



associates, inc.

September 30, 1992

TO: Robert Healy, City Manager, City of Cambridge

FROM: Marlene Seltzer 

RE: Progress Report on Seltzer Associates' Review of the City's Employment and Training System

The following presents our report on the progress of Seltzer Associates' review of the City's employment and training system and the development of recommendations for re-structuring and re-focusing the system.

PROGRESS REPORT

In early August 1992, Seltzer Associates, Inc. was contracted to provide the City Manager with assistance in reviewing and re-structuring the City's employment and training system to ensure that the system provides Cambridge residents with the services they need to succeed in the Cambridge labor market. The project consists of two major components: 1) a review of the system's current organizational and operational structure as it relates to the City's workforce development goals and 2) the development of recommendations and an action plan for re-focusing and re-structuring the City's employment and training system to improve the City's capacity to provide effective workforce development services to Cambridge's residents and employers.

In order to accomplish the first component, Seltzer Associates worked with the City Manager and his staff to develop a consultative process of interviews and program reviews with three objectives:

1. to identify the goals for the employment and training system as articulated both by the City's policy makers and its program directors and staff;
2. to define the current organizational and operational structure of the City's employment and training system; and

3. to assess the relationship of the City's stated goals for the system to the current structure, actual mix of services, allocation of resources, and individual program goals.

In the months of August and September, Seltzer Associates made considerable progress in conducting the system review. We found policy makers and staff at all levels to be extremely cooperative, providing us with thoughtful and balanced insight into the strengths and weaknesses of the system. They were universally willing to share information about the current structure of the system and their personal and programmatic goals for system re-design. The following section outlines the activities undertaken by Seltzer Associates' staff to date.

Interviews with Senior Policy Makers, Program Directors, and Planning Staff

Seltzer Associates' staff developed comprehensive interview instruments to support in-depth discussions with City Councilors, selected advisory group and planning group members, City senior staff, program directors, and planning staff. The interviews were designed to elicit information about participants' goals for the City's employment and training system, their role in policy development, program planning and program oversight, and the current composition and focus of the system. We conducted a total of 19 interviews with the following individuals:

Kenneth Reeves, Mayor
Edward Cyr, City Councilor
Alice Wolf, City Councilor
Jonathan Meyers, City Councilor
William Walsh, City Councilor
Robert Healy, City Manager
Richard Rossi, Deputy City Manager
Jill Herold, Assistant City Manager for Human Services
Michael Rosenberg, Assistant City Manager for Community Development
James Keegan, CEO, Cambridgeport Bank and Chair, Citywide Youth Employment Office Business Advisory Committee
Pat Byrne, Executive Director, Partnership for Public Education
Larry Rosenstock, Executive Director, Rindge School of Technical Arts
Steven Swanger, Director, Cambridge Housing Authority Workforce Program
Geoffrey Rocket, Director of Operations, Employment Resources, Inc.
Van Spanos, Director, Just-A-Start
Mina Reddy, Director, Cambridge Community Learning Center
Saphira Baker, Director, Citywide Youth Employment Office

Gene Gebolys, Assistant Planner for Economic Development,
Community Development Department
Elaine Thorne, Community Development Department

In addition, interviews will be conducted with the following individuals within the next two weeks:

Francis Duehay, City Councilor
Barbara Covell, Director of Human Resources, Genetics
Institute and Member, Metro-North Regional Employment Board
Frederick Ritzau, Vice-President, United Electric Controls and
Chair, Metro-North Regional Employment Board
Nancy Brown, President, Employment Resources, Inc.
Randall Wilson, Community Development Department
Sal Pina, Cambridge Opportunity Job Center

Document Reviews

In order to ensure that Seltzer Associates has a full understanding of the orientation, structure and composition of the complex network of programs and services that make up Cambridge's employment and training system, Seltzer Associates' staff has supplemented the information gathered through in-depth interviews with a review of the following documents:

FISCAL YEAR '93 JOB TRAINING PARTNERSHIP ACT IIA AND JOBS FUNDED PROGRAMS FOR THE METRO-NORTH SDA - First Round, Employment Resources, Inc.

