



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
Tel. 498-9011

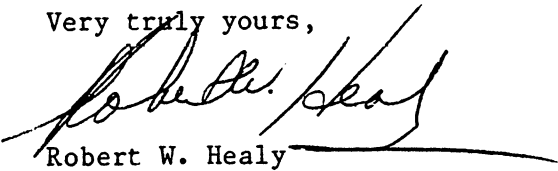
EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

January 22, 1990

To the Honorable, the City Council:

In response to Awaiting Report Item No. 18, regarding the current status of the Cambridge Employment Plan, please find attached responses submitted by the Community Development Department and Employment Resources Inc.

Very truly yours,



Robert W. Healy
City Manager

RWH/dls



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

January 19, 1990

Robert W. Healy, City Manager
City of Cambridge
Cambridge, MA 02139

Dear Bob,

Enclosed please find ERI's report on the Cambridge Employment Program. Rather than just give you a status report on the first six months of this fiscal year, I have also included statistical and demographic information going back to the program's inception in 1983.

Contract documents are attached also. Please feel free to contact me for any additional information you or the City Council members need.

Sincerely,

A handwritten signature in cursive script that reads "Nancy Brown". The signature is written in black ink and has a long, sweeping horizontal line extending to the right.

Nancy Brown, President
Employment Resources, Inc.

NB/ter



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

CAMBRIDGE EMPLOYMENT PROGRAM REPORT

JANUARY, 1990

The Cambridge Employment Program (CEP), as operated by Employment Resources, Inc. (ERI), provides a range of employment services to unemployed and underemployed Cambridge residents in order to assist them to obtain jobs in the local area. Over the course of its seven-year history, CEP has enrolled over 1100 Cambridge residents and has maintained an average job placement rate of 80%. The program has also collaborated with the Adult Education Department of the Cambridge Schools to provide training for 125 clients in skills such as typing, word processing, computer usage, welding, and culinary arts.

Staffing for the program currently consists of two full time employment specialists, with part of a program manager's salary and some clerical support also charged to the program. The following charts delineate various demographic indicators for the fiscal years from 1983 to December of 1989. Additionally, attached are client demographic charts for the total life of CEP through December 31, 1989.

Percentage of Minorities Served

83/84	52%
85	51%
86	57%
87	62%
88	71%
89	68%
90	<u>72%</u>
Total	60%

Percent Adults Served

83/84	80%
85	78%
86	83%
87	76%
88	80%
89	80%
90	<u>84%</u>
Total	80%

Percent Youth Served

20%
22%
17%
24%
20%
20%
<u>16%</u>
20%

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1983 - 1984

CHARACTERISTICS		PARTICIPANTS
TOTAL		404
SEX	MALE	208
	FEMALE	196
AGE	16 - 17	0
	18 - 21	80
	22 - 29	163
	30 - 39	103
	40 - 54	44
	55 & Over	14
RACE/ETHNIC	White (non-Hispanic)	195
	Black (non-Hispanic)	163
	Hispanic	34
	American Indian or Alaskan Native	1
	Asian or Pacific Islander	11
EDUCATION STATUS	School Dropout	57
	Student (high school or less)	5
	High School Graduate or Equivalent	125
	Post High Attendee	217
LABOR FORCE STATUS	Unemployed	N/A

TOTAL TERMINATED - 258

TOTAL PLACED ON JOBS - 201

JOB PLACEMENT RATE: 78%

AVERAGE PLACEMENT WAGE: \$5.92

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1984 - 1985

CHARACTERISTICS		PARTICIPANTS
TOTAL		174
SEX	MALE	91
	FEMALE	83
AGE	16 - 17	10
	18 - 21	28
	22 - 29	60
	30 - 39	42
	40 - 54	29
	55 & Over	5
RACE/ETHNIC	White (non-Hispanic)	85
	Black (non-Hispanic)	57
	Hispanic	17
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	15
EDUCATION STATUS	School Dropout	27
	Student (high school or less)	2
	High School Graduate or Equivalent	56
	Post High Attendee	89
LABOR FORCE STATUS	Unemployed	160

TOTAL TERMINATED - 171

TOTAL PLACED ON JOBS - 136

JOB PLACEMENT RATE: 79%

AVERAGE PLACEMENT WAGE: \$6.04

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1985 - 1986

CHARACTERISTICS		PARTICIPANTS
TOTAL		99
SEX	MALE	48
	FEMALE	51
AGE	16 - 17	7
	18 - 21	10
	22 - 29	38
	30 - 39	25
	40 - 54	14
	55 & Over	5
RACE/ETHNIC	White (non-Hispanic)	42
	Black (non-Hispanic)	48
	Hispanic	7
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	2
EDUCATION	School Dropout	15
	Student (high school or less)	0
STATUS	High School Graduate or Equivalent	35
	Post High Attendee	49
LABOR		
FORCE STATUS	Unemployed	79

