



CITY OF CAMBRIDGE

COMMUNITY DEVELOPMENT DEPARTMENT

City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

617.349.4600

Fax 617.349.4669

TO: Robert W. Healy, City Manager
FROM: Michael H. Rosenberg, Assistant City Manager for
Community Development
RE: Cambridge Employment Program (CEP) An Overview of
Cambridge Municipal Construction Jobs
DATE: May 17, 1992

The purpose of this report is to summarize what the City of Cambridge has accomplished under the Cambridge Employment Program and to recommend changes in the administration of Article II of the CEP to increase resident employment on municipal construction jobs.

Related Reports More detailed information on past efforts and the results achieved by the CEP can be found in the following reports which are attached in an appendix:

April 1, 1987	Employment Resources, Inc.
April 2, 1987	Employment Status
January 17, 1990	Status Report on Cambridge Employment Plan
April 12, 1990.	An Updated Cambridge Employment Plan.
February 5, 1991.	Status Report on Cambridge Employment Program.
April 1, 1991.	Status Report on Cambridge Employment Program.
May 14, 1991.	Report on Residents Served.
November 21, 1991	Progress Report Cambridge Residents Jobs Policy
January 8, 1992.	Memorandum on feasibility of establishing a resident jobs policy.

The experience of the 1980's illustrates that employment priorities can shift significantly and that the Cambridge Employment Program has adjusted to meet several different needs since its inception.

Resident employment in emerging industries After the recession of 1980 - 1982 construction employment boomed in Cambridge. During this period the CEP focused on the problem of getting residents jobs within the City's new office and research complexes. To accomplish this objective the City of Cambridge wrote the CEP into the zoning in Alewife and into the major development agreements signed in the East Cambridge Riverfront Planned Unit Development (PUD) and University Park PUD. Since 1984, the City of Cambridge has contracted with Employment Resources, Inc. to operate the Cambridge Employment Program. E.R.I. is the principal conduit for Federal job training funds in Metro North and provides all Cambridge residents access to job referrals. E.R.I. also provides qualified low income Cambridge residents access to its entire range

of Federal and State job training opportunities.

E.R.I.'s Performance

E.R.I.'s performance in placing clients has been:

1989/1990	280 clients	95 hires
1990/1991	*602 clients	192 hires
1991/1992	**183 clients	63 hires

* includes 247 clients enrolled from Galleria job fair.

** July 1, 1991 through March 31, 1992.

A more detailed summary of E.R.I.'s job placement performance is included in the appendix. As noted in the attached reports, the client population E.R.I. serves under the CEP is heavily representative of youths, minorities, and persons with limited English and / or job skills. E.R.I. has therefore placed a high priority on engaging this client population in its other job training programs where far more extensive Federal and State resources are available to build job skills.

While continuing to serve its low skilled clients, E.R.I. has agreed to act as both a clearing house for residents wishing to apply for municipal construction jobs and as a contact point for contractors who want to hire Cambridge residents.

Job Boards In cooperation with E.R.I., the City established a network of job boards in 1990. The boards are located in three neighborhood health centers, City Hall, and the Main Library. The job boards advertise positions available throughout E.R.I.'s system and also provide access to individual job counseling and referral.

Job fairs Under the auspices of the Cambridge Employment Plan, job fairs were held for the initial staffing of the CambridgeSide Galleria and the Inn at Harvard. The job fairs achieved approximately a 20 - 25% hiring of Cambridge residents for these organizations and emphasized to the business community the priority the City places on local hiring. Equally important, both organizations continue to use E.R.I.'s screening and referrals for new hires because of the benefits the CEP brings to all parties concerned.

Youth Employment Youth employment and the transition from school to work has been a major concern of the CEP. These tasks can not be handled by any one department but require coordination on a city wide basis of numerous agencies and the Cambridge Public Schools. The CEP plays a part in this effort through the work of CDD staff with the City Wide Youth Employment Office and representation on City Wide's agency and business advisory committees. The results are evident in a growing number of private jobs available for summer youth employment and the increasing system wide approach Cambridge is taking to provide meaningful youth employment.

Employer Surveys Many aspects of the Cambridge economy are without precedent. This is especially true given the vast transformation of the Cambridge employment base in the 1970's and 1980's and the increasingly technical nature of the emerging jobs. The significance of biotechnology to the future of the City and the country is a case in point. CDD staff make extensive use of employment research to ascertain the future economy and the training that will be required to provide employment opportunities for Cambridge residents. In 1991 CDD staff conducted a survey among 90 companies to create a profile of where the Cambridge economy is headed and how future job opportunities may be opened up.

The research is now being used to design training programs and make applications for Federal and State training funds.

Technician Training A specific result of employment research is the effort to develop post secondary technical education in Cambridge in conjunction with the Cambridge Public Schools. Employment research has shown the extensive and growing need among Cambridge companies for technicians trained above the high school level but below the college B.A. level. While this need is growing, Cambridge does not have its own community college. As an alternative, CDD staff are working with businesses and other City agencies to develop technician training programs using the various resources already here. The first technician training program should be in operation this year and will focus on biotech and medical technicians. Other opportunities for technical training are in the industrial sector, software, and office administration.

Central Artery / Tunnel A continuing training effort for engineering and construction jobs is structured around the massive Central Artery / Tunnel project. As a part of the project mitigation commitments for the Charles River crossing, these training programs were opened up to Cambridge. A pilot effort to train a class in entry level design and construction administration will start shortly and should be expanded as the project progresses.

Resident Employment on Municipal Construction

As described earlier, the shifts in the economy have once again raised the priority for construction employment as envisioned under Article II of the Cambridge Employment Plan. Over the winter CDD examined the details of how a Municipal Resident Construction Program might work. A comparative study was done of the legislation and administrative organization in Boston and Cambridge. CDD is now working with the City Manager's Office and other city departments on a proposal for implementing a Cambridge Municipal Construction Program which will be presented to City Council on May 18, 1992.

This system will provide a mechanism for targeting a specific percentage of resident construction jobs on municipally financed projects. The municipal program may then be expanded to include construction activity by the City's institutions and, as the economy improves, large scale private construction as well.

The construction jobs program would have four key elements:

- 1) Include the general contractor and all its subs for all City construction projects.
- 2) Utilize E.R.I. to canvass the resident labor pool on a regular basis and maintain a Job Bank for contractors.
- 3) Provide a single point in the City for monitoring compliance with Minority Business Utilization, Affirmative Action Employment, Cambridge Residents, and Woman in Construction.
- 4) Specify sanctions for contractors who do not pursue good faith efforts to reach the applicable targets.

Just A Start Corporation
Job Counseling and Placement Program
Delead Program

March 31, 1992

Total Number of Clients Served	71
Total Number of Job Placements	6
Out of School Youth and Delead Program	
Total Trainees enrolled	53
Youth still enrolled at end of quarter	16
Status of trainees who terminated	21
Did not complete probation	4
Placed in employment	6
Advanced to College	1
Returned to high school	0
Recd GED or ADP	5
Advanced in reading	
Terminated for clause	8
Left program no placement	2
Final termination pending	3
Walk in Clients served	
Total served	0
Total placement in employment	0
School transition Program	
Total in school youth	16
still enrolled at end of quarter	12
Other participants	
In-school	1
Out of school	1

Just A Start Corporation Rehab Assistance Program

80 Units have received Rehab Assistance through this program as of December 31, 1991.

5 Crews

55 Youth

Just A Start Teenwork Program

March 31, 1992

Total Student served	174
Jobs Filled	136
Summer Program	111
Full Time	74
Part Time	37
School Year Program	
After School Jobs	25
Completed Employment Readiness	14
Currently Waiting To Be Placed	N/A



EMPLOYMENT RESOURCES INC.

432 COLUMBIA STREET

CAMBRIDGE, MA 02141

TEL. (617) 494-1154

FAX (617) 494-1956

CAMBRIDGE EMPLOYMENT PROGRAM

	7/1/89-6/30/90	7/1/90-6/30/91	7/1/91-3/31/92
o Total Participants	<u>280</u>	<u>602 *</u>	<u>183</u>
o Total Referred Clients	<u>-</u>	<u>297</u>	<u>134</u>
o Total Client Referrals to Jobs	<u>-</u>	<u>440</u>	<u>402</u>
o Total Client Hires to Jobs	<u>95</u>	<u>192</u>	<u>63</u>
o Average Wage of Hires	<u>\$8.13</u>	<u>\$6.99</u>	<u>\$6.89</u>

*Includes 247 enrollees from the Cambridgeside Galleria Job Fair in August of 1990; actual number of walk-ins to ERI for FY91 is 283

CAMBRIDGE EMPLOYMENT PROGRAM PARTICIPANT CHARACTERISTICS

	FY90	FY91	7/1/91-3/31/92
MALE	133	301	101
FEMALE	147	301	82
14-15	0	2	0
16-17	7	29	1
18-21	45	143	34
22-29	80	188	53
30-39	84	136	60
40-54	57	83	26
55+	7	21	9
WHITE (NOT HISPANIC)	80	238	64
MINORITIES	200	364	119
A. BLACK	141	277	86
B. HISPANIC	48	71	19
C. ASIAN	11	16	13
SCHOOL DROPOUTS	51	84	27
HIGH SCHOOL GRAD OR EQUIV.	130	279	84
POST HIGH SCHOOL ATTENDEE	90	212	70
UNEMPLOYED	173	418	133
EMPLOYED	75	168	40
LIMITED ENGLISH SPEAKING	48	53	29
PUBLIC HOUSING RESIDENT	29	19	1

ERI

EMPLOYMENT
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INC.

ONE KENDALL SQ.
B-200
CAMBRIDGE
MA 02139
617/494-1154

April 1, 1987

MEMORANDUM

TO: Robert W. Healy
City Manager

FROM: Elizabeth R. Haskell *ERH*
President
Employment Resources, Inc.

As indicated in Michael Rosenberg's memo to you of March 31, 1987, ERI and the Community Development Department have met on numerous occasions to develop an appropriate strategy for implementing the Construction Jobs Ordinance #1015.

We are in complete agreement with Mr. Rosenberg's memo as to the difficulties posed with respect to enforcing this ordinance.

As to implementing a program to assure that 25% of construction jobs in Cambridge are filled by Cambridge residents, ERI has undertaken a significant effort to meet these goals.

A major marketing/recruiting campaign was undertaken (a detailed description is attached) which included door-to-door canvassing in six neighborhoods. However, at the present time, we have 245 Cambridge jobs listed with ERI (none in construction) and 79 residents looking for work. Since its inception, we have served over 750 Cambridge residents through the Cambridge Employment Program, but of this number, only 3 people have inquired about construction jobs.

Furthermore, we have canvassed the union locals working on construction in the Cambridge area. All of those contacted (see attached listings) stated that all of their members who were available for work were working. We also contacted several contractors working on projects in Cambridge and were told that they were having some difficulty manning their jobs.

We therefore must conclude that there is no lack of construction work available to Cambridge residents who want it.

We realise that these boom times may not last forever and therefore concur with Mr. Rosenberg's suggestion that the ordinance be amended to provide a firm basis for assuring Cambridge residents construction jobs should they want them.

RECRUITMENT EFFORTS FOR THE CAMBRIDGE EMPLOYMENT PLAN

For the past year the Cambridge Employment Program (CEP) has been conducting an extensive door-to-door campaign to recruit Cambridge job seekers and attempt to identify and meet any additional employment and training needs job seekers may have. We are finding many Cambridge residents who are underemployed and are seeking better employment opportunities.

Because of day-time commitments and responsibilities, working residents have been unable to utilize our services during regular office hours. Therefore, we arrange appointments for these clients after five in the afternoon. We have also identified job seekers who are looking for skill training offered during evening hours. We are, therefore, offering a computer operations course in the evening and are identifying other training opportunities available. To date, we have not identified any construction trades operatives who are seeking employment opportunities in Cambridge. This appears to be due to the tremendous development boom taking place in Cambridge.

