

sexual harassment, felony vehicle stops, off duty issues, community issues, and disability commission issues. Also, each member of the command staff - 47 sergeants, lieutenants and captains in the Department - attended additional training on rules, regulations and legal procedures and other issues;

- 23 courses conducted for Fire Department personnel, representing 1,446 attendances. Courses range from emergency medical procedures to Redline familiarization;
- Law Department increasingly serving as a training resource to other departments, conducting training on ethics and the conflict of interest laws, the Public Records law, the financial disclosure law, and other matters;
- Similarly, the Department of Human Service Programs has opened up many of its training courses previously conducted only for its employees, to all employees city-wide. Topics covered include: the Americans With Disabilities Act, Substance Abuse, Workforce Diversity, Sexual Harassment in the Workplace, Elder/Child/Disabled Abuse, and AIDS/HIV/Hepatitis B;
- Weekly and monthly safety training for Department of Public Works personnel on numerous topics including vehicle use, equipment use, tree pruning, parks maintenance, pavement maintenance, snow clearing of streets and sidewalks, and ice removal; and
- On-going building, sanitary, plumbing and wiring code training for employees of the Inspectional Services Department.

PERFORMANCE MEASURES (July 1, 1997 - February 28, 1998) for City-Wide Training (Note: we are in the process of developing common ways of tracking department-specific training.)

A total of 53 training sessions have been offered city-wide through the Development and Learning Catalog

1.	Number of attendances at General Skill Development courses (including required courses)	186
2.	Number of attendances at Diversity trainings	188
3.	Number of attendances at Management Development courses	117
4.	Number of attendances in Personal Health, Lifestyle, Safety courses	116
5.	Number of attendances at other courses offered in Catalog	29
6.	Number of attendances at computer courses	129
7.	Total number of attendances at city-wide training	765

CITY RESIDENT TRAINING EFFORTS:

Through the Department of Human Services Office of Workforce Development, the City is committed to expanding the employment and training opportunities for city residents. The primary focus of the office is not direct service delivery but rather program development and coordination, planning for new initiatives, oversight of programming, and coordination of existing services to maximize resources available to

residents. In the planning and coordination function, staff work closely with community based agencies, the Regional Employment Board, area businesses, the School Department and other City Agencies.

The Office provides matching funds to bolster high quality programs, to leverage state and federal resources, and to expand slots for Cambridge residents. The Office of Workforce Development also oversees the Cambridge Employment Program, which is about to begin a new partnership with the Cambridge Housing Authority to provide enhanced services to housing authority residents. The Mayor's Summer Youth Employment Program is now operated out of the Office and is expanding its operations to run a Neighborhood Services Program in conjunction with the City's youth centers. The Office of Workforce Development also provides services at the high school's Youth Employment Center. Through the Community Learning Center, the City provides adult education services which can be critical in assisting residents in accessing employment as well as enhancing other aspects of life. The Community Learning Center is expanding its services with the Cambridge Housing Authority as well.

In many cases where City funds are not expended, the Office of Workforce Development staff work with other partners to bring new programs to the City, such as Bunker Hill Community College, assist programs with planning , coordination and job lead sharing, connect employers to school and youth programs, and provide other in kind services. Office of Workforce Development staff also maintain close contact with other employment and training programs serving Cambridge residents.

Reported below are the primary programs providing employment and training services to Cambridge residents along with the number of residents each program has served or will serve this fiscal year. The programs are divided into adult and youth categories and are also subdivided into three categories: those which receive City financial support, those which receive substantial in kind services and those where no significant resources are provided.

Adult Workforce Development Programs and Initiatives

- Programs where City funds are expended (includes state/federal funds received)

<u>Program</u>	<u>Number of Residents Served- FY98</u>
Cambridge Employment Program	188 (year-to-date)
Central Artery/Tunnel Project	40
Just A Start Biomedical Careers Program	12
Solutions at Work	6
CASCAP Consumer Provider Program	19 (based on FY97)
Community Learning Center	1100

- Initiatives where City dollars are not expended but substantial in-kind resources are provided:

<u>Program</u>	<u>Number of Residents Served - FY98</u>
Bunker Hill Community College Cambridge Campus	128 (year-to-date)
Jobs Consortium	600 job leads shared
Cambridge Adult Employment Alliance	Planning Group
Career Source	636 (year to date)
CHA-EDSS	560 over 2 years