TOTAL TERMINATED - 96

TOTAL PLACED ON JOBS - 84

JOB PLACEMENT RATE: 87%

AVERAGE PLACEMENT WAGE: \$6.21

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1986 - 1987

CHARACTERISTICS		PARTICIPANTS
TOTAL		105
SEX	MALE	56
	FEMALE	49
AGE	16 - 17	5
	18 - 21	20
	22 - 29	42
	30 - 39	22
	40 - 54	13
	55 & Over	3
RACE/ETHNIC	White (non-Hispanic)	40
	Black (non-Hispanic)	50
	Hispanic	9
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	6
EDUCATION STATUS	School Dropout	25
	Student (high school or less)	3
	High School Graduate or Equivalent	35
	Post High Attendee	42
LABOR FORCE STATUS		
	Unemployed	85

TOTAL TERMINATED - 73

TOTAL PLACED ON JOBS - 65

JOB PLACEMENT RATE: 89%

AVERAGE PLACEMENT WAGE: \$6.85

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1987 - 1988

CHARACTERISTICS		PARTICIPANTS
TOTAL		168
SEX	MALE	78
	FEMALE	90
AGE	16 - 17	2
	18 - 21	31
	22 - 29	53
	30 - 39	45
	40 - 54	31
	55 & Over	6
RACE/ETHNIC	White (non-Hispanic)	48
	Black (non-Hispanic)	92
	Hispanic	20
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	8
EDUCATION STATUS	School Dropout	26
	Student (high school or less)	3
	High School Graduate or Equivalent	67
	Post High Attendee	72
LABOR FORCE STATUS	Unemployed	127

TOTAL TERMINATED - 127

TOTAL PLACED ON JOBS - 93

JOB PLACEMENT RATE: 73%

AVERAGE PLACEMENT WAGE: \$7.51

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1988 - 1989

CHARACTERISTICS		PARTICIPANTS
TOTAL		161
SEX	MALE	95
	FEMALE	66
AGE	16 - 17	3
	18 - 21	29
	22 - 29	61
	30 - 39	41
	40 - 54	24
	55 & Over	3
RACE/ETHNIC	White (non-Hispanic)	51
	Black (non-Hispanic)	79
	Hispanic	22
	American Indian or Alaskan Native	1
	Asian or Pacific Islander	8
EDUCATION	School Dropout	24
	Student (high school or less)	6
STATUS	High School Graduate or Equivalent	66
	Post High Attendee	65
LABOR		
FORCE STATUS	Unemployed	103

TOTAL TERMINATED - 150

TOTAL PLACED ON JOBS - 113

JOB PLACEMENT RATE: 75%

AVERAGE PLACEMENT WAGE: \$8.09

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

7/1/89 - 12/31/89

CHARACTERISTICS		PARTICIPANTS
TOTAL		96
SEX	MALE	46
	FEMALE	50
AGE	16 - 17	3
	18 - 21	12
	22 - 29	24
	30 - 39	35
	40 - 54	22
	55 & Over	0
RACE/ETHNIC	White (non-Hispanic)	27
	Black (non-Hispanic)	45
	Hispanic	17
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	7
EDUCATION STATUS	School Dropout	14
	Student (high school or less)	3
	High School Graduate or Equivalent	44
	Post High Attendee	35
LABOR FORCE STATUS	Unemployed	68

TOTAL TERMINATED - 25

TOTAL PLACED ON JOBS - 25

JOB PLACEMENT RATE: N/A

AVERAGE PLACEMENT WAGE: \$8.27



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

TEL. 498-9011

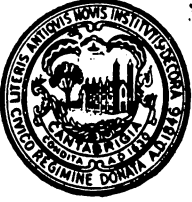
EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

1990-1991

CAMBRIDGE SCHOOL COMMITTEE

Ms. Frances H. Cooper 160 River Street Cambridge, 02139	492-4540
Ms. Henrietta Davis 120 Chestnut Street Cambridge, 02139	547-0877
Mr. Alfred B. Fantini - (Vice Chairman) 4-6 Canal Park Unit 203 Cambridge, Ma. 02141	492-3502 (h) 646-1000 (w)
Mr. James J. Rafferty 6 Washington Avenue Cambridge, 02140	661-6914 (h) 492-4100 (w)
Mr. Larry Weinstein 25 Sherman Street Cambridge, Ma. 02140	661-1256 (h) 891-2918 (w)
Mr. Alfred E. Vellucci 42 Porter Street Cambridge, Ma. 02141	354-7809
Mayor Alice K. Wolf 48 Huron Avenue Cambridge, Mas. 02138	868-8127 (h) 498-9090 (w)



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 *MHR*
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.

