor Joe Curtatone.

The key themes from these comments have been integrated into this report. There was one activity in which participants were asked to identify what they would prioritize if they were negotiating with Tufts. They had four sticky dots to distribute as they liked, and topics were identified based on the group's two hour discussion. Here is what they prioritized, with the number of sticky dots received listed beside each action:

- Increase the value of the cash payment [21]
- Build more housing for students [17]
- Dual enrollment for SHS students (taking classes for credit) [6]
- Submit an annual report on progress [5]
- Inexpensive course auditing for adults and SHS students [4]
- Enhance communication about long-term planning [4]
- Mentoring for SHS students [3]
- Contribute to the city's affordable housing trust fund [2]
- Scholarships for local students [2]
- Access to facilities / provide athletic fields [2]
- College prep support [1]
- Regular newsletter for abutters [0]

Survey respondents and themes

The survey, designed by the City and CBI, was designed to gather information about community members' experiences having Tufts as a neighbor as well as community members' thoughts about what contributions or elements the partnership agreement between the City and Tufts should contain.

The survey was open from April 30 - June 15, 2018, and the City received 96 unique responses. Because survey participants could respond anonymously, it is possible that people answered more than once.

As Table 1 shows, the vast majority of respondents reported living in Somerville, and over half (51%) reported living in the neighborhoods closest to Tufts¹. Less than half of respondents reported working in Somerville.

Table 1. Survey respondent characteristics

Neighborhood	Respondents who reported living in neighborhood (#, %)		Respondents who reported working in neighborhood (#, %)	
	#	%	#	%
Assembly Square	0	0%	2	2.1%
Ball Square	3	3.1%	1	1%
Davis Square*	8	8.3%	3	3.1%
Duck Village	0	0%	0	0%
East Somerville	3	3.1%	1	1%
Hillside	1	1%	0	0%
Inner Belt	0	0%	0	0%
Magoun Square	6	6.3%	2	2.1%
Porter Square	1	1%	0	0%
Powderhouse Square*	10	10.4%	2	2.1%
Spring Hill	7	7.3%	3	3.1%
Teele Square*	15	15.6%	1	1%
Ten Hills	0	0%	0	0%
Union Square	8	8.3%	9	9.4%
West Somerville*	16	16.7%	4	4.2%
Winter Hill	6	6.3%	4	4.2%
Not in Somerville	3	3.1%	51	53.1%
No response	9	9.4%	13	13.5%
Total	96	100%	96	100%

Note: * indicates neighborhoods closest to Tufts University

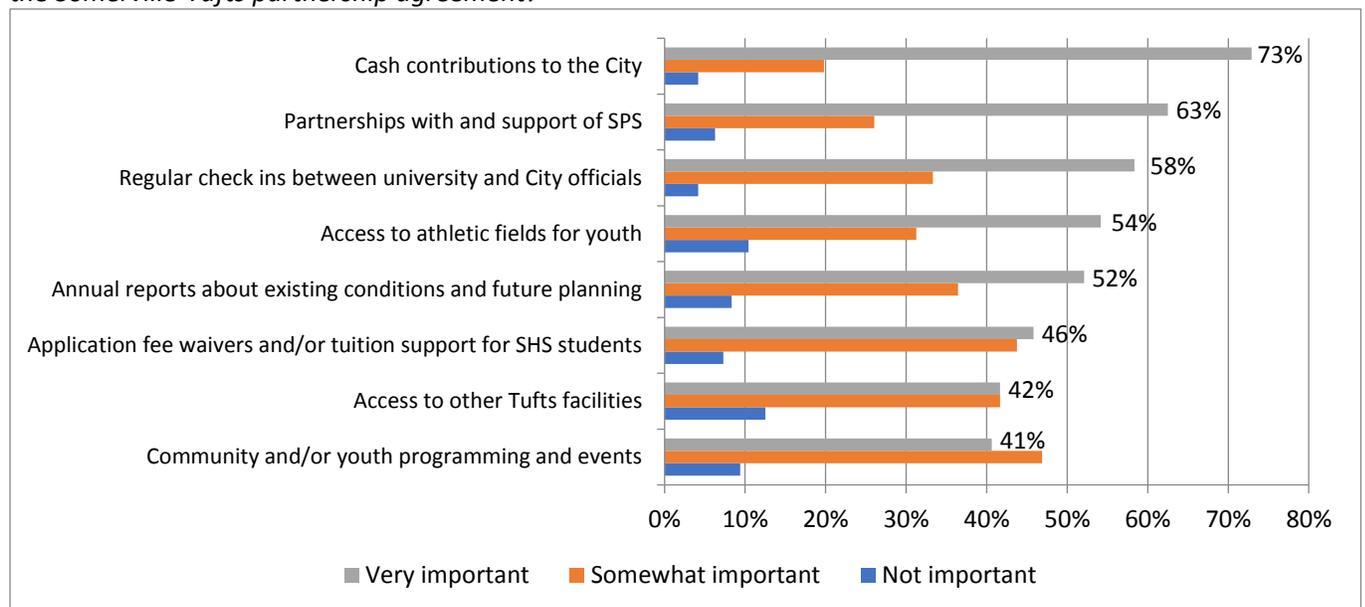
¹ West Somerville, Teele Square, Powderhouse Square, and Davis Square.

Survey responses about community members’ experience having Tufts as a neighbor were generally quite detailed, with participants sharing how they and their families and friends have been affected both positively and negatively by living near Tufts. The key themes from these comments have been integrated into this report.

In response to questions asking respondents to rate the importance of a number of contributions that could potentially be included in the partnership agreement, cash contributions to the City received the most “very important” votes of any of the contributions listed, followed by partnerships with and support of the Somerville Public Schools (see Figure 1). Community and/or youth programming events received the fewest “very important” votes.

Similarly, cash contributions to the City and regular check-ins between university and City officials received the fewest “not important” votes, while community and/or youth programming and events and access to other Tufts facilities received the most “not important” votes.

Figure 1. Summary of responses to survey question 4: “The following are examples of contributions that universities sometimes provide to their host communities. How important are each of these to include in the Somerville-Tufts partnership agreement?”



In response to a question asking respondents to discuss other contributions they would like to see in the Somerville-Tufts partnership agreement, the following answers were provided most frequently:

- Desire to access other Tufts facilities, especially athletic facilities.
- Need to increase cash contributions to the City, perhaps earmarked for affordable housing.
- Desire for Tufts to build more housing for students.

Appendix B: Interview and Survey Questions

Interview Questions

The following questions were asked in the interviews:

1. What do you like about having Tufts in Somerville?
2. What can be hard about having Tufts in Somerville?
3. What is most important to you about the Tufts/Somerville relationship?
4. What contents would you like to see in the PILOT agreement?
5. Is there anything else you would like to share about the Tufts/Somerville relationship or the Tufts PILOT agreement?
6. Are there other people we should talk to as part of our information gathering?

Survey Questions

The following questions were asked in the online survey:

1. Do you live in Somerville? If so, what neighborhood?
2. Do you work in Somerville? If so, what neighborhood?
3. What is your experience with having Tufts as a neighbor? What do you like? What do you find difficult?
4. The following are examples of contributions that universities sometimes provide to their host communities. How important are each of these to include in the Somerville-Tufts partnership agreement? (multiple choice)
5. Are there other contributions that you would like to see in the Somerville-Tufts partnership agreement? How important are they to include?
6. Is there anything else you would like to share about the Somerville-Tufts relationship or the Somerville-Tufts partnership agreement?