Additional recruitment efforts include:

- An extensive mailing through the Cambridge Public School System, coordinated with the Department of Human Services.
- Mailings and workshops to and with community based organizations, including recreational, social and religious organizations.
- Coordination with other employment and training agencies.
- Coordination with the City of Cambridge personnel and Affirmative Action offices.
- Coordination with Cambridge School Department personnel and Affirmative Action offices.
- Coordination with community-based organizations such as:
 - A.C.C.E.S.S.
 - Concilio Hispano
 - Chama
 - R.C.C.C.
 - Cambridge Community Center
 - Woman's Place
- As well as the
 - Cambridge Adult Education Program
 - Cambridge Learning Center
 - Cambridge Housing Authority
 - Cambridge Redevelopment Agency

C.E.P. has posters and flyers posted in high visibility locations, such as City Hall and the School Department. We anticipate additional locations in the near future. The Cambridge Chronicle and the Tab newspapers prove to be successful recruitment vehicles. Our latest effort is utilizing time on American Cable.


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Telephone Survey of Contractors/Developers

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617/494-1154

NAME: MacomberADDRESS: 530 Atlantic Avenue, Boston, MATELEPHONE: 451-2700CONTACT: Fred Wheels

Macomber is currently working on The Riverfront II project in Cambridge. They have recently completed Riverfront I , a.k.a. Roper I & Roper II.

They utilize locals. Make every effort possible to utilize locals that cover Cambridge. They have experienced problems hiring glazers, elevator builders and installers. Mr. Wheels feels that skilled tradesman are scarce in Cambridge. Suggests that a survey be conducted of the locals that cover Cambridge, to see if there is a population of tradesman in Cambridge large enough to cover the work that currently exists in Cambridge.

Mr. Wheels does make use of the apprenticeship programs in this state.


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617.434-1154

Telephone survey of Contractors/Developers

NAME: Vappi & Company, Inc.ADDRESS: 240 Sidney Street, Cambridge, MA 02139TELEPHONE: 661-8200CONTACT: Larry Jean

Feels that any skilled tradesman that is any good has employment opportunities in Cambridge. The only unemployed tradesman may be those that have serious barriers to employment. Would like to see more union bids for jobs in the Cambridge area. Hopes that the city council considers the all around effects that enforcing this ordinance would have, i.e. deterring contractors and developers from working in Cambridge. Also pointed out that if Cambridge should enforce such an ordinance, it would set-up bad relationships for current tradesman that should be promoted to foreman, and other management positions. In the Boston plan, only tradesman can be counted in quotas, not foreman and other managers. This would encourage contractors to hire outside, instead of promoting from within.


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Telephone survey of Contractors/Developers

NAME: The Athenaeum GroupADDRESS: 215 First Street, Cambridge, MA 02142TELEPHONE: 492-2155CONTACT: David Clem

No contact could be made with Mr. Clem. Follow up call was made on 3/31 and 4/1/87.


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Telephone survey of Contractors/Developers

NAME: Schochet AssociatesADDRESS: 720 Statler Office BuildingTELEPHONE: Boston, MA 02116CONTACT: Jay Schochet

No Contact could be made with Mr. Schochet. He is on vacation. No one else in the organization was available for comment on this subject.



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MA 02139
617/494-1154

Telephone survey of Contractors/Developers

NAME: Boston Properties
ADDRESS: 8 Arlington Street, Boston, MA 02116
TELEPHONE: 262-6500
CONTACT: David Barrett, vice president

Mr Barrett could not be reached. Will call back on 4-2-87
between 11:30 & 12:00 p.m.

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MA 02139

617/494-1154

Telephone survey of Contractors/Developers

NAME:

Graham Gund Gund/Wind Associates

ADDRESS:

TELEPHONE: 577-9666

CONTACT: Richard Backer

No contact made. left message on 3/30, 3/31, and 4/1/87.



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CAMBRIDGE

MA 02139

617 494-1154

Telephone survey of Contractors/Developers

NAME: Cabot, Cabot & Forbes

ADDRESS:

TELEPHONE: 722-8200

CONTACT: David Cotter

no contact made with Mr. Cotter. No return calls from that office.

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MA 02139

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Telephone survey of Contractors/Developers

NAME: Turner Construction Company

ADDRESS: 38 Newbury Street, Boston, MA

TELEPHONE: 451-2675

CONTACT: Don Denman, Manager (Cambridge Projects)

Have yet to make contact with MR. Denman. Will call Mr. Denman back on 1/2/87.

R.I.

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MA 02139

7/19/84-11/84

Carpenters Union, local # 40
650 Cambridge Street,
Cambridge, Ma 02142

547-8511

Contact: Bob Weatherbee

Telephone Questionnaire
Union Locals involved in construction and development

Ask to speak to the Business Manager. Introduce yourself and explain why you are calling. 1. To determine if unemployment is a problem amongst local members. 2. To inform them of the hearing on April 6, 1987.

Does your local cover Cambridge?

yes

Is the nature of your business for the most part seasonal?

yes

Are local members experiencing problems finding work? If not, do many of them work in Cambridge?

no

4. Do you utilize apprenticeship programs or other training opportunities?

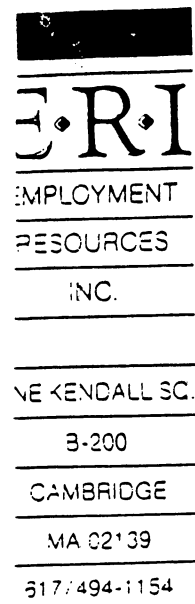
yes

5. If anything, what would you like to see happen to improve opportunities for members of your local?

more union contracts, and a decrease in out of state contractors coming into the city bringing out of state workers with them.

Thank them for their time and invite them to contact you if they have concerns, questions or employment needs in the future.

* additional comments: Local # 40 picketed a work site accross from the Cambridge Courthouse, because the majority of the cars had New Hampshire license plates.



Brick Layers & Mason's Union local #3
550 Medford St.
Charlestown, MA

Mr. Charles Raso, business manager

242-5500

contacted on monday, March 30, 1987

Telephone Questionnaire
Union Locals involved in construction and development

Ask to speak to the Business Manager. Introduce yourself and explain why you are calling. 1. To determine if unemployment is a problem amongst local members. 2. To inform them of the hearing on April 6, 1987.

Does your local cover Cambridge?

yes

Is the nature of your business for the most part seasonal?

yes

Are local members experiencing problems finding work? If not, do many of them work in Cambridge?

no

4. Do you utilize apprenticeship programs or other training opportunities?

yes apprentice

5. If anything, what would you like to see happen to improve opportunities for members of your local?

monitoring of developers and contractors who employ non-union workers and more often than not, workers who live out of state, never mind the city.

Thank them for their time and invite them to contact you if they have concerns, questions or employment needs in the future.

Roofer's Union local # 33

Paul Bickford, Business manager

288-7410

288-7451

Telephone Questionnaire

Union Locals involved in construction and development

Ask to speak to the Business Manager. Introduce yourself and explain why you are calling. 1. To determine if unemployment is a problem amongst local members. 2. To inform them of the hearing on April 6, 1987.

Does your local cover Cambridge?

yes

Is the nature of your business for the most part seasonal?

yes

Are local members experiencing problems finding work? If not, do many of them work in Cambridge?

no

4. Do you utilize apprenticeship programs or other training opportunities?
yes. In fact there is so much work that we are sending out apprentices to work full time.

5. If anything, what would you like to see happen to improve opportunities for members of your local?

more bids for union contractors.

Thank them for their time and invite them to contact you if they have concerns , questions or employment needs in the future.

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CAMBRIDGE

MA 02139

617/494-1154

International Brotherhood of Electrical Workers
794 Broadway street
Chelsea, MA
884-6900

no contact has been made

no answer 3/31, 4/1/87

Telephone Questionnaire
Union Locals involved in construction and development

Ask to speak to the Business Manager. Introduce yourself and explain why you are calling. 1. To determine if unemployment is a problem amongst local members. 2. To inform them of the hearing on April 6, 1987.

Does your local cover Cambridge?

Is the nature of your business for the most part seasonal?

Are local members experiencing problems finding work? If not, do many of them work in Cambridge?

4. Do you utilize apprenticeship programs or other training opportunities?

5. If anything, what would you like to see happen to improve opportunities for members of your local?

Thank them for their time and invite them to contact you if they have concerns, questions or employment needs in the future.

E.R.I.

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CAMBRIDGE

MA 02139

617/494-1154

Iron Workers Union
local # 7
35 Travis Street,
Brighton, Ma
254-7542

contact: ~~Robert Banks~~ JAMES CONNOLLY.

no contact has been made to date.

no ans. 3/30, 3/31, & 4/1/87

Telephone Questionnaire
Union Locals involved in construction and development

Ask to speak to the Business Manager. Introduce yourself and explain why you are calling. 1. To determine if unemployment is a problem amongst local members. 2. To inform them of the hearing on April 6, 1987.

Does your local cover Cambridge? YES

Is the nature of your business for the most part seasonal? YES.

Are local members experiencing problems finding work? If not, do many of them work in Cambridge? 90% MEMBERSHIP ARE WORKING, UNION IS BUSY WITH ALL PROJECTS, SHOULD BE 100%.

4. Do you utilize apprenticeship programs or other training opportunities? YES.

5. If anything, what would you like to see happen to improve opportunities for members of your local? LESS NON UNION SHOPS PAYING NON UNION WAGES.

Thank them for their time and invite them to contact you if they have concerns, questions or employment needs in the future.

CONTACT MADE 4/2/87 9:20 AM.

During FY89, the Affirmative Action Director continued to further the development and implementation of the Minority Business Enterprise Program which is aimed at ensuring that 10% or more of the City's contracting funds go to minority and women-owned businesses which have been certified by the state Office of Minority and Women Business Assistance (SOMWBA). In addition, the City's five-year Affirmative Action plan of goals and timetables has been initiated. The goal is to increase minority and women participation in the City's workforce where there has been an underutilization of their presence in each of the Equal Employment Opportunity categories. In addition, to continuing these objectives during FY90, the office will continue to administer the Civil Service Affirmative Action mechanisms under the provisions of Chapter 778 of Acts of 1972.

EMPLOYMENT PLAN. Employment Resources, Inc. (E.R.I.) is a nonprofit agency which assists Cambridge residents to become job-ready and to obtain employment, while it simultaneously assists Cambridge employees to hire the best local candidates.

During FY88, ERI worked with 168 Cambridge residents, with 93 clients obtaining employment at an average wage of \$7.51 per hour. So far this year, 123 clients have participated in the program with 59 placed in jobs. ERI will continue to collaborate with the Occupational Education Department of Cambridge Rindge and Latin School to provide a clerical skills training program for 20 Cambridge adults. The course will include training in

typing, basic word processing, and office machine operation.

PROMOTION OF TOURISM. Each year, a portion of the City Manager's budget is allocated to support two organizations dedicated to promoting tourism in Cambridge. Cambridge Discovery is a nonprofit educational organization which manages an information booth in Harvard Square, provides tours for residents and visitors, and publishes a series of brochures on Cambridge history and attractions.

During FY89, Discovery sponsored a highly-successful celebrity series at CRLS. The "Classmates" series brought successful members of the Cambridge community to the high school "to motivate students and show them that success is right in their own backyards". The other recipient of these funds is the Chamber of Commerce which routinely responds to inquiries about the city, its resources, and its offerings. The Chamber produces a tourism package for visitors as well as a relocation packet for businesses and individuals seeking to move into the city.