ANLYSIS OF EMPLOYMENT ORGANIZATIONS AND SERVICES THEY PROVIDE

CITY OF CAMBRIDGE, CDD

January 1990

SOURCE: Cambridge Community Services Directory

Acadc. Trng. Skill Trng. Job Plcmnt. Voc. Svcs. Seminars Prgrm. Dvlpmt. Apt Testing ESL Youth Prgrms. GED Prep. Job Search Asst. Prvd. Empl.

	Acadc. Trng.	Skill Trng.	Job Plcmnt.	Voc. Svcs.	Seminars	Prgrm. Dvlpmt.	Apt Testing	ESL	Youth Prgrms.	GED Prep.	Job Search Asst.	Prvd. Empl.
Model Jobs Trng. Cntr.	X	X	X									
CCS					X	X						
CHA				X								
Cam. Job Mtchg. Srvc.			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								
NC 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 Entrpnl. Project				X				X				



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
Tel. 498-9011

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

*Economic
Development
Housing*

January 22, 1990

To the Honorable, the City Council:

In response to Awaiting Report Item No. 18, regarding the current status of the Cambridge Employment Plan, please find attached responses submitted by the Community Development Department and Employment Resources Inc.

Very truly yours,

Robert W. Healy
City Manager

RWH/dls



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

January 19, 1990

Robert W. Healy, City Manager
City of Cambridge
Cambridge, MA 02139

Dear Bob,

Enclosed please find ERI's report on the Cambridge Employment Program. Rather than just give you a status report on the first six months of this fiscal year, I have also included statistical and demographic information going back to the program's inception in 1983.

Contract documents are attached also. Please feel free to contact me for any additional information you or the City Council members need.

Sincerely,

A handwritten signature in cursive script that reads "Nancy Brown". The signature is written in black ink and has a long, sweeping horizontal line extending to the right.

Nancy Brown, President
Employment Resources, Inc.

NB/ter



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

CAMBRIDGE EMPLOYMENT PROGRAM REPORT

JANUARY, 1990

The Cambridge Employment Program (CEP), as operated by Employment Resources, Inc. (ERI), provides a range of employment services to unemployed and underemployed Cambridge residents in order to assist them to obtain jobs in the local area. Over the course of its seven-year history, CEP has enrolled over 1100 Cambridge residents and has maintained an average job placement rate of 80%. The program has also collaborated with the Adult Education Department of the Cambridge Schools to provide training for 125 clients in skills such as typing, word processing, computer usage, welding, and culinary arts.

Staffing for the program currently consists of two full time employment specialists, with part of a program manager's salary and some clerical support also charged to the program. The following charts delineate various demographic indicators for the fiscal years from 1983 to December of 1989. Additionally, attached are client demographic charts for the total life of CEP through December 31, 1989.

Percentage of Minorities Served

83/84	52%
85	51%
86	57%
87	62%
88	71%
89	68%
90	<u>72%</u>
Total	<u>60%</u>

Percent Adults Served

83/84	80%
85	78%
86	83%
87	76%
88	80%
89	80%
90	<u>84%</u>
Total	<u>80%</u>

Percent Youth Served

20%
22%
17%
24%
20%
20%
<u>16%</u>
<u>20%</u>

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1983 - 1984

CHARACTERISTICS		PARTICIPANTS
TOTAL		404
SEX	MALE	208
	FEMALE	196
AGE	16 - 17	0
	18 - 21	80
	22 - 29	163
	30 - 39	103
	40 - 54	44
	55 & Over	14
RACE/ETHNIC	White (non-Hispanic)	195
	Black (non-Hispanic)	163
	Hispanic	34
	American Indian or Alaskan Native	1
	Asian or Pacific Islander	11
EDUCATION STATUS	School Dropout	57
	Student (high school or less)	5
	High School Graduate or Equivalent	125
	Post High Attendee	217
LABOR FORCE STATUS	Unemployed	N/A

TOTAL TERMINATED	- 258
TOTAL PLACED ON JOBS	- 201
JOB PLACEMENT RATE:	78%
AVERAGE PLACEMENT WAGE:	\$5.92

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1984 - 1985

CHARACTERISTICS		PARTICIPANTS
TOTAL		174
SEX	MALE	91
	FEMALE	83
AGE	16 - 17	10
	18 - 21	28
	22 - 29	60
	30 - 39	42
	40 - 54	29
	55 & Over	5
RACE/ETHNIC	White (non-Hispanic)	85
	Black (non-Hispanic)	57
	Hispanic	17
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	15
EDUCATION STATUS	School Dropout	27
	Student (high school or less)	2
	High School Graduate or Equivalent	56
	Post High Attendee	89
LABOR FORCE STATUS	Unemployed	160

