

# Community News

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## Who Pays for Harvard?

by Diane Englander

On September 28, fifty members of Fair Share demonstrated in front of President Derek Bok's office protesting Harvard's tax exempt status. Harvard's business school, stadium, athletic facilities, and medical school are all located in Boston. Yet Harvard with its \$1.4 billion endowment pays only the equivalent of \$28/1000 in Boston property taxes, while the homeowners in areas like Allston-Brighton are paying \$252.90/1000 for their real estate.

Fair Share knows Harvard provides jobs; it knows it provides education. But they question how Harvard benefits the Boston citizens whose property taxes subsidize its existence. Fair Share twice tried unsuccessfully to discuss these and other questions with Bok. A letter to Bok received a negative response, according to Bob O'Connell, a Fair Share volunteer, and the group demonstrating in Harvard Yard was told they could not see the President because he was not in his office. Guards stood at the building's door.

### IN-LIEU-OF-TAXES

If Harvard paid the normal tax rate, it would find itself forking



Diane Englander

over more than \$16 million a year for the property which now requires only \$1.8 million in in-lieu-of-taxes payments. Fair Share is up its tax-exempt status. It is suggesting payments of 20% of the tax rate based on a formula developed by an independent, private research group, Boston Municipal Research, and used by Blue Cross/Blue Shield. So Fair Share is asking Harvard for an additional \$3.3 million, or a total of \$5 million.

For Boston tax payers, the

extra \$3.3 million would mean a difference of \$1.80 in the tax rate. But getting Harvard to pay is only part of Fair Share's plan. person of Fair Share's delegate assembly, explained that the group's researchers have found a number of loopholes used by big potential tax payers. One of these is simply delinquency, whereby companies put off paying their taxes, and finally settle with the city for only a part of what they should originally have paid. Last August Fair Share went after the

delinquents, ultimately getting the Secretary of State to order the non-payers' names released.

The next target for Fair Share was the problem of tax exemption, a serious dilemma for Boston where 49.9% of all property is exempt. Most of that percentage is federal, state, or city property, however, so Fair Share had to narrow its focus to the approximately 6% of Boston real estate that is owned by private, non-religious, exempt institutions. A small figure? In percentages, perhaps, but the 2.6 square miles that it represents are worth over \$489 million. At the present Boston tax rate, that property would mean more than \$123 million in additional revenue. Even reasonable in-lieu-of-taxes payments would add about \$25 million to the city's offer. The result of collecting that \$5 million from Harvard may not seem F

On the other side of the River, Harvard officials are hardly leaping at this opportunity to increase their annual outlay by \$3.3 million. To Bob O'Connell and Fair Share, however, Harvard is the logical target. As O'Connell puts it, "Harvard is the wealthiest institution around, and it (continued on page 4)

## Arson Suspected on Mansfield Street

by Tom Gallagher

The recent fire at 54 Mansfield St. in North Allston is coming under close scrutiny from neighborhood groups. Discussion of the fire's suspicious aspects took up a major part of the October meeting of the Allston Civic Association (ACA).

Arson is a topic on most everyone's mind since the indictments of 33 individuals for what Attorney General Bellotti termed "a huge conspiracy to burn Suffolk County for profit." Among those indicted were Brighton landlord Joseph Mazzapica and Leo Wisentaner who served as head of the Fire Department's Arson Squad when he lived at 438 Washington Street.

Joe Smith, president of the ACA, told the *Community News*, "one of the things that bothers me is that this house on Mansfield Street was vacant for at least a month, some say longer,

and it was a three-family house. Allston-Brighton is not a community to have three vacant apartments. You or I could rent those apartments easily, even if they were not among the best. So why were they left vacant? Now we also know that the building was bought by two lawyers from the Prudential Tower just two months ago.

"By the time the fire was detected it was pretty far along," Smith continued, "the building was blazing. But by the time the firefighters got there, there were already some guys from Gordon and Gordon Adjustment Co. handing out business cards there. It's a State Street law firm that does adjustment work for insurance companies, I guess. At the very least, it's a pretty sick form of advertising.

"The neighbors had called Little City Hall before the fire to get

them to secure the building," said Smith, "but they got no action. It had become a hangout for kids. Now we are demanding that the city demolish the building and prosecute its owners for criminal negligence, at least. We also want to know what bank held the mortgage, what insurance company insured it and what the role of Gordon and Gordon Co. was.

"I don't think people should have to live in fear," he added. "Those houses are only 15 feet apart over there. If it was vandalism, those who did it should be found. If a precedent is started, it will continue. We've asked the Attorney General, the City's Corporation Counsel and the State Fire Marshall's Office to look into the possibility of arson -- that is, what's left of the State Fire Marshall's Office." (James DeFuria, a former lieutenant in the State Fire Marshall's Office

was one of the 33 indicted on arson charges.)