- Other Programs and Initiatives (neither City dollars nor in-kind support provided)

<u>Program</u>	<u>Number of Residents Served - FY98</u>
Just A Start Supported Work	22 (based on FY97)
Just A Start Basics Program	18 (residents & others)
North Charles Employment Program	40 (based on FY97)

Youth Workforce Development Programs and Initiatives

- Programs where City funds are expended (includes state/federal funds received)

<u>Program</u>	<u>Number of Residents Served - FY98</u>
OWD Mayor's Summer Youth Employment Program	463
Neighborhood Service Project	60
Youth Employment Center	550
Just A Start Student Support Network	32
CCS CityLinks	16
RSTA Career Path Internship Programs	49
CRLS Advising Program	All 9 th Graders
CHA's Work Force Program	143
Just A Start Youth Build Program	20 (year-to-date)
Just A Start Teenwork Program	100

- Initiatives where City dollars are not expended but substantial in-kind resources are provided:

<u>Program</u>	<u>Number of Residents Served - FY98</u>
Jobs for Bay State Graduates, Inc.	40
ERI Summer Youth Employment & Training Program	22
Summer Jobs Campaign	231*

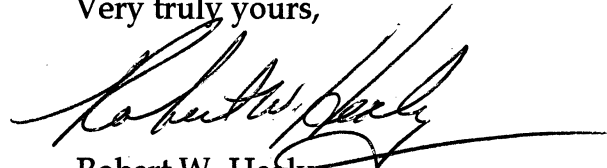
- Other Programs and Initiatives (neither City dollars nor in-kind support provided)

<u>Program</u>	<u>Number of Residents Served - FY98</u>
CCS Academics for Changing Times	20
ERI Summer Youth Employment & Training Program	220
ERI Youth Employment Programs	19*

* Some also are counted elsewhere

I welcome any comments you may have on this report, and look forward to a productive discussion.

Very truly yours,



Robert W. Healy
City Manager

Attachments: Quarterly Reports (3) on Internal Training Sessions
Workforce Development Programs & Initiatives

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

July 1 through September 30, 1997

COURSES, PROGRAMS, SESSIONS OFFERED THROUGH DEVELOPMENT AND LEARNING CATALOG:

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
G	Americans with Disabilities	7/19	12	6	10
G	Polish Your Communication Skills	8/14	15	8	9
G	Responding to Public Record Requests	9/17	29	6	20
D	Workforce Diversity	8/18	12	8	9
D,M	City Manager sponsored Diversity Training	9/25	52	12	23
M	Management Round Table: Employee/Job Match	7/9	10	0	8
M	Management Round Table: Challenge at Work	8/4	11	1	6
M	Supportive Confrontation	9/23	7	3	6
H	Substance Abuse and Intro to EAP	8/21	13	6	9
H	Yoga: Session 1	9/19	11	5	10
	Session 2	9/26	10	4	9
H	Getting Started with Exercise	7/23	8	2	6

CODES FOR TYPE OF TRAINING:

- C Core Curriculum: New Employee or Required Training
- D Diversity
- G General Skill Development
- H Personal Health, Lifestyle, Safety
- M Management Development
- O Other

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

July 1 through September 30, 1997

	O	Cambridge Demographics	8/12	4	0	2
	O	How To Be A Smart Consumer	7/22	6	2	6
	O	Public Art Appreciation	7/29	8	1	6
	O	A Walk Around Central Square	8/5	11	3	9
<i>TOTAL FOR QUARTER:</i>				219	67 (30.6%)	148 (67.6%)

CODES FOR TYPE OF TRAINING:

- C Core Curriculum: New Employee or Required Training
- D Diversity
- G General Skill Development
- H Personal Health, Lifestyle, Safety
- M Management Development
- O Other

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

October 1 through December 31, 1997

COURSES, PROGRAMS, SESSIONS OFFERED THROUGH DEVELOPMENT AND LEARNING CATALOG:

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
G	Communicating with a TTY: Two sessions	12/12- 12/19	4	0	1
G	Filling City Vacancies	10/22	4	1	4
G	Polish Your Communication Skills	10/9	4	3	4
G	Team Building: Purchasing (2 sessions)		8 7	2 1	7 6
G	Preventing Sexual Harassment	11/20	22	4	6
G	Preventing Sexual Harassment	12/4	19	7	9
D,M	City Manager sponsored Diversity Training	10/3	46	11	23
M	Management Round Table: Maintaining Good Communication	10/29	12	3	8
M	Management Round Table: Evaluating Employees	11/5	9	1	5
M	Making Meetings Work	11/18	4	0	3
M	Performance Management	10/8	10	5	8

CODES FOR TYPE OF TRAINING:

- D Diversity
- G General Skill Development, including core curriculum
- H Personal Health, Lifestyle, Safety
- M Management Development
- S Customer Service
- O Other

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

October 1 through December 31, 1997

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
H	Elder/Child/Disabled Abuse (DHSP sponsored)	10/16	13	6	6
H	CPR	12/2	10	5	9
H	AIDS/HIV/Hepatitis B (DHSP sponsored)	12/18	13	4	8
H	Yoga: Eight Sessions (4-12 attendees) per session	10/3 11/21	38	8	36
TOTAL FOR QUARTER:			223	61 (27%)	143 (64%)

CODES FOR TYPE OF TRAINING:

- D Diversity
- G General Skill Development, including core curriculum
- H Personal Health, Lifestyle, Safety
- M Management Development
- S Customer Service
- O Other

QUARTERLY REPORT OF INTERNAL TRAINING SESSIONS

January 1, 1998 through March 31, 1998

COURSES, PROGRAMS, SESSIONS OFFERED THROUGH DEVELOPMENT AND LEARNING CATALOG:

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
D	Workforce Diversity	3/19/98	20 (estimate)		
G	Americans with Disabilities Workshop	1/15/98	8	5	5
G	Managing Your Own Career Development	2/11/98	10	4	8
G	Preventing Sexual Harassment	2/3/98	17	5	10
G	Procurement of Supplies and Services	1/21/98	20	8	11
G	Receiving Performance Appraisals	2/24/98	7	2	5
M,S	Internal Customer Service	1/13/98	9	2	7
M	Conducing Performance Appraisals	1/28/98	10	2	9
M	Expectations of Employees	2/10/98	11	4	1
M	Performance Management	3/25/98	16 (estimate)		

CODES FOR TYPE OF TRAINING:

- D Diversity
- G General Skill Development, including core curriculum
- H Personal Health, Lifestyle, Safety
- M Management Development
- S Customer Service
- O Other

TYPE OF TRAINING	SESSION TITLE	DATE	NUMBER OF PARTICIPANTS	NUMBER MINORITY	NUMBER FEMALE
M	Performance Management (CDD)	2/5/98	5	0	3
M	Performance Management (Police)	3/11/98	50 (estimate)		
M	Performance Management (DPW)	1/14/98	8	2	2
M	Performance Management (DPW)	2/11/98	11	0	1
M	When Personal Problems Affect Work	3/12/98	12 (estimate)		
TOTAL FOR QUARTER:			214		

CODES FOR TYPE OF TRAINING:

- D Diversity
- G General Skill Development, including core curriculum
- H Personal Health, Lifestyle, Safety
- M Management Development
- S Customer Service
- O Other

Adult Workforce Development Programs & Initiatives

3/6/98

Programs and Initiatives where City funds (and/or state/federal funds the City receives) are expended:

Cambridge Employment Program - This program, which costs about \$78,000 of City funds, is open to every Cambridge resident and provides personalized job readiness, resume preparation assistance and job matching. Customers are encouraged to schedule appointments with the CEP Director who can help them to organize an effective job search. CEP staff make referrals to education and training programs when appropriate and work closely with local community-based organizations to coordinate services. CEP staff organize job fairs and work closely with employers to increase placement opportunities for residents. Collaborating organizations include the Cambridge Community Services, the Community Learning Center, Cambridge Housing Authority, community-based organizations and the Office of Workforce Development (OWD). CEP has served 188 residents since the beginning of FY '98, and placed 62 of them in employment and job training or education. In order to increase the capacity of CEP to provide a fuller range of services to both residents and employers, the plan is to link CEP and Career Source, the One Stop Career Center in Alewife, more closely.