TOTAL TERMINATED	- 171
TOTAL PLACED ON JOBS	- 136
JOB PLACEMENT RATE:	79%
AVERAGE PLACEMENT WAGE:	\$6.04

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1985 - 1986

CHARACTERISTICS		PARTICIPANTS
TOTAL		99
SEX	MALE	48
	FEMALE	51
AGE	16 - 17	7
	18 - 21	10
	22 - 29	38
	30 - 39	25
	40 - 54	14
	55 & Over	5
RACE/ETHNIC	White (non-Hispanic)	42
	Black (non-Hispanic)	48
	Hispanic	7
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	2
EDUCATION	School Dropout	15
	Student (high school or less)	0
STATUS	High School Graduate or Equivalent	35
	Post High Attendee	49
LABOR		
FORCE STATUS	Unemployed	79

TOTAL TERMINATED - 96

TOTAL PLACED ON JOBS - 84

JOB PLACEMENT RATE: 87%

AVERAGE PLACEMENT WAGE: \$6.21

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1986 - 1987

CHARACTERISTICS		PARTICIPANTS
TOTAL		105
SEX	MALE	56
	FEMALE	49
AGE	16 - 17	5
	18 - 21	20
	22 - 29	42
	30 - 39	22
	40 - 54	13
	55 & Over	3
RACE/ETHNIC	White (non-Hispanic)	40
	Black (non-Hispanic)	50
	Hispanic	9
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	6
EDUCATION STATUS	School Dropout	25
	Student (high school or less)	3
	High School Graduate or Equivalent	35
	Post High Attendee	42
LABOR FORCE STATUS	Unemployed	85

TOTAL TERMINATED	- 73
TOTAL PLACED ON JOBS	- 65
JOB PLACEMENT RATE:	89%
AVERAGE PLACEMENT WAGE:	\$6.85

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1987 - 1988

CHARACTERISTICS		PARTICIPANTS
TOTAL		168
SEX	MALE	78
	FEMALE	90
AGE	16 - 17	2
	18 - 21	31
	22 - 29	53
	30 - 39	45
	40 - 54	31
	55 & Over	6
RACE/ETHNIC	White (non-Hispanic)	48
	Black (non-Hispanic)	92
	Hispanic	20
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	8
EDUCATION	School Dropout	26
	Student (high school or less)	3
STATUS	High School Graduate or Equivalent	67
	Post High Attendee	72
LABOR		
FORCE STATUS	Unemployed	127

TOTAL TERMINATED - 127

TOTAL PLACED ON JOBS - 93

JOB PLACEMENT RATE: 73%

AVERAGE PLACEMENT WAGE: \$7.51

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1988 - 1989

CHARACTERISTICS		PARTICIPANTS
TOTAL		161
SEX	MALE	95
	FEMALE	66
AGE	16 - 17	3
	18 - 21	29
	22 - 29	61
	30 - 39	41
	40 - 54	24
	55 & Over	3
RACE/ETHNIC	White (non-Hispanic)	51
	Black (non-Hispanic)	79
	Hispanic	22
	American Indian or Alaskan Native	1
	Asian or Pacific Islander	8
EDUCATION STATUS	School Dropout	24
	Student (high school or less)	6
	High School Graduate or Equivalent	66
	Post High Attendee	65
LABOR FORCE STATUS	Unemployed	103

TOTAL TERMINATED - 150

TOTAL PLACED ON JOBS - 113

JOB PLACEMENT RATE: 75%

AVERAGE PLACEMENT WAGE: \$8.09

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

7/1/89 - 12/31/89

CHARACTERISTICS		PARTICIPANTS
TOTAL		96
SEX	MALE	46
	FEMALE	50
AGE	16 - 17	3
	18 - 21	12
	22 - 29	24
	30 - 39	35
	40 - 54	22
	55 & Over	0
RACE/ETHNIC	White (non-Hispanic)	27
	Black (non-Hispanic)	45
	Hispanic	17
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	7
EDUCATION	School Dropout	14
	Student (high school or less)	3
STATUS	High School Graduate or Equivalent	44
	Post High Attendee	35
LABOR		
FORCE STATUS	Unemployed	68

TOTAL TERMINATED - 25

TOTAL PLACED ON JOBS - 25

JOB PLACEMENT RATE: N/A

AVERAGE PLACEMENT WAGE: \$8.27



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

TEL. 498-9011

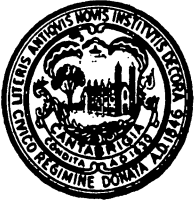
EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

1990-1991

CAMBRIDGE SCHOOL COMMITTEE

Ms. Frances H. Cooper 160 River Street Cambridge, 02139	492-4540
Ms. Henrietta Davis 120 Chestnut Street Cambridge, 02139	547-0877
Mr. Alfred B. Fantini - (Vice Chairman) 4-6 Canal Park Unit 203 Cambridge, Ma. 02141	492-3502 (h) 646-1000 (w)
Mr. James J. Rafferty 6 Washington Avenue Cambridge, 02140	661-6914 (h) 492-4100 (w)
Mr. Larry Weinstein 25 Sherman Street Cambridge, Ma. 02140	661-1256 (h) 891-2918 (w)
Mr. Alfred E. Vellucci 42 Porter Street Cambridge, Ma. 02141	354-7809
Mayor Alice K. Wolf 48 Huron Avenue Cambridge, Mas. 02138	868-8127 (h) 498-9090 (w)



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 *MAR*
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.