Other plans discussed at the ACA meeting included researching what banks are giving mortgages in Allston-Brighton, and what new owners are buying in. Also raised was the idea of forming a non-profit, locally-controlled Community Development Corporation to buy up and rehabilitate apartment buildings.

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# Inquiring Photographer

by Madeline Parker

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Nancy Velez: *I'm a student here in Boston and I love it. The education is fuller here than where I come from, Puerto Rico. I love the students here also.*

## Letters

To the Staff:

On September 23, office and clerical workers at Boston College voted against affiliating with Local 925 of the Service Employees International Union. The long organizing effort to join this office workers' local of the SEIU was prompted by workers' long-felt need for higher salaries, and better benefits, as well as the dignity and respect they felt would accompany union status. Many feel that the union was defeated by the insecurities of the workers and the administration's exploitation of these in its anti-union campaign.

BC's personnel director, Leo Sullivan, began his anti-union effort with legal maneuvers that delayed the election for eight months. During this time the union committee published regular newsletters, numerous pamphlets, and held meetings in an attempt to inform the office/clerical staff about unionization. By the end of the summer, support for the union was widespread. Then, in the final three

weeks of the election campaign, the formerly genial Sullivan turned nasty. In a barrage of meetings and memos, Sullivan spread fear and confusion across the campus. Using half-truths, rumors and threats, he convinced the staff that voting yes would mean giving up benefits, losing money and destroying pleasant working relationships. His overt hostility towards union committee members and the Local 925 staff led many to believe that he would not deal fairly with a unionized staff. In an atmosphere of fear and confusion over the issues, unionization was defeated by a vote of 249 to 78.

Behind Sullivan's success in keeping the union out was a knowledge of the type of workers involved. Most of the office/clerical staff are women resigned to their situation. They have never received respect for their contributions as workers, and do not expect it. Most are not primary wage earners, and, given the current job market, feel they could easily be replaced. These factors taken together make them feel their low salaries are somehow justified.

Unaccustomed to exercising control over their work lives, some workers also seemed to fear

the responsibility of making a union work effectively. The administration played on this apprehension by emphasizing the newness of Local 925 and the alleged inexperience of its staff and supporters.

Hoping that going through "proper channels" will bring the improvements they want, BC office workers will now wait for change. Everyone at BC has always agreed that improvements are needed. Now they hope the administration will make things better. Union supporters will watch Sullivan and the administration carefully. As one said, "We're here. He knows we're serious and will resort to another union drive if necessary."

Since the election, Sullivan seems anxious for good feelings between his office and the rest of the office/clerical staff. Whether he'll make the changes workers seek remains to be seen.

*This letter was collectively written by five members of Local 925's organizing committee at BC*

## Tenants Organize

Tenants in 164 apartments in seven Boston buildings will soon be evicted. The buildings affected are 94 and 98 Chester St., Allston; 15 Royce Rd., Allston; 1391 and 1395 Commonwealth Ave., Allston; 181 Parson St., Brighton; and 66 the Fenway, Boston. The landlord is Frederic S. Clayton of Brookline. For over a year, without informing tenants, Clayton and the Department of Housing and Urban Development (HUD) have been formulating plans for gut rehabilitation of the buildings using HUD Section 8 funds. However, none of the buildings need gut rehabilitation and tenants do not wish to move.

It was clear tenants must act together and act quickly in order to have a say about their future. With help from Symphony tenants Organizing Project (STOP), tenants in the six buildings have met twice, calling themselves the Tri-Area Tenants Union (TATU). TATU agreed: 1) Section 8 money to Clayton must be stopped and 2) the money must be re-allocated to vacant buildings in the area, especially in the Fenway, which need gut rehabilitation.

If you have questions call George Forte at 262-2157.

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# Community News Hosts Meeting



Sharon Hamer

by Tom Kieffer

**H**ow can the *Allston-Brighton Community News* be a unifying force in making Allston-Brighton residents aware of the issues that are important to all of us?

This was among the issues raised and discussed at an open community meeting sponsored by the *Community News* on October 17 at the Jackson-Mann Community School.

The purpose of the meeting was twofold; (1) to enable people interested in community issues to meet each other and exchange information on what each is do-

ing, and (2) to get feedback on the progress of the *Community News* up to this point and discuss the role it should play in Allston-Brighton.

The meeting, attended by about 50 people, began with introductions and brief statements from each of the organizations represented. The organizations attending included the Allston-Brighton Neighborhood Health Center, Mass. Fair Share, the Allston Civic Association (ACA), Allston and Brighton branch libraries, the Allston-Brighton Food Co-op, Citizens for Partici-

pation in Politics (CPPAX), Allston-Brighton Coalition for Better Health Care, St. Elizabeth's Workers for a Better Hospital, and Reach Recycling.

Much of the discussion centered around the role of the *Community News* in Allston-Brighton, particularly the scope of issues that the paper covers. Joe Smith felt that the paper "has a few issues that it keeps hitting away at, and it does a good job on them. But there are too many important issues in the community that the paper doesn't cover at all."