REQUEST FOR PROPOSAL, OCCUPATIONAL SKILLS TRAINING, JTPA AND MASSJOBS, Second and Successive Rounds, Fiscal Year 1993, Employment Resources, Inc.

Listing of Grants for Fiscal Year Ending June, 1993, Employment Resources, Inc.

Guide to the Cambridge Employment Program

CAMBRIDGE - LESLEY CAREERS IN EDUCATION PROGRAM: A Collaboration of Lesley College and Cambridge Rindge School of Technical Arts

A NEW VISION FOR VOCATIONAL EDUCATION: Assessing Implementation of the 1990 Perkins Act, Larry Rosenstock

RINDGE SCHOOL OF TECHNICAL ARTS: Educational Presentation to the Cambridge School Committee

Building a Coalition for a Working Cambridge: Collaborative Planning for Education and Employment, Judith Leff

JOB, TRAINING, AND THE EVOLVING CAMBRIDGE ECONOMY:
Preliminary Findings of the Community Development Department
Employer Survey, June 1991

The Changing Environment for Employment and Training, A Joint
Report by the Cambridge Community Development Department and
Cambridge Community Services for the Cambridge Employment
Program

UNDER THE MICROSCOPE: An Examination of Technician Demand and
Supply in Biotechnology and Related Industries, Cambridge
Community Development Department

WORKING TOWARD CAREERS: Survey Findings of the Employment
Interests and Experiences of Cambridge High School Youth

YOUTH AT WORK: A Directory of Cambridge Youth Employment and
Training Programs, Citywide Youth Employment Office, May
1992

MEETING THE CHALLENGES OF YOUTH EMPLOYMENT: How the Citywide
Youth Employment Office Can Best Identify and Respond to
Unmet Employment Needs of Youth in the City of Cambridge,
Nancy Robb

OUT-OF-SCHOOL YOUTH IN CAMBRIDGE: Assessing Their Education,
Employment and Training Needs and Options, Stephanie
Andrews, April 1992

CAMBRIDGE EMPLOYMENT PROGRAM: An Overview of Cambridge
Municipal Construction Jobs, City Manager's Office, May 1992

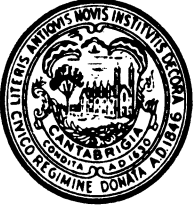
CAMBRIDGE EMPLOYMENT PROGRAM: A Proposal from Employment
Resources, Inc., 1992/1993

Next Steps

With the completion of interview and document review activities, we will proceed to the second component of the project, the development of recommendations and an action plan for restructuring and re-focusing the City's employment and training system. To complete this component, Seltzer Associates' staff will analyze the information collected through interviews and document reviews and will develop a draft report. The report will include an evaluation of the system's current structure, capacity, and resource allocations. It will present a series of recommendations for system reform and re-design, based on the goals articulated by the City's senior policy makers.

We will review the conclusions and recommendations contained in the draft report with appropriate individuals and groups and will then develop and submit a final report to the City. The final report will incorporate information gained in this review and will include an action plan for accomplishing the recommendations selected by the City for immediate implementation. We anticipate completion of this report by late fall.

We believe that the valuable assistance we have received at all levels throughout the system review phase of this project reflects the commitment of the City's policy makers, its program managers, and staff to providing essential and effective employment and training services to Cambridge's employers and residents. We are looking forward to working with the City Manager and his staff closely through the next phase of this project, as we discuss activities, means and mechanisms for re-structuring the City's employment and training services. In the meantime, we will be pleased to receive suggestions about additional interviews we should conduct or documents we should review before proceeding to develop our draft report.



EXECUTIVE DEPARTMENT
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October 5, 1992

To The Honorable, The City Council:

Please find attached for your information, a progress report of Seltzer Associates' review of the City's employment and training system.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev
attachment

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Progress report of Seltzer Associates!
review of the City's employment and
training system.

In City Council,

October 5, 1992

*Report accepted
on motion of
Councillor Wolf*