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. Dvlpmt. Apt Testing ESL Youth Prgms. GED Prep. Job Search Asst. Prvd. Empl.

	Acadm. Trng.	Skill Trng.	Job Plcmnt.	Voc. Svcs.	Seminars	Prgrm. Dvlpmt.	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. 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								
NC 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 Entrpnl. Project				X					X			



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
Tel. 498-9011

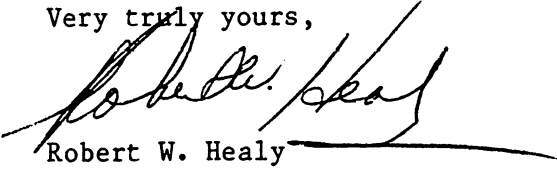
EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

January 22, 1990

To the Honorable, the City Council:

In response to Awaiting Report Item No. 18, regarding the current status of the Cambridge Employment Plan, please find attached responses submitted by the Community Development Department and Employment Resources Inc.

Very truly yours,


Robert W. Healy
City Manager

RWH/dls



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

January 19, 1990

Robert W. Healy, City Manager
City of Cambridge
Cambridge, MA 02139

Dear Bob,

Enclosed please find ERI's report on the Cambridge Employment Program. Rather than just give you a status report on the first six months of this fiscal year, I have also included statistical and demographic information going back to the program's inception in 1983.

Contract documents are attached also. Please feel free to contact me for any additional information you or the City Council members need.

Sincerely,

A handwritten signature in cursive script that reads "Nancy Brown". The signature is written in black ink and has a long, sweeping horizontal line extending to the right.

Nancy Brown, President
Employment Resources, Inc.

NB/ter



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

CAMBRIDGE EMPLOYMENT PROGRAM REPORT

JANUARY, 1990

The Cambridge Employment Program (CEP), as operated by Employment Resources, Inc. (ERI), provides a range of employment services to unemployed and underemployed Cambridge residents in order to assist them to obtain jobs in the local area. Over the course of its seven-year history, CEP has enrolled over 1100 Cambridge residents and has maintained an average job placement rate of 80%. The program has also collaborated with the Adult Education Department of the Cambridge Schools to provide training for 125 clients in skills such as typing, word processing, computer usage, welding, and culinary arts.

Staffing for the program currently consists of two full time employment specialists, with part of a program manager's salary and some clerical support also charged to the program. The following charts delineate various demographic indicators for the fiscal years from 1983 to December of 1989. Additionally, attached are client demographic charts for the total life of CEP through December 31, 1989.

Percentage of Minorities Served

83/84	52%
85	51%
86	57%
87	62%
88	71%
89	68%
90	<u>72%</u>
Total	60%

Percent Adults Served

83/84	80%
85	78%
86	83%
87	76%
88	80%
89	80%
90	<u>84%</u>
Total	80%

Percent Youth Served

20%
22%
17%
24%
20%
20%
<u>16%</u>
20%

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1983 - 1984

CHARACTERISTICS		PARTICIPANTS
TOTAL		404
SEX	MALE	208
	FEMALE	196
AGE	16 - 17	0
	18 - 21	80
	22 - 29	163
	30 - 39	103
	40 - 54	44
	55 & Over	14
RACE/ETHNIC	White (non-Hispanic)	195
	Black (non-Hispanic)	163
	Hispanic	34
	American Indian or Alaskan Native	1
	Asian or Pacific Islander	11
EDUCATION	School Dropout	57
	Student (high school or less)	5
STATUS	High School Graduate or Equivalent	125
	Post High Attendee	217
LABOR		
FORCE STATUS	Unemployed	N/A

TOTAL TERMINATED - 258

TOTAL PLACED ON JOBS - 201

JOB PLACEMENT RATE: 78%

AVERAGE PLACEMENT WAGE: \$5.92

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1984 - 1985

CHARACTERISTICS		PARTICIPANTS
TOTAL		174
SEX	MALE	91
	FEMALE	83
AGE	16 - 17	10
	18 - 21	28
	22 - 29	60
	30 - 39	42
	40 - 54	29
	55 & Over	5
RACE/ETHNIC	White (non-Hispanic)	85
	Black (non-Hispanic)	57
	Hispanic	17
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	15
EDUCATION	School Dropout	27
	Student (high school or less)	2
STATUS	High School Graduate or Equivalent	56
	Post High Attendee	89
LABOR		
FORCE STATUS	Unemployed	160