Anita Bromberg agreed that the paper covered only a limited number of issues, but she felt somewhat differently about it. "A newspaper with limited resources has to focus because Allston-Brighton isn't just a neighborhood, it's really a city in itself, and a large one."

Laura Ross felt that the paper was covering the issues that it should cover, especially on corporate control and how different people are fighting against it.

Staff members agree that the paper would be better if it could cover a wider range of issues.

There was also discussion of different divisions in the community, such as tenant/homeowner and long-/short-term residents. There was no general agreement about how important these divisions were, but people did seem to agree that it was important for the newspaper to try to be a unifying force in the community. Kris Haag, from Fair Share, felt that such issues as crime, taxes, rent control, and district representation are important to cover because they are common concerns of a broad range of Allston-Brighton residents.

On the whole, the staff was pleased with the way people felt about the newspaper, and felt that the discussion was constructive and helpful to us in thinking about the direction the paper should be going. Everyone seemed to enjoy meeting and learning something about how other people view Allston-Brighton and its problems.

If you were unable to attend, and have something to say about any of these issues, write to us or give us a call. We'd like to continue this community dialogue.

## Corey Washington Opens Soon

by Tom Huth

**I**f everything remains on schedule, the Corey-Washington Housing for the Elderly project would be occupied by the end of December. However, there are still a few bumps on the road toward completion.

The final list of tenants has not yet been drawn up. There has been some controversy as to whether or not the new tenancy guidelines set up by the Housing Court will be applied to Corey-Washington. In a meeting on October 25, John Murphy, BHA tenant selection official, told the Corey-Washington Citizen's Advisory Committee that the guidelines will be enforced.

In effect, this means that the project will have a 12% minority population, as mandated by the court. Once that quota has been filled, and any "housing emergencies" taken care of, the rest of the applicants will be picked on a first come-first serve basis. Whoever has had their application in, the longest will get first consideration.

Murphy assured the committee that the majority of the people likely to be picked are Allston-Brighton residents, and he implied that as many as 53 Fidelis Way tenants would be moved to the new buildings.

The selection process is not that simple however. Equal consideration must be given to BHA and non-BHA residents. Housing needs have to be taken into account. There are only so many apartments for couples and so many for single residents. As a result, some who have long-standing applications might not get in because they fall in the wrong category. The selection process, according to Murphy, will be completed by the first week of November. People should be hearing soon afterwards.

Another unresolved issue concerns management. The Citizen's Advisory committee wants a private firm to manage the new project. They feel such a firm would be more responsive to tenant's needs than the BHA, which isn't easily made accountable for its spending policies, and has a bad reputation for poor management

The BHA, however, sees things differently. In a letter to the committee, Kevin Feeley, acting BHA administrator, rejected the proposal for private management, citing "insufficient benefits, greater costs, and not enough time to select and set up a firm."

The committee has already spent a lot of time on the proposal. They have interviewed different firms and are ready to recommend two.

The committee plans to fight the rejection and expects support

from the city. Andy Olins, the mayor's housing advisor, has come out in favor of private management for both Corey-Washington and Fidelis Way. Council President Louise Day Hicks called a hearing for November 1, at which the BHA must explain its stand against private management, specifically with regard to Corey-Washington.

At the moment, the issues of tenancy and management remain up in the air. Both must be resolved soon.



Pat McGuigan

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# A/B Needs District Representation

by Pat McGuigan

The *Community News* encourages all our readers to support district representation for city council and school committee by voting "YES" on questions 1 and 2 on the November 8 ballot. Questions 1 and 2 will give Boston's neighborhoods a voice in city government. The questions provide that nine members of both the city council and the school committee be elected from neighborhood districts, and that four be elected city-wide. Each district will represent a major Boston neighborhood. Boston has always been a city of neighborhoods and it's about time that we were represented in city government.

District representation is especially important for Allston-Brighton. With a population of more than 70,000, Allston-Brighton has more than 10% of Boston's total population. Yet, there has not been a representative from Allston-Brighton on either the school committee or city council for more than 25 years.

Rep. William F. Galvin (D-Brighton) is acting as the chairman of the Committee for Neighborhood Representation. The Committee is sponsoring the campaign for the passage of questions 1 and 2.

In a recent interview with the *Community News*, Galvin said, "The point is that we have had no impact, no direct voice in policy making. Allston-Brighton doesn't have much strength or influence citywide -- we have traditionally



Four good reasons to vote 'yes' on the Galvin plan

been a stepchild in Boston politics, neglected and left out in the cold."

### NOT A SURE THING

There has been a great deal of publicity about district representation in the local media lately. A long list of politicians, neighborhood leaders and organizations have endorsed the proposal, but, despite this support, the passage of questions 1 and 2 is, by no means, a sure thing. There is a lot of opposition, including the Mayor, Councillors "Dapper" O'Neil and John Kerrigan, and James Kelly, a leader of the anti-busing forces in South Boston.

