

Just-A-Start

320 CAMBRIDGE STREET
CAMBRIDGE, MASSACHUSETTS 02141

October 1, 1982

Mr. Robert W. Healy
City Manager
City of Cambridge
City Hall
Cambridge, Massachusetts 02139

Dear Mr. Healy:

This morning, Mayor Alfred E. Vellucci mentioned to me that the City has an interest in further developing programs that result in getting young people into jobs in the private sector of our economy.

Just-A-Start has just such a program model in operation. It involves hands on skills training, work experience training, basic educational enrollment (High School Equivalency or in-school status), career awareness and job readiness training, job search and job placement. The Just-A-Start Program does the training, finds the jobs and gets youth involved in the whole process and into the world of work.

The enclosed brief summary covers some 91 trainees for the time period of 7/1/81 - 6/30/82. As of June 30, of the 41 youth who completed our training cycles, 78% have been placed in jobs and another 7% were positive completions, for a total of 85% successful outplacement into the beginnings of productive work careers. The scope of and enrollments in our training program are of course directly related to the level of funding available.

Just-A-Start is interested in pursuing any joint ventures or corporation administered ventures and in doing the program development work needed to organize and administer any kind of jobs for youth program in which the City is interested.

I sent a copy of this to the Mayor. We would be glad to talk with you or anyone you wish to have contacted at any time.

Just-A-Start

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Just-A-Start Youth Program
Program Year 7/1/81 - 6/30/82

Status of Enrollment and Job Placement of Youth
July 26, 1982

I. Total Trainees: 91 (Does not include summer program phase)

Annual Program Trainees: 67
Other Out-of-School : 7
In-School Trainees : 17

II. Status of Trainees:

Of the Annual Program Trainees:

26 Currently Enrolled
41 Completed Just-A-Start Training Program

III. Status of Youth Who Completed Training:

41 Youth:

17 Placed in jobs in housing rehabilitation and construction.
15 In other jobs, including food processing, electronics and transportation.
3 Other positive placements (Job Corps, military and further schooling).
6 Negative terminations.

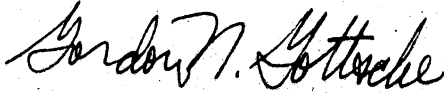
78 % / in jobs

85 % / in positive outplacement

Mr. Robert W. Healy
October 1, 1982
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Thank you for your interest and support of Just-A-Start's efforts.

Sincerely yours,

A handwritten signature in cursive script, reading "Gordon N. Gottsche". The signature is written in dark ink and is positioned above the printed name and title.

Gordon N. Gottsche
Executive Director

Enclosure

Councillor David Sullivan questioned what is the best mechanism for obtaining information on how many Cambridge firms are hiring Cambridge people. He referred to the recently announced agreement in Boston called the "Boston Compact" where an effort is made to find jobs for Boston residents and training skills for said jobs are provided by the Boston School Department.

City Manager Healy responded by stating he would ask for quarterly reports from all concerned in terms of new hires in various developments throughout the city. He stated this would be a useful tool for everyone.

Ms. Seltzer stated she believed something like the "Boston Compact" could work in Cambridge provided an agreement was reached for training with the School Department. She further stated that just to identify job vacancies and skills related to perform these jobs could take three or four months.

At this time Mayor Vellucci stated that just last week the Superintendent of Schools recommended and the School Committee agreed to hire some non-Cambridge people for jobs which were opened in the janitorial and clerical area. He questioned how the City Council could develop an ordinance mandating local hiring when one of the biggest employers in Cambridge, the City itself, was doing outside hiring.

The City Manager suggested strengthening the existing city ordinance relative to residency as one way to solve this problem.

Mr. Connolly, Executive Director of the Private Industry Council (P.I.C.) stated he would begin immediately to meet with his Executive Committee in an effort to identify companies who may be willing to participate in a local recruitment effort. Ms. Seltzer stated the average training period takes about six months and carries an approximate cost of \$4,000 depending on the skill level the recruits may or may not have. Councillor Duehay suggested that as a way to keep training cost down the city should seek assistance from not only the Cambridge School Department but Bunker Hill Community College, Harvard Extension and the Adult Education Center.

In summary, Councillor David Sullivan requested that the City Manager do the following:

1. Establish a reporting mechanism so that the City has knowledge of what jobs will be available and skills required.
2. Make an effort on a voluntary basis to obtain a commitment from these new firms to hire local residents.
3. Coordinate training programs with the various educational institutions mentioned.