Community Learning Center - The Center provides adult education services which can assist Cambridge residents in employment among many areas. As of 1/98, \$485,709 of the Center's budget will be City funded, while \$860,988 will come from a large number of other sources. Most of these other sources are state funds (such as Department of Education grants and JTPA 8% funds) and federal funds (such as HUD and Head Start funds). Also, the Friends of the Community Learning Center receives private contributions. The Community Learning Center has a wide range of partners, among which are Cambridge Housing Authority, the Cambridge School Department, the Community Schools, the Center for Families, shelters and other programs serving the homeless, Headstart, SCALE, ESL Network partners, Adult Career Pathways partners, Bunker Hill Community College, Concilio Hispano, and OWD. Community Learning Center programs are open to any Cambridge resident with a skill level below that of a high school graduate. Its Adult Career Pathways program, which is specifically targeted to teach employment related skills, will serve 17 Cambridge residents during FY '98. Specific target populations include homeless adults, parents of young children, Head Start parents, Cambridge Housing Authority residents, and others for whom the center receives targeted funds. During FY '97, the Community Learning Center had 600 slots and served over 1,000 Cambridge residents. During FY '98, the center will increase its slots to 695 and expects to increase the number served proportionately.

Central Artery/Tunnel Project - Training funds from the Central Artery Tunnel project (most of it through ERI) have been used to fund both occupational skills training and recruitment/referral into the Apprenticeship Preparedness Program operated through the Boston Building Trades. In FY '98, the program will receive \$22,000 of funds through the City, and \$158,404 of funds from the Massachusetts Highway Department. The

computer skills training is conducted by Computer-Ed. Past skills training has combined computer skills and CAD training with the goal of getting graduates into CA/T worksite training slots. With the design phase of the project winding down, there are fewer and fewer worksite training slots available. Therefore, this year the computer skills program has expanded and is offering the 32 week/20 hour per week Computer-Ed Office Specialist curriculum (spreadsheet, word processing, keyboarding, etc.) so that graduates will be able to find placements in non-CA/T positions. Specific target groups for this project include: African American men between the ages of 18 and 24 and over 40, all Puerto Ricans, single women heads of households, Asian Americans, Latinos, Native Americans, women, handicapped individuals. All applicants must meet HUD low income guidelines and must lack a significant work history. During FY '97, CA/T programs served 27 Cambridge residents out of a total of 59 individuals. The APP program served 6 Cambridge residents out of a total of 14 individuals and the computer skills program served 21 Cambridge residents out of a total of 45 individuals. During FY '98, CA/T programs served 40 Cambridge residents out of a total of 71 individuals. The APP program served 20 Cambridge residents out of a total of 34 individuals and the computer skills program served 20 Cambridge residents out of a total of 37 individuals. We anticipate that the program will be level-funded next year, but have not received confirmation about this from the Mass Highway Department.

Just A Start Biomedical Careers Program - This nine month certificate program combines academic classes and laboratory training to enable graduates to find jobs in the biomedical field as laboratory technicians, research assistants, quality control technicians, etc. Bunker Hill Community College collaborates with Just A Start on this program. During FY '98, the program will receive \$50,000 through a contract with the City, and \$216,000 of other funding. The program is designed especially for people who have not attended college or who have been out of school for many years. Historically, the demographic breakdown for the program has been 16% between age 18-22; 48% minority; and 70% female. During FY '97, the program enrolled 28 individuals, of whom 4 were Cambridge residents. During FY '98, the program enrolled 32 individuals, of whom 12 are Cambridge residents. Just A Start conducted extensive outreach to target populations in concert with OWD and many other Cambridge organizations and agencies.

Solutions at Work - This program provides employment, training and transitional work experiences to homeless individuals. HUD Homeless funds which come through the City support services for 6 individuals annually.

CASCAP Consumer-Provider Program - This largely state funded training, internship, placement program prepares consumers of DMH services to work in programs providing human services. HUD Homeless funds which come through the City support two program slots annually. The program serves Cambridge residents and others. Collaborators include Bunker Hill Community College, which provides a certification for graduates of the program. During FY '97, 19 Cambridge residents participated in the Consumer-Provider Program.