These people have claimed that district representation would encourage parochialism, or cost too much money. Yet, we now elect state senators and representatives and U.S. Congress representatives by districts. Nor is the \$200,000 that the plan will cost too much money to spend to get rid of the "no-shows" and other incompetents in city government. There will be four members that will continue to be elected city-wide to guard against too provincial an attitude creeping in.

The real reason for the opposition seems to be that some people's political careers are threatened by district voting. Galvin pointed out that most of

the opposition is coming from incumbent politicians (or people connected to them) and from those neighborhoods that have been well represented in the past. But even these neighborhoods don't have someone who has to represent their interest or be voted out of office. With everyone running citywide, politicians can easily hide in the crowd. Last month, for example, there were 44 candidates on the ballot for council and school committee.

If the proposal is adopted by the voters on November 8, the city council must hold hearings within 90 days to determine the best district boundaries. The bill requires that the districts be of equal population and that natural neighborhoods not be divided for political purposes. Galvin said that the Committee for Neighborhood Representation will stay in existence after the vote to make sure that the council doesn't play any political tricks.

This is an important issue that could assure Allston-Brighton and other neighborhoods of real representation in city government. We can't assume that it will pass, however. The vote is Tuesday, November 8. The polls will be open from 8 a.m. to 8 p.m. If you voted in last Fall's presidential election, there's no need to re-register.

Galvin feels that the "proposal won't win if Allston-Brighton (especially Ward 21) doesn't get out and vote for it. The bigger the turnout here, the better."

We urge everyone to vote for the neighborhoods by voting "YES" on questions 1 and 2.

## HARVARD

(continued from page 1)

does less for the city than the other tax-exempt places. At least Boston University students live in the community." Harvard, not surprisingly, has a somewhat different perspective. The University may have a large endowment, but, according to the Vice President for Government and Community Affairs, Robin Schmidt, "educational institutions are in as much of a bind as the cities are."

### BENEFITS?

Schmidt is also not so sure that Harvard takes much more than it puts in, as Fair Share insists. The University does provide its own police and trash collection services, for instance. Unfortunately for Schmidt and his office, Harvard's significant contributions are difficult to measure. The list, Schmidt says, could go on indefinitely, but near the top would be the large number of jobs provided by the University and

the money brought into the area by the students. In addition, Schmidt mentions that Boston is among the top cities in the country in terms of health care. The several medical schools, he feels, are largely responsible for that reputation. And, of course Schmidt points out the universities' contribution to higher education in the state. Massachusetts can afford to be the 49th state in spending on higher education, he says, only because it has so many students at private colleges and universities.

A report commissioned by Harvard and other schools in the area shows, however, that while the state as a whole may benefit materially from the presence of such private institutions, the same cannot be said for the host cities.

O'Connell contends that few jobs are filled by the primarily blue collar Boston residents; most of Harvard's professional positions are filled by people from the suburbs. He also stated that

60% of the patients treated at the medical school hospitals are suburban residents. And these tax exempt institutions are taking up land that could be used for industry and would mean more jobs for the Boston resident and more money for the city's treasury. Referring to the number of city students attending private institutions like Harvard, O'Connell said "less than 1% of the freshman class enrolled in private schools in the local Boston area are from Boston."

### INFO SHARING

On October 12, Fair Share representatives did meet with Schmidt. Corrigan feels the meeting was encouraging in that Schmidt seemed willing to examine the situation. Schmidt feels that Fair Share's argument is a reasonable one, and he would like a chance to analyze the organization's data before he makes a decision. Fair Share will provide that information, and has in turn

been promised data from Schmidt. It would like to know, for instance, just how many graduates of Boston high schools are at Harvard, and how many University employees actually are Boston residents, who the members of the Harvard Corporation are, and how the current tax and in-lieu-of-taxes payments break down.

The strength of Fair Share's position, it seems, stems from two points against Harvard. One is the moral pressure it can bring to bear upon a university which may well sense its responsibility to the community. More concretely, should public outrage reach a sufficient level (as Fair Share hopes it will), Harvard's tax-exempt status may even be threatened. At any rate, Bob O'Connell feels the odds are in favor of Fair Share. In his view, "It is the pygmy against the giant, except that we're the giant and we're asleep. But if we ever wake up," he warns, "we've got all the slingshots."

# New Leadership Needed for Schools

by Tom Cohan

On November 8 Boston voters will go to the polls to elect a new school committee and city council. In an off-year election such as this it is very unusual for an incumbent to be unseated. This year, however, a number of incumbents on both the school committee and city council are running scared.

In the school committee race, present members Kathleen Sullivan and David Finnegan were the only ones to run strongly in the primary. They are virtually assured of re-election. The other incumbents, however Paul Tierney, Elvira "Pixie" Palladino, and John McDonough did not fare as well. It appears that any one, or possibly two of their seats are up for grabs.