FINANCING PLAN. This budget is supported by \$403 910 in property taxes and \$163 865 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, \$370 560; Other Ordinary Maintenance, \$176 550; and Travel and Training, \$20 665.

ANLYSIS OF EMPLOYMENT ORGANIZATIONS AND SERVICES THEY PROVIDE

CITY OF CAMBRIDGE, CDD

January 1990

SOURCE: Cambridge Community Services Directory

Accinc. Trng. Skill Trng. Job Plcmnt. Voc. Svcs. Seminars Prgrm. Dvlpmnt. Apt Testing ESL Youth Prgrm. GED Prep. Job Search Asst. Prvd. Empl.

	Accinc. Trng.	Skill Trng.	Job Plcmnt.	Voc. Svcs.	Seminars	Prgrm. Dvlpmnt.	Apt Testing	ESL	Youth Prgrm.	GED Prep.	Job Search Asst.	Prvd. Empl.
Model Jobs Trng. Cntr.	X	X	X									
CCS					X	X						
CNA				X								
Cam. Job Mtchg. Srvs.			X				X					
Comm. Learning Cntr.	X							X		X		
Concilio Hispano Cam.		X						X				
Council on Aging						X						
ERI	X	X	X	X	X		X	X	X	X		X
Individual Ops. Unltd.			X		X							
Jobs for Bay State		X	X									
Just-A-Start									X			X
Learning Dvlpt. Cntr.	X	X	X	X								
Mass. Rehab. Commision				X								
MC Inst. for Addiction				X	X							
Cam. Personnel Dpt.			X									X
Prime Time Empl. Prgm.			X		X							X
Wellmet Project			X	X								X
Women Job Cnslg. Cntr.				X								X
Youth Ent. Project				X					X			



CITY OF CAMBRIDGE

COMMUNITY DEVELOPMENT DEPARTMENT

City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

498-9034

To: Michael Rosenberg,
Assistant City Manager for Community Development

From: Elaine Thorne *Elaine Thorne*

Date: April 2, 1987

Re: Employment of Cambridge Residents at Construction Jobs
and Development Sites.

In an effort to obtain data regarding the underutilization of Cambridge residents on construction jobs I have contacted and/or visited the Massachusetts Building Trade Council AFL-CIO, the Boston Trade Council, Contractors Association of Boston (CAB) and the Division of Employment Security. The response has all basically been the same, that data on only Cambridge residents are not kept. The lack of Cambridge residents on job sites in Cambridge does not in any way indicate that they are unemployed as they may be employed on construction sites in other communities.

The Division of Employment Security states that the City of Cambridge labor force for February, 1987 as:

55,150	labor force
53,449	employed
1,701	unemployed (receiving benefits and seeking employment)
3.1%	unemployment rate

and annually for 1986 as:

55,732	labor force
53,941	employed
1,791	unemployed (receiving benefits and seeking employment)
3.2%	unemployment rate

In making contact with the above mentioned associations and various telephone conversation with union and local business managers, all stated the same response "with construction work so plentiful especially last season, most unions experienced full employment all year round". I must, therefore, conclude there is no lack of construction work available to Cambridge residents.

ECT/gb



CITY OF CAMBRIDGE

COMMUNITY DEVELOPMENT DEPARTMENT

City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

498-9034

TO: Robert W. Healy
City Manager

FROM: Michael Rosenberg
Assistant City Manager, Community Development

SUBJECT: Response to Council Order #25, 1/8/90,
Re: Current Status of the Cambridge Employment Plan

DATE: January 17, 1990

Background of the Plan:

- o January 1984 - Employment Resources Incorporated (ERI) and the Community Development Department (CDD) introduce the Plan. The Plan calls for maintaining and increasing the percentage of Cambridge residents, especially minorities and women, in Cambridge jobs. The scope of the plan includes all jobs created by, affected by, or relating to new construction, alteration, or expansion.
- o April 1984 - The Plan is adopted by City Council.
- o September 1984 - The Plan is amended to include special regulations and reporting requirements on all publicly funded construction projects that mandate hiring of no less than 25% Cambridge residents. Of these, 25% must be minorities and 10% must be women. These provisions are to be implemented by ERI and enforced by CDD.
- o May 1987 - The Plan is further amended to exclude housing renovation projects of eight units or less from the ordinance. It also emphasizes good faith efforts as the method of implementation and de-emphasizes the imposition of sanctions on contractors.

Implementation History:

- o Numerous memos dating back to early 1985 identify the problems encountered in enforcing the plan. The obstacles noted include:
 1. Getting accurate information on the number of Cambridge resident construction workers that were out of work proved to be very difficult. Surveys of unions repeatedly indicated full employment from the mid to late 1980s. Forcing contractors to comply with the ordinance was impossible if there was no available labor pool from which to recruit.

2. The requirements for processing payroll reports would be an enormous task. Thousands of payrolls would have to be reviewed each year.
3. The limited resources of CDD would not be sufficient to carry out the task of payroll processing and the benefits of creating additional processing capacity did not seem to offset the costs of doing so.
4. The city had been experiencing difficulty in obtaining competitive construction bids. The additional requirements of the ordinance were expected to further reduce price competition.
5. The ordinance was expected to be particularly tough on small contractors due to their less sophisticated payroll systems.
6. ERI noted that only three of the 750 Cambridge residents that they had served had inquired about construction jobs and concluded that there was no lack of construction work available in Cambridge (April 1987).

Current Implementation:

- o March 1987 - CDD recommended to the City Manager that the city pursue a facilitative rather than a legislative role in promoting Cambridge resident employment.
- o The employment plan currently includes a \$90,000 FY90 budget allotment for ERI to assist Cambridge residents to become job-ready and to obtain employment. They are also charged with helping Cambridge employers to hire the best local candidates. ERI serves as the city's designated clearinghouse for employment activity.
- o At least 15 other organizations are also involved in promoting quality employment for Cambridge residents, offering a variety of services to differing target groups (see attached matrix).

The Cambridge Employment Plan encountered difficulties in implementation, largely because it was out of step with actual labor market needs. As of 1987, there was no demonstrated need for extra effort to place resident trades people in Cambridge construction jobs.

Work in Progress:

The Community Development Department is researching today's economy, with the goal of helping the City establish an employment policy for the nineties. If Cambridge residents are to secure quality employment, we need to know where those jobs are, who needs them, and how best to employ them. This will require a more comprehensive approach to employment, one which targets permanent jobs as well as construction jobs, and the

underemployed as well as the unemployed. In our research, we have already recognized several areas of concern:

- o In a city known worldwide for higher education and technical invention, over one in five high school students fails to finish school.
- o Many others graduate, but are ill-prepared to work in today's business environment -- or tomorrow's. Eighty-five percent of new Massachusetts jobs to be created in the coming decade will require at least a two year technical degree.

To meet these and other challenges, CDD has begun work in four key areas:

- 1) Economic Research
- 2) Employer Surveys
- 3) Employment and Training "Needs Assessment"
- 4) Lessons from Other Cities

1. Economic Research. CDD staff will collect and analyze economic statistics from city, state and federal sources, and interview specialists in forecasting, education, employment and banking.

Purpose: to identify growing and declining industries and occupations, and promising sectors for the future. Clarify who is at risk in the local economy, particularly among youth, language minorities, recent immigrants and other groups. Analyze trends in wage levels and opportunities for advancement. Identify economic assets and competitive strengths which could be better utilized.

Product: short "briefings" on selected issues.

Timeline: research began in Fall 1989. First papers to be released Spring/Summer 1990; ongoing.

2. Employer Surveys. CDD staff will complete a questionnaire of Cambridge employers, with the help of an advisory group of business leaders. Surveys will be distributed to human resource staff and business leaders in selected firms, and followed up with in-depth interviews on economic and employment issues.

Purpose: to target job opportunities for residents in new developments and expanding sectors of the local economy. Identify employer perceptions of labor market problems, and awareness of training and placement services. Clarify avenues of job recruitment and advancement. Understand the skill levels and training required for new jobs. Facilitate business participation in solving employment problems.

Product: summary reports of surveys and in-depth interviews

conducted at larger office developments and within particular industries, such as biotechnology.

Timeline: form advisory group and conduct surveys, Spring 1990. Analyze and distribute, Spring/Summer 1990. Follow up with business leaders, Summer/Fall 1990 and ongoing.

3. Employment and Training Needs Assessment. Cambridge Community Services and CDD will hold an intensive discussion with employment and training specialists from government, education, nonprofit agencies and the private sector.

Purpose: to clarify strengths and gaps in the training system. Identify the most pressing labor market needs. Develop strategies to best respond to these needs, in light of diminishing state and federal assistance. Encourage partnerships to help improve education and training for Cambridge residents.

Product: brief "issues" paper to advise policy-making; longer report released as part of Cambridge Community Services' biannual needs assessment.

Timeline: scheduled for Spring 1990. Release summary issues paper, Summer 1990. Ongoing cooperative efforts.

4. Lessons from Other Cities. CDD staff will research and evaluate policies of other local governments facing comparable employment and economic issues.

Purpose: to guide and shape Cambridge employment policies, by learning from the strengths and weaknesses of policies elsewhere.

Product: brief report highlighting lessons and their applicability to Cambridge.

Timeline: Summer 1990.

CITY OF CAMBRIDGE, COO

January 1990

SOURCE: Cambridge Community Services Directory

Community Services Directory
Acadmic. Trng. Skill Trng. Job Plcmt. Voc. Svcs. Seminars Prgrm. Dvlpmnt. Apt Testing ESL Youth Prgrms. GED Prep. Job Search Asst. Prvd. Exp

[illegible]



CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT
City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

498-9034

TO: Councillor Jonathan Myers, Chair
Economic Development, Training, and Employment
Committee

FROM: Michael Rosenberg

RE: AN UPDATED CAMBRIDGE EMPLOYMENT PLAN

DATE: April 12, 1990

Background

The Cambridge Employment Plan was originally authorized in 1984 with an emphasis on placing Cambridge residents in construction jobs. Revised several times and broadened in scope to promote employment and training for many occupations, it still applies under Chapter 2.66.010 of the City Ordinances to all major office, commercial and industrial zoning districts.

Mission

While the commercial boom in Cambridge produced over 15,000 additional jobs, these new positions and those projected in the 1990's are not necessarily accessible to all Cambridge residents, especially those below the median in terms of training, skills, experience, or fluency in English. The purpose of the updated Cambridge Employment Plan is to:

- 1) Facilitate job opportunities for underemployed and unemployed residents.
- 2) Raise long term career opportunities by opening access to higher levels of job experience and training.

Opportunity

The Cambridge Employment Plan aims to provide an easy-to-use system to link residents and businesses especially within the City's new economic base. Businesses need increasingly skilled employees. Nationally, by the year 2000, skilled employment demand will have grown by 25%, while the available labor force will have grown by 15%. When we recover from the current recessionary cycle, we will find businesses increasingly willing to hire and train persons who are younger, less skilled, and increasingly representative of cultural and linguistic minorities. This trend represents a significant opportunity which we want to open to our own residents first.

April 12, 1990
Councillor Myers, page 2

Because of decreasing social service funding in federal and state programs, it is in the City's interest to facilitate this job linkage because many needs for housing, day care, health, and family needs could be addressed by providing more and better jobs.

Approach

Certain developers and their lessees in the City's major development areas are required as part of the development process to contract with E.R.I. to implement the Cambridge Employment Plan. These requirements will continue. In addition, in updating the Plan, it is intended to reach all other significant sized companies entering or expanding in Cambridge through a voluntary program. Active participation is anticipated because of the tangible benefits to all parties.

The updated Plan will have the following elements:

BUSINESS TRACKING - In association with the Cambridge Chamber of Commerce, staff from the Community Development Department will make personal contact with larger new businesses coming to or expanding in Cambridge (those taking or expanding by over 8,000 s.f.). The staff will find out the companies employment needs and give the company specific contacts at E.R.I. and other organizations relevant to meeting their employment needs.