Programs and Initiatives where City dollars (and/or state/federal funds the City receives) are not expended but substantial in-kind resources are provided

Bunker Hill Community College Cambridge Campus - BHCC offers classes during the evening at CRLS to eligible residents of Cambridge and surrounding cities and towns. Although the college assumes the cost for staffing and faculty for the satellite campus, significant in-kind contributions from the City include use of CRLS rooms and equipment. (During FY '98, the City also provided \$9,360 to upgrade computers at CRLS for BHCC classes and CRLS students' use.) There is also significant staff time devoted to oversight of the campus on the part of OWD and the Community Learning Center. Collaborators include the Community Learning Center, the School Department, Cambridge Housing Authority, Just A Start and OWD. There are a variety of low cost courses offered each semester including: Intro to Microsoft Office; Accounting; College Writing; Algebra; and Phlebotomy. BHCC also offers a tuition-free computer class on Saturday mornings for CHA tenants. During FY '97, 99 Cambridge residents enrolled in courses and 186 individuals were enrolled in total. During FY '98, BHCC estimates that 128 residents were enrolled in courses, out of a total of 235 individuals. Enrollments have been increasing during each semester since the Cambridge Campus was created, and had a higher rate of increase than other BHCC campuses this fall.

Jobs Consortium - A number of program providers in the City participate in the OWD-sponsored Jobs Consortium. This group is a consortium of job developers who have agreed to share job leads and present a united front to employers. New services will include mock interview practice sessions and job fairs. Membership helps to expand placement opportunities for program participants. Members include: Just A Start, CEP, North Charles Employment and Training, CASCAP, GBRS, the Salvation Army, Career Source, the Department of Transitional Assistance and several agencies which do not serve Cambridge residents, but provide technical assistance and share information. The Jobs Consortium expects to share more than 600 job leads annually based upon a renewed commitment of OWD staff support.

Cambridge Adult Employment Alliance - The Alliance is a group of local employment, job training and education providers who meet monthly in an effort to coordinate service planning and provision in the City. The group is currently participating in a system assessment, initiated by OWD, to get a better sense of how programs connect and to identify possible gaps in service to residents. The members represent agencies that deal with a variety of client populations, such as individuals with disabilities, low income youth and adults, job seekers with lower skill levels, etc. Members include CEP, Community Learning Center, ERI, Career Source, Just A Start, Concilio Hispano, CASCAP, North Charles Employment and Training Program, GBRS, Cambridge Housing Authority, Somerville-Cambridge Elder Services, Men of Color Taskforce, Centro Presente, Massachusetts Alliance of Portuguese Speakers, Health of the City and the Ethiopian Mutual Assistance Association.

Career Source - This one-stop career center meets the needs of both employers and individuals seeking employment or job training. Federal and state funds support Career Source, including Job Training and Partnership Act funds which flow through Employment Resources Inc. and funds from the Department of Transitional Assistance

for placement and training for welfare recipients. Career Source provides a variety of free and fee-based services to job-seekers and employers. Free services to job-seekers include on-line talent bank and job listings, job referral services, access to a resource library, education/training program listings, financial aid eligibility assessment, basic skills/interests assessment, an individualized initial interview, workshops on resume development, networking skills, interview and techniques, and referral to specialty program providers, while fee-based service include specialized job search counseling and computer training classes. Free services to employers include job-matching, on-line talent bank and job listings, and a dedicated account representative, while fee-based services include customized executive searches, outplacement services and human resource consulting. Career Source reports that from 7/1/97 through 1/31/98, they served 636 Cambridge residents among a total of 2,632 individuals. Of all individuals Career Source served, they placed 338 in jobs and enrolled 167 education/training programs.

Cambridge Housing Authority (CHA) Economic Development and Social Services Program - This program has recently received two year HUD funding (matched by in-kind services from programs including the Community Learning Center and OWD. Funds will be used to develop a Resident Employment Assistance Program (REAP) which will significantly enhance the capacity of the Cambridge Employment Program (CEP). The HUD funding along with funding provided by the Newtowne Court/Washington Elms Tenant Council will make it possible to hire Outreach Workers and a Vocational Case Manager to work with CEP staff. Outreach Workers will inform potential clients in CHA developments about available services. The Vocational Case Manager will assist clients in defining their career goals and link them with support services which will help them be successful in their job searches. The program will also provide funds to establish a Community Computer Center at Jefferson Park, provide additional Bunker Hill Community College vocational training course offerings to Cambridge Housing Authority residents, begin an Adult Post-Secondary Education Preparation Program to prepare adults, especially non-native English speakers, to take advantage of community college courses and expand the Work Force program (details are in the Youth Workforce Development Programs and Initiatives section of this report). Through these various components, the program's goal is to provide services to at least 560 public housing residents over two years.