All three of these incumbents are integrally connected with all the problems the Boston public schools have had over the past several years. Tierney and Mc-

Donough were both named in the original court suit against the School Committee for fostering a segregated school system. Palladino rose to prominence, and was elected to the Committee two years ago as an anti-buser.

If the Boston public school system is going to provide a good education to all the children in this city, and if it is going to move in a positive direction beyond the orders of the court, new blood is needed on the School Committee. The same people using the same old obstructionist tactics can only be counterproductive.

There are two candidates this year who the Community News sees as being capable of turning the School Committee around to face the issues of quality education in our schools. John O'Bryant and Peter Couming deserve your votes. They do not hold other elective offices, and are not

about to use the School Committee simply as a forum to further their political careers.

O'Bryant spent 15 years as a teacher and guidance counselor in the Boston Public Schools. He is presently director of the health vocational training program at

the Dimock Community Health Center in Roxbury.

Couming has been involved in the parent movement in Boston for the past five years. He was one of the first cochairman of the Citywide Parents Advisory Council (CPAC).

## Peter Couming

Peter Couming is a parent with three children in the Boston public schools. He has been active in parent biracial councils since 1971, and was a member of the Citywide Coordinating Council (CCC) last year.



Peter Couming

### THE COURT:

"The Court won't leave in a hostile environment," said Couming. "... and this Committee has dragged its feet, taking far too long to appoint people to such important positions as voc. ed. director and bilingual director."

He also chastised the present committee for "reacting to situations presented by the Court," instead of taking the initiative to develop programs and policies on their own.

"Once the Judge gets a firm commitment from the committee, he will allow the School Committee to make the decisions," said Couming. "As it is now there is too much paperwork necessary to get anything done. There is too much lag time going from the Court to the School Committee to the School Department. It's a lousy way to manage anything."

### FISCAL RESPONSIBILITY

"We take people trained in education and make them administrators over a multimillion dollar budget. They can't run a business."

### LEADERSHIP

"I would have to wait until I talked to more professionals in the system before I made any decision on Marion Fahey," said Couming. In looking for a new superintendent, however, he said he would look for someone with national credentials, giving high

priority to someone from outside the system. "We need a good housecleaning," he said.

"Because they are so late in paying their bills, bids are always high allowing for what amounts to loans to the school department with interest. Much larger businesses can pay their bills on time, and often get discounts for it. There is no reason why the school department and the city can't pay on time and get those same discounts."

### PARENTS PARTICIPATION

"Parents can act as a great lobbying force, particularly because the budget is approved by a political force."

In addition, he said that an interested parent body can do a lot to boost the morale and achievement at a school.

"Parents are also professionals," he said, "and their perspective must also be considered."

Couming is proposing that the school committee members divide up the CDACs so that each member could meet with two of the CDACs on a regular basis and build more of a community base.

"I see my role on the Committee as giving parent groups an ear. No one up there has been listening. The School Committee doesn't know or understand the frustrations of parents."

In order for the Boston Public Schools to move forward, there must be a school committee that is committed to developing long-range student assignment and desegregation policies that will allow the Court to withdraw. The Court's continued presence, necessitated by an irresponsible School Committee, serves only to complicate an already cumbersome bureaucracy.

Strong leadership is also needed on the part of the Superintendent. The new Committee must begin to evaluate Supt. Marion Fahey's performance and establish criteria to judge future superintendents. The system needs a strong superintendent who is willing to weed out the deadwood in the central administration, and who is capable of administering a \$170 million budget effectively and efficiently. It is up to the Superintendent to take care of the day-to-day operations of the school system. It is the School Committee's job to determine policy, not distribute patronage jobs.

## John O'Bryant

O'Bryant feels that too often over the past several years the court has been made the scapegoat for inadequacies in the system. "Even this 'moderate' committee has continued to blame the court for all the problems in the system," he said.



John O'Bryant

"It is the responsibility of the committee to comply in good faith with the court order."

Their failure to comply has been costing the taxpayers a lot of money according to O'Bryant. "The Department of Implementation and all those experts like Scott and Dentler are unnecessary. They are only there because the School Committee wasn't doing their job."

### FISCAL RESPONSIBILITY:

"We've lost students, teachers and aides, but no administrators. Our central administration outnumbered those in systems of comparable size by more than two to one, and ours is less efficient and less effective," said O'Bryant. "I'd propose a restructuring of all departments...but give the Superintendent the responsibility to decide where cuts should be made."

He also said that the Superintendent, not the School Committee, is in charge of the day-to-day operations of the system, including bringing the class size ratio to 26:1 as stipulated in the union contract.

### LEADERSHIP:

"I'd look for a professional educator with a proven track record in an urban setting," said O'Bryant. "The first step is to advertise on a national basis, and set up a search committee that would include community groups, parents, teachers, etc."

He added that it would be wise to hold up all appointments to high level positions until a Superintendent is chosen, then allow him/her to make those decisions.