RESOURCE PACKET - The Community Development Department will provide new companies and others who may be interested a comprehensive data package including:

- labor availability in Cambridge.
- a listing of city and neighborhood media sources in which to advertise job openings.
- a directory of employment and training organizations in the City along with information about each.
- a programs "yellow pages" relative to special programs for day care, youth employment, english training, school partnerships, and other public/private or non-profit resources.
- needs and opportunities for volunteer participation by companies and employees.

JOB BANK - CDD will ensure that the company has followed up on the E.R.I. job bank. If the job bank is not relevant to the companies needs, CDD will work cooperatively with E.R.I. on marketing, outreach, recruitment or job development to make the job bank increasingly effective.

JOB BOARDS - CDD will ensure that information about job opportunities is more widely distributed in the community.

April 12, 1990
Councillor Myers, page 3

This may include new electronic methods such as accessing E.R.I.'s job bank thorough modems and personal computers or posting FAX boards in strategic places such as schools, City Hall, non-profit service providers, housing agencies, supermarkets, or other concentrations of population.

FOLLOW UP - CDD will stay in touch over several months with companies to see that services are followed up by E.R.I. and others and that services become effective in achieving the goals of the Employment Plan.



CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT
City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

617.349.4600
Fax 617.349.4669

TO: Michael Rosenberg
FROM: Gerald Mimno
DATE: February 5, 1991
RE: Cambridge Employment Program
Current Status

Since July 1990 the performance of Employment Resources, Inc. in carrying out the Cambridge Employment Program is as follows:

Starting client load 7/1/90	153 persons
Inactive clients removed	<u>(109)</u> "
net active clients from FY'90	44
New clients since 7/1/90	<u>162</u>
current active clients	206
Clients sent to fresh job referrals	241
Clients placed since 7/1/90	86
Average number of referrals necessary to place	2.8 referrals
Percentage of all clients placed	
86 / 315	27%
Average placements per month	14

The goals of the Cambridge Employment Program for FY'91 are to serve 300 active clients and make 150 job placements. Since November it has been necessary to send a client out 4 to 5 times to make a placement. As of January 1991 the program is servicing more clients and seeing fewer results in placement. Staff is seeing about 50 clients per week.

Clients are primarily:

- Minority youth and young adults
Haitian, Hispanic, African-American, Portuguese.

The majority of clients tend to have poor language skills, no job history, and no job skills.

- Young white females age 18 - 25 with few skills.
- Referrals from substance abuse programs
Age 25 plus with some relevant work history.
- High School drop outs.
- High School students looking for part time work.

The program is staffed by:

David Chamberlain	1/3 time
Arnie Jones	1/3 time
Steve Brand	full time

Program Overview per Community Development Monitoring

Currently the program is inundated with clients and does not spend enough time on job development. About two-thirds of the program effort is directed to client service, at most one third to job development.

The critical need is for additional job development. It is estimated that one more person concentrating on job development could create a 50% increase in potential entry level job positions during the current economy.

E.R.I. personnel have about 70 companies where they can regularly make placements. E.R.I. lists about 280 jobs in its entire regional job bank. As a workable goal E.R.I. needs to add about 50 more active Cambridge companies to its regular job pool.

Placements are generally in entry level and low skilled jobs such as:

- Food service
- Maintenance
- Cashiering
- Counter help
- Retail customer service
- Bank teller & messenger
- Office support staff:
 - secretary, records clerk, administrative assistant

The CambridgeSide Galleria has been a major help in making placements especially Filenes, Sears, Thom McAn, Au bon Pain, as well as Galleria Security and Standard Parking.

1991 Cambridge Employer Survey Results

Even in the recession there is some replacement hiring going on within Cambridge firms. Much hiring for entry level help is by word of mouth. E.R.I. is not a significant factor among human resource directors.

Cambridge companies have certain well defined entry points to jobs offering real career paths. Some entry points are for college trained persons, many are not. The Cambridge Employment Program should focus on locating these entry points and steering candidates to these career entry positions.

In making new hires companies emphasize they are looking for:

1. Disciplined work attitude
2. Some form of job history
3. Some specific job skill

The best companies are looking for candidates who have demonstrated general skills, not exact job experience. Once hired, these companies will offer extensive training and upward mobility.

Currently companies do not think specifically of Cambridge residents when making entry level hires. Many companies make extensive use of and seek out additional legal immigrants so long as candidates speak enough English to start and show a strong willingness to upgrade their English skills.

Companies also select heavily among candidates from Somerville where there is seen to be a readiness to conform to the discipline of the work place.

To be competitive Cambridge residents will need better training and work experience to gain entry to the positions offering the best career jobs.

Recommendations to improve Cambridge Employment Plan

- 1) Short range - concentrate on job development
- 2) Medium range - develop more contacts within companies and turn contacts into ongoing relationships. Organize companies to conduct joint training.
- 3) Long range - coordinate training of job candidates, provide youth employment experience, develop at least one specific job skill for each candidate.



CITY OF CAMBRIDGE

COMMUNITY DEVELOPMENT DEPARTMENT

City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

617.349.4600

Fax 617.349.4669

TO: Mr. Robert W. Healy, City Manager
FROM: Michael H. Rosenberg, Assistant City Manager for
Community Development
DATE: 4/1/91
RE: Cambridge Employment Plan,
CambridgeSide Galleria

Relative to Council #4 April 1, 1991, public hearings were held by the Cambridge City Council Economic Development & Employment Committee on the Cambridge Employment Program on 10/3/90 and 3/14/91. Data presented to the Council Committee at these hearings is summarized below.

CambridgeSide Galleria

A census of Employment at the CambridgeSide Galleria was compiled for 64 stores as of 10/31/90. At the time of this census the results were:

Cambridge Residents Hired	316
Total of Hires	1,369

Percent Cambridge residents of total 23%

Unemployment

Unemployment in Cambridge has been rising since last summer:

June 1990	3.8%
September 1990	4.1%
December 1990	4.3%
January 1991	5.3%

By way of comparison, the unemployment rate in Massachusetts has risen to 9.3% as of March 1991.

Ongoing activities - Cambridge Employment Program

See attached update from E.R.I. dated 2/28/91

The CEP was budgeted so as to reach a target of placing 150 unemployed Cambridge residents in jobs during FY'91.

As of the reporting date of 2/28 the program had placed 124 Cambridge residents and is expected to meet and exceed the target. Referrals to the Galleria by the CEP staff accounted for 52 placements among the 124 identified above.

Outreach

The emphasis of the employment program has had to shift from job referral to job development. Brochures were printed and mailed to all employers employing over 20 persons. This was a mailing of 500 made in cooperation with the Cambridge Chamber of Commerce.

Youth Employment Office

Community Development staff have assisted with the setting up and operation of the City's youth employment office. This effort includes advising committees, developing survey matter for students on youth employment needs, and helping solicit summer employment positions.

Employment & Training Report

Together with Cambridge Community Services, CDD staff published a report on employment and training needs and obstacles.

Research

Community Development is conducting research on the central fact that the 100,000 jobs available in Cambridge are increasingly technical and require an ever increasing level of knowledge among residents to get these jobs.

Part of our research is a survey of 100 Cambridge firms which represent a cross section of the total employment base in the City. Approximately 85 of the 100 surveys have been completed and coding of results has begun. A report is expected to be completed in June.

Preliminary results indicate that Cambridge Employers are extensively involved in job training to and are highly motivated to upgrade the skills of the work force so as to stay competitive.

Planned Activities

As currently planned, future activities will involve working with a joint partnership among employers, schools, and non profit agencies on additional efforts to upgrade the skills of the work force. Several areas are being identified where there is extensive interest among Cambridge employers to participate in future training partnerships. Once surveys are completed a program will be determined to begin such a training partnership.

Grant Resources

Certain foundations and agencies are very concerned about the same future work force issues we are exploring in Cambridge. City staff are targeting these issues and trying to determine which foundations and agencies might fund pilot programs for innovative partnerships in Cambridge.



EMPLOYMENT RESOURCES INC.
432 COLUMBIA STREET
CAMBRIDGE, MA 02141
(617) 494-1154

UPDATE

CAMBRIDGE EMPLOYMENT PROGRAM

7/1/91 - 2/28/91

o	Total Residents Served since July	223
o	Total Residents Referred to Jobs since July	182
o	Total Referrals Made to Jobs	278
o	Total Resident Hires to Date	124
o	Average Wage of Hires	\$6.67
o	Number of Companies listed with ERI	268
o	Number of Cambridge Companies listed	185
o	Percent of Companies that are Cambridge	69%



CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT
City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

617-349-4600
Fax 617-349-4669

TO: Michael Rosenberg
FROM: Gerald Mimno
DATE: May 14, 1991
RE: Cambridge Employment Program
Report to Cambridge City Council Economic Development
and Employment Committee

Reporting to date has included:

- 10/3/90 Public Hearing
- 2/5/91 Written status report
- 3/14/91 Public Hearing
- 3/20/91 ERI report on Cambridge residents served
- 4/1/91 Written status report

Cambridge Employment Program, Current Status

ERI began FY'91 with 318 applications on file. The goals of the Cambridge Employment Program for FY'91 were to serve 300 active clients and make 150 job placements. In the first ten months of FY'91 the program received an additional 275 walk-ins, added 251 complete applications and sent 222 clients to 314 job referrals. As of May 7, 1991, the CEP staff have placed 187 clients in jobs at average wage of \$6.75 (see attached data).

In February it was reported that the most significant problem was coping with increased number of applicants. At this time a significant problem is that the current case load reflects growing distress within the Hispanic community, especially among persons from El Salvador, Puerto Rico, and Haiti. When the economy was growing the Cambridge area became known as an employment locale for persons with limited or no English. The recent layoffs in factories, hotels, and service establishments have especially hit Hispanics. This population frequently lacks a high school education and needs extensive ESL. The situation points out the importance of linking the Cambridge Employment Program to ESL and the Community Learning Center.

Since the CEP can not provide these services it may be worthwhile to see the CEP relative to other programs offered by ERI.

May 14, 1991

Page 2

ERI overview

When a potential applicant comes to ERI the following process takes place. The intent is to determine if Cambridge residents could qualify for any training programs in addition to CEP job referral.

- 1) Orientation
- 2) Eligibility Status
 - a) Resident of Cambridge or Service Delivery Area (SDA)
 - b) Citizenship / work eligibility
 - c) Income eligibility & assessment
AFDC; 2A
- 3) Referral
 - Cambridge residents interested in employment referred to CEP.
 - Cambridge residents so qualifying referred to training:
 - JTPA funded training
 - Literacy
 - Summer youth
 - Young parents
 - Workers assistance (for large layoffs)
 - Older workers
 - Welfare & ET funded training
 - GED
 - ESL
 - Remediation
 - Labor & Other funded training
 - Refugee
 - Building opportunity (Central Artery)
 - Garment Industry

In annual terms ERI currently serves in addition to CEP 400 adults and 700 youths for a total of 1100 clients. The resident breakdown of youths is:

ERI youth clients

Cambridge	133	19%
Somerville	80	11%
Chelsea	125	18%
17 other towns	362	52%

700 in youth programs

E·R·I

EMPLOYMENT RESOURCES INC.
432 COLUMBIA STREET
CAMBRIDGE, MA 02141
(617) 494-1154

UPDATE

CAMBRIDGE EMPLOYMENT PROGRAM

7/1/90 to 5/7/91

° Total Applications on File at ERI: (Includes 71 Carry-ins from last year and 247 from Filene's Job Fair)	569
° Total Walk-Ins to ERI since July 1st:	275
° Total Referred Clients since July 1st	222
° Total Client Referrals to Jobs:	314
° Total Client Hires to Jobs:	187
° Average Wage of Hires	\$6.75
° Number of Companies listed with ERI:	284
° Number of Cambridge Companies listed:	193
° Percent of Companies that are Cambridge:	68%



CITY OF CAMBRIDGE

COMMUNITY DEVELOPMENT DEPARTMENT

City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

617-349-4600
Fax 617-349-4669

TO: Robert W. Healy, City Manager

FROM: Michael H. Rosenberg, Assistant City Manager for
Community Development

RE: Progress Report
Council Order #2 9/30/91
Investigate feasibility of establishing a
Cambridge Residents Jobs Policy

DATE: 11/21/91

The concept of a Cambridge Residents Jobs Policy has been a concern of the City since at least 1980 when the Cambridge City Council passed the Alewife Zoning. Section 11.8, passed on June 16, 1980, requires a statement indicating how a proposed development will comply with "the most recently adopted Cambridge Citizens Employment Plan".