Programs and Initiatives where neither City dollars (and/or state/federal funds the City receives) are expended nor substantial in-kind support is provided

Just A Start Supported Work - This program provides Department of Transitional Assistance recipients who have little or no work experience with an opportunity to develop employability skills. The program places participants in jobs and provides ongoing support throughout the placement. The program goal is to have the placement turn into a full time permanent position. There were a total of 161 individuals served last year, of which 22 were Cambridge residents. The goal for FY'98 is 165 participants.

Just A Start Basics Program - This twelve week training program, set to begin this month, targets welfare recipients who want to find entry level jobs as clerical workers, secretaries, receptionists, customer service workers, bank clerks and other similar

occupations. The program offers instruction in business math, business writing, customer service skills, office computer applications, and career and life planning. The goal is to serve 18 individuals; recruitment will include outreach to Cambridge welfare recipients.

North Charles Employment Program - This state funded (DMH) program provides a range of employment, job training and education services to consumers of DMH services, including those who are housed and those who are homeless. During FY '97 the North Charles Employment Program provided services to 83 individuals, of whom 40 were Cambridge residents.

Salvation Army - The Salvation Army provides employment services to residents of their shelter and other homeless individuals who seek out their services. Services are funded through private donations.

Youth Workforce Development Programs & Initiatives

Programs and Initiatives where City funds (and/or state/federal funds the City receives) are expended:

OWD Mayor's Summer Youth Employment Program - City funds for this program provide employment, career preparation and college awareness services. About \$450,000 of City funds support this program, with much of these funds expended on wages for teenagers in public sector employment. The program focuses services in the summer and increasingly during the school year on those who are 14-15 years old and those who have barriers to private employment. During FY '97, 477 Cambridge residents between 14 and 18 were employed. During FY '98, 463 individuals were employed, of whom 71% were 14-15 years old.

Neighborhood Service Project - This pilot project expands the Mayor's Summer Youth Employment Program (MSYEP) to include school year activities. A collaboration between OWD and DHSP's Youth Centers, the Neighborhood Service Project will be sited at each of the City's Youth Centers and serve 60 Cambridge 14 and 15 year olds during FY '98. The project aims to develop community-based service/learning projects as a way to introduce participants to the world of work and engage them in providing service to their neighborhoods. It will offer a new service to current Youth Center members and encourage others to become members.

Youth Employment Center - Located at CRLS, the center serves students ages 14-19, and serves as a one-stop point of contact with Cambridge's youth employment programs. The Center is funded through about \$9,000 of City funds provided by OWD, contribution of space and related services by CRLS and staff time contributed by collaborating organizations. In addition to information about programs and private sector jobs, the center provides employment preparation workshops and a "Step One" application form accepted by all collaborating organizations for entry into their programs. Collaborators include Cambridge Housing Authority's Work Force program, Just A Start, Employment

Resources Inc. and OWD. During FY '97 the Youth Employment Center served 550 teenagers, and will do so in FY '98 as well. We hope to expand coordination among service providers and offer a wider range of workshops and private sector employment opportunities.

Just A Start College Peer Mentor Program - This program, a collaboration among Just A Start, the Cambridge Housing Authority, CRLS and OWD (which was previously named the Student Support Network), serves first generation college students, GED students transitioning to college and CRLS students in 11th and 12th grade who are considering college. The major source of program support has been state School to Work funds which flow through the Office of Workforce Development and are now in their final year. During FY '97, the program received \$14,000 of School to Work funds. During FY '98, it will receive \$21,000 (of which \$14,000 will come be School to Work funds). During FY '99, the program has received a commitment from the Cambridge Public Schools for full funding. (The program has also received an in-kind contribution of OWD staff time, which will continue). The College Peer Mentor Program, a model School to Career program, assists first generation urban college students in making a successful transition from high school to college through peer mentoring and support. During FY '97, the Student Support Network served 21 Cambridge residents. During FY '98, the program plans to serve 32 Cambridge residents. Agencies sponsoring the program hope to expand it to serve more students and to strengthen its connection to the school system.