### PARENT PARTICIPATION

"Parents play an important, supportive role. Too much of their energies have been spent trying to get recognized by the Committee. I'd be there to cooperate with and assist parents."

"The CPAC and CDACs and biracial councils have given all parents an opportunity to work together. Parents are finding out that we all have something in common."

"My effectiveness will depend on how responsive the other committee members are to me and my recommendations. If they have a commitment to education, it would be difficult for them not to side with me... If I find myself isolated, I can hold them accountable, but probably couldn't accomplish much."

"I've been working for change since the early '50s. I'm not interested in running for mayor or city council; I'm just trying to get some improvements in our schools."

## Health Center Hires New Director

by Ann Getman

The Allston-Brighton Neighborhood Health Center recently announced the hiring of a new director, Brighton-resident Dave Gaynor.

ABCN talked with Dave Gaynor during his second week as director of the health center, and he discussed his background, his sense of the role of the health center in the community, and his expectations for his job as director.

Gaynor first moved to Massachusetts in 1970, working at Children's Hospital for two and a half years as a statistician in one of the clinics. He got some practical experience in internal record-keeping both in budgetary and patient-diagnostic areas, and decided to return to school to learn more about health services administration and planning. At the Sloane Institute of Cornell, Dave studied health care systems in general and the economics and business aspects of health care delivery in particular. He graduated in 1975 with a degree which may set a record for the longest and most precise title: Masters in Professional Studies, Health and Hospitals Service and Administration (MPS-HHSA). (The degree is not yet installed on his office wall, which may not be big enough!)

### PAST EXPERIENCE

In 1975-76, Dave worked with the New Jersey Rate Setting Commission, a state regulatory agency which attempts to control medical service costs through control of hospital budgets. Dave feels, in retrospect, the idea is a good one, but does not go far enough: whatever gains were made in reducing costs to Medicare and Medicaid patients were generally absorbed through higher costs to self-paying patients.

In April 1976 Gaynor returned to Massachusetts to work for the Department of Public Health in the Determination of Need (DON) program as an associate planner



Sharon Hamer

and program analyst. He served as senior analyst, and community hearing officer for the St. Elizabeth's proposal to spend \$10 million in renovation and expansion of administration and patient facilities.

Gaynor found it interesting and exciting to work directly with community groups in understanding and evaluating the performance of hospitals and health service organizations, and hopes to maintain open communications between the health center and its constituent populations. "From the state's point of view, all testimony and comments made at that hearing are very seriously considered, and permanent, public record. DON has great potential for both community involvement and coordination of health services throughout the community."

### HEALTH CENTER

The Health Center, located in Charlesview at 51 Stadium Way, has been in operation for four years, providing a broad range of services to the community. Services are geared toward the total health needs of families, stressing continuity of care and health care

education. Its present services include: Family Planning, Gynecology, Obstetrics, Pediatrics, Nutrition, Internal Medicine, Dentistry and oral surgery, Mental Health and Social Service. At present, it has 4,000 families registered for services, and handles about 20,000 patient-visits a year in its five examining rooms.

As director of the health center, Gaynor's responsibilities include administration of the center (through staff supervision, management of budget, billing, record-keeping and cost control); planning (developing grant proposals for expansion of services, directing studies of community needs, working with the DON and HSA), and community relations (both between the staff and board and between the center and the community).

Giving several years' background in working in state cost-control agencies, and now in a community-based facility, Gaynor is in a position to make some informed general comments about the organization and delivery of health care services in Massachusetts. "The major task of state agencies is to control costs of the system so that consumers are not priced out of the

health care market — but the state has shown a limited capacity to regulate those costs. It will take a concerted effort of both providers and consumers to bring those costs controls into reality."

"What we need most of all is coordination among state agencies and planning facilities. All the resources are there, through the Health System Agency (a regional, consumer-dominated planning and regulatory agency), the Rate Setting Commission (budgetary management of hospital costs) and the Determination of Need program. We need better communication and coordination among these agencies for two reasons: to prevent the rising costs which come from unnecessary duplication of technology and services, and to better meet the needs of the consumers at the community level by encouraging their participation in every aspect of health planning."

### COMMUNITY CONTROL

Gaynor sees the Neighborhood Health Centers as part of a movement toward community control of health care services. "Health care centers have proven they have the capacity to provide high quality care at low cost to the community for a wide range of primary care services. This center has a high quality staff, good facilities, and maintains a warm, personal atmosphere." One reason health centers can afford to produce quality care at lower costs is that the overhead is lower: by utilizing the sophisticated technology of other facilities in the area (local and regional), health centers avoid the duplication of services which account for rising costs at hospitals, while bringing the best primary care into the neighborhoods where it is more readily accessible. Gaynor said, "Health centers provide a high-quality, low-cost alternative to private practice and to hospital based care, and are able to generate a high volume of services in a small, localized space."