The Alewife zoning remains in effect, but since 1980 the situation has grown in complexity due to legal issues of enforcement, applicability to other private development, accessibility to union apprentice programs, and other concerns. Since City Council addressed this issue on 1/8/90 and again on 9/30/91, it seems appropriate to provide a comprehensive response to this continuing issue.

For this reason Community Development is now gathering information from other city, private, and non-profit agencies. We have already received valuable information from Barbara Duffy in Purchasing and William Gomes, Chairman of the MBE program. We are currently collecting and collating our information and project having a final report available within four weeks.

(see attached outline)

Progress Report
Council Order #2 9/30/91
Investigate feasibility of establishing a
Cambridge Residents Jobs Policy
11/21/91 page 2

The City Council order asks for information on government financed construction as well as large scale private real estate projects which impact neighborhoods. For this reason the following outline includes information on projects in the public, private and non-profit sectors.

Scope of information

- 1 Construction unemployment
- 2 Total annual construction in Cambridge
- 3 Access to Central Artery and Third Harbor Tunnel jobs
- 4 Any existing Cambridge linkage, mandates, or requirements
- 5 How Boston operates
- 6 Any precedents for formulas related to
 - Residents
 - Minorities
 - Women
- 7 Relevant history of Cambridge Employment Plan
- 8 Issues related to feasibility including:
 - Best effort vs. mandate
 - Business Climate
 - Union apprentice programs
 - Implementation by Craft or total
 - Relation to training

TO: Gerald Mimno
Economic Development Director

FROM: Elaine C. Thorne

SUBJECT: Response to Council Order #2, dated 9/30/91
Re: Feasibility of establishing a Resident Jobs Policy

Date: January 8, 1992

In response to the above referenced Council Order, please find attached the information and resources that I feel would be helpful in exploring the feasibility in establishing a City of Cambridge Resident Jobs Policy.

The City of Cambridge now has in place three programs that in part could become components of a total Resident Jobs Program. The first program is The Minority Business Enterprise Program, this program applies to all construction contracts put out to bid by the city regardless of the funding source, and establishes a 10% goal of the total dollar amount of the contract to a certified minority contractor, for goods and or services. This contractor must be certified by the State office of Minority Business. The program is administered by a joint committee of three persons consisting of the Affirmation Action Officer, The Purchasing Agent, and an appointee of the Deputy City Manager.

TOTAL DOLLAR AMOUNTS OF MBE PROGRAM

FY 89	\$3,212,141.14
FY 90	454,089.32
FY 91	660,556.00 (through 9-30-91)

The second program, the Affirmative Action Plan administered by the Affirmative Action Officer and monitored with the assistance of a Contract Compliance Officer, establishes a 20% minority goal, as a "good faith" effort across the board in all construction trades required for that project. This plan is included in all contract that are put out for public bid through the Purchasing Agent.

TOTAL ANNUAL CONSTRUCTION DOLLAR AMOUNT

FY 89	\$23,653,605.85
FY 90	4,988,644.69
FY 91	6,175,752.65 (through 9-30-91)

This amount represents all contract let by the City of Cambridge including: The Department of Public Works, Cambridge Hospital, The Community Development Department, The Water Department, The Police and Fire Departments.

The third plan, The Cambridge Employment, this plan was originally authorized in January, 1984 with an emphasis on placing Cambridge residents in construction jobs. Revised several times and broadened in scope to promote employment and training for many occupations. This program is currently funded at \$68,000, through the Community Development Department budget and implemented by the Employment Resources, Inc. which is the designated job training organization for the City of Cambridge. Under the current contract the scope of work includes but is not limited to the following:

Coordinate with the Community Development Department to approach Cambridge business and maximize employment opportunities for residents, conduct on-site interviews of new employers and developers regarding current and anticipated workforce needs, maintain job listings and job referral systems.

The statistics for the first reporting period under this current FY 92 contract are:

Total clients	99
Clients Referred to Jobs	62
Total Job Referrals	78
Total Clients Hired	28
Average Wage of Hires	\$7.22

The City of Cambridge is currently exploring the possibility of entering into an agreement modeled after the City of Boston's Central Artery/Tunnel Project training plan, to establish the feasibility of an Apprentice Training Program for the resident of the City of Cambridge.

In gathering information for this report, I spoke with Mr. Robert Bryant, Business Manager Local 40 Carpenters Union located at 109 Smith Place, Cambridge. Mr. Bryant stated that at the present time do to the downturn in the current economy, his union is currently experiencing 80% unemployment. Local 40 has a current membership of approximately 1400 and of that 270-300 are Cambridge residents

TOTAL ANNUAL CONSTRUCTION EMPLOYMENT IN CAMBRIDGE

1985	2,060
1986	1,915
1987	1,467
1988	1,455
1989	1,362
1990	1,358

The City of Boston Resident Jobs Policy (BRJP) requires that for city sponsored construction projects, as well as private construction projects totalling more than 100,000 square feet (Development Impact Projects), developers must make best efforts to hire 50% Boston residents, 25% minorities, and 10% women for all construction trades, this Executive Order dates back to 1979, and was extended in July of 1985 to include the special Development Impact Projects. In 1979 this executive order was challenged by the Associated General Contractors of Massachusetts, and the Massachusetts Supreme Judicial Court unanimously struck down the Order's residency requirement, while upholding the minority and women hiring requirement. In 1983, the U.S. Supreme Court upheld Boston right to enforce its 50% residency requirement for local development projects.

In 1986 The City of Boston signed an Ordinance establishing The Boston Employment Commission responsible for making findings of compliance with the Boston Residents Jobs Policy, and for encouraging the training and hiring of Boston's qualified residents, minorities and women. The commission consist of seven members, appointed by the Mayor representing the interest of business, minorities, women, the Boston building trades council and the Mayor's Jobs Liaison Committee.

The administration of the Boston Resident Jobs Policy is handled through the Economic Development and Industrial Corporation. The Compliance and Enforcement Unit is responsible for monitoring all construction projects covered by the BRJP, analyzing compliance with the ordinance, and initiating Corrective Action meetings with developers, and contractors to improve compliance with the ordinance. Currently EDIC has 240 projects with 12 monitors.

The third component of the BRJP is the Jobs Bank, which assist contractors to meet their compliance goals by making direct referrals of qualified construction workers, in the start-up of the Jobs Bank 1200 resume were received and 800 people were screened with Mr. Joseph Nigro, General Agent/Secretary Treasurer of the Boston Building Trades Council. In FY91 over 500 people registered with the Jobs Bank.

Cambridge Employment Plan Data
Appendices

Contents:

- Appendix 1: The Cambridge Employment Plan (original),
January 1984
- Appendix 2: Ordinance No. 1005 (original legislation),
April 1984
- Appendix 3: Ordinance No. 1015 (amended legislation),
September 1984
- Appendix 4: Ordinance No. 1053 (further amended legislation),
May 1987
- Appendix 5: The Fiscal Year 90 section on the Employment Plan,
FY 1990
- Appendix 6: Matrix of employment organizations and employment
services, 1990

Cambridge Employment Plan

A Comprehensive Strategy to Promote the Hiring
of Cambridge Citizens by Private Industry

Cambridge Community Development Department
in cooperation with
Employment Resources, Inc.
January 5, 1984

Section I - Introduction

The City of Cambridge has embarked on a revitalization campaign which will affect significant portions of its business and commercial areas. Following redevelopment plans in the Kendall Square Urban Renewal area, the City launched subsequent comprehensive planning efforts which targeted three other underutilized and declining business areas, involving some 500 acres of land. These areas are generally referred to as the East Cambridge Riverfront, the Alewife Revitalization area and the Cambridgeport Industrial District. In addition, extension and improvement of the MBTA Red Line has stimulated development along Massachusetts Avenue, the City's commercial spine. Generous commitments of local, state and federal funds have been made to promote and assist private investment in these areas.

There is good reason to believe that the City of Cambridge will experience a building boom over the next ten years. As a result of this, it is estimated that 7,000 new jobs will be created by the end of 1984, with an additional 13,000 being created over the next 15 years. There will be both short term construction jobs and more permanent positions in new and expanding businesses. However, increases in total Cambridge employment may not result in increasing the number of jobs held by City residents. Even more importantly, however, it may not result in employment for unemployed or underemployed Cambridge residents. Too often, new development, which was encouraged by the City, failed to meet the job needs of its disadvantaged population.

It is the policy of the City of Cambridge to make every effort to employ residents needing jobs. This policy promotes the utilization of economic development resources via new construction and rehabilitation. Recognizing that coordinated activities between the City's economic development effort and its employment and training programs are vital, the Cambridge Employment Plan is hereby established.

Section II - Definitions

The following words as used in this plan shall, unless the context otherwise requires, have the following meanings:

"Applicable Areas" are those areas in which the Cambridge Employment Plan is in effect, namely the following major commercial and industrial zoning districts of the City: Office 2, Office 3, Office 3A, all business districts except Business A and A-1, all industrial districts, all PUD districts, the MXD district and all Commercial Area Revitalization Districts.

"Resident" is any person for whom the principal place where that person normally eats and sleeps and maintains his or her normal personal and household effects is within the city limits for the City of Cambridge.

"Employment Resources, Inc. is a nonprofit corporation in the Commonwealth of Massachusetts which has been designated to be the Administrative Entity for the North Metro SDA and has been empowered to enter into a contract with the Grant Recipient to deliver all employ-

ment and training activities under the Job Training Partnership Act (JTPA) of 1983.

"North Metro Service Delivery Area (SDA)" shall mean that area which includes the municipalities of Cambridge, Arlington, Belmont, Watertown, Somerville, Chelsea, Revere, Burlington, Winthrop, Malden, Medford, Everett, Reading, North Reading, Wilmington, Winchester, Woburn, Melrose, Wakefield, and Stoneham.

"Cambridge Labor Market Area" shall mean that area encompassing the entire City of Cambridge.

Section III - Objectives of the Cambridge Employment Plan

1. To ensure that local resources are wisely invested in those applicable areas where there is maximum promise that the benefits that accrue, including employment opportunities, will be made available to City residents.
2. To maintain and to increase, whenever possible, the current percentage of Cambridge jobs held by Cambridge residents (25%), by promoting the hiring of qualified unemployed and underemployed Cambridge residents.
3. To promote Affirmative Action objectives.
4. To provide employers with a central contact point for disseminating and receiving information on all facets of employment and training resources in the Cambridge labor market area.

Section IV - Responsibility of the Developer

In any area designated as an Applicable Area, the Cambridge Building Department shall issue a building permit for new construction, expansion or alteration of a building occupied by a principal use under subsection 4.31i-2 (hotel/motel), 4.34 (office and laboratory), 4.35 (retail business and consumer service), 4.36 (drive-in retail and service), 4.37 (light industry, wholesale business and storage), and 4.38 (heavy industry) of the table of use regulations in the Cambridge Zoning Ordinance after:

1. The developer signs a formal agreement with Employment Resources, Inc., to achieve the objectives set forth in Section III, in which the developer agrees to:
 - a. Notify Employment Resources, Inc. of all job opportunities of which they have knowledge or over which they have hiring control. Jobs include, but are not limited to, construction, manufacturing, clerical, technician, maintenance, and security jobs.