Cambridge Community Services CityLinks - This school to career internship program serves bilingual CRLS students in 11th and 12th grades. Collaborators include City departments, the CRLS Bilingual Department and OWD. Total funding for CityLinks is about \$104,000, including about \$60,000 of private foundation funds and \$44,000 of City funds. City funds pay for stipends which teen participants receive for their internships. During FY '98, the program is serving 16 students. CCS and OWD hope to bring the program back to its normal 20 students and increase its connection to the CRLS Bilingual department.

RSTA Career Path Internship Programs - These school to career internship programs (Infant/Toddler, Management and Finance, Lesley Careers in Education, Harvard, and Health Careers) serve CRLS students in 11th and 12th grade. Collaborators include Cambridge Community Services and OWD. Internship program funding includes \$175,000 for student stipends in FY '97 and \$150,000 for student stipends in FY '98 (from a combination of private sector, Cambridge School Department and City sources) and significant teacher time. Of this funding, \$30,000 during FY' 97 and \$25,000 during FY '98 came from grant sources, mainly state School to Work funds through OWD. Additional in-kind contributions include staff time and supplies. During FY '97, these internship programs served 80 CRLS students including those in the CityLinks program (above). During FY '98, they will serve approximately 65 including those in the CityLinks program. CRLS class schedule was finalized later than usual, causing a reduction in the number of students who could commit to internship programs. The partners who collaborate to provide the internship programs hope to increase the number of students enrolled, increase the extent to which internship programs are institutionalized in the school system, and consider adding new programs.

CRLS Advising Program - This new program, funded through CRLS (largely through commitment of teachers' time) provides all 9th grade high school students with a structured advising program focused on academic development, career exploration and health/wellness. Collaborators with CRLS in the creation of this program include a parent representative of the School Council and staff from the Teen Health Center, Cambridge Public Health Commission, Cambridge Community Services, and OWD. The program will serve all ninth graders during FY '98 (approximately 500). Expansion of the Advising Program next year to include all 10th grade students is under consideration, and perhaps to all CRLS students over the next several years. The Advising program may also be an effective "feeder" for other school to career offerings.

Cambridge Housing Authority's Work Force Program - This program, funded by a range of federal, state and private contributions, including \$20,000 of funds which it receives through the City, serves 13-19 year old Cambridge Housing Authority residents. A unique unemployment prevention program the Work Force Program is designed to break the cycle of poverty in public housing developments through the use of career development activities, educational and recreational workshops, and strong support systems. OWD provides a variety of in-kind support services to the Work Force program, including collaborative work on public relations and job development for the private sector component of the program each summer. During FY '97, the program served about 120 participants, all of whom were employed, and among whom 22 were placed in private sector employment with assistance from OWD. In FY '98, the Work Force will serve a similar number. In addition, new HUD Economic Development and Social Services funding (see this item in the Adult section for more information) will make possible addition of a First-Generation to College Retention Program, providing 45 teenage participants, program graduates and their parents (including 23 previous program participants and their parents) with supports for completion of post-secondary education.

Just A Start Youth Build - This program is largely federally funded with a total FY '97 budget of \$625,000, but includes a special Placement Counseling Component paid for by \$13,500 of CDBG through a contract between OWD and Just A Start. The program serves at-risk youth 16-24 years old, most of whom are out of school. It provides education and training services through a model in which youth work part-time, generally in construction, and attend GED preparation or remedial education classes. In FY '97 Just A Start's Youth Build program served 37 Cambridge residents. For the first two quarters of FY '98, the program has served 20 Cambridge residents, and is still recruiting. A large majority of participants are placed in post-program full-time employment. Participants also are assisted in entering community college or technical education programs after they graduate from Youth Build.

Just A Start Teenwork - This program funded by a combination of sources including CDBG received through a contract between OWD and Just A Start. For example, in FY '97, \$25,000 of CDBG funds was matched by \$14,927 of other funds raised by Just A Start, for a total program budget of \$39,927. OWD also provides outreach, public relations, job pledge development and other technical assistance services. The program serves Cambridge teenagers 16-19 years old, providing them with job placement and ongoing support services. The program also provides support services to businesses which

employ them. During FY '97, Teenwork served 91 Cambridge teens. The program anticipates serving 100 during FY '98.