Councillor Duehay requested the City Manager obtain as soon as possible a status report from the C.R.A. as to the number of jobs in Kendall Square versus the number of local people hired for said jobs. He further stated that the Mayor and City Council and the City Manager's office should all work together in an effort to get the business community excited about providing jobs for Cambridge people.

Councillor David Sullivan stated he hoped to put a report and recommendations together within two weeks so that he would present it to the City Council as a policy issue.

The hearing was adjourned at 6:50 PM.

Recommendations

At least until a United States Supreme Court decision in the Boston case resolves the constitutionality of mandatory resident hiring requirements, the Committee recommends acceptance of the City Manager's recommendations of September 20, 1982, but also recommends the following additional actions:

1. With the assistance of the Private Industry Council and EMHRDA, the City Manager, Mayor, and City Council should approach Cambridge employers in a systematic fashion, and attempt to elicit from them voluntary commitments to hire specified numbers of Cambridge residents via the mechanism provided by the Employment Plan.
2. EMHRDA should work closely with the School Department and the other educational institutions mentioned to coordinate training activities. This should feed young people into available job slots, in a manner similar to the recent "Boston Compact." In this respect, the Committee notes with approval the model training and placement program already being conducted by Just-A-Start (see attached letter dated October 1) and recommends that the City Manager and EMHRDA enlist Just-A-Start's services to assist the Employment Plan to the greatest extent possible.
3. Participating employers should file quarterly reports with EMHRDA, to allow the city to monitor the Plan's success.
4. Particular emphasis should be placed on employing Cambridge residents without college degrees. In this respect, the Committee again calls attention to the importance of proper industrial zoning to protect and attract firms which can provide meaningful jobs for such residents. The Council may soon be considering this issue again in the Cambridgeport industrial district.
5. The City Manager should immediately obtain from the Cambridge Redevelopment Authority a report on resident employment in the Kendall Square development, including its procedures for monitoring and ensuring resident employment.

For the Committee,

David E. Sullivan
Chairperson

City of Cambridge

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CAMBRIDGE, MASS. October 18, 1982
In City Council.

The Committee on Economic Development, Manpower, and Employment conducted a public hearing on Tuesday, September 28, 1982 in the Mayor Barbara Ackermann Room at City Hall beginning at 5:30 PM.

Councillor David Sullivan opened the meeting by stating that this session was a follow-up to the public hearing held on July 15, 1982 at which time it was agreed that the Cambridge Citizens Employment Plan be referred back to the City Manager for further information and recommendations. He further stated that the City Council has now received such information and consequently had scheduled this hearing.

At this time City Manager Bob Healy stated that he had met with Marlene Seltzer, Director of the Eastern Middlesex Human Resource Development Authority (E.M.H.R.D.A.) and Kathy Spiegelman, Assistant City Manager for Community Development, in an effort to devise a program on a legal memorandum from Birge Albright, Esquire of the City Solicitor's office, he did not believe mandatory hiring in new development areas would be feasible at least until the so-called "Boston Plan" was finally upheld in the courts. Furthermore he stated that he felt that a mandatory "clause" placed in the zoning ordinance such as \$11.80 could also be subject to challenge. He further stated that he is recommending that \$69,000 be appropriated and implemented toward an "Employer Survey/Marketing Campaign". He stated that this would at least begin to put into place staff and clerical support whose only function would be to search out job possibilities for Cambridge people.

Councillor David Sullivan discussed various questions of law relative to Mr. Albright's legal memorandum and stated he thought it was fair to say there is certainly some debate both pro and con among legal scholars as to the question of constitutionality of a mandatory hiring practice. Councillor David Sullivan further questioned Mr. Albright as to whether or not he felt \$11.80 of the city zoning ordinance was in fact valid. Mr. Albright responded by stating he did not believe it was. He then asked if a non-zoning ordinance was a way around this problem. Mr. Albright responded in the affirmative.

At this time Councillor Duehay raised the point that the Cambridge Redevelopment Authority had failed to fulfill a commitment to secure jobs for Cambridge residents in the Cambridge Center development in Kendall Square. Furthermore he stated that the Authority had not established a manpower office nor had they submitted to the City Council timely status reports on the entire job search and placement issue. Councillor Duehay further stated that the City Manager and City Council should demand the Cambridge Redevelopment Authority to comply with earlier Council requests for such information.

11 S-624
REPORT

**Committee on Economic Development,
Manpower and Employment regarding the Cam-
bridge Citizen's Employment Plan.**

10/18/82
Councilman David Sullivan
Moved Acceptance of
The Report and the
Recommendations therein

In City Council,

October 18, 1982

Motion carried
by
unanimous vote
of
the Council