- b. Place appropriate job announcements in the local news media prior to placing such announcements outside the Cambridge labor market area.
- c. Notify the firms moving into the development area of the services available through Employment Resources, Inc. and Community Development.
- d. Orient each firm or its agent to the objectives and goals of the Cambridge Employment Plan.
- e. Provide Employment Resources, Inc. with the names of all new firms and a contact person, from each firm moving into an applicable area, if available.
- f. Set goals and indicate procedures by which Cambridge residents would enter employment in available jobs.

Section V - Responsibility of the City of Cambridge

Recognizing the City's obligation to provide assistance to the private sector under the Cambridge Employment Plan and its commitment to the employment of Cambridge residents, the City agrees to:

through its Community Development Department:

- 1. Provide an attractive overall environment to encourage private investment by properly planning and administering economic and urban design improvement strategies in applicable areas.
- 2. Assist in financing of commercial, industrial and housing development.

and through its job training organization (Employment Resources, Inc.):

- 3. Establish a central clearinghouse where developers and new firms can provide job information for dissemination to appropriate agencies and receive a wide array of information on tax credits, training programs and other services pertaining to training and employment needs.
- 4. Maintain a readily accessible job recruitment and listing system so that eligible Cambridge residents can be quickly placed in available job openings.
- 5. Commit the necessary resources in the development of appropriate job training programs consisting primarily of "on-the-job" and "tailored classroom" training.

Section VI - Severability

Should any section, provision or paragraph of this plan be declared by a court of competent jurisdiction to be invalid, that decision shall not affect the validity of the plan as a whole or any part thereof, other than the portion so declared to be invalid.



ORDINANCE NO. 1005
Final Publication No. 2229.

First publication in the Chronicle on April 12, 1984
CITY OF CAMBRIDGE
In the Year One Thousand, Nine Hundred Eighty-Four
AN ORDINANCE

In amendment to an ordinance formerly entitled "The General Ordinances of the City of Cambridge" as revised in 1972 and now designated as "The Code of the City of Cambridge."

Be it ordained by the City Council of the City of Cambridge as follows:

The Code of the City of Cambridge is hereby amended by adding thereto a new Chapter 24, as follows:

CHAPTER 24 EMPLOYMENT

Section 24-1. Establishment of Cambridge Employment Plan

The Cambridge Employment Plan, as set forth in the following sections, is hereby established.

Section 24-2. Definitions

The following words as used in this Chapter 24, shall, unless the context otherwise requires, have the following meanings:

"Applicable Areas" are those areas in which the Cambridge Employment Plan is in effect, namely, the following major commercial and industrial zones, districts of the City: Office 2, Office 3, Office 3A, all business districts except Business A and A-1, all industrial districts, all PUD districts, the MXD district and all Commercial Area Revitalization Districts. Additional Applicable Areas may be designated by the City Manager.

"Cambridge Resident" is a person whose primary residence is in the City of Cambridge.

"Developer" is the person, corporation, partnership or other business entity which is the proponent of the project.

"Employment and Training Agency" is a Massachusetts non-profit corporation which is designated by the City Manager to carry out the employment and training program as defined in this Ordinance.

"Project" means a project covered by this Chapter 24; namely, new construction, expansion or alteration of a building occupied by a principal use which is listed in the following subsections of the Table of Use Regulations (§4.30) in the Cambridge Zoning Ordinance:

- 4.31 (i) (2) (hotel or motel)
- 4.34 (office and laboratory)
- 4.35 (retail business and consumer service)
- 4.36 (drive-in retail and service)
- 4.37 (light industry, wholesale business and storage)
- 4.38 (heavy industry)

Section 24-3. Objectives of the Cambridge Employment Plan

The Cambridge Employment Plan has the following objectives:

(1) To ensure that local resources are wisely invested in those applicable areas where there is maximum promise that the benefits that accrue, including employment opportunities, will be made available to Cambridge residents.

(2) To maintain and to increase, whenever possible, the current percentage of Cambridge jobs held by Cambridge residents (25%), by promoting the hiring of qualified unemployed and underemployed Cambridge residents.

(3) To promote the hiring of qualified unemployed and underemployed women and minorities who are Cambridge residents.

(4) To provide employers with a central location for disseminating and receiving information on all facets of employment and training resources in Cambridge

Section 24-4. Responsibility of the Developer

In any Applicable Area, the Cambridge Inspectional Services Department shall not issue a building permit for any project until the developer signs an agreement with the Employment and Training Agency designated by the City Manager to achieve the objectives set forth in §24-3. In such agreement the developer shall agree to:

(a) Notify the Employment and Training Agency designated by the City Manager of all job opportunities of which it has knowledge or over which it has hiring control. Jobs include, but are not limited to, construction, manufacturing, clerical, technician, maintenance, and security jobs.

(b) Place appropriate job announcements in the Cambridge news media prior to placing such announcements outside Cambridge.

(c) Notify businesses which occupy the project building of the services available through the Employment and Training Agency designated by the City Manager and the Cambridge Community Development Department.

(d) Inform each such business about the objectives and goals of the Cambridge Employment Plan.

(e) Provide the Employment and Training Agency designated by the City Manager with the names of all new businesses moving into the project building and the names of their contact persons.

(f) Set goals and indicate procedures whereby Cambridge residents would obtain jobs with the developer.

(g) Report periodically, in writing, to the Employment and Training Agency designated by the City Manager, the number of Cambridge residents hired under the agreement, together with whatever other information the agreement requires.

(h) Include in every lease a provision requiring the tenant to sign an agreement as provided in subsections (a)-(g) with the Employment and Training Agency designated by the City Manager.

Section 24-5. Responsibility of City of Cambridge

Recognizing the City's obligation to provide assistance to the private sector under the Cambridge Employment Plan and its commitment to the employment of Cambridge residents, the City, acting through its Community Development Department, agrees to

(1) Provide an attractive overall environment to encourage private investment by properly planning and administering economic and urban design improvement strategies in applicable areas.

(2) Assist in financing of commercial, industrial and housing development. The City, acting through its job training organization (the Employment and Training Agency designated by the City Manager), agrees to

(1) Establish a central clearinghouse where developers and new firms can provide job information for dissemination to appropriate agencies and receive a wide array of information on tax credits, training programs and other services pertaining to training and employment needs.

(2) Maintain a readily accessible job recruitment and listing system so that eligible Cambridge residents can be quickly placed in available jobs.

(3) Commit the necessary resources in the development of appropriate job training programs consisting primarily of "on-the-job" and "tailored classroom" training.

Section 24-6. Severability

Should any section, provision or paragraph of this Chapter 24 be declared invalid by a court of competent jurisdiction, that decision shall not affect the validity of the Chapter as a whole or any part thereof, other than the portion so declared to be invalid.

In City Council April 23, 1984.

Passed to be ordained by a yeo and nay vote:- Yeas 6: Nays 0: Absent 3.
Robert W. Healy, City Manager.

ATTEST:

(C)Apr.26

Paul E. Healy, City Clerk.

Cambridge Chronicle
September 13, 1984

3



Ordinance No. 1015
Final Publication No. 1259
First publication in the
Chronicle on June 28, 1984.
CITY OF CAMBRIDGE
In the Year One Thousand,
Nine Hundred Eighty-Four
AN ORDINANCE

in amendment to an ordinance formerly entitled "The General Ordinances of the City of Cambridge" as revised in 1972 and now designated as: "The Code of the City of Cambridge."

Be it ordained by the City Council of the City of Cambridge as follows:
That Chapter Twenty-four entitled "Employment" is hereby amended by adding at the end thereof a new Article entitled "Implementation of the Cambridge Employment Plan by the Community Development Department and Employment Resources, Inc." which reads as follows:

Implementation of the Cambridge Employment Plan by the Community Development Department and the Employment Resources, Inc.

Section 1 Definitions:

Resident is any person for whom the principal place where that person normally eats and sleeps is within the city limits of the City of Cambridge where that person maintains his or her domicile and that person is subject to a Massachusetts resident income tax and such a residency has accrued for at least six full months. "Minority person" shall include those persons who are Black, Hispanic, Asian, or Native American, or Cape Verdean.

Section 2 Policy:

(a) on any construction project funded in whole or in part by City, State or Federal funds, or funds which in accordance with a Federal grant the city expands or administers or which the city is a signatory to the construction contract, the worker hours on a craft basis shall be performed, in accordance with the contract documents provided for in section 2(b) below, as follows:

- (b)
 - (a) no less than twenty-five percent of the total employee manhours in each trade shall be performed by bona fide Cambridge residents;
 - (b) no less than twenty-five percent of those employee manhours described in section 2(b)a. shall be performed by minorities;
 - (c) no less than ten percent of those employee manhours described in section 2(b)a. shall be performed by women;

(c)

- (a) such contracts with a value in excess of \$250,000.00 (two hundred and fifty thousand dollars) shall be performed only by contractors who are affiliated with bona fide apprenticeship programs approved by the Commonwealth of Massachusetts;

(b) that all contractors building through projects provide written commitment to employ a specific number of apprentices satisfactory to the City.

Section 3 Compliance, Enforcement, Sanctions

Employment Resources, Incorporated as described above shall be responsible for the implementation of this ordinance.

Community Development as described above shall be responsible for compliance and enforcement of this ordinance.

Planning and Implementation: Prior to the commencement of any construction project, capital works, or city economic development plan covered by this ordinance, both agencies described above shall jointly: (1) Review spending plans for such projects; (2) identify the number of job positions in all categories that will be created by such projects;

Employment Resources Inc. shall establish a job screening and referral program that will assist contractors and subcontractors to enable them to comply with this ordinance.

The Office of Community Development shall be responsible for enforcing and monitoring compliance with the provisions of this ordinance and the contract provisions established in accordance herewith shall have the following duties:

(1) To require all contractors and subcontractors affected by this ordinance to submit weekly workforce charts listing workers by name, residential address, craft, job category, hours worked, sex and race and that these charts shall be public record;

(2) To negotiate with all contractors/developers in order to identify and classify construction jobs by job titles, and duration;

(3) To exercise the power, by means of the contract provision referred to above, to impose sanctions upon contractors and subcontractors found to be in non-compliance with this ordinance. Such sanctions shall include but not be limited to:

- (i) suspension of payments
- (ii) termination of any or all contracts,
- (iii) recovery by the City of Cambridge of one percent (.01) of the contract award price as liquidated damages and
- (iv) denial of any further participation in future contracts for no less than three years

Section 5 Review Committee

A subcommittee shall be established to review all reports made available semi-annually by both Employment Resources Inc. and Community Development and make recommendations to both entities concerning all aspects of this ordinance.

Section 6 Independent Agencies

Any and all activities of any independent agency operating or acting on behalf of the City of Cambridge, including, but not limited to, the Cambridge Redevelopment Authority, shall comply with the provisions of this ordinance.

Section 7 Funding

Funding shall be provided to establish a position in Employment Resources Incorporated to enable the successful execution of this ordinance, and that such position should be filled by an individual that has a working rapport with local trade unions, experience and a working knowledge of the construction industry and its intricacies and shall have had prior experience working in a like capacity.

In City Council September 10, 1984.

Passed to be ordained by a yeas and nays vote: - Yeas 9; Nays 0; Absent 0.

Robert W. Healy,
City Manager
Paul E. Healy,
City Clerk.