TOTAL TERMINATED	- 171
TOTAL PLACED ON JOBS	- 136
JOB PLACEMENT RATE:	79%
AVERAGE PLACEMENT WAGE:	\$6.04

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1985 - 1986

CHARACTERISTICS		PARTICIPANTS
TOTAL		99
SEX	MALE	48
	FEMALE	51
AGE	16 - 17	7
	18 - 21	10
	22 - 29	38
	30 - 39	25
	40 - 54	14
	55 & Over	5
RACE/ETHNIC	White (non-Hispanic)	42
	Black (non-Hispanic)	48
	Hispanic	7
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	2
EDUCATION STATUS	School Dropout	15
	Student (high school or less)	0
	High School Graduate or Equivalent	35
	Post High Attendee	49
LABOR FORCE STATUS	Unemployed	79

TOTAL TERMINATED - 96

TOTAL PLACED ON JOBS - 84

JOB PLACEMENT RATE: 87%

AVERAGE PLACEMENT WAGE: \$6.21

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1986 - 1987

CHARACTERISTICS		PARTICIPANTS
TOTAL		105
SEX	MALE	56
	FEMALE	49
AGE	16 - 17	5
	18 - 21	20
	22 - 29	42
	30 - 39	22
	40 - 54	13
	55 & Over	3
RACE/ETHNIC	White (non-Hispanic)	40
	Black (non-Hispanic)	50
	Hispanic	9
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	6
EDUCATION STATUS	School Dropout	25
	Student (high school or less)	3
	High School Graduate or Equivalent	35
	Post High Attendee	42
LABOR FORCE STATUS	Unemployed	85

TOTAL TERMINATED - 73

TOTAL PLACED ON JOBS - 65

JOB PLACEMENT RATE: 89%

AVERAGE PLACEMENT WAGE: \$6.85

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1987 - 1988

CHARACTERISTICS		PARTICIPANTS
TOTAL		168
SEX	MALE	78
	FEMALE	90
AGE	16 - 17	2
	18 - 21	31
	22 - 29	53
	30 - 39	45
	40 - 54	31
	55 & Over	6
RACE/ETHNIC	White (non-Hispanic)	48
	Black (non-Hispanic)	92
	Hispanic	20
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	8
EDUCATION STATUS	School Dropout	26
	Student (high school or less)	3
	High School Graduate or Equivalent	67
	Post High Attendee	72
LABOR FORCE STATUS	Unemployed	127

TOTAL TERMINATED - 127

TOTAL PLACED ON JOBS - 93

JOB PLACEMENT RATE: 73%

AVERAGE PLACEMENT WAGE: \$7.51

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1988 - 1989

CHARACTERISTICS		PARTICIPANTS
TOTAL		161
SEX	MALE	95
	FEMALE	66
AGE	16 - 17	3
	18 - 21	29
	22 - 29	61
	30 - 39	41
	40 - 54	24
	55 & Over	3
RACE/ETHNIC	White (non-Hispanic)	51
	Black (non-Hispanic)	79
	Hispanic	22
	American Indian or Alaskan Native	1
	Asian or Pacific Islander	8
EDUCATION	School Dropout	24
	Student (high school or less)	6
STATUS	High School Graduate or Equivalent	66
	Post High Attendee	65
LABOR		
FORCE STATUS	Unemployed	103

TOTAL TERMINATED - 150

TOTAL PLACED ON JOBS - 113

JOB PLACEMENT RATE: 75%

AVERAGE PLACEMENT WAGE: \$8.09

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

7/1/89 - 12/31/89

CHARACTERISTICS		PARTICIPANTS
TOTAL		96
SEX	MALE	46
	FEMALE	50
AGE	16 - 17	3
	18 - 21	12
	22 - 29	24
	30 - 39	35
	40 - 54	22
	55 & Over	0
RACE/ETHNIC	White (non-Hispanic)	27
	Black (non-Hispanic)	45
	Hispanic	17
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	7
EDUCATION STATUS	School Dropout	14
	Student (high school or less)	3
	High School Graduate or Equivalent	44
	Post High Attendee	35
LABOR FORCE STATUS	Unemployed	68

TOTAL TERMINATED - 25

TOTAL PLACED ON JOBS - 25

JOB PLACEMENT RATE: N/A

AVERAGE PLACEMENT WAGE: \$8.27



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
TEL. 498-9011

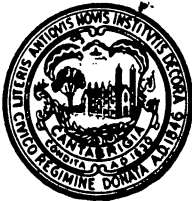
EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

1990-1991

CAMBRIDGE SCHOOL COMMITTEE

Ms. Frances H. Cooper 160 River Street Cambridge, 02139	492-4540
Ms. Henrietta Davis 120 Chestnut Street Cambridge, 02139	547-0877
Mr. Alfred B. Fantini - (Vice Chairman) 4-6 Canal Park Unit 203 Cambridge, Ma. 02141	492-3502 (h) 646-1000 (w)
Mr. James J. Rafferty 6 Washington Avenue Cambridge, 02140	661-6914 (h) 492-4100 (w)
Mr. Larry Weinstein 25 Sherman Street Cambridge, Ma. 02140	661-1256 (h) 891-2918 (w)
Mr. Alfred E. Vellucci 42 Porter Street Cambridge, Ma. 02141	354-7809
Mayor Alice K. Wolf 48 Huron Avenue Cambridge, Mas. 02138	868-8127 (h) 498-9090 (w)



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 *MAR*
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.