Programs and Initiatives where City dollars (and/or state/federal funds the City receives) are not expended but substantial in-kind resources are provided

“We’ve Got a Job to Do” Summer Jobs Campaign - This campaign connects Cambridge teenagers 16-19 years old with summer employment in the private sector. The Office of Workforce Development coordinates efforts to secure pledges of jobs from Cambridge employers, working closely with Just A Start, ERI and the Cambridge Housing Authority’s Work Force program. These three agencies work closely to place teenagers in jobs resulting from the pledges and provide on-going case management and support services to the teenager and the employer. As a result of the campaign, 231 teenagers were employed (many of whom also participated in youth employment programs described in the Youth section of this report).

Jobs for Bay State Graduates, Inc. - This program, funded by state and private dollars, and sponsored by CRLS prepares economically and/or academically at-risk CRLS seniors for employment and assists them to find jobs. CRLS provides space and associated services to this program. During FY '97, the program served 30 students, and will serve 40 students during FY '98.

ERI Summer Youth Employment and Training Program - This private sector summer employment program serves Cambridge youth who are at risk. Collaborators with ERI include OWD and businesses which provide employment. OWD provides in-kind support including staff time to conduct public relations, secure job pledges, recruitment and job development assistance. The program will serve 22 Cambridge residents during FY '98.

Programs and Initiatives where neither City dollars (and/or state/federal funds the City receives) are expended nor substantial in-kind support is provided

CCS Academics for Changing Times - This program, funded by the federal Americorps program, serves youth aged 17-22. It provides community service opportunities, making it possible for them to earn a stipend and educational award for college while working with community after-school programs and summer camps. Other collaborators include community service providers and the public schools. The program will serve about 20 students during FY '98.

ERI Summer Youth Employment and Training Program - This program, funded by JTPA IIB, serves youth ages 14-21 who are economically, physically or mentally disadvantaged. It provides education and training services with public sector job placement and counseling. The program has served (and will serve) approximately 690 individuals of whom 220 are Cambridge residents during FY '97 and FY '98.

ERI Funding for Education and Training - These slots, funded by JTPA IIC, serve out-of-school youth ages 16-21 who are economically, physically or mentally

disadvantaged. They provide education, job training, counseling and post-program job placement services. Collaborators include Just A Start, LARE and other employment, training and education providers. The program will serve 86 individuals during FY '98, of whom 19 are Cambridge residents. (Seven of the Cambridge residents are counted in the Just A Start Youthbuild program.)



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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

March 16, 1998

To the Honorable, the City Council:

I am pleased to submit to you a status report on the City Council Priority: "Increase Workforce Training." This report includes information on the City's internal training efforts for its employees as well as training efforts for City residents.

CITY EMPLOYEE TRAINING EFFORTS:

- **City-Wide Training:** The City offers numerous courses to all employees through the Development and Learning Catalog. For many City employees, these internal city-wide courses are sufficient to meet their training and development needs. Sexual harassment training is required of all new employees and is included in the course catalog. See attached Attachment #4 for detailed information on the attendees and courses offered through Development and Learning Catalog for FY98 year-to-date: July 1, 1997 projected through March 31, 1998. The City also supports employees attendance at professional conferences and provides tuition reimbursement benefits.
- **Department-Specific Training:** Many departments, because of the technical or unique nature of their work, require that employees undergo specialized training. This training is either sponsored directly by the department for its employees, or contracted out to an agency that fulfills this purpose for many organizations. Training that falls into this category is above and beyond the business skill development and other courses offered through the Development and Learning Catalog.

Highlights of these training sessions since July 1, 1997 include:

- City Manager sponsored diversity training (8 hours) for each department head and senior manager (an additional 8 hours was sponsored in June for a total of 16 hours);
- 16 hours of in-service training (40 hours is required annually) for all 225 sworn personnel in the Police Department. Courses included: CPR, first responder,

Consent Agenda #4

S-1463

Relative to a status report on
the City Council Priority:
"Increase Workforce Training."

In City Council March 16, 1998

Referred to

the meeting scheduled for 7:00 pm.