ATTEST -

(C) Sept. 13

ORDINANCE NO. 1053.
Final Publication No. 2362.
First publication in Chronicle
on April 9, 1987.
CITY OF CAMBRIDGE
In the Year One Thousand,
Nine Hundred Eighty-Seven
AN ORDINANCE

In amendment to an ordinance formerly entitled "The General Ordinances of the City of Cambridge" as revised in 1972 and now designated as "The Code of the City of Cambridge".

Be it ordained by the City Council of the City of Cambridge as follows:

Chapter 24 of the Code of the City of Cambridge as added by Ordinance No. 1005, and amended by Ordinance No. 1015, is hereby amended as follows:

Directly beneath the title "Employment", the following heading shall appear:

Article I. "Cambridge Employment Plan"

Section 24-2. Definitions is hereby amended as follows:

Strike the definition of "Cambridge Resident" and add the following new definitions:

"Cambridge Resident", is any person for whom the principal place where that person normally eats and sleeps and maintains his or her normal personal and household effects is within the City of Cambridge.

"Minority person", shall include those persons who are Black, Hispanic, Asian, Native American or Cape Verdean.

In the definition of "Project", strike the words "Chapter 24" in the first line thereof and substitute therefor the words "Article I".

Section 24-6. Severability is hereby repealed.

Ordinance No. 1015, adopted September 10, 1984, is hereby repealed and is replaced with the following Article II of said Chapter 24, entitled "Construction Projects":

Article II. Construction Projects

Section 24-6. Construction Projects

On any construction project which is funded in whole or in part by City, State or Federal funds or funds which, in accordance with a Federal grant, the City expends or administers, or in which the City is a signatory to the construction contract, the worker hours shall be performed as follows:

(a) No less than 25 percent of the total employee worker hours shall be performed by bona fide Cambridge residents.

(b) No less than 25 percent of the total employee worker hours shall be performed by minority persons.

(c) No less than 10 percent of the total employee worker hours shall be performed by women.

This section shall not apply to housing rehabilitation projects including eight or fewer.

Section 24-7. Compliance, Enforcement, Sanctions

(a) All contractors entering into construction contracts covered by this Article II shall:

(1) Certify that they know of the provisions of said Article and that they intend to comply with them.

(2) List all job openings with the Employment and Training Agency or Agencies and keep accurate records as to action taken on referrals from these agencies.

(3) Maintain personnel records listing the names, addresses, sex and race of their employees; and require their sub-contractors to do likewise.

(b) The Cambridge Community Development Department shall develop, in consultation with the Employment and Training Agency or Agencies, good faith measures by which to judge the affirmative actions of contractors operating under the provisions of this Article II. All records required to be maintained by this section shall be made available on request to representatives of said Department. All such records shall be maintained for the duration of the construction project and for one year thereafter.

(c) Should a contractor be deemed not to have complied with the provisions of this Article II, nor to have made a good faith effort to do so, it shall not be actively considered for future public construction contracts in Cambridge.

Section 24-8. Severability

Should any section, provision or paragraph of this Chapter 24 be declared invalid by a court of competent jurisdiction, that decision shall not affect the validity of the Chapter as a whole or any part thereof, other than the portion declared invalid.

In City Council May 11, 1987.

Passed to be ordained by a yea and nay vote:- Yeas 8; Nays 0; Absent 1.

Robert W. Healy, City Manager.
Joseph E. Connorton
City Clerk.

ATTEST:-

(C) May 14

Ln

ACTUAL FY88	REVISED FY89		BUDGET FY90
	389 745	LEADERSHIP	397 775
	90 000	→ EMPLOYMENT PLAN	90 000
	80 000	TOURISM	80 000
549 724	559 745		567 775

EXECUT

LEADERSHIP. The City Manager is the Chief administrative officer of the city and responsible for the administration of City departments and services. Specifically, the Manager and his staff are responsible for the enforcement of all city

laws and ordinances; the appointment of department heads and members of the various boards and commissions; and the submission of the annual budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council decisions. In addition, the City Manager and his staff respond to citizen inquiries and complaints regarding City services and departmental policies.

During FY89, the City Manager and staff accomplished the following:

- Coordinated the successful completion of the first contract for the development of Thomas W. Danehy Park which included rough grading and perimeter fencing.
- Managed the renovation of the new Municipal Building at 831 Massachusetts Avenue and coordinated the relocation of six City departments to the facility.
- Continued to work with the state Department of Environmental Quality Engineering to plan for the construction of a Materials Recycling Facility to serve Cambridge and neighboring communities. Conducted a feasibility study to investigate inter recycling activities which included substantial public participation.
- Directed the implementation of Capital Budget projects for all departments.
- Reassembled the Interdepartmental Project Review Committee to coordinate and review development projects throughout the city.

During FY90, the Executive Department will be heavily involved in coordinating the final construction phases of Danehy Park expected to be completed by July 1990; will oversee the covering of Payson Park; and will conduct a feasibility study regarding a new telephone system for municipal offices.

AFFIRMATIVE ACTION. The Affirmative Action Office is charged with the responsibility of increasing the City's employment of minorities and women in proportion to the representation in the city's population, which is 20% and 47% respectively. At present, minorities represent 17% of the total full-time workforce, while 43% of City personnel are women. In other than the full-time employees category, minorities represent 26% while women are at 53%.



CAMBRIDGE

During FY89, the Affirmative Action Director continued to further the development and implementation of the Minority Business Enterprise Program which is aimed at ensuring that 10% or more of the City's contracting funds go to minority and women-owned businesses which have been certified by the state Office of Minority and Women Business Assistance (SOMWBA). In addition, the City's five-year Affirmative Action plan of goals and timetables has been initiated. The goal is to increase minority and women participation in the City's workforce where there has been an underutilization of their presence in each of the Equal Employment Opportunity categories. In addition, to continuing these objectives during FY90, the office will continue to administer the Civil Service Affirmative Action mechanisms under the provisions of Chapter 778 of Acts of 1972.

EMPLOYMENT PLAN. Employment Resources, Inc. (E.R.I.) is a nonprofit agency which assists Cambridge residents to become job-ready and to obtain employment, while it simultaneously assists Cambridge employees to hire the best local candidates.

During FY88, ERI worked with 168 Cambridge residents, with 93 clients obtaining employment at an average wage of \$7.51 per hour. So far this year, 123 clients have participated in the program with 59 placed in jobs. ERI will continue to collaborate with the Occupational Education Department of Cambridge Rindge and Latin School to provide a clerical skills training program for 20 Cambridge adults. The course will include training in

typing, basic word processing, and office machine operation.

PROMOTION OF TOURISM. Each year, a portion of the City Manager's budget is allocated to support two organizations dedicated to promoting tourism in Cambridge. Cambridge Discovery is a nonprofit educational organization which manages an information booth in Harvard Square, provides tours for residents and visitors, and publishes a series of brochures on Cambridge history and attractions.

During FY89, Discovery sponsored a highly-successful celebrity series at CRIS. The "Classmates" series brought successful members of the Cambridge community to the high school "to motivate students and show them that success is right in their own backyards". The other recipient of these funds is the Chamber of Commerce which routinely responds to inquiries about the city, its resources, and its offerings. The Chamber produces a tourism package for visitors as well as a relocation packet for businesses and individuals seeking to move into the city.

FINANCING PLAN. This budget is supported by \$403 910 in property taxes and \$163 865 in cherry sheet revenue.

STATUTORY ANALYSIS. Salaries and Wages, \$370 560; Other Ordinary Maintenance, \$176 550; and Travel and Training, \$20 665.

ANLYSIS OF EMPLOYMENT ORGANIZATIONS AND SERVICES THEY PROVIDE

CITY OF CAMBRIDGE, CDD

January 1990

SOURCE: Cambridge Community Services Directory

Acadm. Trng. Skill Trng. Job Plcmnt. Voc. Svcs. Seminars Prgrm. Dvlpmnt. Apt Testing ESL Youth Prgms. GED Prep. Job Search Asst. Prvd. Empl.

	Acadm. Trng.	Skill Trng.	Job Plcmnt.	Voc. Svcs.	Seminars	Prgrm. Dvlpmnt.	Apt Testing	ESL	Youth Prgms.	GED Prep.	Job Search Asst.	Prvd. Empl.
Model Jobs Trng. Cntr.	X	X	X									
CCS					X	X						
CHA				X								
Cam. Job Mtchg. Svcs.			X				X					
Comm. Learning Cntr.	X							X		X		
Concilio Hispano Cam.		X						X				
Council on Aging						X						
ERI	X	X	X	X	X		X	X	X	X		X
Individual Ops. Unltd.			X		X							
Jobs for Bay State		X	X									
Just-A-Start									X			X
Learning Dvlpt. Cntr.	X	X	X	X								
Mass. Rehab. Commision				X								
MC Inst. for Addiction				X	X							
Cam. Personnel Dpt.			X									X
Prime Time Empl. Prgm.			X		X							X
Wellmet Project			X	X								X
Women Job Cnslg. Cntr.				X								X
Youth Ent. Project				X					X			



CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

TEL 349-4300
FAX 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

May 18, 1992

To the Honorable, the Cambridge City Council

I am transmitting herewith four components of our implementation procedures for the Cambridge Employment Plan, as listed below.

1. **Preconstruction Packet for Compliance with Cambridge Employment Plan's Article II Requirements**
2. **Contractor's Weekly Workforce Report**
3. **Cambridge Employment Plan Quarterly Report -- Contractor Compliance with Requirements for Publicly-funded Construction Projects**
4. **Cambridge Employment Plan Quarterly Report -- Job Bank Operations**

These procedures have been developed by an interdepartmental task force including, in addition to the City Manager and Deputy City Manager, Employment Resources, Inc., the Department of Community Development, the Law Department, the Personnel Department's Affirmative Action Division, and the City Manager's Minority Business Enterprise Operating Committee.

The task force will continue its work on Cambridge Employment Plan implementation until all procedures have been fully tested and improved on the basis of experience. As presently developed, the procedures draw substantially from advice given to the task force by the City of Boston's administrators of the **Boston Resident Jobs Program**.

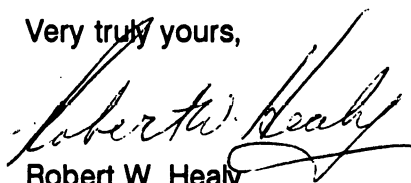
As indicated in the above documents, we have reached the conclusion that while implementation emphasis must be placed on a contractor's **new-hire** workforce -- in line with Objectives "B" and "C" in Paragraph 2.66.030 (Objectives) of Article I in the Cambridge Employment Plan -- the principal focus for reporting must nonetheless be on a contractor's **total** workforce.

Page Two

It has been Boston's experience that this approach has the long-term advantage of bringing about constant improvement in the minority and female components of the **overall** workforces. Improvement of the resident component can only be addressed, however, by giving careful attention to the new-hire process, and for this reason we are classifying as "New Hires" all workers taken on after the date on which bids are opened.

Finally, the task force has concluded that a practical dollar-threshold should be established for publicly-funded contracts to be covered by the Cambridge Employment Plan. It has settled on \$25,000 for this purpose but, as experience develops, will explore the practicability of including smaller contracts -- perhaps as low as \$10,000.

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert W. Healy", written over a horizontal line.

Robert W. Healy
City Manager

Attachments

CITY OF CAMBRIDGE
DEPARTMENT OF COMMUNITY DEVELOPMENT

PRECONSTRUCTION PACKET
FOR COMPLIANCE WITH ARTICLE II OF
THE CAMBRIDGE EMPLOYMENT PLAN
City Council Ordinance 1005, Enacted 1984

Compliance Information For Contractors
on Publicly-Funded Construction Projects

May, 1992

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**OVERVIEW OF CONSTRUCTION CONTRACTOR PROVISIONS
IN CAMBRIDGE EMPLOYMENT PLAN**

Legislation The original Cambridge Employment Plan was enacted by the Cambridge City Council on April 23, 1984. It is identified in the City's records as Ordinance 1005. Amendments were made by the City Council in 1987 and 1990.