ANLYSIS OF EMPLOYMENT ORGANIZATIONS AND SERVICES THEY PROVIDE

CITY OF CAMBRIDGE, CDD

January 1990

SOURCE: Cambridge Community Services Directory

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

	Acadmic. Trng.	Skill Trng.	Job Plcmnt.	Voc. Svcs.	Seminars	Prgrm. Dvlpmt.	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. 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								
NC 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 Entrpnl. Project				X					X			



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

January 19, 1990

Robert W. Healy, City Manager
City of Cambridge
Cambridge, MA 02139

Dear Bob,

Enclosed please find ERI's report on the Cambridge Employment Program. Rather than just give you a status report on the first six months of this fiscal year, I have also included statistical and demographic information going back to the program's inception in 1983.

Contract documents are attached also. Please feel free to contact me for any additional information you or the City Council members need.

Sincerely,

A handwritten signature in black ink that reads "Nancy Brown" with a long, sweeping horizontal line extending to the right.

Nancy Brown, President
Employment Resources, Inc.

NB/ter



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

CAMBRIDGE EMPLOYMENT PROGRAM REPORT

JANUARY, 1990

The Cambridge Employment Program (CEP), as operated by Employment Resources, Inc. (ERI), provides a range of employment services to unemployed and underemployed Cambridge residents in order to assist them to obtain jobs in the local area. Over the course of its seven-year history, CEP has enrolled over 1100 Cambridge residents and has maintained an average job placement rate of 80%. The program has also collaborated with the Adult Education Department of the Cambridge Schools to provide training for 125 clients in skills such as typing, word processing, computer usage, welding, and culinary arts.

Staffing for the program currently consists of two full time employment specialists, with part of a program manager's salary and some clerical support also charged to the program. The following charts delineate various demographic indicators for the fiscal years from 1983 to December of 1989. Additionally, attached are client demographic charts for the total life of CEP through December 31, 1989.

Percentage of Minorities Served

83/84	52%
85	51%
86	57%
87	62%
88	71%
89	68%
90	<u>72%</u>
Total	<u>60%</u>

Percent Adults Served

83/84	80%
85	78%
86	83%
87	76%
88	80%
89	80%
90	<u>84%</u>
Total	<u>80%</u>

Percent Youth Served

20%
22%
17%
24%
20%
20%
<u>16%</u>
<u>20%</u>

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1983 - 1984

CHARACTERISTICS		PARTICIPANTS
TOTAL		404
SEX	MALE	208
	FEMALE	196
AGE	16 - 17	0
	18 - 21	80
	22 - 29	163
	30 - 39	103
	40 - 54	44
	55 & Over	14
RACE/ETHNIC	White (non-Hispanic)	195
	Black (non-Hispanic)	163
	Hispanic	34
	American Indian or Alaskan Native	1
	Asian or Pacific Islander	11
EDUCATION STATUS	School Dropout	57
	Student (high school or less)	5
	High School Graduate or Equivalent	125
	Post High Attendee	217
LABOR FORCE STATUS	Unemployed	N/A

TOTAL TERMINATED	- 258
TOTAL PLACED ON JOBS	- 201
JOB PLACEMENT RATE:	78%
AVERAGE PLACEMENT WAGE:	\$5.92

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1984 - 1985

CHARACTERISTICS		PARTICIPANTS
TOTAL		174
SEX	MALE	91
	FEMALE	83
AGE	16 - 17	10
	18 - 21	28
	22 - 29	60
	30 - 39	42
	40 - 54	29
	55 & Over	5
RACE/ETHNIC	White (non-Hispanic)	85
	Black (non-Hispanic)	57
	Hispanic	17
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	15
EDUCATION STATUS	School Dropout	27
	Student (high school or less)	2
	High School Graduate or Equivalent	56
	Post High Attendee	89
LABOR FORCE STATUS	Unemployed	160

TOTAL TERMINATED	- 171
TOTAL PLACED ON JOBS	- 136
JOB PLACEMENT RATE:	79%
AVERAGE PLACEMENT WAGE:	\$6.04

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1985 - 1986

CHARACTERISTICS		PARTICIPANTS
TOTAL		99
SEX	MALE	48
	FEMALE	51
AGE	16 - 17	7
	18 - 21	10
	22 - 29	38
	30 - 39	25
	40 - 54	14
	55 & Over	5
RACE/ETHNIC	White (non-Hispanic)	42
	Black (non-Hispanic)	48
	Hispanic	7
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	2
EDUCATION STATUS	School Dropout	15
	Student (high school or less)	0
	High School Graduate or Equivalent	35
	Post High Attendee	49
LABOR FORCE STATUS	Unemployed	79