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# St. E's Plan Suffers Setback

by Tom Kieffer

St. Elizabeth's Hospital's \$10 million plan for renovation was given a negative recommendation this month by the greater Boston Health Services Agency (HSA), making it likely that the state Public Health Council (PHC) will reject the project.

In the hopes of clarifying the proposal, St. E's plans to take it on to the Public Health Council in spite of the HSA's negative recommendation. Without local support, however, chances of approval seem slim. The PHC will probably not even consider the proposal until early 1978.

St. E's insistence that the project be dealt with intact was apparently responsible for the negative recommendation, since the HSA had hoped to approve some aspects and change or eliminate others.

James Kerrigan, associate director at St. E's, has also been faulted for his poor presentation of the proposal, and for his failure to cooperate with the HSA and with three "ten taxpayer" community groups formed under state regulations allowing any ten taxpayers to constitute a group and provide community input into the decision.

Kerrigan, however, blames HSA's lack of comprehension: "I HSA's lack of comprehension: "I

don't think they really understood the proposal, which was rather complicated."

## HSA STATEMENT

To prove that it understood the situation all too well, the HSA gave as its reasons for rejecting the proposal: St. Elizabeth's failure to demonstrate that the proposed new clinics are needed; that low-occupancy services would be cut back before new services were begun; that efficiency would be increased by relocating and expanding hospital departments; or that the project would cut costs.

## COMMUNITY GROUPS

Many community group members felt that Kerrigan's negative attitude toward community input, rather than the substance of the proposal, made them withhold support.

We asked spokespersons from each of the three community groups what they thought of the decision.

Jan Singer, Allston-Brighton Coalition for Better Health Care: "Their proposal took a complicated project and make it seem more complicated. We felt that much of the proposed renovation was necessary, but that changes

should be made and community input considered."

"We raised questions about the proposal at a public hearing in March, then submitted them to St. E's in writing. It took them five months to answer, and by then the proposal was pretty far along. We got absolutely no cooperation from them.

Joe Smith, member of another community group: "The ten taxpayer groups have had constructive input. They were all more positive than negative and none of them were out to kill the proposal. And they definitely had an impact and will have more of an impact the second time around."

A statement from the third group, St. E's Workers for a Better Hospital: "We still support many parts of the project, because they're important for improving patient care and working conditions. We hope that at some point Mr. Kerrigan will be able to justify these renovations before the Public Health Council."

## AMBIVALENT

Kerrigan seemed to have an ambivalent attitude toward the community group's participation, and especially toward the St. E's workers group, the first group of

hospital employees to form a ten taxpayer group. "The ten taxpayer groups slowed the process down and created a good deal of confusion," said Kerrigan. "HSA members were impressed and surprised by the innovative activity on the part of the St. E's workers group. It was unprecedented, and that in itself was distracting." Kerrigan found it so distracting that he refused to speak directly with the group at all, claiming that any communication with them would have been the same as recognizing them as a union.

But Kerrigan's feelings about the groups were not completely negative. "We appreciated that the application got so much attention from both the employees and community groups. We hope this process helped to clarify our proposal."

Whether the ten taxpayer groups' involvement has resulted in clarification remains to be seen. But it seems sure that their interest has insured greater community input into St. E's activities in the future.

# 1500 Still Idle in Quincy

by Tom Gallagher

After more than two months the strike at the General Dynamics shipyard in Quincy is over. But all is not well for the shipyard's workers who produce mammoth liquified natural gas tankers. Thus far General Dynamics has called only about 3500 of them back. This leaves about 1500 workers still on layoff. A few are being called back here and there, but there is no solid word on when the rest will be recalled.

The company and the union (the Industrial Union of Maritime and Shipbuilding Workers of America, Locals 5 and 90) settled on a \$2.40 hourly increase over three years for the highest paid worker. Lower paid workers are to receive proportionately lower increases. The union had sought a \$3.00 increase while the company was offering \$2.00.

Probably the biggest gain won by the strike was the inclusion of a dental plan in the new contract. Though the plan does not go into effect for a year and a half, its quality cannot be determined at this time.

Although the strike is over, the company's battle with the union continues. The company has agreed to rehire the twenty-six workers who were fired during the early picketing, but they still face criminal and civil charges. While the civil charges were not

filed by the company, they were filed by management personnel and strike breakers with, we may assume, the company's blessings.

But perhaps even more significant is the company's treatment of the shipyard's twelve shop stewards. Traditionally the stewards spent as much of their work day as was necessary in handling grievances filed by union members. In most cases this resulted in the stewards performing union business full time. But this was only tradition. Nowhere in the contract did it say that stewards were entitled to do this.

Since the strike's end, the company has refused to allow the stewards to return to union business. For the first time in recent memory the stewards are back "on the tools" with everyone else. At the same time, the company is apparently going out of its way not to antagonize the rest of the returning workforce. The attempt seems to be to undercut the position of the stewards by removing the need for their existence i.e. company violations of the contract on the job.