Objectives The objectives of the construction contractor provisions in the Cambridge Employment Plan are as follows:

1. To maintain and to increase, whenever possible, the current percentage of publicly-funded construction jobs held by City residents (twenty-five percent goal, but with fifty percent currently under consideration by the City Council), by promoting the hiring of qualified unemployed and underemployed City residents;
2. To promote the hiring of qualified unemployed and underemployed women and minorities who are City residents;
3. To provide construction contractors with a central location for disseminating and receiving information on all facets of employment and training resources in the City.

Contractor Responsibility Construction contractors covered by the Cambridge Employment Plan are responsible for making a good faith effort to meet the Plan's employment goals as set forth in this Preconstruction Packet.

City Responsibility The City of Cambridge is responsible for providing support services as set forth in Paragraph 2.66.050 of the Plan, including but not limited to the providing of a job bank through which contractors can readily access qualified City residents.

**REQUIREMENTS FOR CONTRACTORS
ON PUBLICLY-FUNDED CONSTRUCTION CONTRACTS**

Employment Standards Contractors for construction projects of \$25,000 or more, located in whole or part within the boundaries of the City of Cambridge and financed in whole or part by Federal, State or City funds, are required to make a good faith effort to meet the following employment standards throughout the life of such projects, other than for housing rehabilitation projects involving no more than eight dwelling units:

1. **City Residents** No less than twenty-five percent of the total employee worker hours shall be performed by bone fide Cambridge residents (see note at bottom of page); ¹
2. **Minority Persons** No less than twenty-five percent of the total employee worker hours shall be performed by minority persons;
3. **Women** No less than ten percent of the total employee worker hours shall be performed by women.

Good Faith Effort A general contractor will be found by the City to have made the required good faith effort if it and each of its subcontractors have conscientiously and effectively taken all of the following steps, other than where one or more such steps would conflict with a collective bargaining agreement.

1. **Compliance Officer** Contractor and subcontractors shall each designate a Compliance Officer to work directly with the City.
2. **Preconstruction Meeting With City** Contractor and subcontractors shall meet with the City to review the provisions of the Cambridge Employment Plan, and shall certify in writing that they understand the provisions and intend to comply with them. At same meeting, contractor and subcontractors shall submit to the City a projection of workforce needs over the course of construction of the project. Such submission shall reflect the needs, by trade, for each month of the construction process.
3. **Preconstruction Meeting With Employment Resources Inc. and Appropriate Trade Unions** Contractor and subcontractors shall meet with Employment Resources Inc. (the City Manager's designated Employment and Training Agency) and

¹ Proposal now before City Council for increase to 50%.

with appropriate trade unions to list all the construction job openings and to request that referrals be made in the proportions necessary to meet the Cambridge Employment Plan's employment standards. (See Attachment "A" for Employment Resources Inc. scope of services).

4. Interview of Worker Referrals Contractor and subcontractors shall interview all worker referrals from Employment Resources inc. and the trade unions contacted, and shall report to the City on the results of the interviews, using a form supplied by the City. Reasons for not hiring a worker referred shall be fully stated.
5. Continuing Request for Worker Referrals Whenever during the construction project the Cambridge Employment Plan's employment goals are not being met due to a shortage of workers in one or more of the covered categories, contractor and subcontractors shall renew their request for worker referrals, using a form supplied by the City. Contractor and subcontractors shall also, where necessary to meet the employment goals, place their own advertisements in local newspapers, place notices with local community cable television channels, and use whatever other practical outreach methods available to them.
6. Insufficient worker referrals Should Employment Resources Inc. and/or the trade unions be unable to supply sufficient numbers of workers in one or more of the three covered categories, the Compliance Officer for the contractor or subcontractor shall obtain written confirmation that there are insufficient workers available for referral, and that the insufficiency is documented in the referral office records. A copy of such confirmation shall be forwarded to the City.
7. Weekly Reporting Using a form supplied by the City, contractor shall prepare and submit weekly a consolidated report covering its own and its subcontractors' work force for the prior week. Information on "New Hires" called for by the form shall include all workers hired after the date on which the bids for the project were opened. Where applicable, the dismissal of referred workers hired, and the reason for such dismissal, shall also be reported by the contractor for its own and its subcontractors' workforces.
8. Retention of Records Contractor and subcontractors shall maintain all above-cited records for at least one year following completion of the project.

SANCTIONS

1. **Penalty for Contractor Non-Compliance** Should a contractor or subcontractor be deemed not to have complied with the provisions of the Cambridge Employment Plan, nor to have made a good faith effort to do so, it shall not be actively considered for future public construction contracts in Cambridge.
2. **Review Procedures for Determination of Compliance or Non-Compliance** In order to make determinations of compliance or non-compliance (including good faith effort) the City shall use the following procedures:
 - A. **Quarterly Review** The City Manager's Construction Employment and Minority Business Enterprise Operating Committee shall review each project every three months, unless earlier review is requested by the committee's monitoring staff;
 - B. **Public Hearing** Should the City Manager's committee make a preliminary determination that a contractor or subcontractor is not in compliance (including good faith effort), it will take the steps listed in #3 below to conduct a public hearing on its finding.
3. **Public Hearing Procedures** The following procedures will be used by the City Manager's committee for the conduct of a public hearing on a preliminary finding of non-compliance.
 - A. **Hearing Notice** The committee shall give notice of the time and place of the hearing. The hearing shall not take place less than fourteen (14) days from the date of the notice.
 - B. **Availability of Project Record** The committee shall make available to the public the project record on which it based its preliminary finding, at a time and place convenient for inspection, beginning not more than two days following the hearing notice.
 - C. **Prehearing Conference** The committee in its discretion may hold a prehearing conference to resolve facts or issues in dispute and/or clarify hearing procedures.
 - D. **Due Process** Contractors are entitled to be represented by counsel and accompanied by witnesses. All protections necessary to fulfill due process requirements shall be incorporated in the procedures. The presiding officer shall be appointed by the City

Manager and shall make all administrative and evidentiary rulings.

- E. Final Determination Within ten (10) business days after the hearing, the committee shall meet to consider all evidence and arguments presented at the hearing, shall then make its decision, shall prepare a report on its decision including the reasons for it, and shall mail a copy, certified mail, return receipt requested, to the contractor whose performance was reviewed. The report will specify sanctions imposed, where applicable.
5. Contractor Redress The committee's finding of compliance or non-compliance (including good faith effort) as well as any imposition of sanctions, is a final administrative decision. A contractor may appeal such decision to the Middlesex County Superior Court within thirty (30) days of the date of receiving the committee's report.

ATTACHMENT "A"

EMPLOYMENT RESOURCES, INC. SCOPE OF SERVICES

Employment Resources, Inc., as the CEP contractor/provider for the City, shall perform the following services for the Construction Jobs Project:

- A) Develop and maintain a broad-based labor pool comprised of Cambridge residents with experience or interest in construction-related employment;
- B) Publicize and advertise the project and its labor pool to local residents, utilizing methods such as newspaper ads, flyers, mailings to unions and community-based organization, etc.;
- C) Ensure that a representative of the CEP Project will attend and contribute to City-organized pre-construction conferences with contracted developers;
- D) Maintain a construction job bank listing all openings from City-contracted developers to which city residents may be referred;
- E) Implement and maintain a process to match appropriate residents from the labor-pool with particular construction openings; make referrals to developers for consideration and follow-up on the results of each referral;
- F) In conjunction with the City's Community Development Department, prepare various reports describing the progress of the project, in particular the status of referrals to contractor construction openings.



CITY HALL CAMBRIDGE, MASSACHUSETTS 02139
TEL 349-4332

PROJECT _____

REPORT PREPARED BY _____

FOR WEEK ENDING _____

PROJECT COMPLETION DATE	PERCENT COMPLETED
-------------------------	-------------------

NOTE #1:
MINORITY FEMALE AND CAMBRIDGE RESIDENT WORKERS ARE COUNTED IN EACH CATEGORY APPLICABLE TO THEM. THUS A RESIDENT-WOMAN MINORITY CARPENTER IS COUNTED IN THE "M", "F" AND "C" COLUMNS.

NOTE# 2:
ALL CONTRACTORS ARE REQUIRED BY LAW TO PAY THE PREVAILING OR DAVIS-BACON WAGE (WHICHEVER IS HIGHER) WHETHER OR NOT THE EMPLOYEE IS A UNION MEMBER. CONTRACTORS ARE ALSO REQUIRED TO PRODUCE UPON REQUEST CERTIFIED PAYROLLS INDICATING WAGES PAID.

LISTING OF MINORITY, FEMALE AND CAMBRIDGE-RESIDENT WORKERS
REPORTED FOR WEEK ENDING _____

[illegible]

THE UNDERSIGNED CERTIFIES UNDER THE PENALTIES OF PERJURY THAT THE INFORMATION CONTAINED IN THIS DOCUMENT IS CORRECT.

AUTHORIZED SIGNATURE *

TITLE

COMPANY

DATE _____

*BY PERSON WHO PREPARED REPORT

CAMBRIDGE EMPLOYMENT PLAN QUARTERLY REPORT
CONTRACTOR COMPLIANCE - - PUBLICLY-FUNDED CONSTRUCTION

M = Minority
F = Female
CR = Cambridge Resident

Project Description and Location	Project Dollar Value	Start-up Date	Estimated Completion Date	Contractor	This Quarter						Cumulative							
					Total Work Hours	Total Work Hours of			% of Work Hours of			Total Hours to Date	Total Hours To Date of			% of Work Hours to Date of		
						M	F	CR	M	F	CR		M	F	CR	M	F	CR

NOTE: Minority, Female and Cambridge Residents are counted in EACH category for which they qualify.
Thus a resident-woman-minority worker is counted in each of the three columns.

**CAMBRIDGE EMPLOYMENT PLAN QUARTERLY REPORT
JOB BANK OPERATIONS**

1. **Outreach During Quarter** A narrative report by Employment Resources Inc. on what was done during the quarter to bring additional unemployed and underemployed Cambridge resident construction workers into the Job Bank. Total number brought in will be reported here, as well as in #2 below.
2. **Job Bank Operations During Quarter** A tabular report by Employment Resources Inc. and the Community Development Department that will provide the following information:
 - A. Total in Job Bank at Start of Quarter by trade, and with a breakout into four Cambridge Resident categories which are (1) Male Minority; (2) Female minority; (3) Male Non-Minority; (4) Female Non-Minority;
 - B. Total Brought into Job Bank During Quarter by trade, etc. as above;
 - C. Total who Left Job Bank During Quarter by trade, etc. as above -- with breakout as to reason for leaving Job Bank (employed, or left without employment);
 - D. Total in Job Bank at End of Quarter by trade, etc. as above.
3. **Contractor Contacts of Job Bank During Quarter** A tabular report by Employment Resources Inc. and the Community Development Department that will provide the following information:
 - A. Number of Contacts by contractors (including subcontractors) working on City of Cambridge construction projects;
 - B. Results on Contractor-by-Contractor Basis covering four factors, as follows: (1) Worker requests made; (2) Referrals received in response to requests; (3) Hirings resulting from referrals; (4) Loss of hired referrals from firings or from workers quitting jobs;
4. **Union Report for Quarter** a narrative and tabular report (if the union will give it) on worker requests made by the same contractors contacting Employment Resources Inc. -- and the union's response to the requests.

Consent Agenda # 8

F-206

Implementation Procedures for Cambridge
Employment Plan's Article II -
Construction Projects.

In City Council,

May 18, 1992

*Referred to the Hearing
at 7:00 P.M.*