TOTAL TERMINATED	- 96
TOTAL PLACED ON JOBS	- 84
JOB PLACEMENT RATE:	87%
AVERAGE PLACEMENT WAGE:	\$6.21

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1986 - 1987

CHARACTERISTICS		PARTICIPANTS
TOTAL		105
SEX	MALE	56
	FEMALE	49
AGE	16 - 17	5
	18 - 21	20
	22 - 29	42
	30 - 39	22
	40 - 54	13
	55 & Over	3
RACE/ETHNIC	White (non-Hispanic)	40
	Black (non-Hispanic)	50
	Hispanic	9
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	6
EDUCATION STATUS	School Dropout	25
	Student (high school or less)	3
	High School Graduate or Equivalent	35
	Post High Attendee	42
LABOR FORCE STATUS	Unemployed	85

TOTAL TERMINATED - 73

TOTAL PLACED ON JOBS - 65

JOB PLACEMENT RATE: 89%

AVERAGE PLACEMENT WAGE: \$6.85

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1987 - 1988

CHARACTERISTICS		PARTICIPANTS
TOTAL		168
SEX	MALE	78
	FEMALE	90
AGE	16 - 17	2
	18 - 21	31
	22 - 29	53
	30 - 39	45
	40 - 54	31
	55 & Over	6
RACE/ETHNIC	White (non-Hispanic)	48
	Black (non-Hispanic)	92
	Hispanic	20
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	8
EDUCATION STATUS	School Dropout	26
	Student (high school or less)	3
	High School Graduate or Equivalent	67
	Post High Attendee	72
LABOR FORCE STATUS	Unemployed	127

TOTAL TERMINATED - 127

TOTAL PLACED ON JOBS - 93

JOB PLACEMENT RATE: 73%

AVERAGE PLACEMENT WAGE: \$7.51

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

1988 - 1989

CHARACTERISTICS		PARTICIPANTS
TOTAL		161
SEX	MALE	95
	FEMALE	66
AGE	16 - 17	3
	18 - 21	29
	22 - 29	61
	30 - 39	41
	40 - 54	24
	55 & Over	3
RACE/ETHNIC	White (non-Hispanic)	51
	Black (non-Hispanic)	79
	Hispanic	22
	American Indian or Alaskan Native	1
	Asian or Pacific Islander	8
EDUCATION STATUS	School Dropout	24
	Student (high school or less)	6
	High School Graduate or Equivalent	66
	Post High Attendee	65
LABOR FORCE STATUS	Unemployed	103

TOTAL TERMINATED - 150

TOTAL PLACED ON JOBS - 113

JOB PLACEMENT RATE: 75%

AVERAGE PLACEMENT WAGE: \$8.09

CAMBRIDGE EMPLOYMENT PROGRAM

CLIENT DEMOGRAPHICS

7/1/89 - 12/31/89

CHARACTERISTICS		PARTICIPANTS
TOTAL		96
SEX	MALE	46
	FEMALE	50
AGE	16 - 17	3
	18 - 21	12
	22 - 29	24
	30 - 39	35
	40 - 54	22
	55 & Over	0
RACE/ETHNIC	White (non-Hispanic)	27
	Black (non-Hispanic)	45
	Hispanic	17
	American Indian or Alaskan Native	0
	Asian or Pacific Islander	7
EDUCATION STATUS	School Dropout	14
	Student (high school or less)	3
	High School Graduate or Equivalent	44
	Post High Attendee	35
LABOR FORCE STATUS	Unemployed	68

TOTAL TERMINATED - 25

TOTAL PLACED ON JOBS - 25

JOB PLACEMENT RATE: N/A

AVERAGE PLACEMENT WAGE: \$8.27



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 *MAR*
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.

ANLYSIS OF EMPLOYMENT ORGANIZATIONS AND SERVICES THEY PROVIDE

CITY OF CAMBRIDGE, CDD

January 1990

SOURCE: Cambridge Community Services Directory

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

	Acadnc. Trng.	Skill Trng.	Job Plcmnt.	Voc. Svcs.	Seminars	Prgrm. Dvlpmt.	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								
NC 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 Entrpnl. Project				X					X			



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
Tel. 498-9011

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

January 22, 1990

To the Honorable, the City Council:

In response to Awaiting Report Item No. 18, regarding the current status of the Cambridge Employment Plan, please find attached responses submitted by the Community Development Department and Employment Resources Inc.

Very truly yours,

Robert W. Healy
City Manager

RWH/dls

Agenda # 11

S-47

Awaiting Report Item Number 18 regarding
the current status of the Cambridge
Employment Plan.

In City Council,

January 22, 1990

*Referred to the Committee
on Economic Development,
Training & Employment
Copy sent to Economic Dev.
Training & Employment 1/23/90(ccc)*