In one case the company even refused to allow a local union

official to the phone during the work hours to accept a call from a national official of the Shipbuilders Union. While things are running pretty smoothly inside the shipyard now, it will be interesting to see if they remain that way and if the company succeeds in permanently destroying the old role of stewards.

And, of course, those 1500 laid off workers may have something to say about how smooth things go in General Dynamic's future.



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# COMMUNITY SERVICES

SCHOOLS	LIBRARIES	HEALTH	YOUTH
<p>The Boston Community School 107 South Street - 3rd Fl. Boston 542-5351</p> <p>On the Line -- a film about working and living conditions in America today will be shown Sunday, Nov. 20, at 7:30 pm. Discussion fo community and workplace organizing in Boston will follow. Donation \$1.00.</p> <p>Boston's Budget Crisis: Are We Really Running Out of Money -- a course for community activists, city workers, parents and others who want to understand what's going on; you don't need any knowledge of economics for this course. Course meets on Tuesday nights, 7:30 - 9:30 beginning Nov. 8.</p>	<p>Faneuil Branch 219 Faneuil St., Oak Square 782-6705</p> <p>Mothers' Discussion Group- Tuesdays, Nov. 1, 8, 15, at 10 am- Series on child psychology by Dr. Zola. Allston-Brighton Mental Health Clinic. Tues., Nov. 29- Carol Clewin, Crittendon House.</p> <p>Children's Program- Fri. Nov. 4, 3:00- Pippi Goes on Board. Fri., Nov. 18, 3:30- School Age Story Hour. Fri., Nov 25, 3:30- Rusty the Falcon.</p> <p>Brighton Branch 40 Academy Hill Road 782-6032</p> <p>Films for children: Thursdays at 3:30 p.m. Nov. 3: The Doughnuts; The Gold Tooth; Fiction Friction Nov. 10: Rin Tin Tin; Rabbit Hill; Seven Little Ducks Nov. 17: Legend of Sleepy Hollow; The Living Stone; Stuart Little Dec. 1: Shout It Out Alphabet; The Salvage Gang; Brown Wolf</p>	<p>Allston-Brighton Neighborhood Health Center 141 North Harvard St., Allston 783-0500</p> <p>Comprehensive family medical care. Services include OB/GYN Pediatrics, Adult Medicine, Dental Clinic, Nutritional Counseling and Exercise classes. No emergency facilities available. Hours: M. W. F. 8:30 - 5:00, TH. 8:30 - 8:30, Tu. 1:00-9:30 p.m.</p> <p>High blood pressure screening clinic to be held on Oct. 4 from 1-4:30pm at the Referral Center, 34 Fidelis Way.</p> <p>Birth Day P.O.Box 388 Cambridge, Ma. 02138 288-7404</p> <p>Homebirth information and referral Women controlled, family controlled childbirth. Open monthly meetings with an introduction to birth at home and other alternatives. Birth Day offers an 8-week series of meetings in preparation for birth at home. Next series begins Nov. 8, 1977. Speakers available, call for more information.</p> <p>Community Day Care for the Elderly 50 Sutherland Road 734-0800</p> <p>Recreation and social programs with: transportation, nursing monitoring, and meals for the elderly who require day time supervision or who are on the verge of requiring a nursing home. Hours: 9:00-5:00, Mon-Fri.</p>	<p>Youth Activities Commission Allston-Brighton Youth Resource Center 311 Washington St., Brighton 254-4021</p> <p>Delinquency counseling, crisis intervention, community outreach, tutoring, educational counseling, court/police liason.</p> <p>YMCA 470 Washington St., Brighton 782-3535</p> <p>Swimming lessons registration Nov. 1- Fall session begins Nov. 14.</p> <p>Adult Courses- Modern dance, Nov. 14. Jazz Dance, Nov. 14. Ju-jitsu, Nov. 14 and Nov. 16. Women's Self-defense, Nov. 16. Scuba, Nov. 21. Yoga, Dec. 1. Basic Ballet, Dec. 6.</p> <p>Ongoing Courses- Slimnastics, Tues. and Thurs. nights. Diet Workshops, Wed. nights.</p> <p>Exercise for men: Monday and Wednesday 12-1 p.m. and 5:30-6, \$3.50 per session, free for members.</p> <p>Youth Program- arts and crafts, floor hockey, basketball, every day, Mon.-Fri.</p> <p>Most other programs have started, but for information on late registration, call 782-3535</p>
<h2>ARTS</h2> <p>Concert of Baroque and 20th Century Music</p> <p>Saturday, Nov. 19, 8:00 pm, at St. Luke and St. Margaret's Church, 40 Brighton Ave., Allston. Donation \$2. With Judy Milardo, soprano; John Tyson, recorder; Laurie Wadsworth, gamba, oboe, recorder; and Ann Kelly, continuo.</p>	<h2>CRISIS</h2> <p>Poison Information Center, 232-2120</p> <p>Rape, 492-RAPE[7273]</p> <p>Project Place, 267-9150</p>		

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